An Enterprise Financial Solution

RFP-ERP-2020

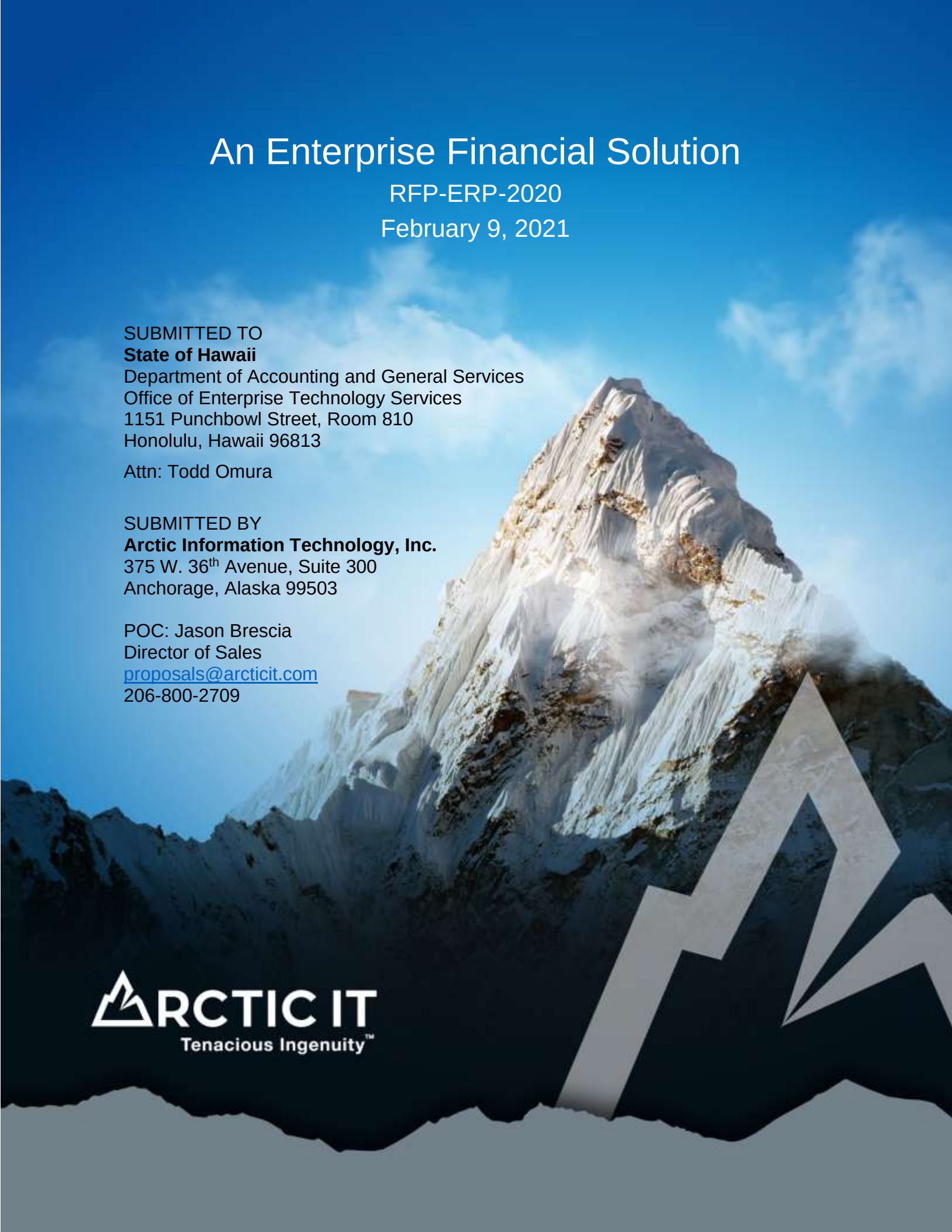
February 9, 2021

SUBMITTED TO
State of Hawaii
Department of Accounting and General Services
Office of Enterprise Technology Services
1151 Punchbowl Street, Room 810
Honolulu, Hawaii 96813

Attn: Todd Omura

SUBMITTED BY
Arctic Information Technology, Inc.
375 W. 36th Avenue, Suite 300
Anchorage, Alaska 99503

POC: Jason Brescia
Director of Sales
proposals@arcticit.com
206-800-2709



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An Enterprise Financial Solution
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Todd Omura
Office of Enterprise Technology Services, State of Hawaii
1151 Punchbowl Street, Room B10
Honolulu, Hawaii 96813

Dear Mr. Omura:

The undersigned has carefully read and understands the terms and conditions specified in this RFP and hereby submits the following Proposal. The undersigned further understands and agrees that by submitting this Proposal 1) Offeror is declaring this Proposal is not in violation of Chapter 84, Hawaii Revised Statutes, concerning prohibited State contracts, and 2) Offeror is certifying that the price(s) submitted was (were) independently arrived at without collusion.

Offeror is a:
☐ Sole Proprietor ☐ Partnership ☒ *Corporation ☐ Joint Venture
☐ Other _____
*State of incorporation: Alaska

Hawaii General Excise Tax License I.D. No. Current Status is Exempt in HCE
Social Security No. or Federal I.D. No. TIN: 72-1542664

Payment address
(other than street address below): _____
City, State, Zip Code: _____

Business address (street address): 375 W 36th Ave, Ste 300
City, State, Zip Code: Anchorage, AK 99503-5814

Respectfully submitted:

February 9, 2021
Date

(x) David W. Bailey
Authorized (Original/Digital E-Signature) Signature

845.481.2824
Telephone No.

David W. Bailey
Name and Title (Please Type or Print)

907.261.9591
Fax No.

** Arctic Information Technology, Inc.
Exact Legal Name of Company (Offeror)

dbailey@arcticit.com
E-mail Address

**If Offeror is a "dba" or a "division" of a corporation, furnish the exact legal name of the corporation under which the awarded contract will be executed:

_____

Section 1. Evaluation Criteria 1: Offeror Qualifications

1.1 Executive Summary

1.1.1 Introduction to Arctic IT

Arctic Information Technology, Inc. (Arctic IT), formed in 2002, specializes in finance and accounting software implementations, technical support, and managed services to state, local and federal governments. Arctic IT was purchased by Doyon, Limited, an Alaska Native Corporation (ANC), in 2012. Arctic IT is a wholly owned subsidiary of Doyon, Limited and is classified by the Small Business Administration as an 8(a) small business. Arctic IT has offices in Anchorage, Alaska; Seattle, Washington; Federal Way, Washington; Lanham, Maryland; and Plano, Texas.

Arctic IT has nearly 20 years of experience guiding clients through strategic digital transformation initiatives as their businesses evolve. We have more than 100 U.S. based employees in 23 states and are familiar with the inherent challenges of working across time zones. Our Alaska headquarters is located Outside the Continental United States (OCONUS). Our extensive experience working between OCONUS and the mainland will guarantee there are no communications delays on the State of Hawaii's Enterprise Financial Solution (EFS) project.

Gold Microsoft Partner
Microsoft

Microsoft technology is at the core of the solution we propose. We have been dedicated to the Microsoft platform from our inception, and we have been a Microsoft Gold Partner for more than 15 years. Only 1% of Microsoft Partners globally will ever attain Gold status, let alone maintain it. We have done both. Microsoft Gold Partners are required to meet strict annual certification and revenue requirements to maintain this status. Our long-standing Gold Partner status demonstrates a deep level of expertise within our technical team, and the ability to consistently design and implement Microsoft solutions with the highest quality and client satisfaction. Arctic IT is Microsoft's partner of choice for the State.

Arctic IT has had the privilege of architecting and implementing an EFS for public sector organizations spanning 32 U.S. states. With more than 23,000 organizations running on our proposed Microsoft Dynamics 365 (D365) platform and over 4.4 million users worldwide, our solution is the ideal choice to serve as the core platform for the State's EFS. We have implemented similar solutions for King County, Washington (12th most populous county in the U.S. with 2,000,000+ citizens and $6.8 billion in 2020 property taxes), the U.S. National Park Service (900+ financial endpoints and locations throughout the U.S), the City of Seattle (Public Utilities' Watershed Protection Access Control

MILLE LACS
CORPORATE VENTURES

"MLCV selected Arctic IT as a partner to help take our corporate office to the Microsoft 365 cloud because of our experiences with them in the Dynamics GP and Dynamics CRM spaces. We continue to partner with Arctic IT because they understand our vision of providing business value through technology innovation."

DREW MCELRATH | Strategic Project Manager, Mille Lacs Corporate Ventures

System monitoring and delivering 1.3 million gallons of water per day), and the Army Emergency Relief (Global Financial System), to name but a few.

Our teammates (Microsoft, Performa, Ulu HI-Tech, and Poukihi) also have deep experience and proficiency delivering complex technical and financial solutions to state governments, including Hawaii. We introduce them in more detail in the following section, and it is important to note that we have the highest level of commitment from the owners of all teaming partners involved. This commitment coupled with the strength of Microsoft will ensure the State's EFS project receives the highest visibility and focus from deployment to local Honolulu-based training and support. Our combined team is the right mix of Hawaii-based expertise and financial systems knowledge to ensure the complete solution will succeed with minimal risk due to the technical capability and high availability of project personnel and specific knowledge of working with government in Hawaii at all levels.

King County

I received a call earlier this week from Tanya Hannah, the King County Chief Information Officer (CIO). She reached out to let me know that Arctic IT is amazing and the best contractor working at King County. She stated that Arctic IT has a knack for navigating relationships within King County and that most contractor's give up earlier in the project. She is very impressed with Arctic IT!"

DAVE BAILEY | President & GM, Arctic IT

Features & Benefits of Team Arctic IT

- Team Arctic IT brings a dynamic implementation staff with a tremendous amount of global experience designing and deploying modern Enterprise Financial Solutions.
- Our proposed solution is purposely designed for government reducing the need for customizations.
- We implement what clients need, which ensures transactions are managed in accordance with their existing accounting standards.
- Our proposed solution is extremely powerful but remains user-friendly and easy to maintain.
- We bring jobs to Hawaii through our partnership with Ulu HI-Tech and Poukihi. Core members of our team will be available within 1 mile of the Capitol building.
- Team Arctic IT offers the highest quality training to ensure consistent user adoption.
- Our proposed budget solution promotes transparency and accountability and makes life easier for users.
- We have the highest level of commitment from the owners of all partners involved and the strength of Microsoft as a teammate.
- We continually invest in R&D of the software, which means we are building with the future in mind.

Exhibit 1 – *Features and Benefits of Team Arctic IT*

Our team has a tremendous amount of implementation experience installing our proposed D365 platform as a modern, efficient, and purpose-built solution for governments worldwide. The State will benefit from our reliable guidance and expertise gained while working with local governments, including Hawaii, and find our team to be highly responsive to the ongoing and changing needs of the project.

We aim to prove in our proposal that we are the low risk and cost-effective option. We will accomplish this by implementing the key functionality the State needs to ensure the integrity of its existing accounting standards while providing complete flexibility and adaptability with the desired level of transparency in government. D365, the core of our solution, has the flexibility to be configured to meet the needs of the State's business and users together with the elasticity and performance of the cloud to ensure increased efficiencies. Our team has been assembled to provide the highest degree of skill and domain knowledge with a keen focus on local Hawaii-based partners to ensure the best overall experience for the State now and into the future.

Exhibit 2 – *Prime Contractor: Arctic Information Technology, Inc.*

Proposed Prime Contractor Identification – Arctic IT	
Full Corporate Name	Arctic Information Technology, Inc.
Address of Headquarters	375 W. 36th Avenue, Suite 300, Anchorage, AK 99503
Address of Office Providing Service	375 W. 36th Avenue, Suite 300, Anchorage, AK 99503
Points of Contact	Jason Brescia, National Sales Director, 206-800-2709, jbrescia@arcticit.com Carrie Longo, Contracts Manager, 757-366-1681, clongo@arcticit.com
Key Executives	David W. Bailey, President and General Manager Jaime Sherrer, Vice President National Operations
Key Project Personnel	Duncan McCollum, Program Manager Clark Baker, Integration Manager Jason Brown, Technical Manager Diane Bishop, Reporting Manager Brenda Mehus, Testing Manager Natalie Ruela, Functional Manager
Contract Role	Prime contractor responsible for managing the project, performing the majority of implementation and support services, scheduling work, assigning resources, managing subcontractors, and reporting to the State.

1.1.2 Team Introduction

Arctic IT performed thorough market research and analysis to determine the most effective mix of companies to build and support the State's EFS. We performed a thorough gap analysis to identify areas where Arctic IT might enhance our overall offering to the State. In addition to technical capabilities, our evaluation took into consideration companies that have worked together harmoniously in the past, industry reputation, relevant state government experience, direct knowledge of Hawaii's processes, and location. We are pleased to introduce our teammates (Performa Software, Ulu Hi-Tech, Poukihi, and Microsoft) – hereafter we are collectively called **Team Arctic IT**.

We are certain Team Arctic IT offers the lowest risk and is the strongest team with the most user-friendly, secure, and dependable solution possible with experts located on the island of Oahu.

Exhibit 3 – *The Strength of Team Arctic IT*

Performa Software, Inc. – Performa has specialized in providing complex financial management systems for state governments for nearly 20 years. Performa's award-winning BIDS is the COTS technology platform of choice for the statewide budget management systems of Tennessee, Virginia, and Maryland. BIDS has been implemented around the world in governments across Asia-Pacific, Australia, and Europe. Overall, BIDS manages upwards of $250 billion of public funds in the U.S. alone. Performa's global experience implementing government financial systems gives us a unique perspective for bringing industry-leading best practices to the state of Hawaii.

Performa's team includes past government budget directors, accountants, CFOs, and budget analysts with years of experience. Performa's staff is hand-selected for their deep industry knowledge and their ability to bring that experience to every customer and implementation.

Exhibit 4 – *Subcontractor: Performa Software*

Proposed Subcontractor Identification – Performa Software	
Full Corporate Name	Performa Software
Address of Headquarters	1 Research Ct, Ste 450, Rockville, MD 20850
Address of Office Providing Service	1 Research Ct, Ste 450, Rockville, MD 20850
Points of Contact	Jonathan Hutt, Program Manager, 201-519-0243, jonathan.hutt@theperformagroup.com KenRick Skerritt, Business Development Manager, 301-256-2519, kenrick.skerritt@theperformagroup.com
Key Executives	Raphael Gabay, CEO Greg Ponych, CFO Jonathan Hutt, Functional Expert Brendan Hayes, Solution Architect KenRick Skerritt, Business Development Manager
Key Project Personnel	Budget SMEs / BIDS Integration Experts
Contract Role	Performa BIDS software and integration

Ulu HI-Tech – Ulu HI-Tech is a Native Hawaiian Owned business that specializes in cybersecurity, cloud adoption and migration, software architecture and DevSecOps (a set of practices that combines software development and IT operations and shortens the software development lifecycle) capabilities for commercial and government agencies in Hawaii and across the globe. The company also provides systems engineering, IT management consulting, project planning, and IT delivery services.

Through a powerful combination of government and industry expertise, Ulu HI-Tech delivers results-driven enterprise technology solutions while reducing overall costs. Coupling small business agility with large business experience, the company provides the capabilities and processes to quickly respond to requirements, while staying innovative and competitive in a turbulent, rapidly changing environment. Ulu HI-Tech strives to serve the nation while also advancing technology, education, and prosperity for Native Hawaiians.

Team Arctic IT will bring jobs to Hawaii through our partnership with Ulu HI-Tech, a Native Hawaiian Owned business with offices less than two miles from the Capitol building in Honolulu. This will be the location from which we will facilitate training (unless the State prefers training to be conducted onsite) and the local venue for Team Arctic IT resources to enable onsite support and quick response times as soon as needed.

Exhibit 5 – *Subcontractor: Ulu HI-Tech*

Proposed Subcontractor Identification – Ulu HI-Tech	
Full Corporate Name	Ulu HI-Tech, Inc.
Address of Headquarters	643 Ilalo St., Honolulu, HI 96813
Address of Office Providing Service	643 Ilalo St., Honolulu, HI 96813
Point of Contact	Gregory Hester, CTO, 808-427-5501, ghester@uluhitech.com
Key Executives	Hali'a Hester, CEO Gregory Hester, CTO
Key Project Personnel	Rachel Bambusch, Organizational Change Manager Ben Yuan, Project Manager
Contract Role	Assist with project management, organizational change management, training

Microsoft Consulting Services. – Microsoft's mission is to "Empower every person on the planet to achieve more" by creating technology that transforms the way people work, play, and communicate. Microsoft develops and markets software, services, hardware, and solutions that deliver new opportunities, greater convenience, and enhanced value to people's lives. Microsoft D365 Finance is Microsoft's financial management business application that enables organizations to monitor the performance of financial operations in real-time, predict outcomes, and make data-driven decisions to drive business agility and growth. It empowers users to do business anywhere, anytime, with an intuitive user-interface personalized for their roles and preferences. Microsoft's worldwide team of professionals is dedicated to delivering on Microsoft's mission of empowering businesses to do more and achieve more in a mobile-first, cloud-first world. The organization includes more than 12,000+ consultants, enterprise architects, support staff, and sales professionals who live and work across 191 countries.

Exhibit 6 – *Subcontractor: Microsoft Consulting Services*

Proposed Subcontractor Identification – Microsoft Consulting Services	
Full Corporate Name	Microsoft Consulting Services
Address of Headquarters	1 Microsoft Way, Redmond, WA 98052
Address of Office Providing Service	1 Microsoft Way, Redmond, WA 98052
Point of Contact	Ross Trousdale, Services Executive, 612.226.4158, ross.trousdale@microsoft.com
Key Executives	Susan Locke, Account Executive John Cho Account Manager
Key Project Personnel	SMEs / Platform Expertise
Contract Role	Manage the Microsoft delivery team, resolve issues, proactively identify risks, and provide a consistent, reliable interface from Microsoft.

Poukihi – Poukihi is a values-based organization that supplies clients with specific financial services to help them achieve their business goals. Like the corner post, or poukihi, of a hale (house), Poukihi provides its clients with a variety of services to ensure their businesses are properly supported. Poukihi increases operational capacity and grantor/investor confidence by providing accurate and trusted financial data and analysis, administrative services, strategic planning, and organizational growth and development capacity. This allows clients to focus on their core services and operations. Working with local non-profits and small business, Poukihi has been able to grow its ability to service the needs of its clients in a complex, dynamic environment.

Exhibit 7 – *Subcontractor: Poukihi*

Proposed Subcontractor Identification – Poukihi	
Full Corporate Name	Poukihi LLC
Address of Headquarters	677 Ala Moana Blvd Suite 1200, Honolulu, HI 96813
Address of Office Providing Service	677 Ala Moana Blvd Suite 1200, Honolulu, HI 96813
Point of Contact	Jonathan Marstaller, President, 808.738.4514, Jonathan.marstaller@poukihi.com
Key Executives	John Leong & Jonathan Marstaller
Key Project Personnel	Kelly DeSando, Functional Manager Finance SMEs
Contract Role	Expert functional / financial expertise

1.1.3 Proposal Features

Within this Executive Summary, our proposal introduces Arctic IT, prime contractor, followed by introductions of our proposed subcontractors. We also briefly describe our vision for the State's EFS and detail how it meets the State's functional requirements. Beyond this Executive Summary, we provide the following:

- Offeror Transmittal Letter
- Client References (Offeror Form OF-1)
  - OF-1 (part a) for Each Reference
- List of Exception to Terms (Offeror Form OF-2)
- Identification of Confidential Information (Offeror Form OF-3) is not applicable, and, therefore, not included
- Offeror Qualifications
- Project Organization and Staffing
- Business Solution – Functional Requirements
- Business Solution – Technical Requirements
- Business Solution – Implementation Requirements
- Business Solution – Ongoing Services
- Pricing Narrative
- Certification – As Applicable

- Offeror Checklist

Provided as separate attachments with our submission are:

- Core Phase Requirements (Attachment A-1)
  - Filename: RFP-ERP-2020 – Attachment A-1 – Arctic IT
- Expansion Phase Requirements (Attachment A-2)
  - Filename: RFP-ERP-2020 – Attachment A-2 – Arctic IT
- Optional Phase Requirements (Attachment B)
  - Filename: RFP-ERP-2020 – Attachment B – Arctic IT
- Technical Requirements (Attachment C)
  - Filename: RFP-ERP-2020 – Attachment C – Arctic IT
- Implementation Services Requirements (Attachment D)
  - Filename: RFP-ERP-2020 – Attachment D – Arctic IT
- Ongoing Services (Attachment E)
  - Filename: RFP-ERP-2020 – Attachment E – Arctic IT
- Service Level Agreement (Attachment F)
  - Filename: RFP-ERP-2020 – Attachment F – Arctic IT
- Cost Workbook (Attachment L)
  - Filename: RFP-ERP-2020 – Attachment L – Arctic IT
- Microsoft Customer Agreement
  - Filename: RFP-ERP-2020 – Microsoft Customer Agreement – Arctic IT
- Performa SLA and Maintenance Priority
  - Filename: RFP-ERP-2020 – Performa Maintenance and Priority – Arctic IT

1.1.4 High-level Solution Description

Team Arctic IT is confident in our proposed EFS for the state of Hawaii. It will be built on the most secure and reliable technology available on the market today—Microsoft. We propose to combine Microsoft D365 Finance & Supply Chain Management (D365 F&SCM) and Performa BIDS as a seamlessly integrated solution. Our proposed EFS will be a Software as a Service (SaaS) solution hosted in the Microsoft Azure Cloud.

- **Microsoft D365 F&SCM** provides modern and robust finance and procurement capabilities to state and local government agencies across the country. This includes a familiar user interface that is easily adopted through staff’s daily use of Microsoft technology, such as Outlook, Word, Excel, Teams, and SharePoint.

- **Performa's Business Information Development System (BIDS)** is a fully integrated COTS software platform delivering state-of-the-art budgeting and financial management functionality through minimal configuration. BIDS is a 100% Microsoft-centric product, which allows it to live within the industry-leading Microsoft ecosystem from hosting to applications to database and reporting. This provides a low-risk solution, guaranteed to fully integrate, and communicate.
- In addition to the rich feature set provided with D365 F&SCM and Performa BIDS, the State will benefit from the **Microsoft Azure Cloud** computing platform to ensure business continuity with the highest levels of security, availability, and disaster recovery. Included is the design, configuration, and deployment of a flexible, modern data warehouse based in Azure SQL. The State is already benefitting from cloud technology through its very successful Adobe Sign / Microsoft SharePoint solution, which has reduced paperwork and time, and improved approval processes.
- As part of the Microsoft Azure Cloud, the EFS will be fully integrated and supported by **Microsoft tools**, such as Power BI, Power Automate, PowerApps, and Microsoft Azure Active Directory (AD) for user authentication and security configuration. This is in addition to the State's existing Microsoft 365 (formerly Office 365). This gives users a seamless and secure connection across key business applications while allowing streamlined data integration, accurate and timely financial reporting, and creation of business intelligence dashboards.

Team Arctic IT has architected a proposed EFS to improve and/or entirely resolve challenges noted by users of the State's current system in the "Survey Feedback on Systems" provided in section 1.2 of the RFP. The exhibit below briefly describes how our proposed EFS will improve or eliminate users' concerns as related to the Financial Accounting Management and Information System (FAMIS).

Exhibit 8 – *Resolving State Users' Concerns*

User Feedback	Team Arctic IT's Solution Improvement
Not user friendly.	The EFS will offer the most user-friendly interface on the market today. The core technology components – Microsoft D365 and Performa BIDS – are seamlessly integrated to the Microsoft technology with which users are familiar, such as Excel, Word, and Outlook.
Simple tasks take longer, and complex tasks take weeks.	The EFS will include intuitive design and dataflow to ensure simple tasks occur quickly and effectively. Workflow design engines will guide data and users through complex tasks ensuring accuracy, completeness, and seamless moving to the next step in the process to greatly reduce time required.
Lack of data constraints results in bad data.	Data validation and constraint options are at the core of the underlying D365 and Performa BIDS applications. This will enable system administrators to configure rules to ensure data is accurate, consistent,

User Feedback	Team Arctic IT's Solution Improvement
	and correct. It will also instill confidence in the accuracy and completeness of reporting for the State.
Configuration is outdated and does not meet users' needs.	Our proposed solution's modern platform provides flexible design and configuration, which will allow the State to update settings when needed to adapt to changing needs.
No common reports or access to real-time data.	The D365 application behind our proposed EFS provides 1,200+ common, pre-formatted reports related to real-time data. Our solution will provide a framework for user-defined reports, user-friendly lists, intelligent dashboards, and ad hoc queries.

1.1.5 System Functionality

As evidenced by our responses to the State's requirements spreadsheets, our proposed EFS meets all the requirements and provides maximum functionality as shown below.

Exhibit 9 – *Maximum Functionality*

Team Arctic IT's Solution Exceeds the State's Goals	
Functionality delivers the greatest business benefit to the State.	Our solution will meet the State's required functionality with a software platform that offers much of the capability out-of-the-box and agile enough to enable easy extension deployments.
Improved financial processes, timeliness, consistency, and accuracy of financial transactions and reporting.	Team Arctic IT's proposed EFS is comprised of the latest technology and will provide real-time access to the status of all financial processes. This will include intuitive and proactive notifications. Configurable data and process validation options will be driven through workflow utilities to ensure proper actions are taken when, where, and how they are needed and tied to reconciliation automation.
Reduction in dependency on paper.	The Enterprise Content Management framework throughout the EFS (including OCR and documentation processing automation) will make electronic forms and document images available across every process. This will greatly reduce, and in many cases eliminate, the State's dependency on paper.
Minimal risk to the State and maximum business benefit to the State.	All the functionality and secure technology that will be part of the EFS will provide maximum business benefit to the State as discussed in detail within this proposal. The State will experience the lowest possible risk by

Team Arctic IT's Solution Exceeds the State's Goals	
	selecting our solution built upon the most flexible and secure platform in the world (Microsoft Azure) by the strongest, most qualified team (Team Arctic IT).
Improved transparency in government accounting.	The Microsoft Azure foundation behind our solution will enable seamless connectivity to State websites and citizen portals for secure, web-based access to public government accounting data.
Enables consistent adoption and application of policies and procedures across State departments.	Team Arctic IT's proposed EFS will include world-class workflow design engines that will enable policies, procedures, and best practices to be the foundation of the system. It will consistently guide users along appropriate paths for adhering to State policies and procedures.
Increased efficiency to improve State services to its employees and for the citizens, residents, and businesses in the State.	The EFS will be web-based and deployed in the Microsoft Azure Cloud. This will provide the latest in secure mobile interfaces, workflows, data access, and analytics. Employees, citizens, residents, and businesses will have access to the new system's features anytime, anywhere, and from any device as authorized by the State.
An EFS that reduces disruption to State employees and State business processes, and impact to the State by minimizing complexity in implementation, operation, and support.	The off-the-shelf base functionality and powerful platform flexibility of our solution discussed earlier will ensure implementation and configuration have minimal complexity, but maximum adaptability, providing continual access to an EFS that works the way the State needs. Our proposed platform is backed by the top-of-the-line business continuity features of Microsoft Azure. This includes Azure disaster recovery support which uses Azure SQL active-geo replication for primary databases, with a Recovery Point Estimate (RPO) of < 5 seconds and guaranteed uptime of 99.9%.
Training of State staff to configure and operate the EFS with minimal support from consultants and provides for ongoing training and knowledge transfer regarding operating system.	As discussed later under Evaluation Criteria 5, Team Arctic IT recommends a train-the-trainer approach. Our Microsoft Certified Trainers will train State-identified personnel to configure and operate the EFS with minimal support. These personnel will be fully able to operate the system, make configuration changes, and train additional staff.

Experience, Scalability, Security, Visibility

Team Arctic IT will bring to the State our collective experience supporting state and local government agencies to digitally transform and re-envision existing business models and embrace a better way of bringing together people, data, and processes.

- Team Arctic IT's proposed solution includes the rich feature set provided with Microsoft D365 and will run in the secure Microsoft Azure Cloud. The State will benefit from Microsoft's business applications, platform, and cloud computing and will be assured organizational and business continuity with high availability and disaster recovery.
- The EFS will provide the State access to new technology that improves data collection and advanced analytics. This will make data more meaningful and accessible and give State leadership and employees greater visibility via imbedded and standalone dashboards, reports, and analytics.
- With our extensive experience implementing D365-based solutions, working with state and local governments at all levels, and delivering on our commitments, our proposed EFS is the right solution for the State of Hawaii, and we are the right team to build, deliver, and support it.
- Team Arctic IT places emphasis and priority on organizational change management to guarantee information and training flow smoothly through all departments. State employees will receive training from a mix of local and online resources to ensure proper knowledge transfer and consistent user adoption.

Certification

- *Arctic IT certifies that the services to be rendered will be performed by employees paid wages or salaries not less than the wages or salaries paid to public officers and employees for similar work; and that all applicable federal and state laws relating to workers compensation, unemployment compensation, payment of wages, and safety will be fully complied with.*
- *Arctic IT certifies that upon award of contract, we will be compliant with all laws governing entities doing business in the State.*

1.2 Financials

1.2.1 Company Year-end Financial Statements

Arctic IT's Year-End Financial Statements for the past 3 years of operation are provided as separate attachments to our submission (filenames: RFP-ERP-2020 – Financial Statement 1 – Arctic IT and RFP-ERP-2020 – Financial Statement 2 – Arctic IT).

1.2.2 Company Financial Ratios

The following Company Financial Ratios information is provided in the attachments noted above: Solvency, Total Debt/Equity, Total Deb/Total Assets.

1.2.3 Litigation / Legal Disputes

Arctic IT is not and has not been involved in litigation or legal disputes.

1.3 Offeror Background and Experience

Team Arctic IT has the background and experience to exceed the State's expectations. Each member of our team has direct experience implementing financial solutions for government clients with annual budgets from millions to billions of dollars, representing millions of constituents. The exhibit below provides a quick view of our collective experience correlated to the State's EFS functional needs. This is followed by references of recent and relevant work for each team member.

Exhibit 10 – *Team Arctic IT's Relevant Background and Experience*

	Function	Arctic IT	Performa	MCS	Ulu HI-Tech	Poukihi
State Functional Requirements	General Ledger	●		●		●
	Accounts Payable	●		●		●
	Accounts Receivable	●		●		●
	Cash Management	●	●	●		●
	Purchasing	●		●		
	Data Warehouse	●		●	●	
	Appropriations	●	●			
	Budget	●	●	●		●
	eProcurement Interface	●		●		
	Grant Management	●		●		●
	Projects	●	●	●	●	●
	Travel	●		●		
	Bonds		●			
	Investments	●	●			
	Asset Inventory	●		●	●	●
Added Value to the State	State Government Experience	●	●	●	●	●
	Finance and Accounting Experts	●	●	●		●
	Leading Edge Technology Experts	●	●			
	Microsoft Partner	●	●	●	●	
	Location within 2 Miles of State Capital				●	●
	Experience within Hawaii			●	●	●

Function		Arctic IT	Performa	MCS	Ulu HI-Tech	Poukihi
	Local Hawaii Government Contracts				●	●
	Technical and User Training	●	●	●	●	
	Complex Implementation	●	●	●	●	
	Experience Eliminating OCONUS Challenges	●	●	●	●	●

1.3.1 Offeror Form OF-1 – Customer References

Offeror Form OF-1 was released as a non-fillable .pdf, and we have reproduced it for legibility. Attachment 3 contains all OF-1 (part a) forms submitted for our team along with a list of reference points of contact. The Offeror Form OF-1 (parts a and b) has been provided to all customers referenced in the following section with instructions to email their responses directly to the State's Contract Administrator by the closing date and time. Below are synopses of our team's references.

1.3.2 Army Emergency Relief (Arctic IT)

AER ENTERPRISE BUSINESS MANAGEMENT SYSTEM
Customer: Army Emergency Relief (AER)
Product: D365 Finance & Supply Chain Management
Relevance to RFP: Similar to the State's goals, Arctic IT's solution is improving AER's financial processes and providing improved transparency in government accounting. We are greatly reducing dependency on paper by providing a portal for completing and submitting applications, which increases efficiency for service members and AER staff. Complexity in implementation, operation, and support has been greatly reduced by AER's adoption of the Microsoft Azure Cloud. Our cloud-based, SaaS solution eliminates the need for AER technical resources to maintain the environment and backup data. Arctic IT implemented the following functionality for AER that is relevant to the State's requirements: General Ledger, Accounts Payable, Accounts Receivable, Procurement, Bank Reconciliation, Financial Reporting, and Analytics. This is accomplished on the same platform (Microsoft D365) in the same hosted environment (Microsoft Azure Cloud) we are proposing for the State.
Description: AER is a private, nonprofit organization that was created to help soldiers and their family members who experience financial emergencies. AER provides funds to help soldiers with rent, utilities, emergency, education, and travel. AER has provided $2 billion to nearly four million soldiers, including $1 billion since 9/11. Through zero-interest loans, grants, and educational scholarships, AER ensures no soldier faces financial hardship on his or her own.

AER ENTERPRISE BUSINESS MANAGEMENT SYSTEM
AER contracted with Arctic IT to replace an aging Enterprise Business Management System (EBMS). The high-level goals of this project were to modernize the assistance application process globally through cloud-based SaaS technology, provide a holistic view of AER financial activities, and streamline operations. AER also required a method of interfacing with the Army's new Integrated Personnel and Pay System (IPPS-A) and ensuring cyber security protections are in place to meet Defense Information Systems Agency (DISA) and National Institute of Standards and Technology (NIST) guidance. Arctic IT designed and is implementing a SaaS solution built upon the Microsoft D365 platform hosted in the Microsoft Azure Cloud. Our solution integrates to on-premises resources as needed for application integration, data synchronization, and authentication. Arctic IT designed a solution that supports financial payments through electronic methods including electronic funds transfer (EFT). The solution is replacing the current custom-built tracking process used for AER loan and grant disbursements in addition to loan repayments. It will enable customers to interact directly with AER via external-facing portal websites to apply for assistance and manage loans. This enhances the services previously provided by allowing soldiers and families to complete such tasks as changing mailing address, filing applications for assistance, making loan payments, and submitting donations online. The project is ongoing, with a global training program.

1.3.3 King County (Arctic IT)

KING COUNTY PROPERTY TAX AND ADMINISTRATION SYSTEM
Customer: King County, Washington
Product: D365 Finance & Supply Chain Management
Relevance to RFP: Arctic IT implemented a solution for King County that is nearly identical in technical architecture as that of our proposed EFS. This includes the D365 platform, Power Platform, and Microsoft Azure Cloud. Comparable to the State's implementation requirements, Arctic IT applied a modular project methodology based on function priority. This project is similar in scope and complexity to the State's project, serving a local government entity for a county of 2.2 million residents. For this project we implemented D365 Finance & Operations (D365 F&O) with a number of functions similar to the State's requirements. Solution functionality includes mobile capabilities, a portal that serves government staff and residents, ability to easily adapt to changes in state and federal regulations, and the following system functions: General Ledger, Accounts Payable, Accounts Receivable and Collections Management, Cash Management, Data Warehouse, Budget,

KING COUNTY PROPERTY TAX AND ADMINISTRATION SYSTEM
Description: Arctic IT replaced legacy Accounting and Tax Assessment systems and related interfaces/data exchanges with a modern Property Tax and Administration System (PTAS). The scope of work included solution design, configuration, reports, document templates, data conversions and migrations, interface development, statistical data, and dashboards, streamlined workflows, testing, training, and Go-Live / post Go-Live support, enhancements, and sustainment. The solution is a single system of record capable of aggregating all activity for tax accounts, parcels, and properties. Arctic IT is performing all tasks related to procuring, designing, implementing, training, and supporting a system that allows efficient system updates to keep up with changes in state law and provides ready access to near and/or real-time data. King County's PTAS is a modular, integrated solution, built on common technology and a fully configurable software platform hosted within the Microsoft Azure Cloud, including state-of-the-art software development technology and platforms, such as .NET, Azure, Power Apps, Flow, Power BI, SQL Server, and Microsoft D365. Arctic IT's PTAS solution offers the scalability, security, and robustness of a SaaS-based solution, addressing County goals for uptime, reliability, and performance. This allows the County to be agile as its needs change, while investing in solution modernization instead of costly infrastructure and capital-based expenses vs. operating expenses. PTAS provides a mechanism to predict costs more confidently into the future while being able to react more cost effectively to the changing technology landscape.

1.3.4 Pascua Yaqui Tribe of Arizona (Arctic IT)

PASCUA YAQUI NEW FUND ACCOUNTING SYSTEM
Customer: Pascua Yaqui Tribe of Arizona
Product: D365 Finance & Supply Chain Management
Relevance to RFP: The work for this tribe is very similar to state government work as the tribe operates with the same constraints and with the same types of services, including police departments, schools, medical facilities, etc. Arctic IT implemented many of the same system functionality to Pascua Yaqui as will be implemented for the state of Hawaii: General Ledger, Accounts Receivable, Capital and Inventory Assets, Accounts Payable, Budget, Purchasing, Grant Management, and Reporting. The technology architecture is D365 F&SCM hosted in the Microsoft Azure Cloud.
Description: Arctic IT was contracted to design and implement an Enterprise Financial System for the Pascua Yaqui Tribe. This project involved identifying a new system that would provide solutions to the tribe's accounting and operational requirements. Arctic IT provisioned the software licenses and deployed necessary environments through the Microsoft Lifecycle Services Portal using the already-in-use Office 365 Pascua Yaqui tenant.

PASCUA YAQUI NEW FUND ACCOUNTING SYSTEM
As part of the implementation process, Arctic IT provided comprehensive analysis, design, development, data migration, external integrations and custom development, training, and operations assistance and support. Modules implemented, deployed, and configured include: Accounts Payable, Accounts Receivable, Banking, Budgeting, Cost Accounting, Cost Management, Expense Management, Fleet Management, General Ledger, Grant and Project Management, Human Resources, Master Planning/Manufacturing, Payroll, Power App, Power BI, Production Management, Purchasing/Payables, Service Management, Supply Chain Management, and System Administration. Arctic IT's Microsoft D365 solution was selected by the Pascua Yaqui tribe to outperform all other solutions while accommodating heavy network data utilization; meeting recovery time objectives; and ensuring adequate capacity, with the added reliability and security of Microsoft technology and support.

1.3.5 State of Maryland (Performa)

MARYLAND ENTERPRISE FINANCIAL SOLUTION
Customer: State of Maryland – Department of Budget and Management
Product: Performa BIDS
Relevance to RFP: The Maryland Budget Analysis and Reporting System (BARS) is a statewide, financial enterprise system with over 500 concurrent users, managing a $50 billion annual budget. The original RFP contained more than 1,000 requirements on the core budgeting components alone, in addition to other ancillary financial management modules. The system forms one of three legs of the State's overall financial management ecosystem: accounting, budgeting, and HR.
Description: Performa designed and delivered a new statewide budgeting and reporting system—BARS—to serve a 500+ user community. BARS integrates with the State's accounting system known as FMIS (a legacy mainframe system) and the State's human resources system (Workday). BARS is responsible for the entirety of Maryland's budget formulation and execution process. This includes all reporting, analytics, and publication of the Governor's Annual Budget. BARS implementation began in late 2016, went live in 2017 for the Office of Budget Analysis (OBA), and in 2018 underwent a major release to include all state agencies. Performa continues to maintain and upgrade the system. Major releases have occurred several times each year to add new functionality and modules to meet Maryland's specific needs. Prior to the implementation of BARS, Maryland budgeted all positions 100% manually using Excel. Bulk updates were arduous processes and required many hours of manual checks to ensure updates were applied correctly. Forecasting was very difficult and few, if any, agencies had the sufficient resources and time to perform deep analysis. BARS includes a full module to automate the process of position budgeting. Positions are now tracked in real-time, fully integrated with the separate HR system, and include robust reporting capabilities.

MARYLAND ENTERPRISE FINANCIAL SOLUTION
Other system highlights include: • Direct link to the State's HR system (Workday) with a nightly download of all updates applied by HR staff across the State • Visual flagging (dashboard) of all staff with discrepancies in salary/benefits between the budget and HR systems • Ability to one-click update any staff with the new parameters from the HR system, resulting in significant time savings for the budget office • Ability to apply bulk updates to any grouping of staff (i.e., entire agency, single/multiple classification codes, collective bargaining units, all law enforcement) • Bulk updates can be based on percentage • Full tracking of each employee's funding mix (General, Federal, Special, Reimbursable, Non-budgeted) • Auto-calculation of all fringe costs (FICA, unemployment, health insurance) • Allocation of projects to salary, if applicable • A wide variety of pre-formatted reports is available to users including Annual Comparisons, Vacancies, Employee Funding Mix, Trends, Salary vs Benefits, etc. • Analysts can access full salary datasets to conduct advanced analysis on data, including creating multi-year trends, calculate scenarios that require surge/contractual staffing, or environmental disasters that require significant overtime, etc. • Ability to work on the files within Excel (useful for working with large agencies), then upload to BARS for submission, but with full business rules and validation to ensure only valid data is being submitted

1.3.6 City and County of Honolulu (Ulu HI-Tech)

HOLO Card Service Manager
Customer: City and County of Honolulu, Department of Transportation Services (DTS)
Product: System Integrator Oversight/Program Management and Overall Service Management
Relevance to RFP: Working with DTS as well as the Budgeting and Fiscal Services Department (BFS), Ulu HI-Tech provides daily financial reconciliation, using SAGE 300, for all HOLO transactions (credit/debit as well as check and cash). Additionally, Ulu HI-Tech manages the revenue servicing for all Ticket Vending Machines (TVM) at an eventual 21 planned rail stations and other planned city locations. Revenue servicing consists of using an armored car service for cash collection and the City's chosen bank for cash counting and depository services. Ulu HI-Tech applies its

HOLO Card Service Manager
change management practices and processes to manage the Change Control Board and to work with various City departments and agencies to facilitate the change over from paper passes to the HOLO Card for fare collection across The Bus and Rail. DTS plans to extend the use of the HOLO Card for paratransit (Handi-Van), bike sharing (BIKI) and city parking (meters and structures).
Description: Acting on behalf of the City and County of Honolulu, DTS, Ulu HI-Tech provides oversight and management of the systems integration company, INIT, as it completes installation and testing of the Multi-Modal Fare Collection System for 21 rail stations, five park and ride lots, 200+ retail locations (7-Eleven, Times, Food Land, etc.), 10 Satellite City Halls, and 545 buses. Ulu HI-Tech also provides cellular services for buses and retail locations. The company manages the content of the http://holocard.net website as well as all HOLO marketing efforts. Hulu-HI-Tech manages and facilitates the Change Control Board as well as the Failure Review Board and advises the City on KPI performance. Ulu HI-Tech meets with DTS senior leadership monthly and quarterly to review progress and to host strategy and planning sessions. The team performs daily financial reconciliation, Ticket Vending Machine (TVM) revenue servicing, and overall maintenance and on call support of all HOLO related, field deployed equipment. Ulu HI-Tech manages the HOLO Call Center, Service Desk, Office, Warehouse and Spare Parts Inventory and Distribution. Finally, Ulu HI-Tech manages the Agency Test Facility (ATF) which consists of three Fare Gates and two TVMs used for all system upgrades and/or issue resolution testing.

1.3.7 Pono Pacific Land Management (Poukihi)

FINANCIAL SERVICES
Customer: Pono Pacific Land Management
Product: Financial Services
Relevance to RFP: For Pono Pacific (Pono), Poukihi has operated as an outsourced finance department providing comprehensive services interfacing with many federal, state, local government, and private landowner contracts.
Description: Pono is Hawaii's first and largest natural resource conservation company in the state founded in 2000. Pono graduated from the federal 8(a) program in 2014 and has done the bulk of its work with the state both during and after exiting the program. Through that process Poukihi has managed the General Ledger, Accounts Payable, Accounts Receivable, Budgeting, Forecasting, Financial Reporting, Executive Reporting, etc., for Pono. Poukihi has also acted as a liaison between Pono and its outsourced payroll/HR provider and with external CPAs to conduct year-end financial statements and tax returns.

Section 2. Evaluation Criteria 2: Project Organization and Staffing

2.1 Staffing Plan

Team Arctic IT proudly employs a team of experienced IT professionals with the highest levels of technology and security certifications and excellent reputations within the industry. In addition to our highly certified IT professionals, our team has on staff Certified Public Accountants with local and federal government experience and critical resources with invaluable past experience with the State of Hawaii that are located on Oahu. We are proposing a labor mix that understands both the technology and functional needs of the State.

For the State's Office of Enterprise Technology Services, Arctic IT and teammates will have full-time employees available to staff the contract at contract award. We have reviewed the labor category qualifications carefully and analyzed project activities to select personnel who fully meet the requirements and have directly relevant experience.

We are aware that throughout the contract life a need to replace personnel due to an unforeseen emergency or provide additional personnel during times of surge may be required. Team Arctic IT has on staff appropriately qualified and experienced personnel, and we have the corporate resources in place to recruit, screen, train, and retain additional qualified personnel. Below is a synopsis of our processes for recruiting, screening, and retaining personnel:

Recruiting. Arctic IT employs a full-time Senior Recruiter and HR Manager, and we are partnered with organizations that can facilitate quicker recruitment when needed. Our processes include traditional and non-traditional recruiting methods. Job boards, employee networks, industry contacts, association memberships, and trade groups are among some of our successful recruiting vehicles. We update our benefits package regularly, enabling our team to attract and retain the most highly educated and qualified candidates at any given time.

Candidate Screening and Employee Onboarding. Arctic IT employs a strict screening process for every candidate. Our Senior Recruiter and HR Manager performs an interview with each candidate to qualify them prior to scheduling a functional/technical interview with the team. The recruiter also verifies information including, but not limited to, dates of employment; education and certifications; and eligibility to work in the United States. Upon successful completion of the first two interviews, the candidate is then interviewed by the Hiring Manager to ensure the candidate understands our core values, assess cultural fit, and confirm the candidate has the demeanor and confidence level needed to satisfy our customer's requirements. Additional interviews will be scheduled on an as-needed basis. During pre-employment, our HR team continues the verification process including a criminal history check, credit

report, DMV check, employment and educational verification, reference checks, and a drug test.

As part of the employee onboarding process, the Hiring Manager will facilitate the indoctrination to our team including job performance expectations, Arctic IT policies and procedures, and introduction to the new employee's Arctic IT "Boarding Buddy." This informal, peer relationship creates connection amongst our team and accelerates the new employee's success in the organization. Our Project Manager delivers a briefing that describes the project, customer needs, assignments, and communication flow to get the new employee up to speed and contributing to the project quickly.

Employee Training. Arctic IT offers ongoing technical and functional training to all employees. As a technology company, it is important our employees continue to learn and become certified in technologies as they evolve. We also encourage peer-to-peer training provided by mentors. Our employees are encouraged to become members of news groups, forums, and attend webinars given by industry experts.

Sustaining a Stable Workforce. Arctic IT understands it is as important to retain qualified, experienced people as it is to initially recruit them, and we have made our Retention Plan as feature rich as possible. Our Retention Plan provides employees a path to greater pay, recognition, and responsibility. Arctic IT has achieved an employee retention rate above the national average since our inception. We are proud to report our quarterly retention rate in 2020 was 97%. In nearly all cases, the Arctic IT personnel assigned to a contract on day one of contract award are the same personnel at project close-out (which can be up to five years).

All the factors discussed above allow Team Arctic IT to acquire and retain a highly skilled workforce without incurring any disruption to operations. Similarly, we mitigate employee migration to competing organizations by providing a supportive corporate culture, motivating work environments, performance-based incentive programs, and competitive salaries based upon extensive and real-time research. This ensures our compensation packages remain highly competitive with other corporations.

2.2 Project Team

Team Arctic IT proposes the team structure shown in Exhibit 11 based on our collective experience implementing financial solutions of similar size and complexity for state and local governments. Our staffing methodology applies the best practice of 1) determining the activities required for completion of tasks; 2) identifying scope and complexity variables; and 3) developing the skill mix that will best ensure success. Below are descriptions of the staff we propose to fill key positions along with synopses of their experience. Full resumes of key personnel are provided in Attachment 4.

Team Arctic IT confirms that key personnel will be available to the extent proposed for the duration of the project. We acknowledge that no person designated as key to the project will be removed or replaced without the prior written concurrence of the State. These individuals will be available for both onsite and remote support based on requirement needs.

2.2.1 Engagement Manager

Team Arctic IT proposes Brian Werk as Engagement Manager. Mr. Werk will be ultimately responsible for forging strong relationships between Team Arctic IT members and the State and managing client expectations. Please note that this is not a key position. Mr. Werk is responsible for delivering services that exceed client expectations. He ensures the requirements are thoroughly met and consistently advises Arctic IT's clients on process improvement and project standards.

2.2.2 Program Manager

Team Arctic IT proposes Duncan McCollum as the Program Manager. For the State's EFS implementation, Mr. McCollum will ultimately be responsible for the health and well-being of the project and the team. His primary communications will be with the State's leadership to convey changes requiring budget approval, actualized risks, and any contractual changes to the project. Mr. McCollum will be responsible for the integrity of the Project Charter, Work Plan and Scope Change Management tool.

2.2.3 Project Manager

Team Arctic IT proposes Ben Yuan, a Hawaii resident and local resource, as Project Manager. Mr. Yuan has been recognized for project and delivery excellence by the State of Hawaii - Office of the Governor for Consultant of the Year (2013) and by Project Management Institute (PMI) for Project of the Year (2015). Mr. Yuan will develop and implement a quality assurance process to ensure all objectives are met, milestones are achieved, and stakeholders are satisfied. As part of the engagement with the State, Mr. Yuan will be the primary point of communications for the State and Arctic IT team. He will provide day-to-day management of the project, including overall performance and contract compliance. All progress, issues, risks, questions, and daily work will fall under the purview of the Project Manager. Scope, budget, and schedule conformance will be paramount to management of the project.

2.2.4 Integration Manager

Team Arctic IT proposes Clark Baker as the Integration Manager for the State's EFS project. Mr. Baker will be responsible for the overall quality, consistency, and completeness of the State's EFS system design. He will work closely with the Functional Leads and Technical Manager to identify and resolve integration issues throughout the implementation and perform ongoing analysis to make sure the design meets business requirements. As Integration Manager, Mr. Baker will lead reviews of scope change requests and work closely with the SQA Lead and SQA Analysts to develop integration test scenarios. He will evaluate the solution and lead preparation for final configuration and readiness of the Production environment.

2.2.5 Functional Lead – Finance

Team Arctic IT proposes Natalie Ruela as the Functional Lead for the Financial modules and related components. As Functional Lead, Ms. Ruela will provide the project with qualified resources for each functional unit and will ensure accuracy,

quality, and timely completion of deliverables and work products throughout project, prioritizing functional resource workloads according to the State's priorities. She will work with State team leads to manage the functional teams through all projects and will work with the State to control deliverable quality and team risk. Ms. Ruela will guide the team in developing and building business process designs and to manage work products and deliverables. She will provide business process experience and guidance to State team leads while managing business process and system design issues. This role will serve as functional Subject Matter Expert to advise business process design and configuration. As Functional Lead, Ms. Ruela will drive the team in the preparation of the deliverables noted in Exhibit 13.

2.2.6 Functional Lead – Finance and Budget

Team Arctic IT proposes Kelly DeSando as Functional Lead for the Budget modules and related components. As Functional Lead, Ms. DeSando will provide the project with qualified resources for each functional unit and will ensure accuracy, quality, and timely completion of deliverables and work products throughout project, prioritizing functional resource workloads according to the State's priorities. She will work with State team leads to manage the functional teams through all projects and will work with the State to control deliverable quality and team risk. Ms. DeSando will guide the team in developing and building business process designs, and to manage work products and deliverables. She will provide business process experience and guidance to State team leads while managing business process and system design issues. Ms. DeSando will serve as functional Subject Matter Expert to advise business process design and configuration. As Functional Lead, Ms. DeSando will drive the team in the preparation of the deliverables noted in Exhibit 13.

2.2.7 Reporting Manager

Team Arctic IT proposes Diane Bishop as Reporting Manager. As Reporting Manager for the State, Ms. Bishop will lead development of the reporting strategy and design and develop reports. She will establish protocols to post reports to the designated project repository and will assist in the input and export of data. Her primary goal as Reporting Manager for the State will be to guide the team in developing and building logical data model designs and data flow diagrams. As Reporting Manager, Ms. Bishop will be responsible for the creation and maintenance of the Time and Attendance Data Collection Discovery deliverable and the Business Intelligence Plan.

2.2.8 Communications / Organizational Change Manager

Team Arctic IT proposes Rachel Bambusch in the role of Communications / Organizational Change Manager. She is local to Oahu and will be conveniently available to the State. She has more than ten years of experience in change management and organizational readiness in all aspects of previous experience, including Lean Six Sigma (LSS) project work and leadership roles. She is well versed in change management and LSS/operational excellence and the use of Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR), Team Arctic IT's recommended

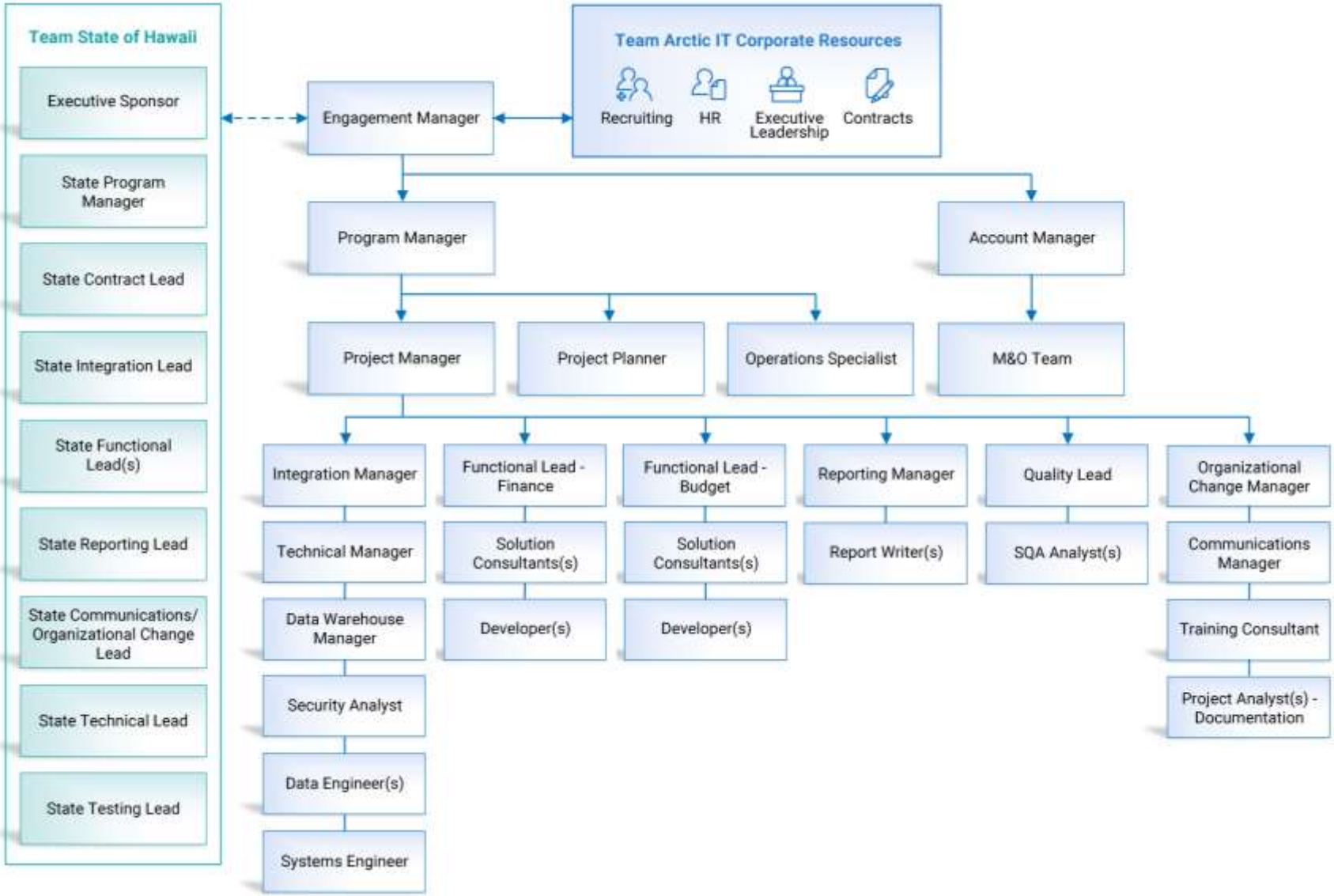


Exhibit 11 – *Team Arctic IT's Proposed Organizational Structure*

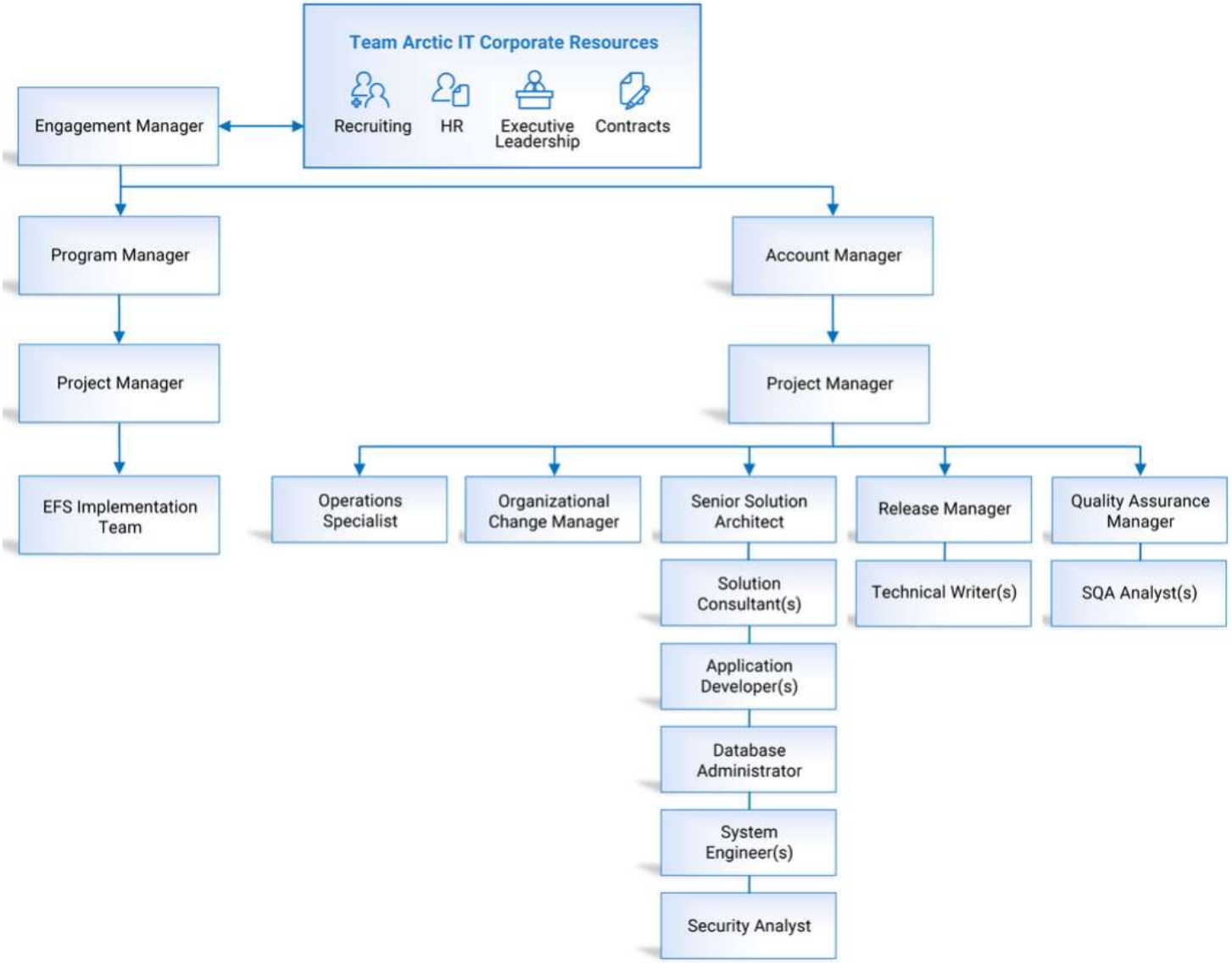


Exhibit 12 – *Team Arctic IT's M&O Support Organization*

change management process. As Organizational Change Manager, Ms. Bambusch will develop the end-user training strategy and plans and provide the change leadership approach and strategy including workforce transition. She will assist with the development of stakeholder communication for functional teams and participate in visioning and process design activities. Ms. Bambusch will analyze the effect of new processes on existing processes and will create transition plans to bridge the gaps. She will be responsible for creating and maintaining the deliverables noted in Exhibit 13, including but not limited to Business Process Organizational Change Management Plan, Business Process Re-Engineering Plan and Business Continuity Strategy.

2.2.9 Technical Manager

Team Arctic IT proposes Jason Brown as Technical Manager. As Technical Manager for the overall system architecture for the State, Mr. Brown will lead the design of solution configuration, systems integration, and data architecture and will create system and data architecture documents. In addition, and with support from the team, he will conduct Requirements Workshops and facilitate User Acceptance Testing (UAT), training delivery support, Go-Live support, and business process reviews. Mr. Brown will be the primary technical interface with the State's technical team and will serve as Team Arctic IT's SME on D365 F&SCM, its out-of-the-box functionality, and available product customizations. As Technical Manager, he will lead Solution Reviews, working sessions, and sandbox testing as features and functionality are explored, while adhering to State standards and guidelines.

2.2.10 Testing Manager

Team Arctic IT proposes Ms. Brenda Mehus as Testing Manager. Ms. Mehus has over twenty years of experience in financial software development and testing of multi-tiered, distributed systems; report creation; and validation. She has expert proficiency in Microsoft Dynamics 365, Dynamics GP, and numerous other solutions for state and local government entities. She has written and deployed numerous regression testing scripts for a variety of D365 implementations and upgrades. Her extensive public sector experience includes projects for state, local, and tribal governments, and federal agencies. In the role of Testing Manager, Ms. Mehus will define and implement testing functions for all types of testing (i.e., unit, integration, data conversion, stress, regression, end-to-end, system testing) and will define the scope of testing within the context of each release. Ms. Mehus will create the overall testing plan and to define the metrics to measure the results. Daily test planning, deployment and management of the testing and the testing assets will be part of her responsibilities. In addition, key deliverables produced under her supervision will be test plans, test scripts and test results.

2.2.11 Deliverables and Responsible Roles

Exhibit 13 – *Team Arctic IT Personnel Correlated to Deliverables*

Role / Employee	Assigned Deliverables
Program Manager */ Duncan McCollum Key*	1) Project Charter 2) Work Plan 3) Scope Change Management Tool 4) Project Management Plan 5) Work Breakdown Structure 6) Project Schedule 7) Issue/Risk Management Tool
Project Manager */ Ben Yuan (Key)*	1) Project Team Training Plan 2) Project Team Training 3) Communication Strategy 4) Communication Plan 5) EFS Implementation Strategy 6) Project Status Reports 7) Support Transition
Integration Manager */ Clark Baker (Key)*	1) Initial System Design Document 2) External Requests Plan
Functional Lead – Finance */ Natalie Ruella (Key)*	Finance and D365 SME
Functional Lead – Finance and Budget */ Kelly DeSando (Key)*	Finance and Budget SME
Reporting Manager */ Diane Bishop (Key)*	1) Time & Attendance Data Collection Discovery 2) Business Intelligence Plan
Communications / Organizational Change Manager */ Rachel Bambusch (Key)*	1) Business Process OCM Strategy 2) Business Process Re-engineering Plan 3) Business Process OCM Plan 4) Organizational Readiness Assessment (Design) 5) Organizational Readiness Assessment (Config) 6) Business Continuity Strategy 7) Data Governance Structure Plan 8) Organizational CM Effectiveness Assessment 9) Knowledge Transfer Strategy 10) Knowledge Transfer Plans

Role / Employee	Assigned Deliverables
Technical Manager */ Jason Brown (Key)*	1) Configured Environments 2) Requirements Traceability Matrix 3) Technical Architecture Strategy 4) System Landscape, Technical and Business Design Strategy 5) Final System Design Document 6) Detailed Functional and Technical Specs 7) Data Conversion Strategy 8) Data Conversion Plan 9) Data Loss Prevention Plan 10) Business Continuity Plan 11) Business Continuity Strategy 12) Production Support Plan 13) Go/No Go Meeting/Documentation 14) Final Detailed Deployment Plan 15) Phase Closeout/Transition Support 16) Successful Deployment Document
Testing Manager */ Brenda Mehus (Key)*	1) Test Plans 2) Test Scripts, Cases and Data 3) Documented Successful Testing Results
Training Manager */ Avey Venable*	1) Training Curriculum Document 2) Enhanced Training Materials 3) Final Training Materials 4) End-User Training Strategy 5) End-User Training Plan 6) End-User Training 7) Technical, System, and User Documentation 8) System and User Documentation
Security Manager	1) System Security Strategy 2) System Security Plan 3) PII Handling Plan

2.3 Staff Experience and References

Resumes of key staff are provided as Attachment 4 – Offeror Staff Resumes. Exhibit 14 provides a high-level view of key staff experience and references relevant projects.

Our proposed team has an average of twenty years of experience in IT and specifically Microsoft financial solutions. They have the training, certifications, and experience to expertly conduct implementations of any size. The table below cites a business reference for each key personnel proposed in this response.

Exhibit 14 – *Key Staff Roles and References*

#	Name / Role	Referenced Project Type	Referenced Customer
1	Duncan McCollum / Program Manager	SAP Implementation	US Army Logistics Modernization Program
2	Ben Yuan / Project Manager	Employer Union Trust Fund Implementation	State of Hawaii Employers Health & Welfare Fund
3	Clark Baker / Integration Manager	Property Tax Administration System Implementation	King County
4	Natalie Ruela / Functional Lead – Finance	Property Tax Administration System Implementation	King County
5	Kelly DeSando / Functional Lead – Finance and Budget	Multiple ERP Implementations	University of Arizona Health Network
6	Diane Bishop / Reporting Manager	D365 F&SCM Implementation	Army Emergency Relief
7	Rachel Bambusch / Comm-Org Change Manager	Enterprise Payment Integrity Implementation	Hawaii Medical Service Association
8	Jason Brown / Technical Manager	D365 F&SCM Implementation	Pascua Yaqui Tribe of Arizona
9	Brenda Mehus / Testing Manager	D365 F&SCM Implementation	National Parks Service

2.4 Offeror Onsite Hours

Team Arctic IT will staff this project with local and remote team members. Local resources will be positioned within two miles of the Capitol and available for onsite project support as required by the State's project team, with core working hours aligned to those of the State. Remote resources will be available during the State's core working hours throughout the implementation as circumstances warrant. Appropriate remote resources can arrange to be onsite for major milestone events such as requirements gathering and training, as needed. Team members will also be onsite to support Go-Live. Team Arctic IT proposes that the Engagement Manager and Program Manager, who will be working remotely, support the contract transition onsite following Go-Live. The Project Manager resides in Hawaii and will be available locally throughout the entire project lifecycle including the Go-Live phase.

Section 3. Evaluation Criteria 3: Business Solution – Functional Requirements

Our proposed EFS will provide the increased efficiencies, desired level of transparency in government, minimal configuration for consistent adoption, and the best overall experience for the State now and into the future.

Team Arctic IT is proud to propose Microsoft D365 F&SCM and Performa BIDS as the EFS to meet the State's functional requirements. This fully integrated software platform delivers state of the art budgeting and management functionality to states across the United States and internationally. Our proposed solution will be a SaaS offering hosted in the secure Microsoft Azure Cloud, providing modern and robust finance and procurement functionality.

In addition to the rich feature set provided with D365 F&SCM and Performa BIDS, the State will benefit from Microsoft's Azure platform and cloud computing, ensuring organizational continuity with the highest levels of security, high availability, and disaster recovery. This includes the design, configuration, and deployment of a flexible, modern data warehouse based in Azure SQL.

As part of the Microsoft Azure Cloud, D365 F&SCM is fully integrated and supported by Microsoft tools such as Office 365, Power BI, Power Automate, PowerApps, and Microsoft Azure AD for user authentication and security configuration. This gives users a seamless and secure connection across key business applications while allowing streamlined data integration and expanded, accurate, and timely financial reporting and business intelligence reports.

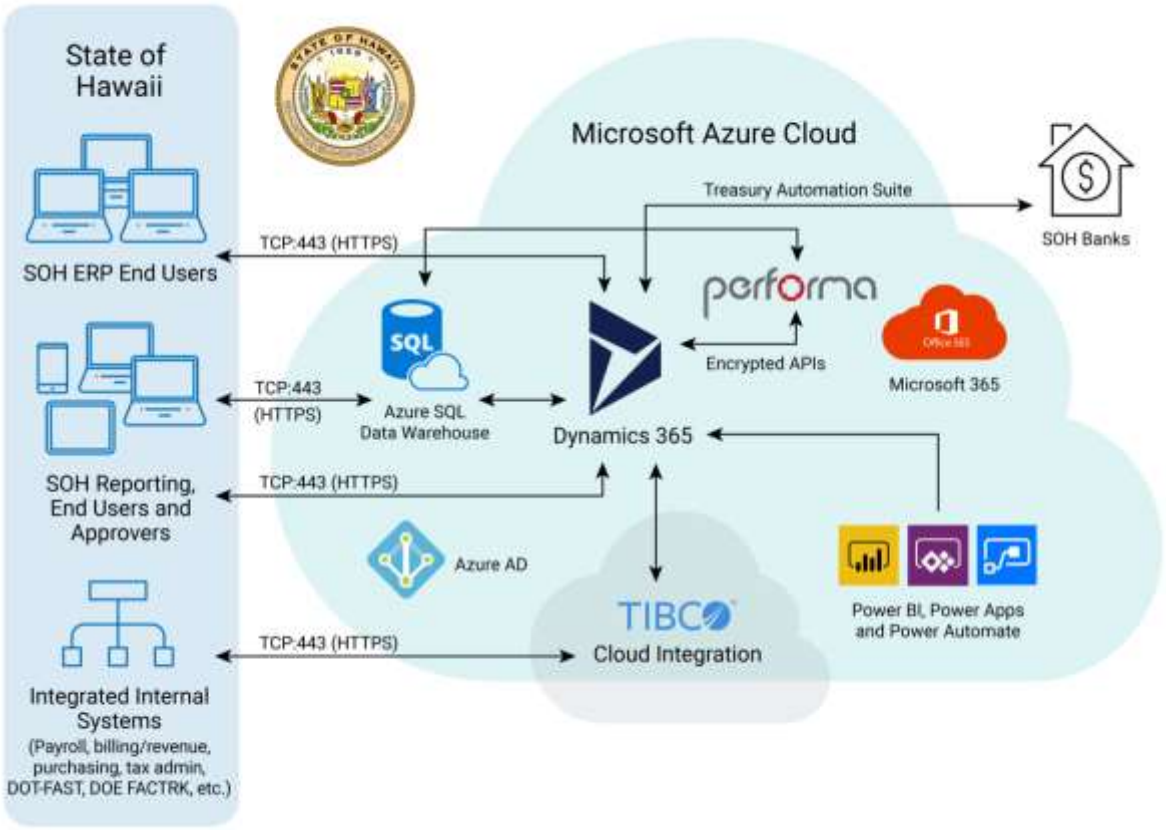


Exhibit 15 – *Proposed Technical Architecture*

Our solution will provide the State the functional areas described in the following sub-sections.

3.1 Core Phase Requirements

Team Arctic IT will deploy the following areas of functionality in the EFS to meet the Core Phase Requirements of the State. An illustration of our solution's landing page is provided below as a sample.

Exhibit 16 – *Sample EFS Landing Page*

3.1.1 General Ledger

General Ledger, Financial Reporting, and Cost Management – These modules are included in the base D365 SaaS subscription. They provide the State with configuration options to set up a flexible Chart of Accounts (COA) structure to match the State Uniform Chart of Accounts (UCA) and allow for configurable and auditable changes to the COA as the State's needs change in the future. This COA structure in D365 provides the base for the State to serve GASB and GAAP governmental authority and reporting needs across government and public sector entities. The State will be able to allocate funding across all the UCA units and projects, cost codes and pools, and other desired reporting structures. Additionally, funding allocations can be applied through the use of account and financial dimension combinations, based on allocation rules, budget availability, and any number of configurable posting rules.

The availability of accounting dimensions opens the door for capturing costs, revenue, receivables, allocations, and more across organizational units, funds, appropriations, offices/locations, projects, contracts, and cost codes/pools. This dimensional structure flows throughout the system enabling robust reporting, budget controls, workflows, etc., to meet specific reporting needs and align with budgets and fiscal calendars. This includes the ability to automate allocations and inter-entity/unit entries. Approval workflows can be used to ensure costs and services between funds, departments, and State entities and can accurately calculate, validate, and post the balances due to/from these organizational units.

Financial Report Designer and Power BI integrated with the EFS will provide user-friendly yet robust reporting options that empower users to design and create meaningful reports to match the financial reporting and data analytics needs of the State, whether reporting directly from the EFS or the data warehouse. Our solution will enable users to create unlimited numbers of organizational unit roll-ups to allocate and consolidate reporting in any way necessary, providing streamlined and insightful reports in real-time whenever and wherever needed.

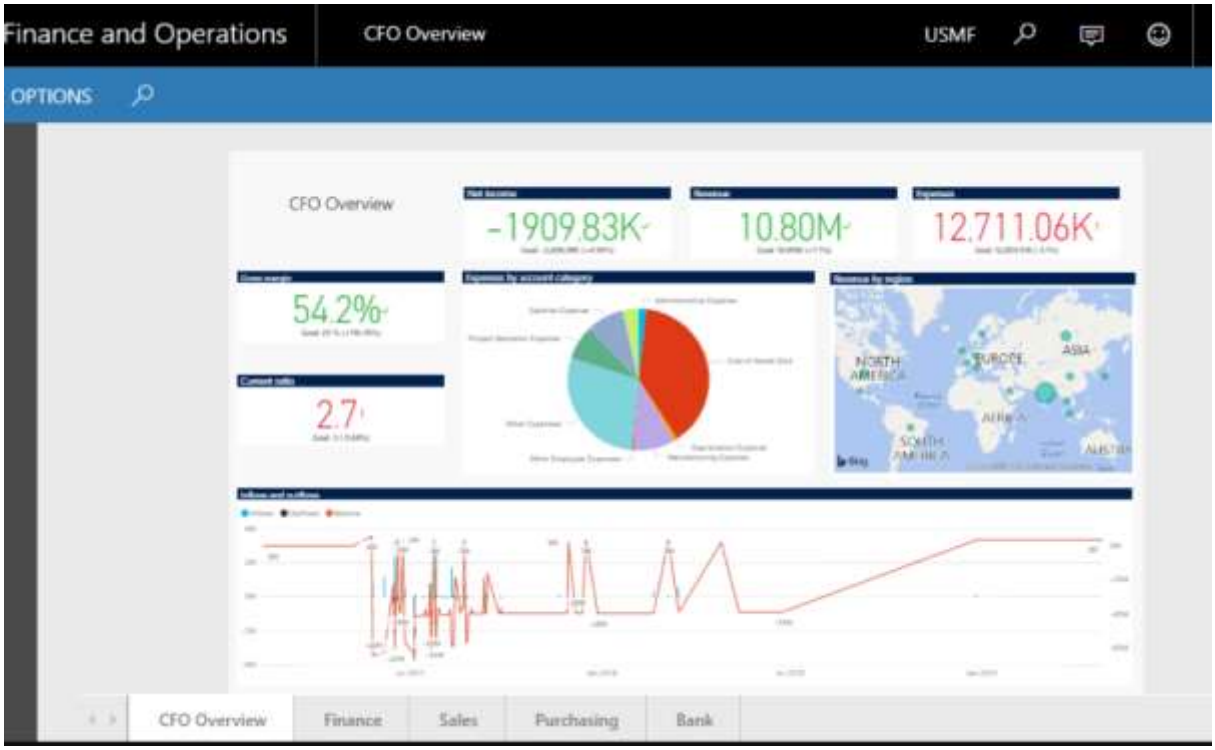


Exhibit 17 – *Sample Finance Dashboard*

3.1.2 Encumbrances

Our solution will provide a full procure-to-pay cycle included as part of the D365 SaaS subscription. This starts with a powerful electronic requisition engine which creates a pre-encumbrance hold in draft form and validates against budget availability as soon as the requisition is saved (or integrated from an external eProcurement system). The powerful workflow engine behind the EFS will then enable full review and approval as needed by the State and transfer the pre-encumbrance from a draft to confirmed status once approved.

Our solution will also include a highly configurable purchase order module. When a requisition is converted to a purchase order (with automatic or manual process options), a transfer from pre-encumbrance to encumbrance is automatically generated and held in draft state. Once the purchase order is approved (Including auto-approval options when appropriate for State policies), the pre-encumbrance is formally relieved, and encumbrance is confirmed.

Finally, when a purchase order receipt and/or invoice is recorded (that falls within matching thresholds and is approved) the encumbrance is relieved automatically an expense recorded to the General Ledger.

This encumbrance process allows for full tracking and reporting of encumbrances throughout the entire cycle across all applicable transaction and reporting dimensions as needed by the State. Fully backed by budget control configuration, encumbrance management will ensure spending stays within established budget guidelines across all configured COA dimensions, projects, contracts, and other organization units for the State.

Our proposed EFS will ensure year-end goes smoothly with options for rolling/flipping open purchase orders to the next year, or simply rolling the encumbrance balances forward for budgeting purposes as desired.

3.1.3 Accounts Payable

As with Encumbrances, the EFS will provide a full procure-to-pay cycle included as part of the D365 SaaS subscription. This includes deep Accounts Payable functionality to support State requirements for taxes, legal compliance and 1099 processing. Additionally, invoice matching with configurable matching thresholds and vendor invoice policies will facilitate invoice control for those entered directly into the EFS or integrated from external systems. Workflow automation will include abilities for invoices that meet certain criteria to be automatically approved and the remaining invoices to be flagged for review by authorized users with rules-based workflows. OCR and document automation functionality provided by the integrated ExFlow suite will bring the ultimate in secure, AP transaction automation for the State.

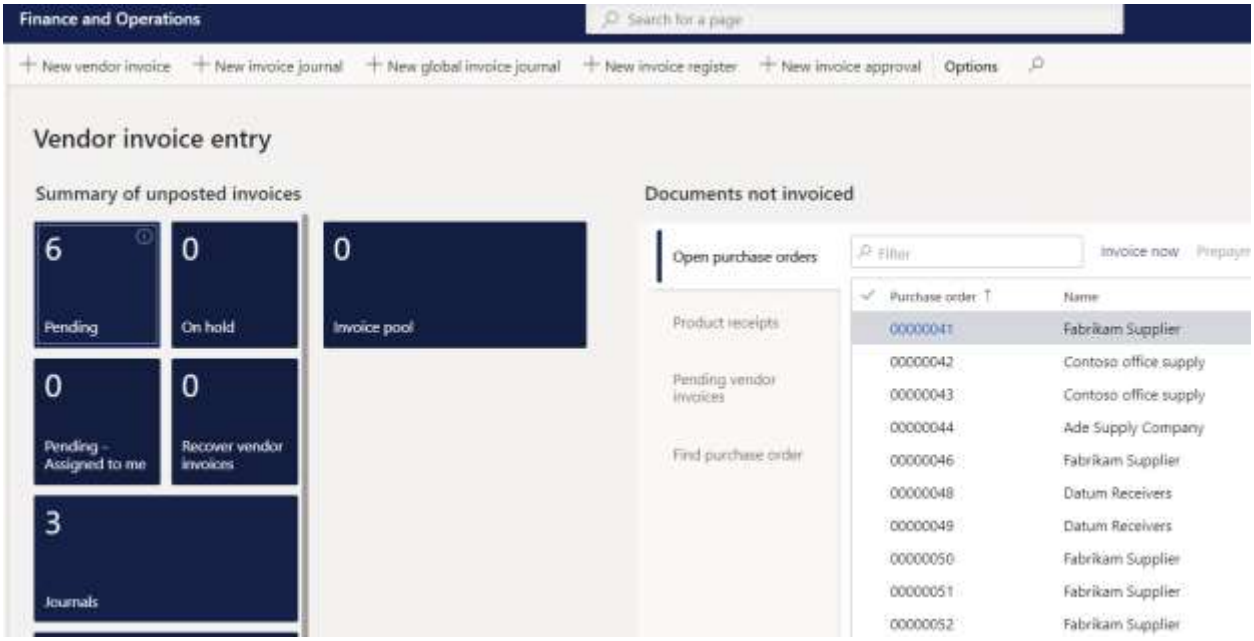


Exhibit 18 – *Sample Invoice Processing Workspace*

Team Arctic IT's proposed EFS will provide many options for handling offeror payments for authorized expenditures. This includes EFT/ACH, other electronic payment methods, and check-writing. Payment approval workflows are available, and processed payments seamlessly update Banking, General Ledger, and other areas of the system impacted by the payments.

Simple to use yet powerful, inquiries in the EFS will enable users to quickly find the transactions and vendor data they need and drill down to see full backup documentation, workflow, and audit history, as well as resulting General Ledger transactions and allocations.

The EFS will include web-based vendor collaboration portal functionality to increase vendor engagement and self-service functionality for vendor profile changes, purchase order confirmations, invoice submissions, and payment status verifications — all backed by Azure AD Business to Business authorization verification and security authentication.

3.1.4 Accounts Receivable

Our proposed EFS will offer enterprise-level billing, receivables tracking, and customer payment functionality included as part of the D365 SaaS subscription. The billing and receivables engine provides robust billing classifications and codes with definable rate calculations to streamline document processing and AR tracking.

The EFS will allow creation or import of AR invoices or sales orders that are based on different line or billing items from inventory, a pre-defined list of billing codes, or free-text charges with configurable calculation rules generated in the EFS or integrated from other State revenue systems. Detailed billing options, rules, and calculations are available for project contracts to auto generate invoices meeting billing criteria and following defined workflows and approval processes.

A full collections module enables statements, late fees, and interest, as well as the needed communications tracking to help engage with and increase collections on past due accounts.

Cash receipts and payments can be received using several different payment types. These include bills of exchange, cash, checks, fully Payment Card Industry (PCI) compliant credit card processing, and other electronic payments. These customer payments can be auto matched to invoices in even the most complex scenarios including lockbox payments online customer collections/payment options via Microsoft Power App Portals.

In Accounts Receivable, as throughout all of our proposed EFS, simple to use yet powerful inquiries enable users to quickly find the customer and transaction data they seek. This allows them to and drill down to see full backup documentation, workflow, and audit history, and resulting General Ledger transactions and allocations. This greatly improves the efficiency with which State users can complete their tasks.

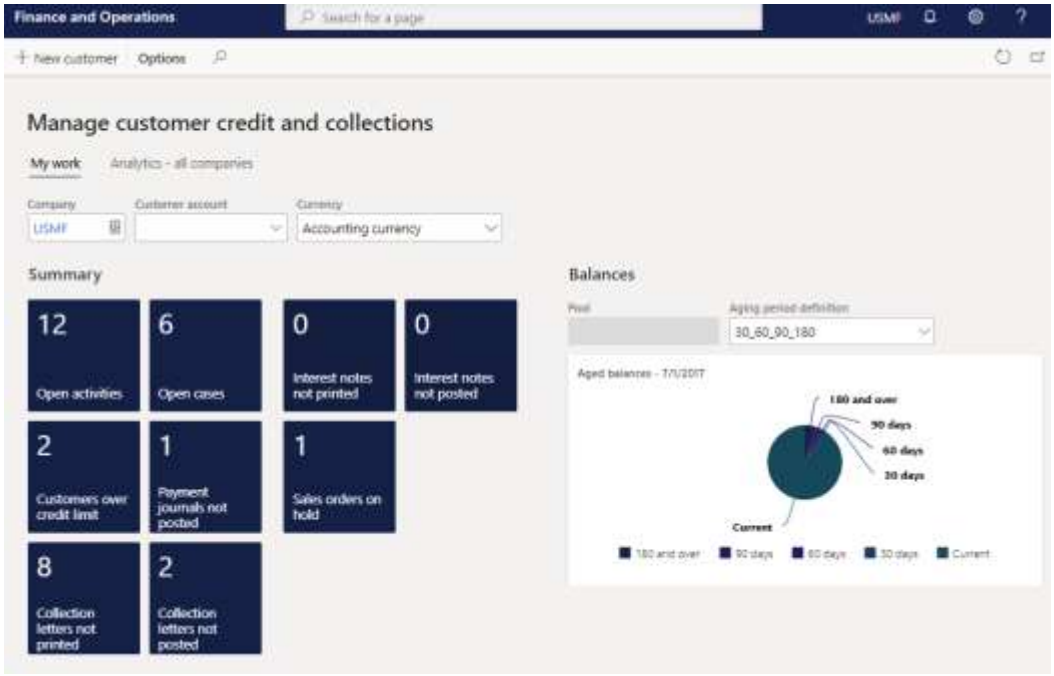


Exhibit 19 – *Sample Collections Workspace*

3.1.5 Cash Management

All banking and cash-related entries will also flow through the centralized Cash and Bank Management module included with the base D365 SaaS subscription. This module contains robust options for setting up banking functions to streamline and control the posting, reconciling, and reporting of payments, deposits, transfers, investments, and other banking transactions. Additional features include automated banking integrations, fully unattended bank reconciliation with configurable matching and mapping, processing Electronic Funds Transfer (EFT) pre-notes, transmitting positive pay information for fraud protection, and streamlining most banking tasks.

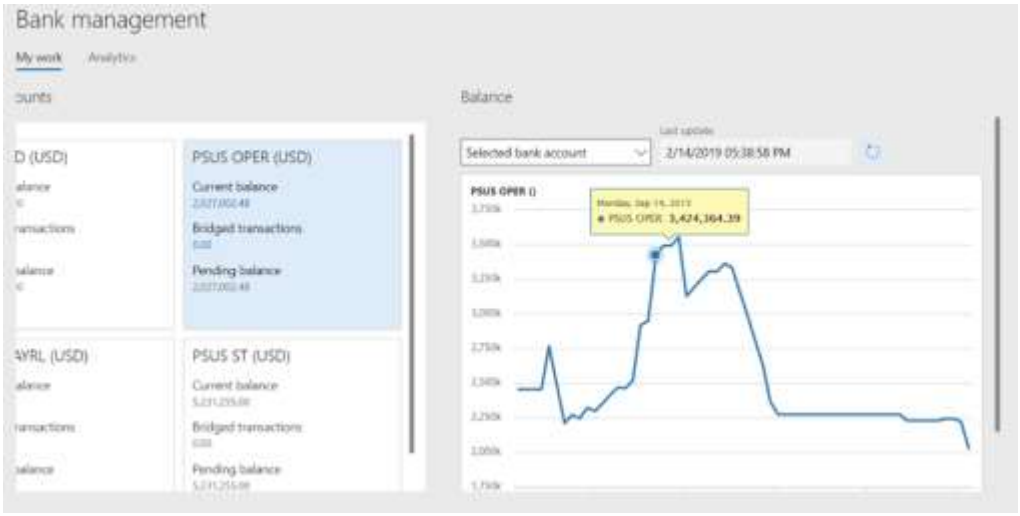


Exhibit 20 – *Sample Bank Balance Dashboard*

The EFS will contain a wealth of cash management, projection and forecasting functionality unlike any other being proposed. Our solution has been designed and built from the ground up with state governments – including Treasuries, Budget Offices, and Departments of Finance – as the core customer focus. This is in stark contrast to systems designed for corporate environments where the requirements are far less complex and not suited to the intricacies of government business.

This functionality of Team Arctic IT's proposed EFS is divided into three key segments.

Cash Forecasts. The Cash Forecast module within the solution gives both agencies and the central revenue collections office the capability to enter revenue forecasts based on models which they have prepared. Some of these models, such as seasonal distribution models for park entry fees, are also included within the system and can be used to generate forecast data – or more complex modelling can be done outside of the solution and the results imported.

The module works as follows:

1) Individual revenue-generating agencies are requested, on a periodic basis (e.g., monthly, quarterly, half-yearly) to enter cash receipt forecasts based on their modelled data, for a rolling 18–24-month period (or a different period as defined by the system configuration)
2) The Central Revenue office is also able to enter forecasts on the same basis and for the same period for an unlimited number of categories – such as variants of State sale and income taxes, property taxes collected from local governments, etc.
3) In the event that either agency-specific or Statewide revenue forecasts change (e.g., if a rolling 18-month forecast is revised monthly, and the revenue forecast for the coming April drops from $900k to $500k for receipts of State park entry fees between the two forecasts), the entering users (agency or central revenue office) will be required to explain the variance with supporting narrative)
4) The total State cash revenue forecast is then aggregated by period, and can be compared against cash drawdown projections entered separately

Cash Projections. The Cash Projection module gives the Central Budget Office–or Treasury–the ability to request projections from each of the State agencies based on pre-defined schedules for their expected cash drawdown requirements ahead.

This process works as follows:

1) On a rolling 18-month basis, each State agency has its approved budget appropriation for that period (some of which will be within the current budget period, some within the newly approved budget period) allocated by the Program.
2) The agency cash office is then asked to project its cash drawdown requirements, based on existing payroll information, contract milestone dates, etc. This drawdown projection can be anywhere from a daily basis to a monthly basis and/or a mix of both (for example, days 1-60 can be done on a daily cash basis and months 3-18 on a monthly basis).
3) The net of the cash drawdowns is then compared to Cash Forecasts submitted by the same agency for its special revenue receipts – e.g., the Department of

Natural Resources will have forecasts for cash receipts from State park fees – with the net being the cash required for that period.

4) These cash requirements are then compared to prior projections submitted by the agency, and any shift or movement must be explained (e.g., if the agency has shifted its cash drawdowns for February from $7.2m to $8.1m – that agency must explain the reason for the additional $900k in drawdowns (potentially a project has been moved forward in schedule, or there has been a drop in expected revenue receipts due to lock downs).
5) The Central Budget Office or Treasury is then able to aggregate its cash projections across the whole State and include Cash Forecasts for statewide revenue, such as sales tax receipts, to determine daily/weekly/monthly cash liquidity requirements (for use in investment, bond, and debt management).

Cash Management. The Cash Management module within the solution is designed to provide the ability to integrate directly with banking services – such as State Agency banking corporations, trusts, and the central treasury – as well as the data collected within the system for Cash Forecasts and Projections – to provide a solid outlook of the current cash position of the State, and inform investment, debt, and bond management decisions.

1) On a daily basis, cash inflows and outflows from agency and central accounts are integrated within the data warehouse.
2) Those actual cashflows are compared to the cash forecasts and projections – either on a daily basis (if collected on a daily basis), or on a calculated basis based on position in a month (e.g., if 2/3 through a month and the monthly estimate of cash receipt was $600k, then the actual cash receipts to date would be expected to be $400k).
3) Any variances are then highlighted to both the agency and the State budget office /central Treasury. In addition, potential flow on impacts is also calculated (e.g., a lower than forecast cash receipt for February may impact the ending cash position in June).
4) Agencies, the Central Revenue forecast office, and the central Treasury are then given the opportunity to create new cash forecast and revised cash projections, based on actual receipts, to inform investment, bond, and debt management modules.

Loan and Debt Management. As part of the Bond and Investment functionality, but supporting the Cash Management needs for the State, the proposed EFS includes robust loan management functionality, serving both inter- and intra- fund loans (from General Funds to particular programs, Special Purpose Loans, etc.) and to and from third parties. As with the Bond Management module, the details of these loans can be configured within the solution to allow a full management of all required schedules, as well as proceeds from loan drawdowns and expected cash requirements for loan servicing.

3.1.6 Purchasing

As stated within the Encumbrances section, the proposed EFS will provide a full procure-to-pay cycle included as part of the D365 SaaS subscription. This starts with a

powerful electronic requisition engine enabling tracking of purchase requests from submission, encumbrance, and budget controls, supporting documentation attachments, through web- or mobile- based review and approval workflows backed by full workflow and audit history.

The robust workflow engines behind our solution will enable the State to enforce business rules for purchasing and approval restrictions while improving the accuracy of review, validation, and timeliness of responses, with final authorization options including encrypted e-signature capabilities.

The EFS will provide the ability to track all purchasing related records, vehicles, and transactions including vendor/supplier information, PCards, purchase agreements/contracts, and receiving to facilitate accurate and efficient processing of purchasing activities across the State.

The EFS will also include web-based vendor collaboration functionality to increase effectiveness of RFPs, electronically distribute POs, increase capacities for discounts with buying power across centralized or distributed purchasing teams, and help ensure only goods or services that are authorized and delivered are paid.

The reporting framework will enable State users to inquire of and report on all purchasing related information they are authorized to see in easy-to-use and meaningful ways. This reporting framework consists of SSRS based pre-formatted common reports, user-friendly lists and ad hoc query capabilities, Power BI dashboards and analytics, and a user- friendly Financial Report designer; all of which pull data in real-time from the base D365 platform as well as near real-time from the data warehouse.

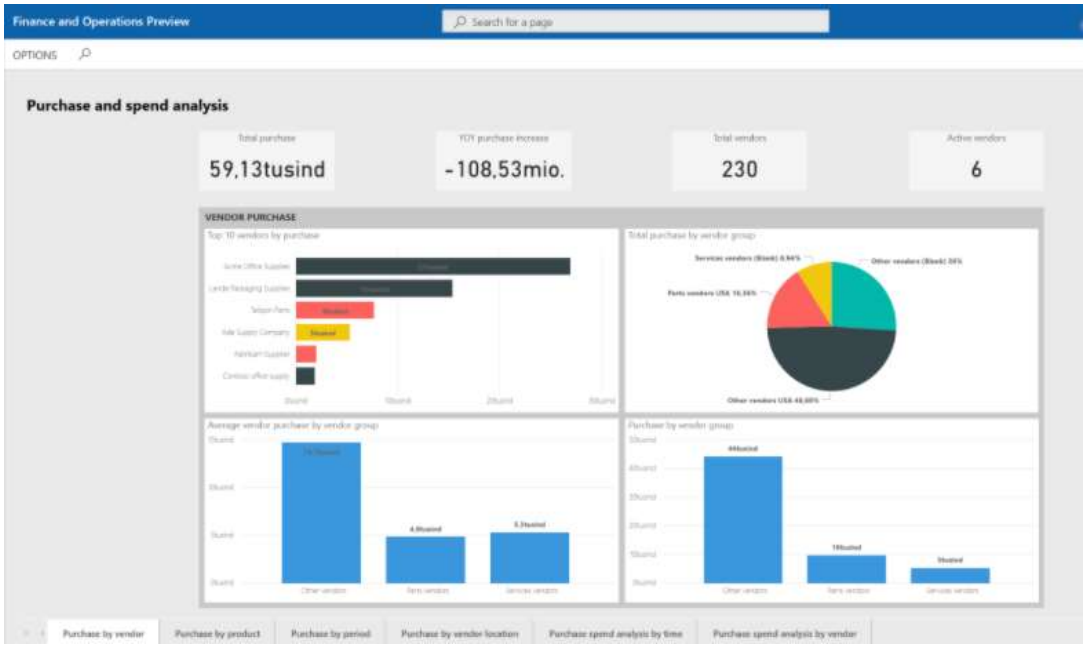


Exhibit 21 – *Sample Purchasing Analysis Dashboard*

3.1.7 Data Warehouse

Team Arctic IT's data warehouse approach includes the planning, platform enablement and implementation of a cloud native Modern Big Data Analytics Platform that provides the capability to ingest large sets of heterogenous data and data streams at scale for the purposes of analytical insights as described in the State of Hawaii RFP.

The approach is based on a proven methodology mastered by Microsoft in the context of similar projects. It is segmented into four phases as illustrated below.

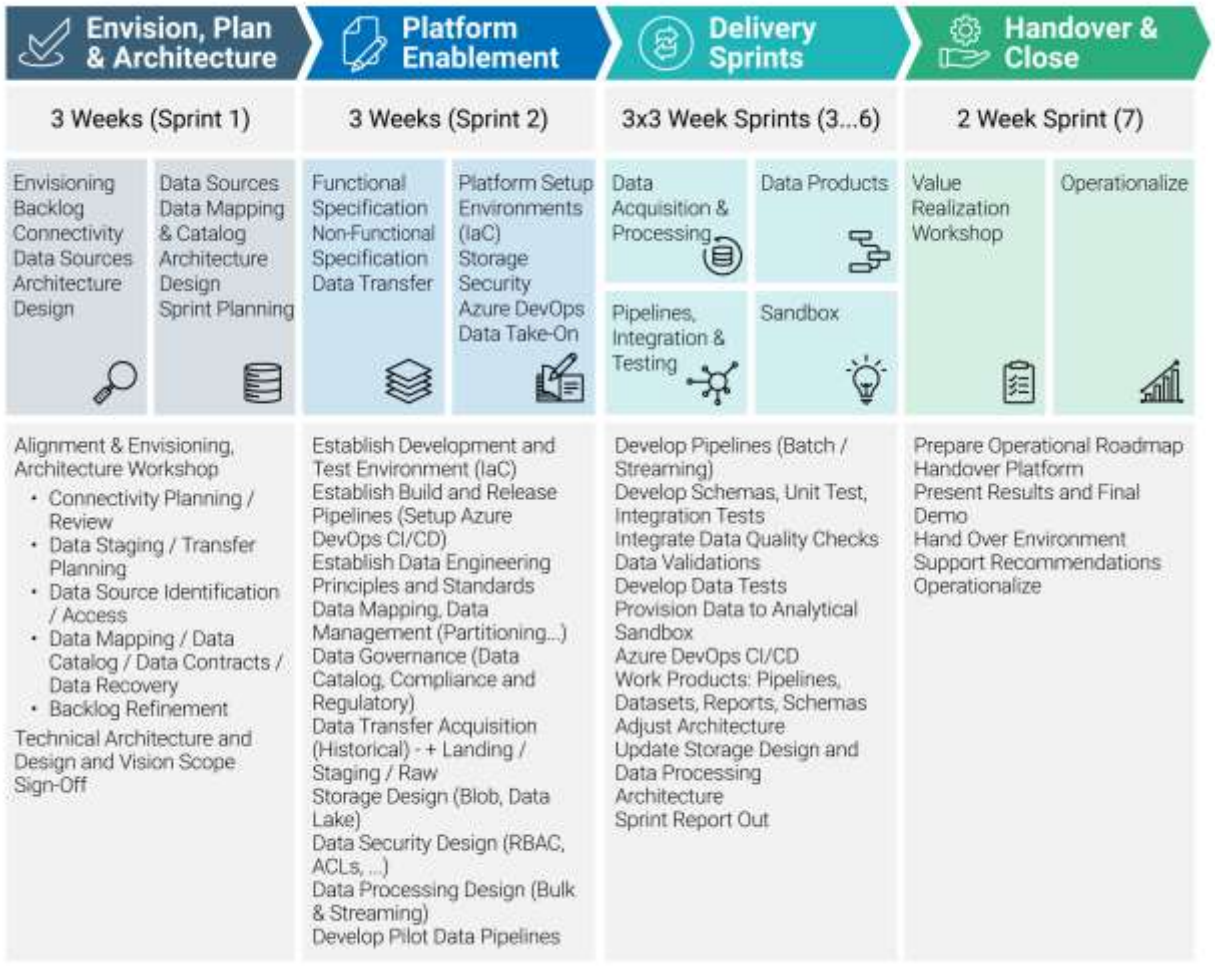


Exhibit 22 – *Data Warehouse Approach*

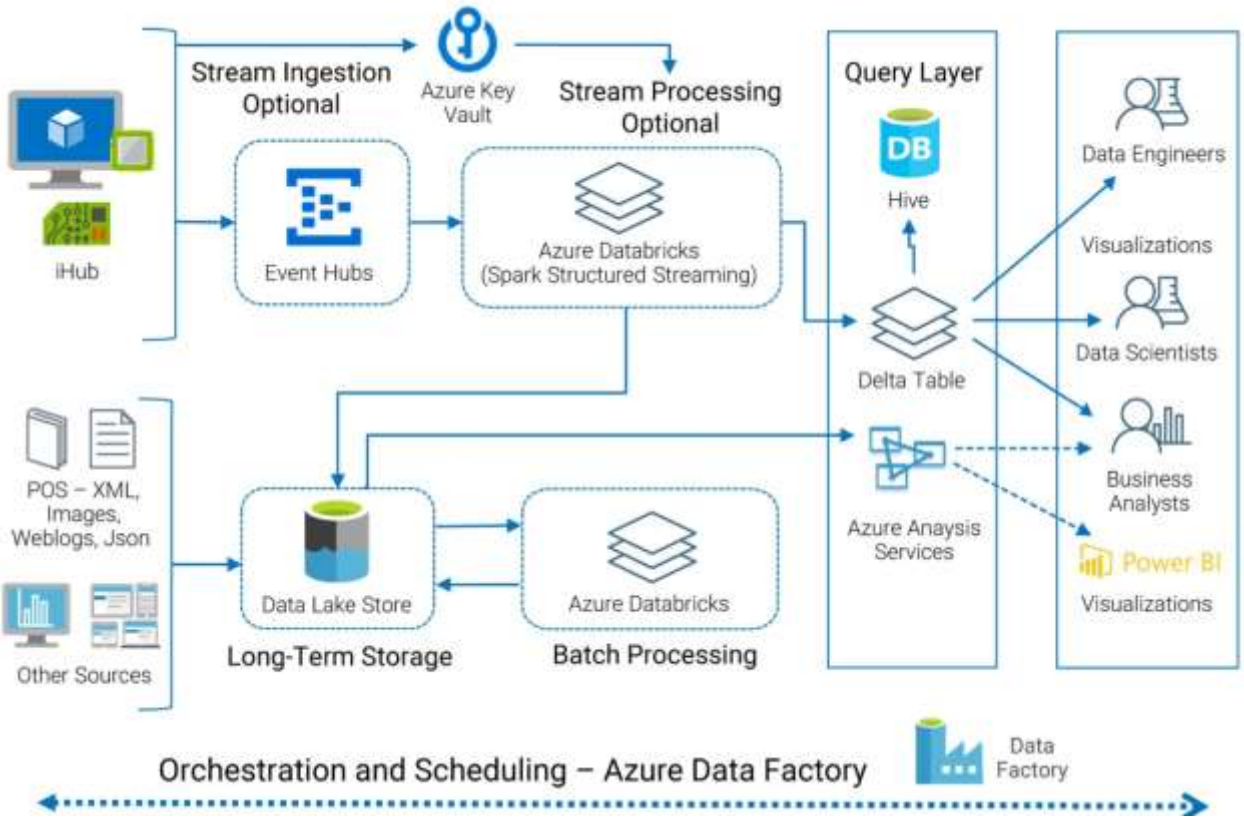


Exhibit 23 – *Conceptual Data Warehouse Architecture*

3.2 Expansion Phase Requirements

3.2.1 Budget and Appropriations

Hawaii's budget is not an "out of the box" process. Every state has different requirements, both legacy and implemented by the current administration, as well as different mixes of agencies and supporting organizations.

The BIDS component of our proposed EFS is not just a piece of fixed software; BIDS is a business application development platform – designed from the ground up for state governments – combined with a team that has lived and breathed state budget and finance for the most significant part of their careers. The Budgeting module has seven distinct component areas, which together cover the entire budget lifecycle from creation to monitoring and closing, as well as covering all distinct outputs such as analysis and reporting as well as solution components such as security and integration.

Budget Development supports the initial high-level target setting for the new budget season, as well as collecting budgets from agencies and review through to the final sign off from the Executive and Legislature for budget production.

Budget Execution provides a series of processes which support the ongoing review and revision of the budget, for example when additional funding becomes available and needs to be allocated or when external events require changes to the operating budget.

Appropriations are a direct flow through from approved budgets. All appropriated dollars are tracked with real-time reporting of allocations vs. appropriation. Appropriations can be adjusted as necessary by any user with the necessary permissions.

Administration covers all the components which the Office of Budget will use to manage the solution, including creation of account codes, adjustment classifications and grouping of data.

Reporting starts with operational reporting, both for management and during the budget creation process, and extends through the production of the Budget Paper documents as well as ongoing analysis reporting.

D365 Integration means that there is no manual movement of data between systems; completed budgets are automatically transferred to D365 for commitment control tracking, and expenditure is automatically brought into the budget system for monitoring.

Security gives the Department of Budget complete control of who can see what process and data at any given time. The security model is leveraged directly off the EFS Active Directory infrastructure and ensures Single Sign On throughout processes with no redundant logins.

This solution can handle any variety of budgeting – whether one year or multi-year. whether rolling budget baselines or a roll over from year to year. The application uses a unique adjustment-based methodology that makes it easy to visualize and understand what has changed, is changing, and what each item of the budget really means.

In addition to containing all the data from initial budget preparation, agency requests, decision making and budget publication through to monitoring appropriations, the data is contained in an incredibly fast and easy to use reporting framework. Users can analyze the entire State's budget history and well into the future via forecasts – in one easy to use location and with decisions influencing what is seen and reported on in real time.

This module will integrate out of the box with all the other components of the EFS. BIDS is the only state budgeting system in the U.S. today built exclusively with Microsoft technology and provides real time actuals import and budget checking, as well as posting data back into D365, for both financials and personnel.

Contained within the templates and processes is a comprehensive, end-to-end approach to developing the State's budget through the entire budget lifecycle.

BIDS' Operating Budget modules support making changes, and calculating the impacts of those changes, from any supported account code structures. Personnel Budget allows tracking of each position within the State, performing bulk calculations (such as pay increases), and estimating the impacts of increasing or decreasing positions – all within the adjustment framework.

Once the budget is submitted by agencies, the solution provides decision making tools for use within the DBF, and key reports make it easy to share decision points with executive staff. Once decisions are made, bulk endorsement of proposals (and rejection

of others) means the budget position can be quickly adjusted and tweaked throughout the hectic period leading up to the end of a budget sign off.

Once signed off, budget papers can be produced directly from within the system with little to no manual intervention. Our team has more experience than any other in generating quality budget paper documents, and we will ensure they match the requirements of the State – either exactly as they are produced now (line-by-line if necessary) or with improvements to make budgets look cleaner and more professional when produced.

Once a budget is produced and the budget papers printed – the decision-making process within the State legislature can be captured, with decisions implemented quickly and effortlessly – leading to the production of a work program or legislative appropriation. This published, final signed off set of budget financials can then be pushed directly into D365 for commitment control tracking.

During these processes, as well as the period after a budget begins its execution, users can do live real time analysis of the budget. Whether it be requests made by individual agencies or decisions made by the governor or legislature, or the impacts of actual spending, are available as soon as transactions are entered for reporting – in a choice of tools, whether Excel or dashboards, printed reports, or right within the web application.

The solution framework also provides quality tools for working with data. Forms for data input are completely configurable and support rich formatting of text, detailed calculations and formulas of data, file attachments, and flexible layouts which can be tailored for each individual user class. The application tracks each and every change made, and the workflow and timeline tools will allow State users to easily see what has changed – i.e., what the agency requested, what DBF recommended, what the governor decided, and what the legislature agreed to.

The BIDS reporting and analysis framework is similarly expansive and easy to use. Users can produce any kind of report, from a detailed budget paper to a single page decision document – with quality formatting ready for print publication or drill through features made for the web. The data model underlying all the reporting is also accessible – with full security – directly through Excel, so end users can access the data in a format to which they are accustomed. Additionally, the full power of Microsoft Power BI and PowerApps will be available to produce reports from any data contained within the entire system.

3.2.2 eProcurement Interface

Our solution will provide a robust integration and data management framework consisting of support for REST, SOAP, and JSON APIs, an OData service, and support for most types of file imports. These APIs are encrypted and secured via Azure AD using OAuth 2.0 to enable authorized access to web applications and web APIs via the Azure AD tenant. The Azure AD implementation of OAuth 2.0 complies with OAuth 2.0 RFC 6749 and is extended to protect web APIs. This design lets customers use Azure AD as a complete security platform for the web apps and web APIs that are used.

To simplify setting up and maintaining integrations with external systems like the future expected eProcurement solution, Team Arctic IT has proposed the TIBCO Cloud integration service. TIBCO offer pre-built connectors for Azure applications like Dynamics 365, allowing for low-code/no-code integration development and easy configuration of robust and complex integrations to and from other operational systems.

This removes the requirement for creating custom web applications and instead offers an easy-to-use interface for establishing between external systems and the EFS, applying logic, and scheduling integrations via an encrypted and secured transmission while taking advantage of the business logic and data validation process of the APIs. When integrating with on-premises solutions, an integration agent service can be installed in the on-prem environment to securely establish connectivity to the Tibco cloud-based integration platform.

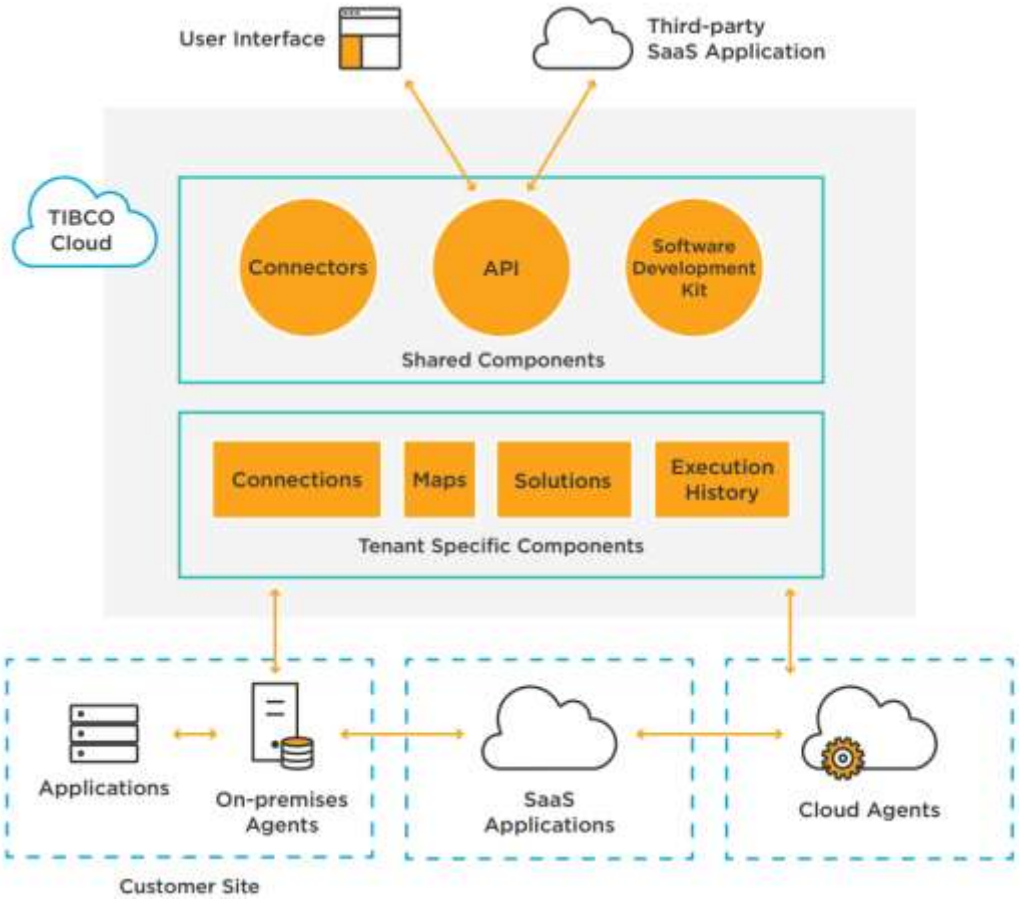


Exhibit 24 – *TIBCO Cloud Integration Architecture*

3.2.3 Grant Management

Team Arctic IT's proposed EFS includes a Grant Management System (GMS) component that is designed exclusively to interact with both the General Ledger and Procurement modules, and the Budgeting and Cash Management modules as part of the solution.

The GMS is an end-to-end, whole lifecycle solution, which includes the following key components the State will need to manage Grants within the broader context of the State's financial management approach:

- **Federal Grant Discovery and Application:** The solution includes direct integration with the Federal Government grant systems (Grants.gov) for grant discovery, and application against those grants using a common interface to help the State standardize the knowledge of what grants are available, which are being applied for, and which have been committed to.
- **Business Validation upon Grant Application:** Using the Federal Government SAM.gov portal, the solution integrates to ensure that business validation of external applications can be verified electronically as part of the State approval process.
- **Reporting Requirements:** All reporting requirements, to Federal Government agencies as well as external (non-Governmental) grant providers, is included within the solution. This allows the State to standardize the reporting formats and ensure compliance with deliverables.
- **Grantee Management:** As with management of grants FROM external parties, the GMS includes a whole-lifecycle management solution for grants TO external parties. This will allow State agencies to enter grant information, open application processes, review & approve grants to external parties, and then track the reporting back from external organizations to the State in compliance with the grants. This information can then be used to aggregate reporting to the Federal Government where applicable.
- **Payment Integration:** The solution provides direct payment integration so that external parties' grant payments can be automated once invoices are sent to the State and the requirements within the GMS are met. In addition, as federal drawdowns are made and received from the Federal Government, the details of these receipts can be integrated automatically.
- **Budgeting Integration:** Multi-year grants, which fund programs within the State are able to be dynamically integrated within the Budgeting framework of the State, drastically reducing the fund reporting required by individual agencies.

3.2.4 Projects

Our proposed solution will provide deep functionality for mastering and managing both internal and external projects and contracts included with the D365 SaaS subscription. The State will be able to plan, create, manage, control, and complete projects with deep functionality for burden calculations, labor cost management, posting, budgeting and complex billing and funding contract rules. The EFS will support internal projects like investments, grant funded projects, construction costs, and time projects with extensive Work Breakdown Structures (WBS) and project forecast features to track and compare budget to actuals and resource utilization.

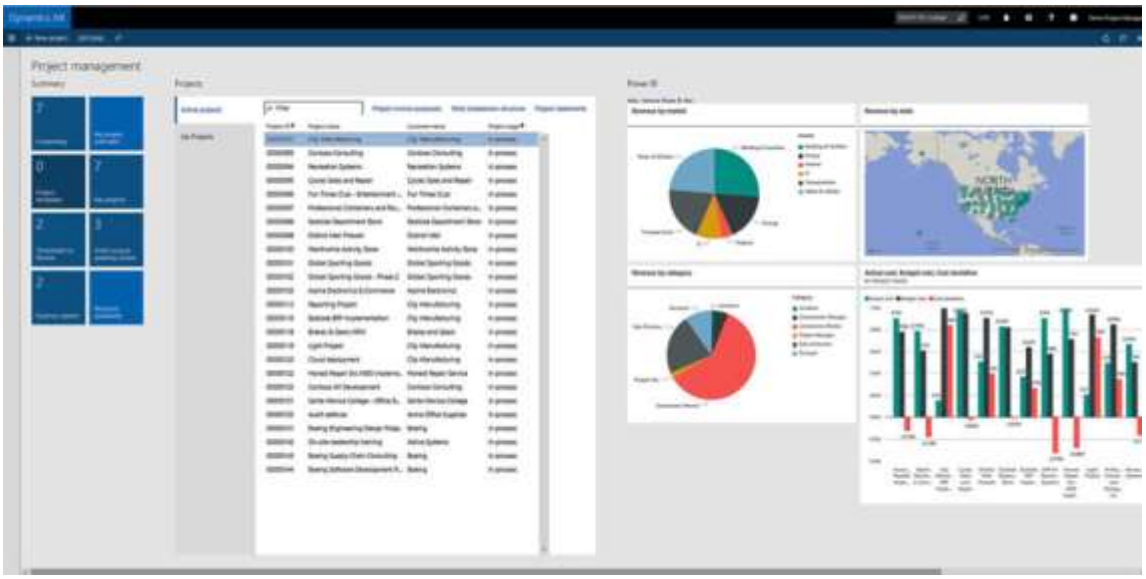


Exhibit 25 *– Sample Project Management Workspace and Dashboard*

The State can establish a contract or project hierarchy which may be created that comprises multiple subprojects. Projects can easily be planned, large or small, by matching work requirements with available resources. WBS templates make it easy to quickly plan common types of projects and task requirements (skills, education, experience) to help find the right resource for the job.

The State will be able to create a hierarchical WBS for more detailed control. Specific information can be added to these activities including schedule, requirements, estimated cost and revenue, and worker attributes. Our proposed EFS will include the ability to integrate with Microsoft Project out-of-the-box. This feature provides support to open and manage the project WBS using Microsoft Project so the Project Manager can publish any changes made to the project plan back into the EFS for effective project accounting, reporting, and controls.

Integration with Purchasing, Fixed Assets, and AR facilitate easy cost control, revenue recognition, and capital asset creation/adjustment for Construction in Progress (CIP) that result in capital asset creation or cost base increases.

Our proposed EFS will include the BIDS Capital Budgeting module, which provides support for capital planning across configurable periods – from one or two years to 25 or even 50 years – as well as including the capability to track project expenditures, both proposed during budget planning as well as in progress during project execution.

Capital budgeting is one of the largest contributors to any State budget, and carefully monitoring projects being executed – ensuring milestone deliverables and payment schedules – is incredibly important. It provides a full capital budgeting suite of functions.

The Capital Budgeting function will provide for agencies to describe the scope of projects and to justify their need, including capital outlay leases. This module has been selected by organizations such as the Virginia Department of Planning because it was the only public budget software that could meet the need for unlimited narrative.

The EFS will allow the State to meet its statutory requirements for forward capital planning. As such, agency capital requests will be broken out into phases (planning, construction, equipment, etc.) and spread out over multiple years to coincide with how projects are funded. The solution will allow agencies to prioritize their capital requests.

For each capital project, agencies identify the impact of the project on the operating budget once it comes on-line. This allows the State to plan for future funding needs. There are also tabs to identify any energy and/or technology requirements associated with the project.

With respect to execution, the solution integrates with the General Ledger and Project Planning suites to exchange both milestone delivery and financial execution data. This allows budget adjustments to be recorded in the financial system with the details of the project delivery to be maintain within the budgeting modules. It allows budget staff to monitor real time expenditures against projects. It also provides management of carry forward of funding into the next fiscal year. Agencies can provide this information and budget staff can then use the solution to review and approval any balances to be brought forward.

On behalf of the Central Treasury, the application collects annual cash flow estimates from agencies for all their active bond projects. This allows the Treasury to schedule bond issuances in the coming year and to project the need for debt service funding in the out years.

3.2.5 Travel

Hawaii Travel and Expense Management automates employee mileage, per diem, taxes, and other travel or company purchase related requests and expense submissions and is included in our solution. This module enables rich expense reporting and travel and cash advance request functionality via mobile app or web access. If travel requests are used, expense report reconciliation and adjustments for cash advances are available once travel is competed and actual expenses known automating employee receivables tracking along the entire travel and expense submission lifecycle.

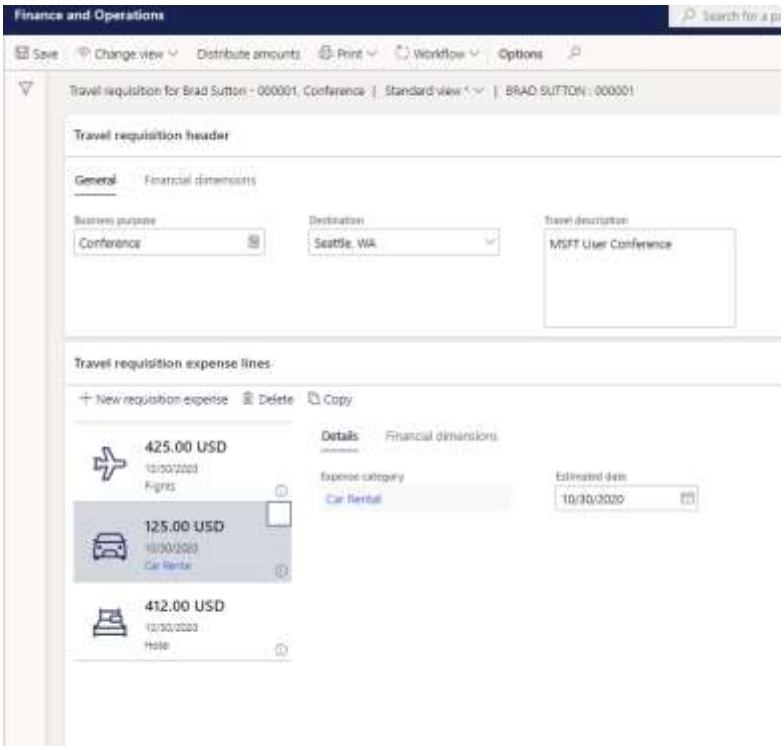


Exhibit 26 *– Sample Travel Request Input Form*

Beyond employee travel, the State can use the powerful D365 workflow engine to enable web and mobile approval options for expense reports. Approved expense submissions can then be made available for employee reimbursement or reconciled against company purchase card transactions and receipt submissions to ensure all PCard purchases are accurately accounted via and reimbursements processed accurately and expediently.

3.2.6 Bonds

The proposed EFS contains an Investment and Bond Management module which is able to calculate earned interest expected on investments, the allocations from that interest to particular agency and line items, the debt service requirements as well as function in conjunction with the cash management module to help the State determine the cash position requirements at any given point in time.

Bond Management
The solution includes a bond management module will which allow the State to detail past, current, and new bond offerings – including all documentation and approval processes – as well as track the management of the bond balances and timing of repayments upon them. This module will allow that repayment schedule, as well as debt servicing which comes from it, to export into the cash management and forecasting module so that the State can have an accurate position of required cash drawdowns to service the bonds as well as other debt.

3.3 Optional Phase Requirements

3.3.1 Investments

The proposed EFS contains an Investment and Bond Management module which is able to calculate the earned interest expected on investments, the allocations from that interest to particular agency and line items, the debt service requirements as well as function in conjunction with the cash management module to help the State determine the cash position requirements at any given point in time.

Loan and Debt Management. Loan management, both inter- and intra-fund loans (from General Funds to particular programs, Special Purpose Loans, etc.) and to and from third parties. As with the Bond Management module, the details of these loans can be configured within the solution to allow a full management of all required schedules, as well as proceeds from loan draw downs and expected cash requirements for loan servicing.

Investment Management. As with the Bond and Debt Management modules, details of the State's investment schedule can be stored and tracked within the solution. The investment management module can work hand-in-hand with the budget and revenue modules to provide feedback on expectations of maturity dates of investments and the cash that will provide, net of any debt servicing requirements, to be used to pay for State services.

3.3.2 Asset Inventory

Fixed Assets functionality will help the State manage capitalized and non-capitalized assets over their financial and operational lifecycles with automated processes to increase efficiency in tracking values, monitoring equipment maintenance expenses, aiding physical counts, and other operational and financial requirements.

Fixed assets can be configured to track multiple depreciation schedules and valuations for different purposes such as tax books and ASC 842 and capital lease accounting compliant to the ASC 842 and IFRS 16 regulations. Fixed-asset functionality is highly integrated with other areas of the product, including General Ledger, AP, AR, Inventory, Purchasing, Contracts, and Projects to greatly simplify the asset acquisition and disposal processes. This includes easily managing, transferring, selling, scraping, retiring, or otherwise disposing of excess property with detailed tracking and automated financial calculations based on property values.

In addition to the Fixed Assets module, Asset Leasing is an advanced D365 capability for managing, tracking, and automating financial transactions to facilitate the tracking of leased assets for the State. Asset leasing complies with International accounting standards (IFRS 16) and US GAAP standards (ASC 842). Asset leasing captures and processes information about the leases and helps generate journal entries throughout the lifecycle of the lease, from initial recognition, monthly journal entries, to impairment and termination of the lease. Asset leasing integrates seamlessly with other components of Dynamics 365 Finance, including Fixed Assets, Accounts Payable, and General Ledger.

Section 4. Evaluation Criteria 4: Business Solution – Technical Requirements

4.1 Number of Key Personnel Allocated

Team Arctic IT is proposing nine key personnel for this implementation. Resumes are provided in Attachment 4, Offeror's Staff Resumes.

4.2 Implementation Methodology

Team Arctic IT's project management approach is a hybrid Waterfall / Agile approach that makes sure joint requirements reviews are conducted early and often through feature and functional demonstrations and milestone acceptance throughout the project. Our expertise using PMI's framework has shaped our success with past EFS implementations and therefore aligns with the State's objectives as well as the State's PMM methodology governance.

Our approach strengthens collaboration in all aspects of the project to assure overall success. Agile methods comprise those technical and programmatic practices that are employed to conscientiously respond to change, improve quality and fit for purpose, reduce wasted effort, decrease bureaucratic overburden on programs, and enhance the productivity, engagement, and ownership of developer teams. These methods, coupled with traditional methodology practices, result in delivery of solutions that foster user adoption and program success. The framework is performed in a highly collaborative manner by self-organizing teams within an effective governance framework and processes. The result is delivery of high-quality software in a cost-effective and timely manner while responding to the changing needs of the State. Our project management methodology incorporates controls, reporting, metrics, agility, and documentation throughout implementation. The methodology also leverages our communications strategy to ensure our Program Manager, Project Manager, project leads, State management, and other stakeholders are collaborating with the same end goal in mind. We consistently complete our projects on time and within budget while fully meeting project requirements, providing oversight, and reporting on project processes, metrics, risks, scheduling, and performance.

Many large projects using a traditional Waterfall development approach introduce risks associated with an aggressive schedule, vague scope, and resource constraints. Using a hybrid approach, the project is divided into manageable components by discipline or by functionality (e.g., billing, accounts payable/receivable, cash management). This simplification of the project is accomplished using a WBS which aligns to the project planning expectations in Section 2.0 of Appendix D –Implementation Services Requirements. The WBS allows for maximum flexibility and use of Agile (i.e., software releases) or a traditional approach depending on needs of the project. All deliverables will go through a Control Gate to ensure compliance and defined goals are achieved. The Control Gates will be defined as Review sessions with Arctic IT management and the State's assigned review board. These serve as formal evaluation points to determine if team Arctic IT and the solution has met the required objectives and goals at specific points of the project.

Team Arctic IT will follow the same Hybrid approach throughout the three deployments spanning three years, including, Core Functionality, Expanded, and Optional features and follow the same guidelines set forth by the PMO.

Beginning with Planning, we will make sure all necessary steps are taken to introduce a detailed vision for the project and product and define how the project will be executed. We will align our planning approach to the State's project guidelines and documentation requirements, and we will introduce Agile principles early on as we outline the roadmap for design and development. Arctic IT will utilize Microsoft's Lifecycle Services (LCS) portal, for managing the lifecycle of the implementation.

As we progress into the Analysis and Design phases and the Development phase thereafter, we will incorporate Agile principles in even greater detail to promote collaboration, adaptation, and continuous releases and improvement. We find this approach works well based on our experience in other engagements and believe it will lead to greater success early in the implementation through Feature Reviews to validate the State's requirements.

Team Arctic IT believes that testing, training, and deployment are well-suited for a Waterfall approach, while incorporating some Agile best practices. These activities will certify that we have successfully implemented a solution that meets the State's overall business and technical objectives. Our clients find our approach to structuring testing and training allows them to be fully prepared and become advocates of our solution prior to full deployment at Go-Live.

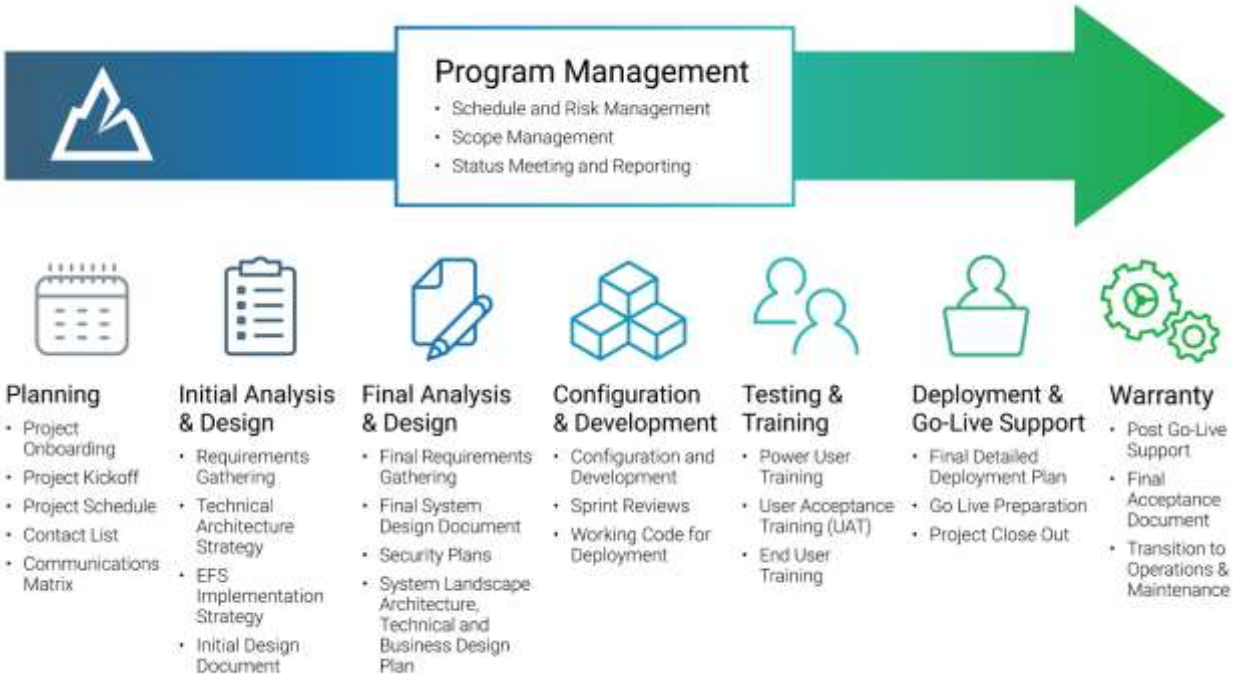


Exhibit 27 *– Proposed Hybrid Program Management Approach*

Team Arctic IT consists of industry experts that will lead the implementation. These experts have implemented projects of this magnitude and complexity, and we believe our team structure will lead to an overall solution that will meet the State's objectives. Ulu HI-Tech team members alone have logged over 13,000 hours on successful State of Hawaii projects, posing our team to hit the ground running upon award of this EFS solution.

Team Arctic IT will assign a Program Manager who will oversee all resources including the Project Manager and Functional Leads. As the overarching point of contact, the Program Manager will be responsible for the overall success of the project. This includes exhibiting strong communication skills to build trust and strong relationships with the State stakeholders as well as transparency to get more accomplished and help drive key decisions on the project.

4.3 Understanding the SOW

Team Arctic IT has thoroughly reviewed the State's RFP and all associated attachments and amendments. We have a clear understanding of the State's requirements and applied that understanding, coupled with our experience implementing financial solutions for local governments, to architect our proposed solution. We also applied our understanding to develop a management approach specific to this project and structured a right-sized organization to support it.

4.3.1 Work Plan

Team Arctic IT proposes a Hybrid implementation approach. Our experience implementing large public sector projects has demonstrated that a Waterfall approach to Planning and Design is very effective while an Agile approach to Development enables State buy-in early with Feature Reviews to validate requirements are being met. For this project, Team Arctic IT's approach will incorporate daily stand-ups, backlog review and sprint planning sessions, and milestone demonstrations to support incremental delivery of the solution.

Our Agile approach to Development will be incorporated in each of the three phases of requirements as outlined in Attachment C. Sprints within each phase will run concurrently, with Development for each of the three phases lasting roughly five months.

Our technical team will work to make sure the system is built/designed and tested to reflect user validated business processes, including personalized features, integrations, and/or reports defined during the initial Design phase. Participation by the State's stakeholders will be important during the Agile sprints for product backlog grooming, planning, and sprint/feature reviews. Sprint/feature reviews of release candidates will be conducted with State stakeholders at the culmination of each sprint to demonstrate specific functionality completed and to validate the design is being implemented in accordance with the Functional Design Package.

Sample Work Plans for the Core Phase and the Expansion Phase are included on the following pages. They showcase the Hybrid nature of Team Arctic IT's approach. A sprint plan is also included.

4.4 State Laws and Regulations

The platform of our solution, D365, has the flexibility to easily adjust as laws and regulations change. Our plan for implementing state law and regulation requirements to an EFS is to perform discovery between proposal delivery and contract award, in coordination with teammate Ulu HI-Tech—a company that is deeply engaged and knowledgeable of state laws and regulations specific to Hawaii. Our discovery activity will be led by the Program Manager and discussed in regularly scheduled meetings over the next few months. Meeting participants will include solution architects, project management personnel, and our Organizational Change Manager. Our findings and path forward will be provided to the State in the form of a professional document at the contract kick-off meeting. Following kickoff, the Program Manager will be responsible for Team Arctic IT's adherence to state and local laws.

4.5 Transition Plan

4.5.1 Contract Transition-in

Arctic IT will provide planning and oversight for the transition of the State's legacy ERP system and will coordinate the appropriate resources within the State's departments, suppliers, and service teams as required.

Upon award and with the State's participation, Team Arctic IT will draft a Transition Plan to outline and track the EFS, timelines, and budget. The incoming tools, technology, architecture, processes, and metrics will be noted, as they are known in the initial stages of the project. Stakeholders from across the State will be identified to ensure other ongoing projects are considered and dependencies on the EFS are accounted for in the Transition Plan. Risks will be clearly identified and documented in accordance with the Quality Control Plan. Team Arctic IT will strive to obtain as much relevant information from the State to ensure a smooth and well-planned implementation, cutover, and Go-Live experience for the State of Hawaii.

Exhibit 28 – *Core Phase Sample Work Plan*

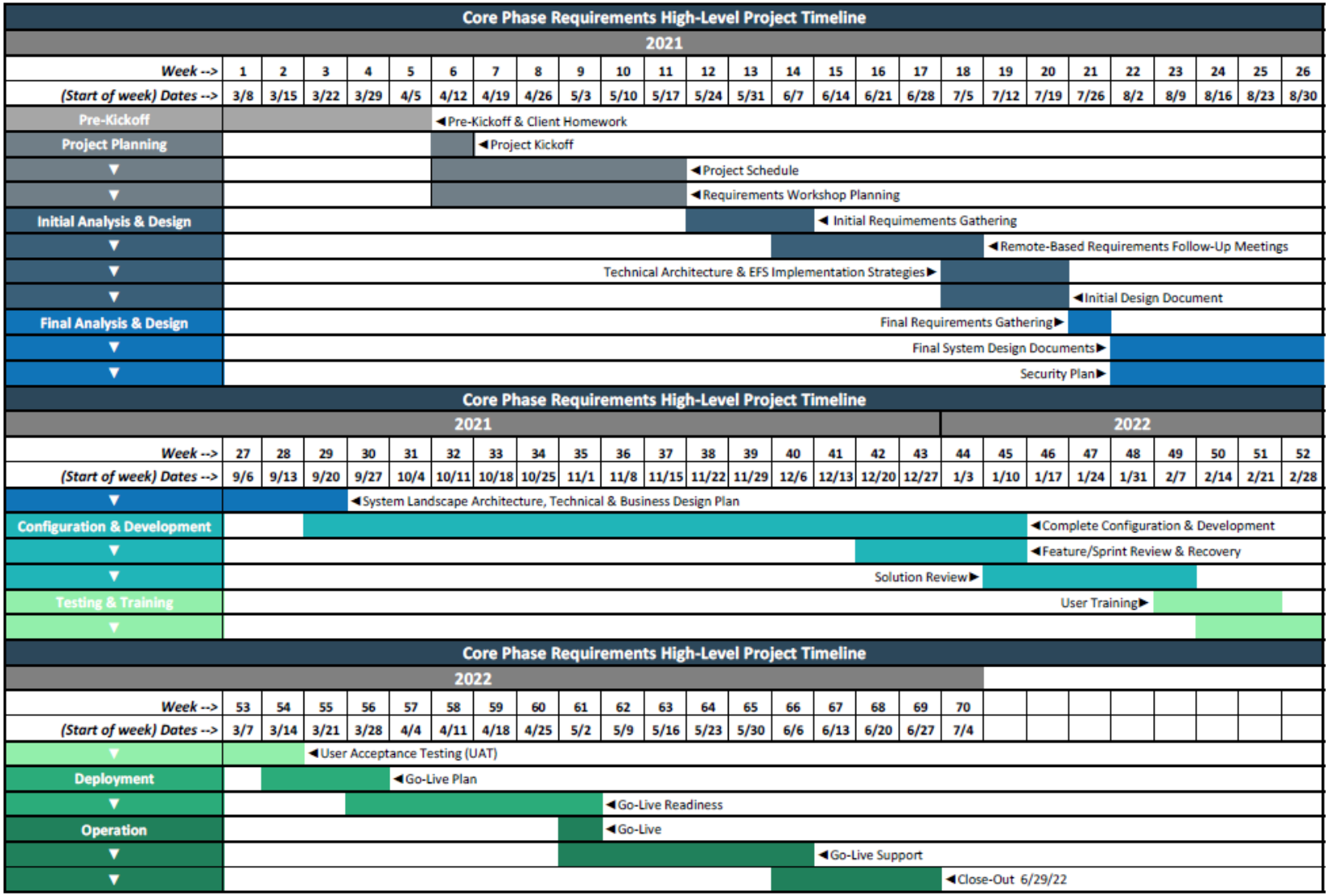


Exhibit 29 – *Expansion Phase Sample Work Plan*

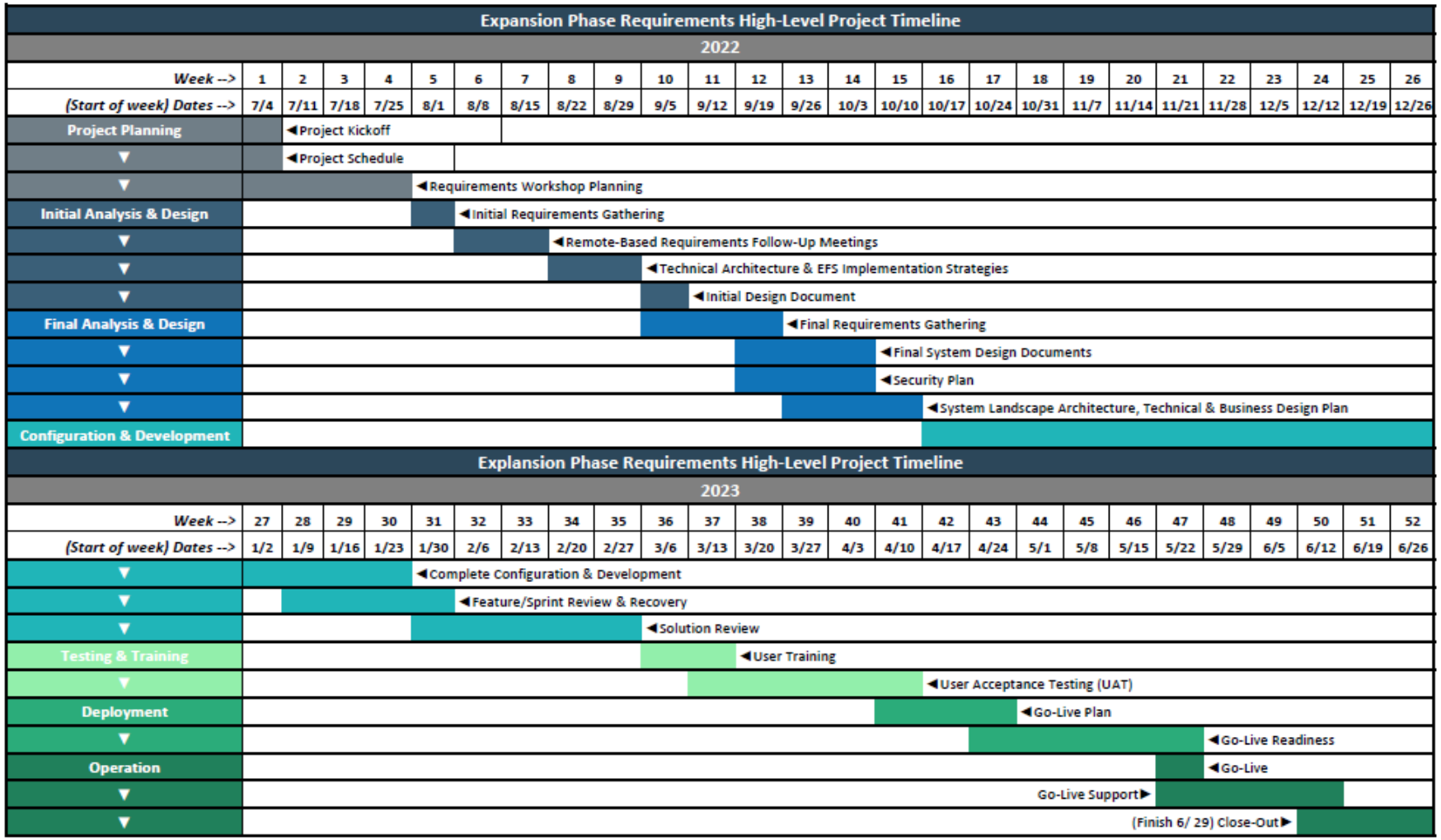
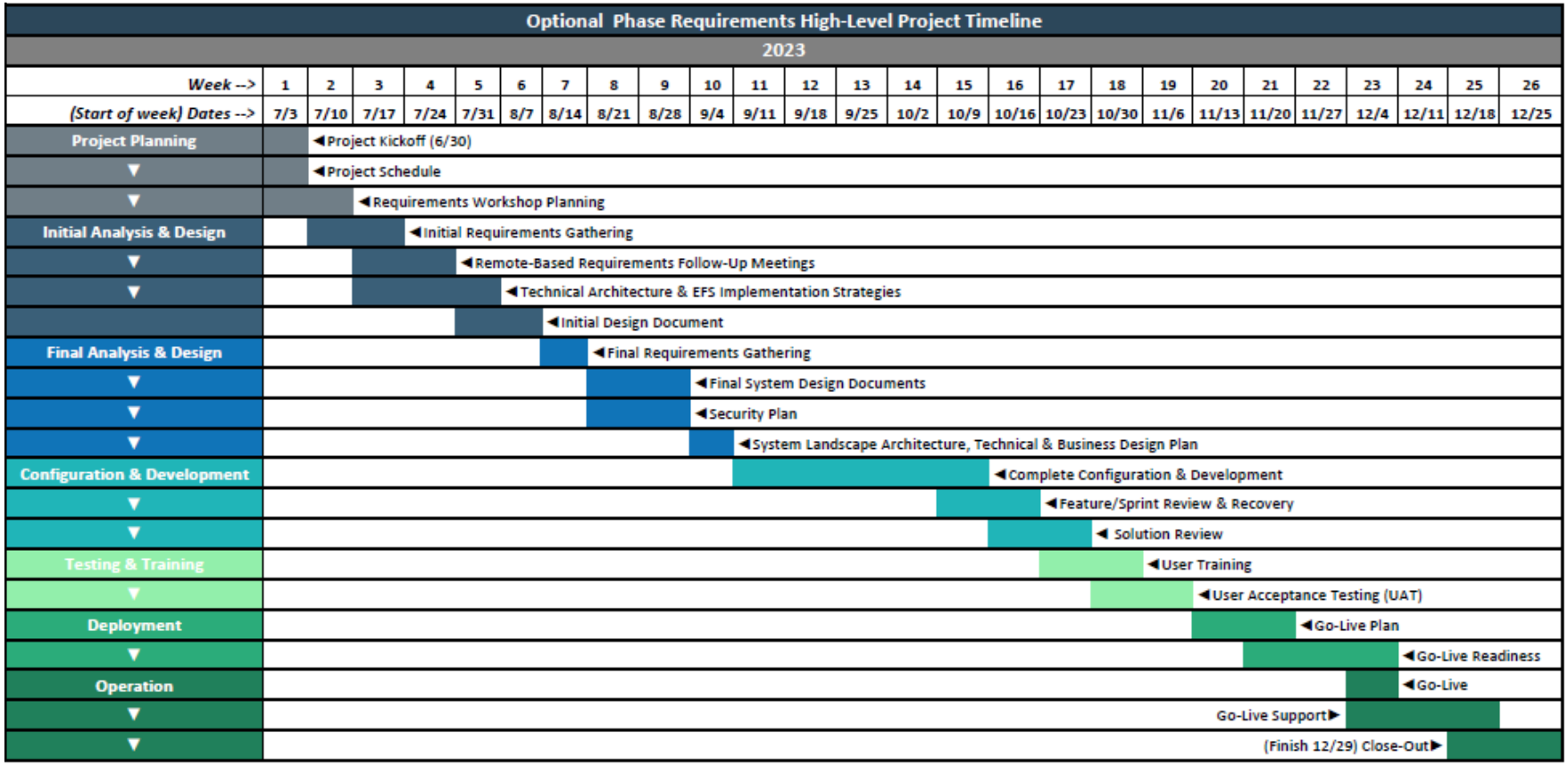


Exhibit 30 – *Optional Phase Sample Work Plan*



The Transition Plan will be a living document and will address the following:

- Transition strategy, including policy, roles, responsibilities, standards, framework, and success criteria.
- Major changes proposed, reviewed, and accepted throughout the transition process, to include design, readiness, and configuration.
- Prioritized and coordinated resources so that multiple transitions can be managed at the same time.
- Prioritized and coordinated tasks.
- The required budget and resources for the transition.
- Progress reporting regarding the transition process.
- Stakeholder management regarding transitioning activities.

Meeting agreed upon schedule and budget will be the primary milestones of the Transition Plan. Team Arctic IT will hold weekly customer meetings to discuss the progress of the transition, performance against the plan, new changes introduced to the project, and relevant stakeholder participation required for upcoming activities.

4.5.2 Transition from Development to M&O

After Go-Live, Team Arctic IT will conduct a close-out meeting with the State, and the EFS will transition to support. As a part of this transition, and upon Go-Live acceptance, Team Arctic IT will assign an Account Manager who will function as an advocate for the State and serve as a single point-of-contact with State and with Microsoft and Performa for higher level support. The Account Manager will provide guidance to the State on how best to leverage support services with Team Arctic IT. The Account Manager, in conjunction with Team Arctic IT's Program Manager, will schedule a kick-off meeting with the State to review the scope of services (as discussed in Section 6) and introduce the Arctic IT Support Team and support processes.

4.6 Outreach

Upon award, Team Arctic IT will create a Communications Plan that will serve as the roadmap for delivering messages and content throughout the life of the project. The plan will identify stakeholders, their role in the project, key audiences, an authorization matrix, and contact information for all parties listed. Early in the project, a meeting will be held to determine preferred methods of contact, contact frequency, and information to be shared. The Communications Plan will be reviewed at least quarterly as part of quality control processes on the project. In addition, and if desired by the State, Team Arctic IT will incorporate a project Microsoft Teams site, dedicated to the transfer of information and documentation for the project. Utilization of a single Teams site will facilitate access to important project information in real-time.

4.7 Strategy for Accomplishing Project Goals

Team Arctic IT has experience delivering a variety of projects and understands that different types of projects require unique approaches that can scale and adapt to the State's needs as well as the solution being implemented. As such, our teams are

well-versed in following either Waterfall or Agile methodologies as well as hybrid models, controlled with our standard, repeatable, and proven project management practices and documentation. For the State, Team Arctic IT recommends a hybrid implementation approach, using Waterfall for Analysis and Design and then iterative feature reviews during the Design and Development phases. This approach has proven to be very successful with our federal, local, and other Clients. Following this approach provides an opportunity for the State to gain access to the software early in the implementation vs. waiting until the solution is fully built. This is supported by our standard project management processes and controls to enable Team Arctic IT and the State's stakeholders to collaborate throughout the life of the contract.

Team Arctic IT incorporates common templates based on Project Management Institute (PMI) principles in each phase of implementation that enable joint reviews and milestone acceptance throughout the project to validate requirements are being met. This methodology results in delivery of solutions that foster user adoption and program success. Our project management methodology incorporates controls, reporting, metrics, and documentation throughout implementation that enable joint reviews and milestone acceptance throughout the project to validate requirements are being met. Our communications strategy ensures our Program Manager, State management, and team members within Team Arctic IT and the State are collaborating with the end goal in mind. We consistently complete our projects on time and within budget while fully meeting project requirements, providing oversight, and reporting on project processes, metrics, risks, scheduling, and performance.

4.8 Risk Assessment and Risk Mitigation Plan

Team Arctic IT will deliver a Risk Management Plan that outlines the actions, responsibilities, methods, and tools for Managing Risks. Team Arctic IT uses a Decisions, Actions, Issues, and Risks (DAIR) log to manage and mitigate risks, prepare recovery strategies for issues, and document decisions and action items. The DAIR log is used to track bugs and log future enhancements. Team Arctic IT's Program Manager will identify, document, mitigate, and resolve risks and issues. The status of risks and issues will be communicated in status meetings. The Team Arctic IT Program Manager is responsible for addressing risks — the potential situations that might jeopardize, delay, or negatively affect the project. We design and document a Risk Management strategy to ensure all personnel understand how to manage risks. The Risk Management strategy includes:

- Anticipating potential risks and issues
- Systematically assessing and handling risk factors
- Developing mitigation strategies that minimize or avoid risks

Risk Management. Team Arctic IT's ability to effectively manage the entire contract is based on continually identifying, monitoring, assessing, and mitigating risks. Our risk management approach is aligned to PMBOK best practices and benefits our customers by delivering a quantitative and realistic assessment of project risk impact, providing targeted solutions that resolve the risk from the customer's point of view. Exhibit 31 provides a high-level view of our project risk management approach. All staff members

will be encouraged to identify, and report risks to the Project Manager. Our Technical Leads will coordinate with the State to identify risks, develop targeted solutions, and communicate status.

To assist staff members in the proactive risk identification, the Project Manager will distribute a checklist that describes indicators for cost, schedule, technical, and resource risks. We will routinely update the checklist with new risk indicators and lessons learned. Once a staff member identifies a risk, we will record it in our Risk Register, conduct a quantitative assessment of the risk, and assign the risk to a category to facilitate tracking. We will analyze the risk in terms of its likelihood of occurrence, level of impact and assign a level of risk. A risk mitigation strategy will be developed and backup or contingency plan to mitigate the risk will be documented. Once a risk mitigation solution is implemented, we will monitor the risk to make sure it is resolved as described in the table below.

It is important to note that in addition to PMBOK best practices, we adhere to Federal Information Security Management Act (FISMA) guidance, specifically the Risk Management Framework (RMF), throughout the system development lifecycle.

Exhibit 31 – *Team Arctic IT's Risk Management Approach*

Risk Process	Description
Risk Identification	Team Arctic IT determines which risks are likely to affect the project and documents the characteristics of each. Inputs include historical information. Tools and techniques include flowcharts. Outputs include sources of risk. Initial risk identification will occur during preparation of the Work Plan but will continue throughout the duration of the project.
Risk Analysis	Team Arctic IT evaluates risks and risk interactions to assess the range of possible project outcomes. Both the probability of occurrence and potential consequences are assessed to arrive at risk rankings. Both qualitative and quantitative analysis may be used depending on the particular risk. Inputs include cost estimates. Tools and techniques include decision trees. Outputs include opportunities to pursue and threats requiring response.
Risk Mitigation Planning	Team Arctic IT defines enhancement steps for opportunities and responses to threats. To reduce the probability or impact of a risk, Team Arctic IT defines risk mitigation strategies based on the risk level. Team Arctic IT monitors risk through appropriate metrics and documents contingency plans for high-level risks. Inputs include opportunities to respond to. Tools and techniques include alternative strategies. Outputs include contingency plans and risk mitigation strategies.

Risk Process	Description
Risk Mitigation Plan Implementation	Team Arctic IT responds to changes in risk over the course of the project, implementing risk mitigation plans when triggering events are realized. Inputs include a risk management plan. Tools and techniques include workarounds. Outputs include corrective action plans.
Risk Tracking	Team Arctic IT will track all risks until they either occur (i.e., become issues) or are successfully mitigated. Team Arctic IT monitors and tracks the identified risk, communicating and documenting the description, sources, symptoms, likelihood, impact, mitigation strategies, and frequency. Output includes Risk Register (see below).
Risk Register	Tracking will be performed using a Decisions, Actions, Issues and Risks (DAIR) log Risk Register. The information captured in the Risk Register originates from the previously described Risk Management activities and includes the following: • Risk Identification • Risk ID # / Risk Category / Date Raised / Raised By / Source / Trigger Point / Outcome • Risk Analysis • Probability of Occurrence / Impact or Consequence / Ranking / Qualitative Impact (if measurable) • Risk Response Planning • Risk Mitigation Strategy / Response Plan / Response Trigger / Plan Owner • Risk Monitoring and Control; Status / Trigger Date / Additional Notes (if required)

4.9 Quality Control Plan

Quality control is not a stand-alone function in Team Arctic IT but connects all parts of our project and help desk services as an integral part of our business. As quality inspections and reviews are conducted, we capture lessons learned and document findings in corrective action reports. These findings will drive updates to our delivery and service processes and quality evaluation techniques. This continuous quality cycle validates that all project deliverables and services meet the high expectations of our valued customers.

The State's RFP requires Team Arctic IT to deliver quality services and oversight of all processes contained within the scope. As such, Team Arctic IT will utilize a Quality Control Plan (QCP) that indicates how we will:

- Perform internal QC staffing
- Conduct self-inspection
- Maintain quality, timeliness, responsiveness, customer satisfaction

Our QCP describes how Team Arctic IT trains personnel in quality control methods, addresses nonconformance, takes corrective action, maintains QC records, reports status, conducts or assists with audits, and supports quality surveillance. Upon contract award our Program Manager will work with the State to finalize QC inspection and reporting methods. Team Arctic IT will maintain the QCP throughout the period of performance with updates resulting from lessons learned and changes in environmental circumstances.

The following references form the basis for the QCP:

- ISO 9001: 2015 Quality Management Systems – Requirements
- A Guide to the Project Management Book of Knowledge (PMBOK® Guide) – Sixth Edition
- Information Technology Infrastructure Library® Version 3 (ITILv3)

4.9.1 Internal QC Staffing and Training

Team Arctic IT's Program Manager will provide strategic quality oversight, while Team Arctic IT's Project Manager will review and approve key deliverables. Our Program Manager will provide reach back to Team Arctic IT's corporate leadership. Our upper management sets corporate quality policies, helps prepare the QCP, conducts quality reviews, and makes recommendations for improvements.

The Project Manager is responsible for daily operations and the daily delivery of high-quality work and services. The Project Manager will use the performance criteria listed in the Statement of Work to establish a plan for inspecting deliverables, milestone work products, and services. The Project Manager will also establish and monitor procedures and timelines for identifying nonconformance, taking corrective action, reporting results to the State's stakeholders, maintaining quality records, and supporting the State's surveillance of the quality of our work products and services. The Project Manager will assign specific QC activities to staff members, as required.

Each month Team Arctic IT executives will review the quality of project operations during an In-Progress Review (IPR). Team Arctic IT executives will verify the staff is meeting acceptable quality levels (AQLs) and performance criteria. If non-conformance is found, Team Arctic IT executives will make recommendations for the immediate remediation and identify additional resources that can be allocated to support QC activities.

4.9.2 QC Orientation and Training

Upon award we will train our staff members in the tools, processes, and standards for conducting QC on work products in comparison to customer quality criteria. The curriculum is derived from customer quality standards and procedures described in Team Arctic IT's ISO 9001:2015-based Quality Plan. The Plan and curriculum encourage staff members to produce the highest quality work products, and informs them they are eligible for company recognition, spot bonuses, and other incentives.

4.9.3 General Methods of Inspection

Team Arctic IT maintains institutionalized QC through adherence to ISO 9001: 2015 principles in its management framework to ensure the State's satisfaction. Adherence to this framework, as defined in Exhibit 32, reduces project performance risks and ensures that the project requirements are met, and the State's satisfaction is achieved.

Exhibit 32 – *Team Arctic IT's Quality Control Framework*

QC Factors	QC Procedures
Adopted industry-known quality factors include: Create and adhere to approved standard operating procedures Conduct project staff meetings Validate requirements to ensure currency and relevancy Capture lessons learned Perform Internal Peer Reviews Validated customer complaints and compliments	Audits and reviews of services and deliverables include: 100 percent inspection Direct observation Ad hoc meetings Deliverables review Managerial oversight Automated tools Planned or random sampling Task monitoring and management User surveys
QC Products and Results	**QC Reporting**
Products and Results include: Status reports of tasks Process improvement plans depicting corrective actions and lessons learned Compliance with Statement of Work (SOW) requirements and achievement of Services Summary Performance Metrics	QC Reporting includes: Weekly Status Reports Monthly Status Reports Best practices, metrics, and lessons learned Corrective Action Reports

A description of the methods Team Arctic IT uses to inspect work products and services follows.

Deliverable monitoring procedures – performance objectives. A priority for Team Arctic IT is the quality of our output and deliverables. Continuous monitoring of deliverables eliminates substandard products. If deliverables are returned due to deficiencies, the Project Manager will work closely with Team Arctic IT staff members to take corrective actions and document changes to prevent the recurrence of similar issues. Specifically, Team Arctic IT will ensure staff members use quality assurance checklists for certain types of actions and conduct training on how to avoid the most common errors. The Project Manager will document any areas needed for improvement as part of the Monthly Progress Report and develop a corrective action plan to track improvements to ensure the issue is corrected.

Deliverable review processes including peer and final reviews prior to submission to the State. Personnel are often assigned to peer review activity progress. These personnel report to the Project Manager and provide weekly updates on the project status. The Project Manager is responsible for daily work assessment

and for reviewing work quality as an adjunct to preparing the status reports. The Project Manager uses questioning, challenges, and other techniques to verify staff members optimize their performance.

Client Final Review. Team Arctic IT understands that its staff does not have authority to issue or sign documents on behalf of the State. Therefore, all deliverables will be submitted to the State's designated representatives for signature upon completion. Through our quality procedures in place and through supervision, the State can be assured that only products of the highest quality will be submitted, and every effort will be made to minimize re-work of products and deliverables.

Performance issue identification and corrective actions. Team Arctic IT prides itself on our expert, professional team members. We assign staff members who are experienced and proven. Our peer and manager review process for individual performance issues includes daily observance of performance and compliance with direction. Team Arctic IT uses direct counseling, training, motivation, and mentoring to correct performance issues. All staff members have reach-back access to our combined corporate expertise. We document performance strengths and weaknesses in annual performance reports for review by our management in determining salaries, raises, bonuses and additional training requirements. Ultimately, Team Arctic IT will remove any team member from a contract if substandard performance continues. Any such personnel replacements will be made in compliance with the notification and approval requirements in the solicitation or Statement of Work.

4.9.4 Self-Inspection Plan

The table below identifies how we will inspect the quality of our work and report results to the State. Team Arctic IT's Senior Project Manager will assign and schedule staff members to perform specific inspection tasks.

Exhibit 33 – *Self-inspection Plan*

No.	Task Area	Method of Inspection and Reporting
1	Non-Disclosure Agreement	**Preparation:** All staff members **Inspection Technique:** 100 percent inspection by the Project Manager **Reporting Method:** Weekly/Daily Transition Status Meeting
2	Monthly Progress Report	**Preparation:** Project Manager **Inspection Technique:** 100 percent inspection by Arctic IT VP of National Operations **Reporting Method:** Monthly Progress Report to State; informal updates
3	Subcontractor Expenditure Report	Same as above

No.	Task Area	Method of Inspection and Reporting
4	Incoming Transition	**Preparation:** Project Manager **Inspection Technique:** A comparison between expected and actual timelines and outcomes that results in reasonable variation with 100 percent inspection by Arctic IT VP of Operations **Reporting Method:** Weekly/Daily Transition Status Meeting
5	Outgoing Transition Plan	**Preparation:** Project Manager **Inspection Technique:** 100 percent inspection by Arctic IT VP of Operations and Program Manager **Reporting Method:** Monthly Progress Report to State representatives; informal updates
6	Program Management Plan	**Preparation:** Project Manager **Inspection Technique:** 100 percent inspection by Arctic IT President/CEO, Arctic IT VP of Operations, and Program Manager **Reporting Method:** Status in the Daily /Weekly Transition Meeting due within five days of award, status updates in the Monthly Progress Report for updates, and informal updates to the State as needed
7	Quality Control Plan	**Preparation:** Project Manager **Inspection Technique:** 100 percent inspection by Arctic IT President/CEO, Arctic IT VP of Operations, and Program Manager **Reporting Method:** Status in the Daily /Weekly Transition Meeting due within five days of award, status updates in the Monthly Progress Report for updates, and informal updates to the State as needed
8	Contingency Operations Plan	**Preparation**: Project Manager **Inspection Technique**: 100 percent inspection by Arctic IT President/CEO, Arctic IT VP of Operations, and Program Manager **Reporting Method**: Status in the Daily /Weekly Transition Meeting within ten days of award, status updates in the Monthly Progress Report for updates, and informal updates to the State as needed

4.9.5 Non-conformance and Corrective Actions

Where non-conformance or non-compliance is identified in comparison to the performance criteria or AQLs listed in the solicitation, the Project Manager or staff member will:

- Record the cause for non-conformance or non-compliance in the Quality Log.
- Identify the root cause(s) of the non-conformance or non-compliance issue.
- Identify appropriate corrective and preventive actions (including modifying or changing processes and services).
- Plan and implement corrective and preventive actions.
- Verify the close-out and effectiveness of corrective and preventative actions.

The Project Manager will record non-conformance or non-compliance issues in the Monthly Progress Report and provide the report to the State as scheduled. The Project Manager will make recommendations for quality improvements and monitor the improvements implemented to verify they achieve their intended result.

Exhibit 34 – *Sample Quality Control Log*

SAMPLE QUALITY CONTROL LOG							
Item	Deliverable Name	Discovery Date	Reviewer	Description of Non-Conformance or Non-Compliance Issue	Corrective Action Taken	Date	Name
1							
2							

4.9.6 Quality Records

Upon award, the Team Arctic IT's Program Manager will work with the State and key stakeholders to develop a logical plan and process for organizing, maintaining, and disposing of quality records. The plan will provide a process flow diagram with schedules and review gates for each step in the quality record life cycle and will define how and when electronic and hard copy records are added, updated, changed, or disposed.

4.9.7 Quality Audits

Upon award, Team Arctic IT's Program Manager will work with the State to identify when quality audits will occur and what information Team Arctic IT can provide independent quality auditors reviewing work products and services. Team Arctic IT will record our progress in the Monthly Progress Report and informal calls and emails with the State.

4.9.8 Procedures for Maintaining Quality, Timeliness, and Customer Satisfaction

Team Arctic IT follows industry best practices for control of documents and records used or generated during performance of its contracts. Specifically, our document and record control processes are designed in accordance with ISO 9001: 2015 to:

- Establish documented procedures for identifying, storing, protecting, retrieving, retaining, and disposing of documents and records.
- Ensure that external documents needed to plan and execute the required work are identified, obtained, and distributed to the appropriate staff.
- Require that all newly created documents be reviewed and approved for adequacy for use prior to their release and issuance.
- Ensure that all created documents are periodically reviewed for currency and updated on schedule.
- Ensure that the current revision status including the nature of any changes is clearly identified in each document.
- Make the most current versions of relevant documents readily available to appropriate staff at required point of use.
- Prevent the unintended use of obsolete versions of documents and suitably mark them as such if required for retention.

Team Arctic IT appreciates that many of the documents and records used or generated during task performance may include Sensitive but Unclassified information including Personally Identifiable Information (PII) subject to the Privacy Act and Protected Health Information (PHI) subject to the Health Insurance Portability and Accountability Act (HIPAA). Team Arctic IT will ensure that documents, in whatever form (e.g., hard copy, electronic, etc.), containing such information are properly marked and safely stored, and access to them is appropriately controlled to individuals with a “need to know”. Storage and access procedures will be coordinated with and approved by the State.

4.9.9 Quality Surveillance

The focus of this QCP is on the level of performance required by specific tasks, rather than the methodology used by Team Arctic IT to achieve the level of performance. The overall surveillance goal will be to obtain objective evidence and data that enables Team Arctic IT and the Government customers to determine whether Team Arctic IT's services are functioning in compliance with contract terms.

The level of risk and the impact of failure are major determinants in helping define the type and depth of surveillance conducted. Clearly, if the impact of failure is minor and the level of risk is low, only a small amount of insight-driven surveillance would be needed. Conversely, if the impact of failure could be significant and the level of risk is high, more extensive surveillance (including possible oversight surveillance) is warranted.

The overall surveillance goal will be to obtain objective evidence and data that enables the Government customers to determine whether Team Arctic IT’s program and processes are functioning as intended and in accordance with the terms of the contract. The focus will be on prevention rather than detection. For example, our process emphasizes internal controlled processes, procedures of operation, as opposed to relying solely upon inspection and tests to identify problems.

The State will have full access to all areas in which this contract is performed and will interface directly with Team Arctic IT counterparts, thereby enabling documentation of any problems, concerns or issues, and recognition of accomplishments. Information gained from these formal and informal exchanges and collection of data will be evaluated as a continuous measure of contract performance.

Surveillance Methods. The types of surveillance methods that will be employed on this contract are:

- Management/Program Reviews, including
  - Regular meetings to discuss project status including Monthly In-Progress Reviews (IPRs)
  - Review of deliverables and reports
- Inspection or Audit Activities, including
  - Routine inspection/observation of work being performed
  - Routine inspection/observation of completed work
- Customer Feedback, including
  - Informal discussions with customers regarding performance
  - Customer Complaint Forms and new hire, hiring official and other customer survey data
  - Annual Program Reviews
- Management Reports, including
  - Monthly Status/Financial Reports (MS/FRs) and Annual Program Reviews

Surveillance activities will be documented thoroughly and will include specific status on performance against objective performance criteria. At a minimum, the following surveillance documentation requirements will be maintained:

- Maintenance and tracking of contract reports and deliverables
- Documentation of customer feedback

Guidance and Reference Surveillance Documents. Documents that contain specific information on the performance requirements of the tasks/deliverables to be part of the surveillance approach include the following:

- Basic contract terms and conditions
- Applicable tasks under the Statement of Work
- Specific requirements in the awarded task order
- Contract Services Summary performance metrics and task-specific metrics in the Statement of Work

In addition to the weekly and monthly status meetings, Team Arctic IT may conduct additional meetings for the following reasons:

- Knowledge sharing
- Review quality of products
- Implement best practices
- Prevent redundancy
- Discuss scheduling issues
- Discuss common issues of concern
- Reallocation of resources for areas needing additional support
- Reallocation of resources for areas needing specialized support, and
- Coordinate workshops for managers with similar plans and standards

4.9.10 Continuous Quality Improvement

Throughout the QC process, Team Arctic IT will collection and analyze QC findings to confirm we are effectively identifying quality issues and documenting satisfactory performance. We will analyze quality metrics to identify and document program risks and mitigations. We will develop improvements (within program scope) to the QC criteria and associated processes. We will implement customer approved improvements and monitor and control improvements to verify the intended results are achieved. We will report improvement status to the customer as part of quality reporting.

4.10 Deliverables

Team Arctic IT will deliver a project Work Plan within twenty-one days of full execution of a contract. The Work Plan will function as the primary tracking document for the duration of Phases I, II, and potentially Optional Phase III. The Work Plan will be contractor-maintained. Monthly updates will be provided to the State with changes highlighted and approved in writing prior to being incorporated into the plan.

Within six weeks of full execution of the contract, Team Arctic IT will make sure that a signed Project Charter is available and archived in the project document repository. The Project Charter will initiate the project and will kick-off the Planning segment of the project. In this planning window, Team Arctic IT will produce a Project Management Plan that will outline the responsibilities of the Program Manager, Project Manager, and Key resources assigned. A WBS and initial project schedule will accompany the Project Management Plan. These documents will create the framework of the project and provide the necessary structure to communicate project objectives and expectations to the team and the State. In these initial weeks of the project, Team Arctic IT will also identify scope and risk management tools that will be used throughout the project. All initial deliverables will be vetted and approved by the State prior to them becoming incorporated into the project.

During the planning period and throughout the entire lifecycle of the project, deliverables will be prioritized. Key personnel will be assigned responsibility for the creation, editing and on-time delivery of their assigned deliverables. Core to the Team Arctic IT Quality Plan for this project is the Key Performance Indicators that 100 percent of project deliverables are delivered, and 95 percent of those deliverables are delivered on time. In the planning stage of the project, Team Arctic IT will meet with State representatives to determine deliverable formats, due dates, preferred method of delivery and recipient desired for each deliverable. That data will be incorporated into the project schedule and each deliverable will be noted on the schedule as a milestone with resource(s) attached for accountability. The Project Manager will oversee the creation of the deliverables and will ultimately provide the deliverables to the State on or in advance of the due date. Deliverables will be stamped with a deliverable number for tracking purposes and will be recorded in a running deliverable log that will drive KPI metrics. Archives of the deliverables will be stored either on the Microsoft Teams site for the project or in the State’s preferred document repository.

Upon award the list of required deliverables may change but based on the Request for Proposal, Team Arctic IT is prepared to produce the deliverables listed in the following exhibit.

Exhibit 35 – *Deliverables*

Name of Deliverable	Deliverable Group
Project Schedule	Project Planning
Project Team Training Plan	Project Planning
Project Team Training	Project Planning
Communication Strategy	Project Planning
Configured Environments (sandbox and development)	Project Planning
Project Charter	Project Planning
Project Management Plan	Project Planning
Business Process Organizational Change Management Strategy	Project Planning
Initial System Design Document	Initial Analysis and Design
Requirements Traceability Matrix	Initial Analysis and Design
Technical Architecture Strategy	Initial Analysis and Design
EFS Implementation Strategy	Initial Analysis and Design
Business Process Re-engineering Plan	Initial Analysis and Design
Knowledge Transfer Strategy	Initial Analysis and Design
Business Process Organizational Change Management Plan	Initial Analysis and Design
System Landscape, Technical and Business Design Strategy	Initial Analysis and Design
Organizational Readiness Assessment	Initial Analysis and Design
End-User Training Strategy	Initial Analysis and Design
System Security Strategy	Initial Analysis and Design
Project Status Reports (including deliverable status reports, issues, risks, plan vs. actual status, etc.)	All Phases
Time & Attendance Data Collection Discovery	Initial Analysis and Design
Data Conversion Strategy	Final Analysis and Design
Final System Design Document	Final Analysis and Design
Knowledge Transfer Plans	Final Analysis and Design
Business Intelligence Plan	Final Analysis and Design

Name of Deliverable	Deliverable Group
Communication Plan	Final Analysis and Design
Business Continuity Strategy	Final Analysis and Design
Detailed Functional and Technical Specifications, including requirements documents, use cases, and logical, data flow diagrams, architecture documents and physical data models inclusive of forms, reports, interfaces, conversions, enhancements, and workflow (FRICEW)	Configuration and Development
Test Plans: Integration, Parallel, User Acceptance, Regression, Stress, Security, and End-to-End	Configuration and Development
Test Scripts, Test Cases and Test Data	Configuration and Development
Data Conversion Plan	Configuration and Development
Data Governance Structure Plan	Configuration and Development
Organizational Readiness Assessment	Configuration and Development
System Security Plan	Configuration and Development
Data Loss Prevention Plan	Configuration and Development
PII Data Handling Plan	Configuration and Development
External Requests Plan	Configuration and Development
Data Loss Prevention Plan	Configuration and Development
Role to Position Mapping	Configuration and Development
Business Continuity Plan	Configuration and Development
End-User Training Plan	Testing and Training
Training Curriculum Document	Testing and Training
Documented Successful Testing Results	Testing and Training
Enhanced Training Materials	Testing and Training
Final Training Materials	Testing and Training

Name of Deliverable	Deliverable Group
Technical, System, and User Documentation (including technical and architectural specifications, etc.)	Testing and Training
End-User Training	Testing and Training
System and User Documentation	Deployment and Go-Live Support
Production Support Plan	Deployment and Go-Live Support
Go/No-go Meeting and Go/No-go Documentation	Deployment and Go-Live Support
Final Detailed Deployment Plan	Deployment and Go-Live Support
Organizational Change Management Effectiveness Assessment	Deployment and Go-Live Support
Phase Closeout (to include System Tuning, Knowledge Transfer Assessment, Project Artifacts in Repository, Lessons Learned, Update Blueprint, Impact Assessment, and Transition Support to COE and Shared Services, M&O Services Staff	Deployment and Go-Live Support
Successful Deployment Document (Final Migrated Data)	Deployment and Go-Live Support
Support Phase	Deployment and Go-Live Support

4.11 Solution Demonstration

Team Arctic IT is eager to demonstrate the solution we propose at the State's convenience. Our demonstrations include mock-ups based on actual user scenarios so our audience can see first-hand how our proposed solution will operate and meet users' needs.

We encourage the State to carefully review our proposed solution and project management approach and compare to the competition. Once the State has reviewed the processes and matched them with its own, we would welcome the opportunity to demonstrate that every piece of this product is available and implemented now throughout a collection of satisfied State customers. Our solution is real, available, and in our humble opinion, the best available on the market today.

Section 5. Evaluation Criteria 5: Business Solution – Implementation Requirements

5.1 Work Plan and Schedule

Team Arctic IT is proposing a Hybrid implementation for the State's EFS project. The project schedule provided on the following pages is an example of how Team Arctic IT plans to phase the implementation to align with the prescribed fiscal year timelines and phased requirements outlined by the State. This high-level plan provides an overview of the expected durations for each task, module, and phase of the project.

Exhibit 36 – *Sample Work Plan and Schedule*

Task Name	Duration	Start	Finish
Enterprise Financial Solution	**736 days**	**Tue 3/9/21**	**Mon 1/1/24**
Notice of Award	1 day	Tue 3/9/21	Tue 3/9/21
Pre-Kickoff & Client Homework	20 days	Wed 3/10/21	Tue 4/6/21
Contracts Signed	0 days	Fri 4/9/21	Fri 4/9/21
Release I (Core Phase Requirements)	**320 days**	**Mon 4/12/21**	**Fri 7/1/22**
Phase 1.1 - Project Planning	**30 days**	**Mon 4/12/21**	**Fri 5/21/21**
Project Kick-Off	2 days	Mon 4/12/21	Tue 4/13/21
Project Schedule	6 wks	Mon 4/12/21	Fri 5/21/21
Requirements Workshop Planning	6 wks	Mon 4/12/21	Fri 5/21/21
DELIVERABLE: Project Schedule	0 days	Fri 5/21/21	Fri 5/21/21
MILESTONE: Planning Completion	0 days	Fri 5/21/21	Fri 5/21/21
Phase 1.2 - Initial Analysis & Design	**46 days**	**Mon 5/24/21**	**Mon 7/26/21**
Initial Requirements Gathering	2 wks	Mon 5/24/21	Fri 6/4/21
Remote-Based Requirements Follow-up Meetings	4 wks	Mon 6/7/21	Fri 7/2/21
Technical Architecture Strategy	2 wks	Mon 7/5/21	Fri 7/16/21
EFS Implementation Strategy	2 wks	Mon 7/5/21	Fri 7/16/21
Initial Design Document	1 wk	Mon 7/19/21	Fri 7/23/21
Initial Analysis & Design Review	1 day	Mon 7/26/21	Mon 7/26/21
Deliverable: Initial Design Document	0 days	Mon 7/26/21	Mon 7/26/21
MILESTONE: Initial Analysis & Design Completion	0 days	Mon 7/26/21	Mon 7/26/21
Phase 1.3 - Final Analysis & Design	**41 days**	**Tue 7/27/21**	**Tue 9/21/21**
Final Requirements Gathering	1 wk	Tue 7/27/21	Mon 8/2/21
Final System Design Documents	4 wks	Tue 8/3/21	Mon 8/30/21
Security Plan	4 wks	Tue 8/3/21	Mon 8/30/21
System Landscape Architecture, Technical & Business Design Plan	3 wks	Tue 8/31/21	Mon 9/20/21
Final Analysis & Design Review	1 day	Tue 9/21/21	Tue 9/21/21
DELIVERABLE: FDP	0 days	Tue 9/21/21	Tue 9/21/21
MILESTONE: Design Completion	0 days	Tue 9/21/21	Tue 9/21/21
Phase 1.4 - Configuration & Development	**100 days**	**Wed 9/22/21**	**Tue 2/8/22**
Data Migration: Finalize Data For Import	6 wks	Wed 9/22/21	Tue 11/2/21
Complete Configuration, Development, Build, Test & Training Docs.	16 wks	Wed 9/22/21	Tue 1/11/22
Core Phase Requirements (Sprints)	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
General Ledger	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
General Ledger	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Encumbrances	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
Encumbrances	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Accounts Payable	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**

Accounts Payable	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Accounts Receivable	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
Accounts Receivable	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Cash Management	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
Cash Management	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Purchasing	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
Purchasing	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Data Warehouse	**80 days**	**Wed 9/22/21**	**Tue 1/11/22**
Data Warehouse	16 wks	Wed 9/22/21	Tue 1/11/22
Feature/Sprint Review & Recovery	3 wks	Wed 12/22/21	Tue 1/11/22
Solution Review	4 wks	Wed 1/12/22	Tue 2/8/22
DELIVERABLE: Solution Review	0 days	Tue 2/8/22	Tue 2/8/22
MILESTONE: Configuration & Development Completion	0 days	Tue 2/8/22	Tue 2/8/22
Phase 1.5 - Testing & Training	**31 days**	**Wed 2/9/22**	**Wed 3/23/22**
User Training	2 wks	Wed 2/9/22	Tue 2/22/22
User Acceptance Testing (UAT)	4 wks	Wed 2/23/22	Tue 3/22/22
Testing & Training Review	1 day	Wed 3/23/22	Wed 3/23/22
Deliverable: UAT	0 days	Tue 3/22/22	Tue 3/22/22
Phase 1.6 - Deployment	**35 days**	**Thu 3/24/22**	**Wed 5/11/22**
Go-Live Plan	2 wks	Thu 3/24/22	Wed 4/6/22
Go-Live Readiness	5 wks	Thu 4/7/22	Wed 5/11/22
DELIVERABLE: Go-Live Plan	0 days	Wed 4/6/22	Wed 4/6/22
MILESTONE: Deployment Completion	0 days	Wed 5/11/22	Wed 5/11/22
Phase 1.7 - Operation	**37 days**	**Thu 5/12/22**	**Fri 7/1/22**
Go-Live	1 day	Thu 5/12/22	Thu 5/12/22
Go-Live Support	5 wks	Thu 5/12/22	Wed 6/15/22
Close-Out	12 days	Thu 6/16/22	Fri 7/1/22
Final Acceptance Signoff	0 days	Fri 7/1/22	Fri 7/1/22
DELIVERABLE: Close-Out Report	0 days	Fri 7/1/22	Fri 7/1/22
MILESTONE: Operations Completion	0 days	Fri 7/1/22	Fri 7/1/22
Release II (Expansion Phase Requirements)	**259 days**	**Wed 7/6/22**	**Sat 7/1/23**
Phase 2.1 - Project Planning	**20 days**	**Wed 7/6/22**	**Tue 8/2/22**
Project Kick-Off	1 day	Wed 7/6/22	Wed 7/6/22
Project Schedule	1 wk	Wed 7/6/22	Tue 7/12/22
Requirements Workshop Planning	4 wks	Wed 7/6/22	Tue 8/2/22
DELIVERABLE: Project Schedule	0 days	Tue 7/12/22	Tue 7/12/22
MILESTONE: Planning Completion	0 days	Tue 7/12/22	Tue 7/12/22
Phase 2.2 - Initial Analysis & Design	**31 days**	**Wed 8/3/22**	**Wed 9/14/22**

Initial Requirements Gathering	1 wk	Wed 8/3/22	Tue 8/9/22
Remote-Based Requirements Follow-up Meetings	2 wks	Wed 8/10/22	Tue 8/23/22
Technical Architecture Strategy	2 wks	Wed 8/24/22	Tue 9/6/22
EFS Implementation Strategy	2 wks	Wed 8/24/22	Tue 9/6/22
Initial Design Document	1 wk	Wed 9/7/22	Tue 9/13/22
Initial Analysis & Design Review	1 day	Wed 9/14/22	Wed 9/14/22
DELIVERABLE: Initial Design Document	0 days	Wed 9/14/22	Wed 9/14/22
MILESTONE: Initial Analysis & Design Completion	0 days	Wed 9/14/22	Wed 9/14/22
Phase 2.3 - Final Analysis & Design	**26 days**	**Thu 9/15/22**	**Thu 10/20/22**
Final Requirements Gathering	1 wk	Thu 9/15/22	Wed 9/21/22
Final System Design Documents	2 wks	Thu 9/22/22	Wed 10/5/22
Security Plan	2 wks	Thu 9/22/22	Wed 10/5/22
System Landscape Architecture, Technical & Business Design Plan	3 wks	Thu 9/29/22	Wed 10/19/22
Final Analysis & Design Review	1 day	Thu 10/20/22	Thu 10/20/22
DELIVERABLE: Final System Design Documents	0 days	Thu 10/20/22	Thu 10/20/22
MILESTONE: Final Analysis & Design Completion	0 days	Thu 10/20/22	Thu 10/20/22
Phase 2.4 - Configuration & Development	**95 days**	**Fri 10/21/22**	**Thu 3/2/23**
Data Migration: Finalize Data For Import	6 wks	Fri 10/21/22	Thu 12/1/22
Complete Configuration, Development, Build, Test & Training Docs.	15 wks	Fri 10/21/22	Thu 2/2/23
Expansion Phase Requirements (Sprints)	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Projects	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Projects	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
Appropriations	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Appropriations	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
Budget	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Budget	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
Travel	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Travel	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
eProcurement	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
eProcurement	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
Grant Management	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Grant Management	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23
Bonds	**75 days**	**Fri 10/21/22**	**Thu 2/2/23**
Bonds	15 wks	Fri 10/21/22	Thu 2/2/23
Feature/Sprint Review & Recovery	3 wks	Fri 1/13/23	Thu 2/2/23

Solution Review	4 wks	Fri 2/3/23	Thu 3/2/23
DELIVERABLE: Solution Review	0 days	Thu 3/2/23	Thu 3/2/23
MILESTONE: Configuration & Development Completion	0 days	Thu 3/2/23	Thu 3/2/23
Phase 5.5 - Testing & Training	**31 days**	**Fri 3/3/23**	**Fri 4/14/23**
User Training	2 wks	Fri 3/3/23	Thu 3/16/23
User Acceptance Testing (UAT)	4 wks	Fri 3/17/23	Thu 4/13/23
Testing & Training Review	1 day	Fri 4/14/23	Fri 4/14/23
Deliverable: UAT	0 days	Fri 4/14/23	Fri 4/14/23
Phase 2.5 - Deployment	**30 days**	**Mon 4/17/23**	**Fri 5/26/23**
Go-Live Plan	2 wks	Mon 4/17/23	Fri 4/28/23
Go-Live Readiness	4 wks	Mon 5/1/23	Fri 5/26/23
DELIVERABLE: Go-Live Plan	0 days	Fri 4/28/23	Fri 4/28/23
MILESTONE: Deployment Completion	0 days	Fri 5/26/23	Fri 5/26/23
Phase 2.6 - Operation	**26 days**	**Mon 5/29/23**	**Sat 7/1/23**
Go-Live	1 day	Mon 5/29/23	Mon 5/29/23
Go-Live Support	3 wks	Mon 5/29/23	Fri 6/16/23
Close-Out	11 days	Mon 6/19/23	Sat 7/1/23
Final Acceptance Signoff	0 days	Sat 7/1/23	Sat 7/1/23
DELIVERABLE: Close-Out Report	0 days	Sat 7/1/23	Sat 7/1/23
MILESTONE: Operations Completion	0 days	Sat 7/1/23	Sat 7/1/23
Release III (Optional Phase Requirements)	**131 days**	**Mon 7/3/23**	**Mon 1/1/24**
Phase 3.1 - Project Planning	**10 days**	**Mon 7/3/23**	**Fri 7/14/23**
Project Kick-Off	1 day	Mon 7/3/23	Mon 7/3/23
Project Schedule	1 wk	Mon 7/3/23	Fri 7/7/23
Requirements Workshop Planning	2 wks	Mon 7/3/23	Fri 7/14/23
DELIVERABLE: Project Schedule	0 days	Fri 7/7/23	Fri 7/7/23
MILESTONE: Planning Completion	0 days	Fri 7/7/23	Fri 7/7/23
Phase 3.2 - Initial Analysis & Design	**21 days**	**Mon 7/17/23**	**Mon 8/14/23**
Initial Requirements Gathering	1 wk	Mon 7/17/23	Fri 7/21/23
Remote-Based Requirements Follow-up Meetings	1 wk	Mon 7/24/23	Fri 7/28/23
Technical Architecture Strategy	2 wks	Mon 7/24/23	Fri 8/4/23
EFS Implementation Strategy	2 wks	Mon 7/24/23	Fri 8/4/23
Initial Design Document	1 wk	Mon 8/7/23	Fri 8/11/23
Initial Analysis & Design Review	1 day	Mon 8/14/23	Mon 8/14/23
DELIVERABLE: Initial Design Document	0 days	Fri 8/4/23	Fri 8/4/23
MILESTONE: Initial Analysis & Design Completion	0 days	Fri 8/4/23	Fri 8/4/23
Phase 3.3 - Final Analysis & Design	**21 days**	**Tue 8/15/23**	**Tue 9/12/23**
Final Requirements Gathering	1 wk	Tue 8/15/23	Mon 8/21/23
Final System Design Documents	2 wks	Tue 8/22/23	Mon 9/4/23
Security Plan	2 wks	Tue 8/22/23	Mon 9/4/23
System Landscape Architecture, Technical & Business Design Plan	1 wk	Tue 9/5/23	Mon 9/11/23

Final Analysis & Design Review	1 day	Tue 9/12/23	Tue 9/12/23
DELIVERABLE: FDP	0 days	Mon 9/4/23	Mon 9/4/23
MILESTONE: Design Completion	0 days	Mon 9/4/23	Mon 9/4/23
Phase 3.4 - Configuration & Development	**30 days**	**Wed 9/13/23**	**Tue 10/24/23**
Data Migration: Finalize Data For Import	4 wks	Wed 9/13/23	Tue 10/10/23
Complete Configuration, Development, Build, Test & Training Docs.	4 wks	Wed 9/13/23	Tue 10/10/23
Optional Phase Requirements	**25 days**	**Wed 9/13/23**	**Tue 10/17/23**
Investments	**25 days**	**Wed 9/13/23**	**Tue 10/17/23**
Investments	4 wks	Wed 9/13/23	Tue 10/10/23
Feature/Sprint Review & Recovery	1 wk	Wed 10/11/23	Tue 10/17/23
Asset Inventory	**25 days**	**Wed 9/13/23**	**Tue 10/17/23**
Asset Inventory	4 wks	Wed 9/13/23	Tue 10/10/23
Feature/Sprint Review & Recovery	1 wk	Wed 10/11/23	Tue 10/17/23
Solution Review	1 wk	Wed 10/18/23	Tue 10/24/23
DELIVERABLE: Solution Review	0 days	Tue 10/24/23	Tue 10/24/23
MILESTONE: Development Completion	0 days	Tue 10/24/23	Tue 10/24/23
Phase 3.5 - Testing & Training	**16 days**	**Wed 10/25/23**	**Wed 11/15/23**
User Training	1 wk	Wed 10/25/23	Tue 10/31/23
User Acceptance Testing (UAT)	2 wks	Wed 11/1/23	Tue 11/14/23
Testing & Training Review	1 day	Wed 11/15/23	Wed 11/15/23
Deliverable UAT	0 days	Wed 11/15/23	Wed 11/15/23
Phase 3.6 - Deployment	**30 days**	**Tue 10/24/23**	**Tue 12/5/23**
Go-Live Plan	1 wk	Thu 11/16/23	Wed 11/22/23
Go-Live Readiness	9 days	Thu 11/23/23	Tue 12/5/23
DELIVERABLE: Go-Live Plan	0 days	Tue 10/24/23	Tue 10/24/23
MILESTONE: Deployment Completion	0 days	Tue 10/24/23	Tue 10/24/23
Phase 3.7 - Operation	**19 days**	**Wed 12/6/23**	**Mon 1/1/24**
Go-Live	1 day	Wed 12/6/23	Wed 12/6/23
Go-Live Support	2 wks	Wed 12/6/23	Tue 12/19/23
Close-Out	9 days	Wed 12/20/23	Mon 1/1/24
Final Acceptance Signoff	0 days	Mon 1/1/24	Mon 1/1/24
DELIVERABLE: Close-Out Report	0 days	Mon 1/1/24	Mon 1/1/24
MILESTONE: Operations Completion	0 days	Mon 1/1/24	Mon 1/1/24

5.2 Implementation Services

5.2.1 Project Planning

Team Arctic IT commences each project with project planning to facilitate early communication of project objectives and scope, the definition of an agreed upon schedule, definition of the implementation approach, definition of functional and

technical requirements, definition of risk management, as well as determination of the appropriate frequency of status reports and meetings.

Team Arctic IT's assigned Project Manager will be responsible for the daily management of resources, tasks, and overall success during the Planning phase. This includes ensuring all deliverables are delivered on time and meet the expectations of the State of Hawaii. One of the Project Manager's initial duties will be to establish a Project Management Office for the project, made up of both State and Team Arctic IT resources and will integrate it with the State's established PMO. This PMO will work in collaboration with the State's stakeholders to review and, if needed, revise a Project Charter to make certain the overall goal and objectives are clearly defined. In addition, the PMO will enforce standards, including gate reviews, to which the Implementation team will adhere.

The Project Manager will be responsible for working with the project team and key State stakeholders to develop a detailed Project Management Plan that will serve as the overarching document for managing all aspects of the project. The Project Management Plan will also clearly define how the project will be executed, monitored, and controlled. It will be used to formalize the approach Team Arctic IT will follow to deliver the scope of the project.

The project schedule will be created by the Project Manager, in collaboration with the project team, and will provide a detailed roadmap for the project. It will be the responsibility of the Project Manager to maintain the schedule, reporting on it to the State throughout the entire project. The project schedule will be baselined at the start of the project, and any changes made thereafter will need to be approved by the PMO. In addition to a formal project schedule, the Project Manager will also develop a working integrated master schedule, specifically to focus on the Agile approach to the development of system capabilities and features. Known dependencies between features will be clearly identified. Completion criteria for each feature will be clearly defined and understood and will serve as gateways for the features to progress towards working capabilities. The Agile format schedule will employ a rolling baseline where details are developed two events forward. This just-in-time planning approach defers commitment-level decisions until they are ready to execute, preserving trade space and agility to respond to change. The Agile development schedule will factor into the monthly updates to the project schedule to ensure both align.

We believe early buy-in from our clients is critical to the success of the project. With this thought in mind, and as we have done on our other large projects, we will make sure State-assigned resources are provided an initial view of the project roadmap and overview of our planned solution. Start-up on programs using Agile methods that focus on small blocks of work executed in prescribed boxes of time tends to be strict, intense, and focused on getting the Agile framework moving forward. Team Arctic IT will hold a start-up meeting with State stakeholders to set clear expectations and plan. The output of start-up provides initial input for Agile (e.g., scrum) operations and includes:

- Reviews
- Development and infrastructure runway (what needs to be in place before the scrum teams can work)

- Initial backlog grooming (populated and prioritized)
- Cadence
- Team Arctic IT and State and their interaction with the Agile cadence
- Managing the technical baseline

To get the State's team quickly acclimated to our team and the product, Team Arctic IT will provide an overview training or "boot camp" to the State project team, including a detailed Training Plan on the proposed roadmap and solution. The training will be delivered by our Technical Manager and Integration Manager, who have expertise on the overall solution. Team Arctic IT has conducted these types of trainings early on in projects and the result has benefited both clients and Team Arctic IT. The training and documentation will set a baseline for the next steps in the project. The critical knowledge gained here will help to structure and streamline our Requirements sessions and provide a perspective on how Team Arctic IT will deliver value to the State.

Organizational change management also begins at the start of every Team Arctic IT project, during initial planning. Stakeholders may be aware of the coming change but throughout the stages of analysis, design, development, testing and deployment, Team Arctic IT progresses the team towards the change by going beyond awareness. Team Arctic IT's change management process works with stakeholders to understand and increase the desire for change before applying the change, ensuring that the stakeholders obtain knowledge (training) for the changes coming. Team Arctic IT continues this path of change management by following knowledge with ability, making sure stakeholders can manage with the changes. The change management process ends with reinforcement to make sure the changes brought forth by the project are adopted long-term. This five-step process (Awareness, Desire, Knowledge, Ability, Reinforcement) ADKAR is a proven method for organizational change.

Team Arctic IT understands how critical the Planning phase is to any project. It is ultimately where the project starts and ends, and where we will determine how the project will be executed successfully. All activities and deliverables will be carefully thought out, crafted, and planned in preparation for the defined control gate and close out of the phase.

The Project Plan Review (PPR) control gate for the Planning phase will consist of a review of all deliverables outlined in Appendix D, such as the PMP and Project Schedule by Team Arctic IT management and the State's approvers. Once approved, the milestone will finalize the transition into the Initial Analysis and Design phase.

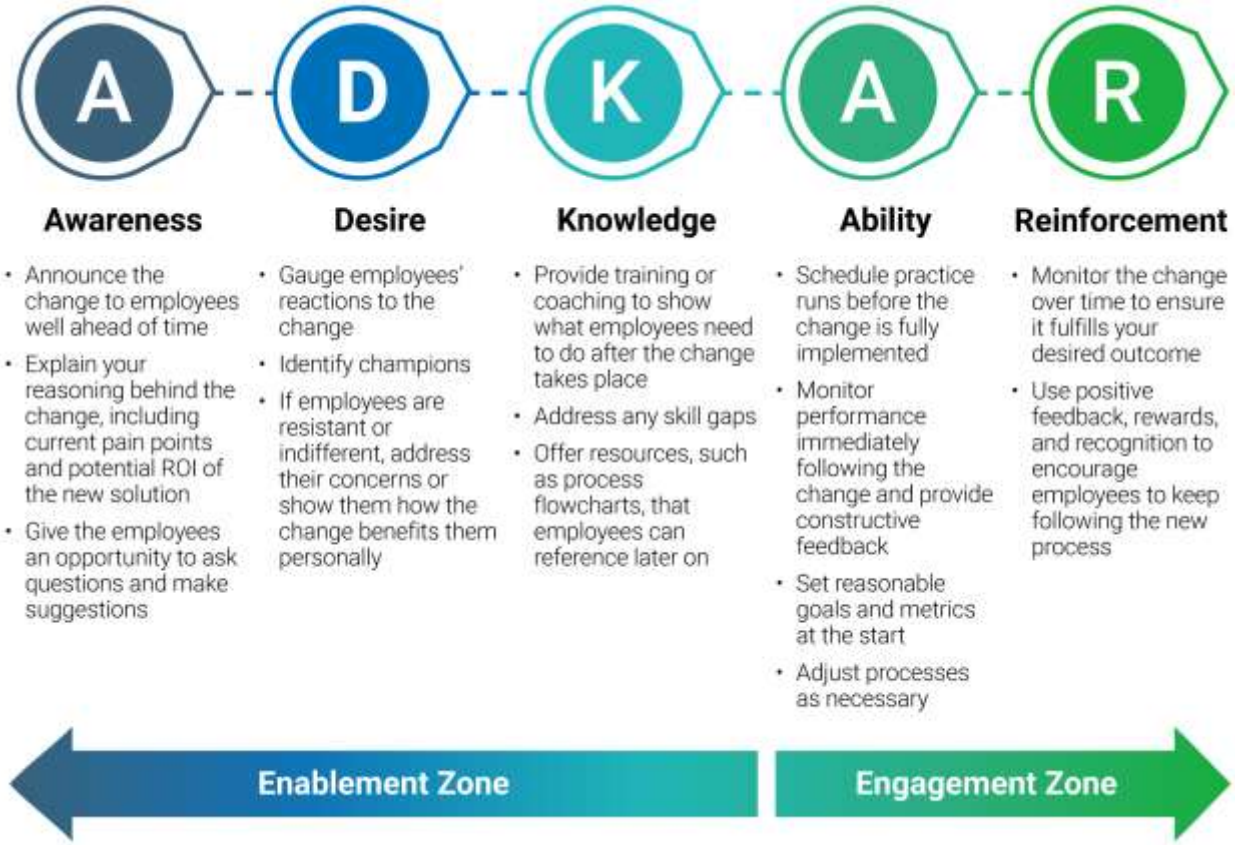


Exhibit 37 – *Change Management Process*

5.2.2 Initial Analysis and Design

Once the initial high-level scope has been defined, Team Arctic IT will begin the process of capturing the functional and technical requirements at a more detailed level. As this is one of the most critical points in a project, we believe the best way to make sure a detailed plan outlines all aspects of the Requirements. Our process will require early commitment and involvement from the State and its resources and as well as approval in each step of the process.

Prior to the requirements workshops, our team will deliver a preliminary document or "pre-work" to the State to distribute to the different functional groups. This pre-work will be the basis of the requirements workshops in that the State functional groups will provide detailed information about the "as-is" state of their respective departments. This initial part of the roadmap is necessary for our Technical Manager and team and will allow us to better prepare for the requirements workshops.

Once the pre-work has been completed, it will be reviewed by our Integration Manager, Technical Manager, and extended team who will perform a fit-gap analysis. We will map out both the gaps between the State's needs and our base solution. Our Technical Manager will establish sessions with State-identified resources from each functional and technical area. During the requirements workshops, we will discuss all aspects of the

functional and technical areas, ask the right questions, and recommendations for the "to-be" product. Team Arctic IT will work with the State to set up a preliminary environment to support the fit-gap analysis and be the basis for our final fit-gap activities.

After performing requirements gathering, we will analyze current business processes and technical requirements, and we will consider current policies, laws, and regulations. We will then make the best recommendations by developing an implementation strategy for both business and technical requirements. We will develop Initial Design packages, to include Initial Design Documents based on functional and technical areas. We will present both a Functional and Technical Architecture that will depict the strategy for the "to-be" solution. These documents will be part of an overall Enterprise Financial Solution implementation strategy that will encompass all the State's required objectives.

Relying upon our expertise gained from past finance implementations, Team Arctic IT will recommend the best tools to address the State's reporting requirements. Options available through Microsoft technology and third-party vendors will be considered and the selected tools will be based on the State's need. Our team is expert at using Microsoft Business Intelligence/Data Warehouse solutions and an increasing list of small third-party solutions.

As part of our overall package of deliverables in the Initial Analysis and Design phase, our Organizational Change Manager will develop Readiness Plans. Our team will recommend areas of improvement to realize better business objectives. We understand that change is hard for large organizations, such as the State, and our Organizational Change Manager will work with the State to assess and recommend areas of opportunity by developing a comprehensive Readiness Assessment document.

A Preliminary Design Review (PDR) control gate for the Initial Analysis and Design phase will consist of a review of all deliverables outlined in Appendix D, such as the Design Documents and Architecture documents by Team Arctic IT management and the State's approvers. Once approved, the milestone will finalize the transition into the Initial Analysis and Design phase.

5.2.3 Final Analysis and Design

Our two-step Analysis and Design process fully aligns with the State's methodology and ensures requirements are fully captured in preparation for Configuration and Development. Additional reviews will allow for full discovery about current processes, needs and objectives for the project. Team Arctic IT will conduct additional working sessions where we will review the documented requirements from the Initial Analysis and Design as well as the results of our fit-gap analysis. These meetings will serve as further technical reviews and opportunities for information sharing, face-to-face coordination, and confidence building. The result will be a full picture of the "to-be" design of the entire solution, which will be captured and updated in all our documentation initially reviewed and approved in the Initial Analysis and Design phase. This will include updates to the preliminary environment for our final solution.

As part of our Hybrid approach, the Agile component focuses on completing the work tasks from analysis to deployment instead of completing each phase in sequential order

to achieve minimum viable product (MVP). Once all requirements have been finalized and documented, Team Arctic IT will present the State with the Minimum Viable Product (MVP), meaning the minimum base functionality required to meet the State's objectives.

For this reason, Agile programs may treat some reviews (most frequently design and test readiness) incrementally as part of the design-develop-integrate-test (DDIT) cadence, which allows for a faster contract start to first incremental design review with more opportunities to address changes in technology and the goals and objectives.

In general, the larger part of the program lifecycle that is Agile, the greater the benefit. The decision about which reviews are conducted sequentially and which incrementally will be based on program needs and challenges. Our approach respects that there is no single correct way to implement Agile concepts within a program. System Requirements Review (SRR) will be conducted utilizing the capabilities baseline, program vision, and roadmap to produce the initial program backlog.

Exhibit 38 – *Agile Process MVP Approach*

As part of security planning, Team Arctic IT has onboard security experts who will use industry standard security methodologies in overseeing cloud deployments. As a trusted advisor, the Team Arctic IT Security Manager will create a detailed Security plan in accordance with the State's requirements, laws, and regulations. The Security Manager will leverage years of expertise to assist the State with quantifying and understanding its risks, extend team resources, and help unify security priorities. Our Security Manager's support will be specifically restricted to EFS proposed solutions and related applications supported by Team Arctic IT. Support will include:

- Identity and Access Management
- Data Loss Prevention
- Disaster Recovery Planning
- Threat and Vulnerability Management
- Security Assessments and audits

In addition, our Security Manager will go above and beyond the State's requirements by:

- Evaluating needs and making recommendations on best practices for security operations, including but not limited to, tools, processes, policies, etc.
- Implementing approved best practices and transitioning to an operational model that is maintained throughout all teams
- Developing and documenting best security practices for the State using common security frameworks, e.g., NIST SSDF or similar, together with the State's compliance requirements.
- Demonstrating subject matter expertise regarding security tools and usage, security protocols, operating systems, system applications, specifically restricted to EFS proposed solutions and related applications supported by the offeror.
- Educating and training the State on information system security best practices
- Creating a process to provide ongoing security checks throughout the lifecycle
- Communicating with the team on known vulnerabilities and remediation/mitigation plans
- Staying up to date on key industry related security issues and trends, and relay to Team Arctic IT management as needed

Data Migration and Conversion are areas that that require a great amount of focus early and often. Team Arctic IT will introduce these conversations early on, to establish understanding and expectations for the State on what a successful data conversion will look like. Our Technical Manager will provide detailed steps and recommendations by crafting a Data Conversion Strategy to effectively transform and move legacy data stored in the State's current Legacy system(s). This task will rely heavily on the experience and technical expertise of team, including direct technical expertise from Microsoft. Data validation will be the responsibility of the State's team members to make sure data is logical and accurate.

From the start of this phase, our Project Manager will work with the team to make sure all documentation created during the Initial Analysis and Design Phase is updated based on final requirements workshop findings and reviews with the State. These documents will be submitted as final versions for the design of the solution and will be referenced throughout the project to ensure objectives are met. Any changes to the documentation will undergo a thorough review and approval by the State. This includes a Knowledge Transfer Plan that will be created by the Organizational Change Manager, which will cover all aspects of each phase and will ensure seamless transfer for information and expertise to State assigned resources.

A Critical Design Review (CDR) control gate for the Final Analysis and Design phase will consist of a review of all deliverables outlined in Appendix D, such as the Final Design Documents and Final Architecture documents by Team Arctic IT management and the State's approvers. Once approved, the milestone will finalize the transition into the Configuration and Development phase.

5.2.4 Configuration and Development

During the Development phase, Team Arctic IT will fully configure the solution in a pre-determined environment and will create custom features, integrations, and/or reports defined during the Design phase. We will do this by following a structured Development Approach, applying Agile best practices. Some of the overarching goals will be sustainability and higher quality output by embracing good estimation, effective branching strategies for managing code, automated testing to protect quality, and continuous deployment to get fast feedback and early buy-in from the State.

Our technical team will work to ensure the system is built, designed, configured, and tested to reflect user validated business processes, including personalized features, integrations, and/or reports defined during the design phase. Ownership by the State stakeholders is important throughout for Product Backlog grooming, Sprint planning, and Sprint/feature reviews. The graphic below represents Team Arctic IT's Agile process from start to finish.

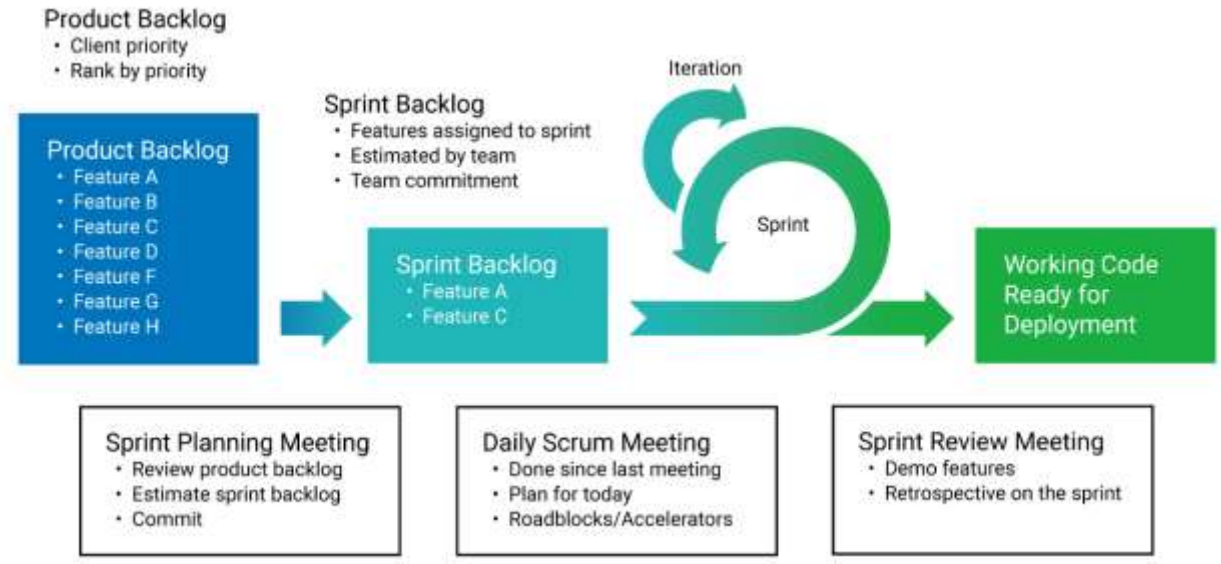


Exhibit 39 – *Agile Development*

Team Arctic IT will appoint a scrum master to make sure the goal, product, and scope are clearly understood by the team. In addition, the scrum master will lead daily scrum meetings for planning, and ensure roadblocks are identified and resolved. As defined early in the project, the product backlog will be prioritized by the State with guidance from Team Arctic IT. The backlog will be broken down into features and assigned to sprints. Once developed or configured, these features will be ready for Sprint/Feature reviews run by Team Arctic IT with participation from the State.

Sprint/Feature reviews, or release demos as they are sometimes called, will be conducted at the culmination of each sprint to demonstrate specific functionality completed and to validate the solution. Once a release candidate has been approved, it will be ready for User Acceptance Testing and Deployment. A Test Readiness Review

(TRR) utilizing iteration test results and a developed System Demo Test Plan, will be part of the overall approval process during our Agile development.

Team Arctic IT will conduct Iterative Feature Reviews with the State to demonstrate specific functionality and to validate the design is implemented in accordance with the agreed upon design and scope specifically restricted to EFS proposed solutions and related applications supported by Team Arctic IT.

Delivery and progress monitoring is the area in which perhaps the greatest difference is seen in Agile development, compared to traditional approaches. The frequent delivery of working products renders a more transparent view of progress than is typically apparent through examination of intermediate work products. Demonstrations of system capabilities allow early opportunities to refine the final product and ensure that the development team is moving toward the desired technical performance — as opposed to just asking whether they will complete on schedule and within budget.

As part of our tools for development, and as we do in all our Enterprise Financial Solutions, Team Arctic IT will utilize and collaborate all development work in Microsoft's Azure DevOps. It will be used as the tool for configuration management, development, software maintenance, and software development audit trail capability. All configurations and customizations will be tracked within DevOps as work items.

In accordance with the State, Team Arctic IT will create a detailed Functional and Technical Specifications document that will capture all aspects of the solution, from use cases to architecture to workflows. It will be used with the approved Functional and Technical Design documents to be the guides for our team through the configurations of all functional and technical areas as well as all customizations required for the final solution.

Working in parallel, Team Arctic IT will begin planning for Training and Testing at least three months prior to the end of the development effort. During this window, the Arctic IT team will begin creating the initial End User Training Plan and Test Plan. Each requirement will be documented and cross-referenced into system testing efforts. The testing process includes test plan logs (identifying the comprehensive tests needed), test cases, and test results. Testing can include multiple levels as outlined below:

Unit Testing – Focused testing on specific areas to verify specific units of functionality. Also applicable to Data Migration to review and resolve issues and validate Data Migration Scripts. We will conduct Unit Testing prior to involving the State in testing.

Functional Testing – Targeted, specific testing within a functional area to confirm the solution operates as specified. We will conduct Functional Testing as needed.

- **Data Validation** – To make sure migrated data is accurate, complete, and accessible throughout all elements of the solution (including interfaces, reports, portals, screens, document templates, and forms) the data must be tested in multiple, iterative migration tests. Team Arctic IT and the State will jointly participate in Data Verification Testing with the State being responsible for final acceptance of data elements.

- **Integration Testing** – Verifies the effective interaction between components in the solution. Team Arctic IT will conduct Integration Testing as needed and agreed upon.
- **System Integration Testing** – Integrated testing to verify that the system meets all requirements. Typically executed through a complete end-to-end process. Team Arctic IT leads full end-to-end test before declaring the system ready for User Acceptance Testing.
- **User Acceptance Testing** – Confirms readiness of the solution prior to go live. User Acceptance Testing will be completed by the State.

A Test Readiness Review control gate for the Configuration and Development phase will consist of a review of all deliverables outlined in Appendix D, such as the System Demo Test plan, by Team Arctic IT management and the State's approvers. It will also include a review of all features approved during feature reviews. Once approved, the milestone will finalize the transition into the Testing and Training phase.

5.2.5 Testing and Training

During planning for testing, Team Arctic IT's Quality Lead will create Test Scripts, Test Cases, and Test Data, as well as establish and define acceptance criteria, set high-level test objectives, and establish high-level test scenarios. Almost as soon as requirements are defined in Final Analysis and Design, Team Arctic IT will work with the State to assign licensing for Microsoft's Lifecycle Services (LCS) portal. State users who will need to conduct testing in the system will be identified and provided with Standard Operating Procedures (SOPs) to instruct users in navigating the Microsoft testing environment. Automated procedures and testing tools will be available via LCS and Team Arctic IT will configure the LCS environments iteratively as the project progresses and additional feature sets are designed. Experience in projects such as this has proved that early usage of the system by power and super users exponentially increases Go-Live success.

Once testing begins, Team Arctic IT will conduct unit, integration, end-to-end, interface, data conversion, performance regression, and security testing as needed. Team Arctic IT will also assist the State with integration and end-to end testing, as well as User Acceptance Testing (UAT). The team will facilitate UAT scheduling and user involvement by managing the relationships with all interfaced systems necessary to conduct testing. We will establish the adequate test environments, testing tools, and testing procedures based on UAT criteria and will prepare data to support the test scenarios. In other similar projects, Team Arctic IT has provided clients with a UAT checklist that establishes acceptance criteria, high-level test objectives, high-level test scenarios, tester responsible and outcome. This format has proved successful to capture tasks that require UAT testing, document the results and provide a baseline for the technical team to track defects and then input into Azure DevOps as the automated defect tracking tool for the project. Any inconsistencies or defects uncovered during any system testing, including UAT, will be communicated and documented for tracking. Team Arctic IT has successfully utilized Azure DevOps software on previous projects. DevOps provides version control, reporting, requirements management, project management, automated builds, testing and release management capabilities and

covers the entire application lifecycle. In addition, all test results will be reported throughout the process via the Documented Successful Testing Results deliverable noted in Appendix D. This deliverable will track compliance with policies, procedures, plans, and test criteria and metrics and will be housed in the project's establish document repository.

Automated testing would be performed and tracked via Microsoft's LCS system and the State's users would be trained on how to utilize the testing environments. Team Arctic IT will be available to troubleshoot issues, support user scenario testing, simulate interfaces and integrated systems for end-to-end testing, and support batch processing testing. In addition, the Team Arctic IT team will demonstrate system functionality and production data conversion. All testing will be conducted in accordance with the State's security policies and the project's established Security Plan. Team Arctic IT's Security Manager will be involved in the creation of the test plans and the testing execution to ensure the policies are being met.

A critical portion of the testing will focus on data conversion. Microsoft D365 utilizes specific templates for data import. Team Arctic IT will work with the State to create data conversion extracts from legacy/existing data files and to convert them to the D365 format, as specified by the Data Conversion Plan. In the event data is unable to be exported, Team Arctic IT will provide the State with templates that can be manually populated to allow for successful data import into D365. Our highly skilled Technical Lead has years of experience working with D365 and the formats required for data import. Our experience has shown that incomplete or faulty data can lead to huge problems during deployment, so our team focuses heavily on ensuring that the data is converted properly and tested accordingly, prior to moving toward Go-Live. Team Arctic IT will assist with review, coding, cleaning (State participation will be required), import and import validation of the State's legacy system data as described in the Data Conversion Plan. The data and its integrity will be the responsibility of the State with assistance from Team Arctic IT. All converted and imported data will be available for testing by Team Arctic IT and the State to ensure its accuracy. If required, Team Arctic IT will provide an obfuscation tool to protect sensitive data being transferred. All transferred data will be tracked via Microsoft's LCS system. Once data is imported, Team Arctic IT will assist the State in the setup of Financial Report Designer to create payroll and accounting reports. The reports can then be compared to reports from the legacy system to validate.

In addition to the user testing, disaster recovery failover will be tested utilizing D365's cloud-hosted services in Azure at the data center level to test failover to a secondary disaster recovery site. Microsoft Azure data center administration follows the documented procedures for backup and restore plans. All databases would be protected by automatic backups. As part of the testing, Team Arctic IT will test the capability to move back to the primary data center after deployment on a secondary DR data center. In D365, backup files are stored in geo-redundant storage to ensure backups' availability for disaster recovery purposes. These backups are retained for thirty-five days. Point-in-time restore is then a self-service capability, allowing customers to restore a database from these backups to any point within the retention period.

Once the system is tested and fully vetted, Team Arctic IT's certified trainers, led by our Training Manager, will provide training on base functionality as well as custom features built into the overall solution. Training is an integral part of our implementation process.

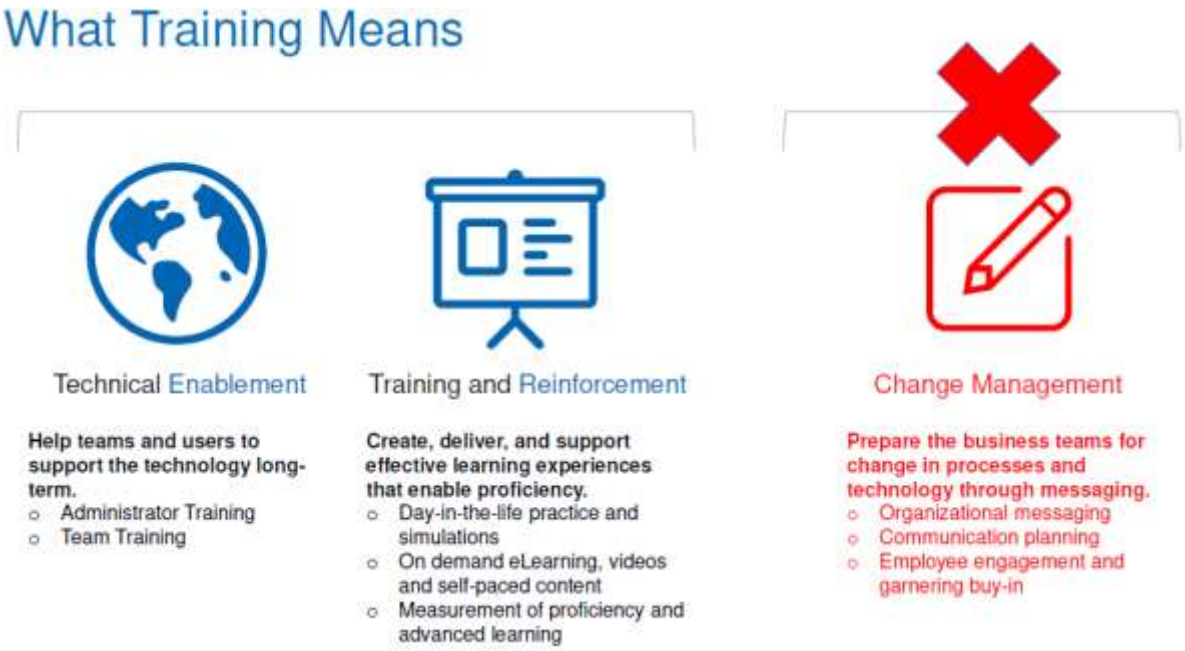


Exhibit 40 – *Training Enablement, Reinforcement, and Change*

Team Arctic IT's standard training methodology starts with developing and delivering a comprehensive Training Plan based on a structured process to analyze training needs, design, and develop custom-branded training content, lead training delivery and implementation, and complete follow-up evaluations to ensure training meets the needs of the organization. We will meet early in the project schedule with State stakeholders to identify training needs, and from those discussions we will prepare the End-User Training Plan that will identify content, materials, and training delivery methods. The Training Curriculum Document, including the course outlines and schedules for end-user training, will be provided as a deliverable and this document will drive content and timing of the training. We will prepare professional training materials for the State as well as leverage training material already available from Microsoft. Team Arctic IT's certified trainers will provide training on base functionality as well as custom features built into the overall solution.

Configured training environments to support the training defined in the Training Plan will be set up to provide a dedicated Training environment. This allows end-users to learn in an environment that is a mirror of the "to-be" Production functionality, without the use of real data. Team Arctic IT will write documentation to provide users a specification roadmap of the final solution.

With the training system in place, Team Arctic IT will provide, support, and participate in end-user training activities. The training will be delivered in various formats depending on the end user being trained and the subject matter being covered. For those users

who are technically savvy, pre-recorded, web-based training has proven to be most effective because end users can then watch the training as often as needed, including refreshing their understanding after Go-Live. Team Arctic IT's Instructor-Led Training (ILT) uses a hands-on approach. Users are given a chance to try out the software and get acquainted with the tool. A "Watch-Try-Do" approach facilitates the best hands-on training experience. Team Arctic IT shows users the step-by-step procedure and then lets them try it in a risk-free environment. The training portion of the project will follow a more Waterfall approach, in that the training will occur after the iterative designs and features have been determined and solidified into the project.

Exhibit 41 – *Watch-Try-Do Training Approach*

Our Trainers are not only skilled and experienced instructors and curriculum developers, but they are also professionals with the latest Microsoft certifications. Training materials end-user documentation, standard templates and online training that will be submitted for the State review and approval. Team Arctic IT will create the training curriculum for in-person, live virtual training, and pre-recorded training, as well as course outlines and schedules.

By tailoring the standard training templates to incorporate State-specific business processes, we can target the unique needs of each user-base and provide the level of detail each group requires to understand the new system. This understanding will be measured and monitored through surveys and End-User training effectiveness analysis. The result of that analysis will be the End-User Training Effectiveness report, cited in Appendix D.

Team Arctic IT will also conduct training for Tier 1 and Tier 2 State Helpdesk resources. We will provide knowledge transfer materials including dialogue scripts, for Level 1 support for the system and will ensure the State has detailed Technical Documentation including the technical and architectural documents, diagrams, and specifications to assist with troubleshooting the system.

Also, and in accordance with the State's Project Management Methodology, Team Arctic IT will conduct project team training sessions to overview the project, processes, roles, and responsibilities. The established PMO will be responsible to oversee completion of the training, provide input, and mentor the team. Risk and Communication

management will be the predominant subjects of the training, but resourcing, processes and scheduling will also be included. All training documentation created for our proposed solution and required by the State to be maintained will be housed in the project documentation repository as directed by the State.

Documented Successful Training Review control gate for the Testing and Training phase will consist of a review of all deliverables outlined in Appendix D, such as the Final Training materials and Documented Successful Testing Results, by Team Arctic IT management and the State's approvers. Once approved, the milestone will finalize the transition into the Deployment and Go-Live Support phase.

5.2.6 Deployment and Go-Live Support

Following signed acceptance of the Testing and Training control gates, system deployment will be scheduled. Go-Live preparation activities will be completed, beginning with a Final Detailed Deployment Plan deliverable, as noted in Appendix D. The test environment is backed up and preparations are made in advance of final production readiness. Documentation will be provided to the State regarding the environments, their uses, and their specifications to ensure test environments are retired, and the Production environment is prioritized for deployment. Deployment and support activities are conducted as final preparations are made for the Go-Live event. Recommended operations and administration procedures related to the deployment are conducted by the PMO and project team following a Go-Live checklist.

At this point in the project, risks are evaluated, defects, if any, are analyzed, and a Go/No-Go meeting is scheduled. Results of the Go/No-Go meeting are documented and the team either moves forward with the agreed upon deployment date or delays the deployment based upon the consensus of the State and the team. If a No-Go decision is made, Team Arctic IT will record the decision in our Quality Control logs as a missed KPI and will take the necessary steps to perform root cause analysis and mitigation activities. If the Go-Live green light is given, the Production Cutover Plan and Go-Live checklist deliverables will be finalized and delivered to the State. If necessary, Team Arctic IT will provide updated training guides to the end users to ensure readiness for the upcoming Go-Live. On the designated Go-Live date, Team Arctic IT will deploy the system into productive use and regular business operation. At this point Team Arctic IT will provide the State with the Successful Deployment Documented deliverable, confirming the project results were delivered to the established expectations.

A successful Deployment Review control gate for the Deployment and Go-Live phase will consist of a review of all deliverables outlined in Appendix D, such as the Final Detailed Deployment Plan and Successful Deployment Document, by Team Arctic IT management and the State's approvers. Once approved, the milestone will finalize the transition into the Warranty phase.

5.2.7 Warranty

Warranty Services are the activities associated with repairing defects that are discovered within the Warranty Period of 12 months of a system component or enhancement being accepted by the State in the Production environment. Warranty

support is limited to those defects that exist as a result of Team Arctic IT's configuration of the EFS. The Warranty Period will begin as phases Go-Live. Therefore, the Warranty Period for Team Arctic IT's implemented solution of the Core Phase will begin upon Go-Live of the Core Phase and will end 12 months after Go-Live of the Core Phase. The Warranty Period for Team Arctic IT's implemented solution for the Expansion Phase will begin upon Go-Live of the Expansion Phase and will end 12 months after Go-Live of the Expansion Phase. The Warranty Period for Team Arctic IT's implemented solution for the Optional Phase will begin upon Go-Live of the Optional Phase and will end 12 months after Go-Live of the Optional Phase.

Warranty services include the applicable lifecycle support activities necessary to repair errors/defects to enable programs and enhancements to perform in accordance with the documented specifications and documented operational functionality – specifically as implemented by Team Arctic IT. It is important to note that warranty support services and M&O will be running simultaneously as standard M&O support that is not related to a system defect will be required during each Warranty Period.

Team Arctic IT will provide warranty support for a 12-month period during which we will correct and repair defects, malfunctions, or nonconformities that prevent the application from performing as detailed in the SOW.

Upon onboarding to a Warranty Period, Team Arctic IT will assign an Account Manager who reports to Team Arctic IT's Program Manager and will function as an advocate for the State within Team Arctic IT. This is intended to be the same Account Manager responsible for overall M&O operations. The Account Manager will serve as a single point of contact with Microsoft and Performa for support, and provide guidance to the State on how best to leverage support services with Team Arctic IT. The Account Manager will schedule a kickoff call with the State to review the scope of Warranty services and introduce the State to Team Arctic IT's support processes.

Team Arctic IT will repair configuration and customizations as needed during the 12-month Warranty Period, provided the issue being repaired is related to Team Arctic IT failing to meet the agreed upon requirements. In this case, a full root-cause analysis will be conducted and discussed with the team prior to action being taken to remediate. Team Arctic IT will make every effort to remediate warranty issues via informal discussions and mutual agreement. Upon agreement of the course of action to correct, Team Arctic IT will execute and fully test the remediation.

Throughout the course of the Warranty Period, Team Arctic IT will update all documentation and related files and deliverables associated with warranty services and the EFS in general, if required. We will provide monthly reports showing the amount of warranty work conducted, including the number of defects and hours consumed to correct. All details related to warranty services will be recorded in the State's Arctic IT service portal that allows access to powerful metrics and analytics.

A System Acceptance control gate for each Warranty Period will consist of a review of the Final Acceptance document by Team Arctic IT management and the State's approvers.

Section 6. Evaluation Criteria 6: Business Solution – Ongoing Services

6.1 Hosting Services

The D365 F&SCM application at the core of our EFS is a Software as a Solution (SaaS) offering that is hosted in the secure Microsoft Azure Cloud. In addition to the rich feature set provided with D365 F&SCM, the State will benefit from Microsoft's Azure platform and cloud computing including ensuring organizational continuity with the highest levels of security, high availability, and disaster recovery.

The production D365 environment can be deployed in the East US, Central US, and West US Azure US Data regions. Team Arctic IT recommends deployment in West US for the State. This includes automated geo-redundancy to separate Azure data centers to ensure protection against regional disasters. Microsoft Azure includes options for replicating the EFS primary data center environments from the West US regions to a State self-hosted data center in Hawaii via Azure Stack technology and services. Please note that Azure Stack is not included in Team Arctic pricing and proposal.

As part of the Microsoft Azure Cloud, D365 is fully integrated and supported by Microsoft tools such as Office 365, Power BI, Power Automate, PowerApps, and Microsoft Azure AD for user authentication and security configuration. This gives users a seamless and secure connection across key business applications while allowing streamlined data integration and expanded, accurate and timely financial reporting and business intelligence reports.

Integration. D365 has a robust integration and data management framework consisting of support for REST, SOAP, and JSON APIs, an OData service, and support for most types of file imports. These APIs are encrypted and secured via Azure AD using OAuth 2.0 to enable authorized access to web applications and web APIs via the Azure AD tenant. The Azure AD implementation of OAuth 2.0 complies with OAuth 2.0 RFC 6749 and is extended to protect web APIs. This design lets customers use Azure AD as a complete security platform for the web apps and web APIs that are used.

To simplify setting up and maintaining integrations with external systems, Team Arctic IT recommends the TIBCO integration software services. TIBCO offer pre-built D365 connectors allowing for low-code/no-code integration development for easy configuration of robust and complex integrations to and from other operational systems. This removes the requirement for creating custom web applications or integrations and instead offers an easy-to-use interface for setting up mappings between systems and D365, applying logic, and scheduling integrations to smoothly integrate via an encrypted and secured transmission while taking advantage of the business logic and data validation process of the D365 APIs. These solutions are integration middleware tools which operate in Azure but outside of the D365 cloud environment. When integrating with on-premises solutions, an integration agent service can be installed in the on-prem environment to securely establish connectivity to the cloud-based integration platform.

Security & Audit. When it comes to data security, Microsoft leads the industry in establishing clear security and privacy requirements, and then consistently meeting these requirements. D365 uses the Microsoft Azure Cloud, which meets a broad set of international and industry-specific compliance standards, such as General Data Protection Regulation (GDPR), International Organization for Standardization (ISO) 27001, Health Insurance Portability and Accountability Act (HIPAA), Federal Risk and Authorization Management Program (FedRAMP), Service Organization Control (SOC) SOC 1 Type 2, SOC 2 Type 2, and SOC 3. Rigorous third-party audits verify Azure's adherence to the strict security controls these standards mandate. To ensure Microsoft Azure Cloud services deliver the highest level of security, privacy, compliance, and availability to its customers, Microsoft invests more than $1B annually in cybersecurity, and employs 3,500+ dedicated cybersecurity professionals. D365 for Finance is PA-DSS 3.1 certified which means that all communications between components are secured out-of-the-box and all D365 for Finance front-end virtual machines in Microsoft Azure are configured during deployment to only accept TLS 1.2 or greater. All instances of D365 use Microsoft SQL Server Transparent Data Encryption (TDE) to perform real-time encryption of data when written to disk, also known as encryption at rest. TDE encrypts SQL Server, Azure SQL Database, and Azure SQL Data Warehouse data files.

Microsoft's time-tested approach to privacy and data protection is grounded in its commitment to organizations' ownership of and control over the collection, use, and distribution of their information. Microsoft strives to be transparent in its privacy practices and responsibly manage the data it stores and processes. One measure of its commitment to the privacy of customer data is the adoption of the world's first code of practice for cloud privacy, ISO/IEC 27018.

Infrastructure. The Microsoft D365 F&SCM application cloud architecture contains all the elements common to Microsoft cloud offerings. Beyond this, it also includes services that automate software deployment and provisioning, operational monitoring and reporting, and seamless application lifecycle management.

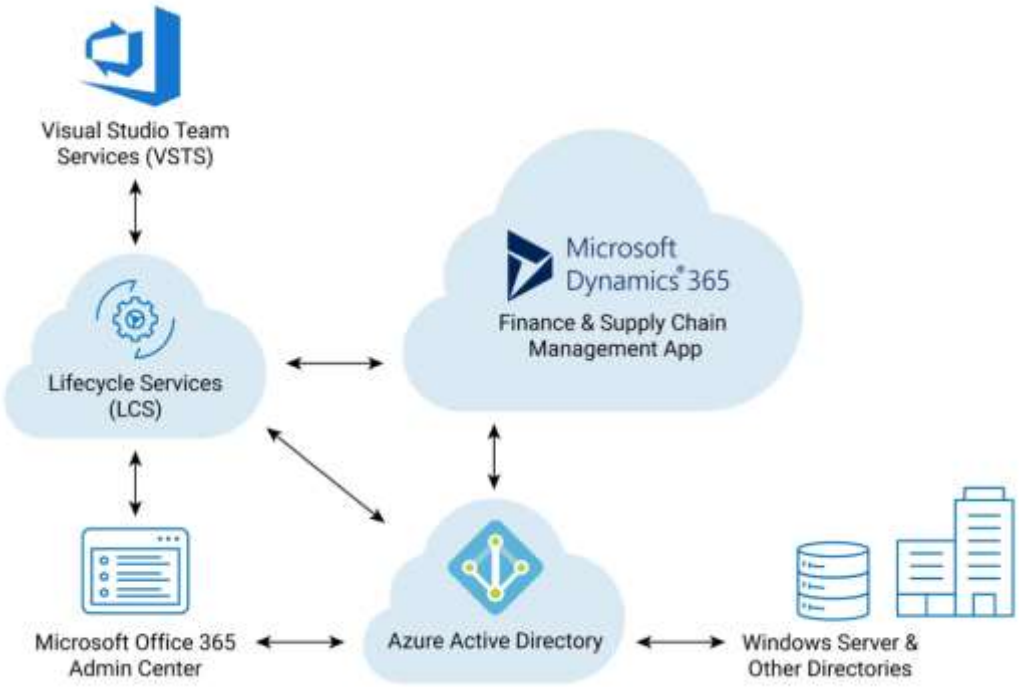


Exhibit 42 – *Microsoft D365 F&SCM Cloud Architecture*

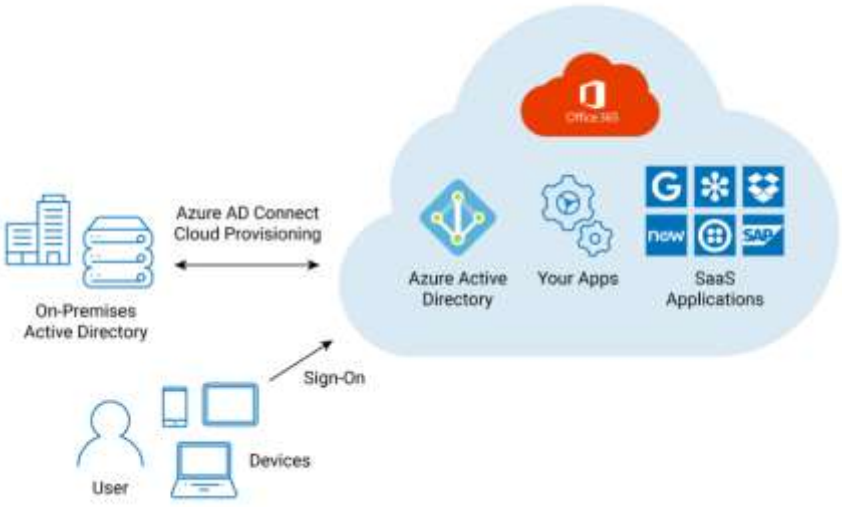
The D365 cloud architecture consists of these conceptual areas:

- **Subscription** – A subscription to D365 Finance and Supply Chain Management apps gives users an online cloud environment (or multiple environments) and experience.
- **Licenses** – Customers must purchase subscription licenses (SLs) for their organization, or for their affiliates' employees and on-site agents, vendors, or contractors who directly or indirectly access Dynamics 365 apps.
- **Tenant** – Microsoft Azure AD serves as the authentication method for D365. In AAD, a tenant represents an organization. It is a dedicated instance of the AAD service that an organization receives and owns when it creates a relationship with Microsoft (for example, by signing up for a Microsoft cloud service, such as Azure, Microsoft Intune, or Microsoft 365). Every AAD tenant is distinct and separate from other AAD tenants. A tenant houses the company's user information. This information includes passwords, user profile data, permissions, and related information. The tenant also contains groups, applications, and other information that pertains to an organization and its security. The tenant is created when customers sign up for their first subscription to any Microsoft online service, such as Microsoft 365, Microsoft D365, or Azure. Any later subscriptions to the same online services or other online services can be grouped within the same tenant. An organization can have multiple AAD tenants. If there are multiple tenants, make sure that any subscriptions for Dynamics 365 apps are associated with the correct tenant.

- **Azure AAD** – Azure AD is the multi-tenant, cloud-based directory and identity management service from Microsoft that combines core directory services, application access management, and identity protection in a single solution. Dynamics 365 apps use AAD as the store for identity. Access to AAD is provided as part of a subscription to Dynamics 365 apps.
- **Microsoft 365 Admin Center** – Microsoft 365 Admin Center is the subscription management portal that Microsoft 365 provides for administrators. It is used to provide management functions for users (AAD) and subscriptions. As part of these management functions, Admin Center provides information about service health.
- **Microsoft Dynamics Lifecycle Services (LCS)** – LCS is a collaboration portal that provides an environment and a set of regularly updated services that can help users manage the application lifecycle of your implementations. After the user purchases and activates a subscription for a Dynamics 365 app, an Implementation project workspace is provisioned in LCS when the tenant administrator signs in for the first time.
- **Microsoft Azure DevOps** – Azure DevOps is used primarily for code version control, development, and to deploy a build environment. Azure DevOps is also used to track support incidents, such as work items in Azure DevOps that are submitted to Microsoft through Cloud-powered support, and to integrate the Business process modeler (BPM) library hierarchy into your Azure DevOps project as a hierarchy of work items. Azure DevOps is also used during code upgrade.

"Under the hood" Dynamics 365 apps use many features of the Azure platform, such as Azure Storage, networking, monitoring, and Azure SQL Database, to name just a few. Shared services put into operation and orchestrate the application lifecycle of the environments for participants. Together, Azure functionality and LCS offer a robust cloud service.

Data Management, Reporting & Analytics. D365 is a blend of multi- and single-tenant architecture. Microsoft Azure AD is a multi-tenant application, but the Production and Tier-2 and Tier-1 Development, Test, and Training environments for D365 F&SCM are each a single-tenant environment specific to the Azure AD tenant.



Direct access to the SQL database is given to the customer in Development and Test environments. Access to Production data is handled through data entities, which are data elements made available through secured connections to tools like Power BI or Reporting Services via FetchXML. Microsoft also uses a “Bring Your Own Database (BYOD)” strategy to allow replication of a customer’s D365 data to a separate Microsoft Azure SQL database giving full access as desired for various reporting and modeling functions.

The business intelligence and analytics reporting engine in D365 is **Microsoft Power BI.** Power BI is a suite of business analytics tools that delivers insights throughout an organization. It connects to hundreds of data sources, simplifies data prep, and drives ad hoc analysis. Customers can produce beautiful reports, and then publish them on the web and across mobile devices. Users can create personalized dashboards with a unique, 360-degree view of their businesses and scale across the enterprise with governance and security built-in.

Configuration Management Patch/Upgrade. Regarding version releases and updates, D365 as a modern SaaS solution in the secure Microsoft Azure Cloud maintains a continuous update strategy known as One Version. This ensures D365 customers are always on the latest, most secure, and stable solution while quickly taking advantage of added functionality and benefits.

As part of this policy, the continuous updates are made available for D365 customers, including an option for an organization to set its own defined release cadence for when updates should be applied that best matches business needs. All updates are applied first to the UAT environment and then to the Production environment. Therefore, customers have time to perform any validation that is required. Customers can select when an update is applied to an environment and they can also pause an update for up to three months.

These updates, and all similar administration actions, are managed using Microsoft LCS. LCS for Microsoft Dynamics is a collaboration portal that serves as the administrative hub providing an environment of regularly updated services that helps manage the application lifecycle of a Microsoft D365 F&SCM environment. This includes managing updates, Test and Training environment refreshes, moving modifications between environments, accessing support knowledge bases, etc.

To keep the update process smooth and timely, D365 enforces a set application modification and customization standards through an extension framework that allows system updates to support full backward compatibility when necessary. For larger version releases, version updates can be quickly and systematically regression tested in Development and Test environments ensuring a smooth update for all system functions.

Platform and application updates (not major version releases) are typically released monthly, but more frequently on occasion if required for a critical fix.

Critical fixes include security fixes and any fixes required to adhere to the availability service level agreement (SLA) the service supports. Critical fixes will be made available in the latest platform update version and in the latest service update. In addition, to help protect the customer and the online service, Microsoft might apply critical fixes directly

to a customer's D365 F&SCM environments. If a critical fix must be applied, Microsoft will notify the customer about the required downtime window (if there will be any downtime) and apply the fix to the applicable environment. The critical fix will update the system to the latest update version.

6.2 Maintenance and Operations Services

Team Arctic IT will provide a portfolio of both planned services as well as incident services for the State's EFS in the post Go-Live environment. The services to the State will be provided by our experienced team which can quickly and accurately resolve escalated issues and answer questions, as well as plan and deliver services for business analysis, enhancements, consulting, or training.

Our support will include Tier 2 and above remote help desk support via phone 8:00 a.m.– 5:00 p.m. (client local time), and web-based portal will facilitate 24x7x365 ticket entry and viewing. Please refer to Appendix E of our submission for more detailed information on M&O support.

Standard application updates are released on a reoccurring basis by Microsoft, as a part of Microsoft licensing, to address security vulnerabilities, resolve known application issues, and provide minor platform updates. For SaaS applications, notifications are displayed within the Microsoft Administration Portal indicating application updates are pending. These updates can be applied automatically for the State during Microsoft's planned maintenance window or can be scheduled to best match business needs.

Application upgrades are major releases that provide new functionality and may make significant changes to both the application and database layers deployed for the State. These upgrades will be scheduled for release into the State's environment. Coordination of application upgrades is included in our support services and is comprised of releasing the upgrade to non-Production environments for testing, remediating any issues encountered during regression testing, and helping educate end users on the use of new or changed functionality.

Team Arctic IT's support also includes remote training session(s) on general topics related to the solution. Training sessions may, for example, include "how to" topics, "tips and tricks" topics, or other similar material intended to assist the State's personnel in optimizing their use of the solution.

6.2.1 Incident Management and Process

Team Arctic IT will receive support incidents from the State's Level 1 and 2 desks in our 24x7 support center through three methods. The first method is through email. The second method is through phone calls. The last method is through a self-serve support portal that allows the State to review open incidents and their status, as well as report new incidents.

All incidents are prioritized, assigned, and tracked through our support software by our service technicians. Tier 2 support technicians are our front-line support and will document the incident by recording the State's caller followed by analyzing the

symptoms and determining the root cause of the issue. If Tier 2 support cannot triage the incident, then the incident is routed to the Tier 3 support team based upon the SLA.

A Tier 3 technician will be assigned once the Tier 3 support team receives the ticket. Tier 3 technicians are the most experienced technicians and have usually supported the technology for several years. If the Tier 3 technician cannot resolve the issue, then an incident is opened with Microsoft or third-party technical support.

Team Arctic IT support technicians will monitor the status of the incident and resolution and report back to the State in ongoing communication the status of the incident. The technician will report to the State the final status of the incident once an incident has been closed.

6.2.2 Planned Services

Planned services consist of consulting, business analysis, development, and training. Team Arctic IT's business analysis services identify and recommend possible enhancement opportunities to improve the State's business processes and operations, while at the same time reducing the State's operational costs. Post-implementation planned services will include the following:

- **Training** – Team Arctic IT will provide refresher training, periodic training, and new team member training to the State. Refresher training will allow end users to ask questions, re-learn the best steps for completing common tasks, and provide additional knowledge after they have become comfortable and familiar with the application. The Account Manager will work with the State to identify refresher training as deeded appropriate by the State. Periodic training will be available throughout the year to help end users learn tips and tricks to become more efficient in the use of EFS. The Account Manager will work with the State to identify those areas of the application for which end users would benefit with additional training. Once a topic is identified for a training session, a date/time will be planned, and content created which will provide the most benefit to end users.
- **Application Upgrades** – Team Arctic IT will perform upgrades during off-hours to avoid interruptions to normal business operations. The timing and implementation of product upgrades can be controlled by the State.
- **Application Updates** – Team Arctic IT will perform application updates, including patching to resolve known issues, indexing of the database, and keeping the application in top condition for State end users.
- **Business Analysis** – Team Arctic IT will provide current and future state analysis services to the State to identify, document, and plan more efficient and cost-effective operations. The State will identify operational improvement opportunities in the post Go-Live phase. The business analysis services document those improvement opportunities and further refine the needs and requirements so that consultants can craft effective solutions for the State.
- **Status Meetings** – The Account Manager will work with the State to determine the frequency, duration, and formality of status meetings. At the status meetings,

Team Arctic IT will listen to and document the needs and concerns of the State. We will provide the State with metrics on open/closed incidents and provide the State with insight and recommendations on how to improve business operations.

- **Strategic Planning** – Team Arctic IT will conduct an annual appointment to review the State's strategic goals for business applications and provide guidance for developing a roadmap for implementation of new functionality, awareness of additional solutions, and staying relevant with technology advancements.

6.2.3 Business Review and Strategy Sessions

The Account Manager will be assigned at the start of the EFS implementation project. The Account Manager will attend meetings during the EFS implementation as needed to better understand the long term needs of the State.

The Account Manager will remain involved in the implementation of the EFS. The relationships generated and knowledge gained during the implementation will be critical to a smooth post implementation transition and the long-term success of the EFS system.

6.2 Business Process Outsourcing Services

Arctic IT does not propose to offer this optional support.

6.3 Project Team Facility Requirements

Our local staff will operate from a facility that is located less than two miles from the State Capitol. This location is already in place and local Team Arctic IT staff will be accommodated on day one of contract start.

6.4 Service Level Agreement Requirements

Team Arctic IT will provide to the State high level SLAs in both Production environments and support services responses as described within this section.

6.4.1 Production Environments SLA

To ensure service availability, all Production environments are protected using default Azure high availability (HA) features. HA functionality provides ways to avoid downtime caused by the failure of a single node within a datacenter, and disaster recovery features protect against outages broadly impacting an entire data center. D365 cloud architecture uses Azure availability sets for the compute tier to prevent single-point-of-failure events.

D365 environments are configured with Azure disaster recovery support that includes Azure SQL active-geo replication for primary databases, with a Recovery Point Estimate (RPO) of < 5 seconds.

The guaranteed uptime for D365 F&SCM is 99.9%. Planned downtime occurs once a month and lasts no longer than eight hours. Because the work completed during the downtime does not always take eight hours, we will always communicate the estimated amount of time the State's environments will be down. While very, very rare, should

system uptime fall below 99.9%, service credits are applied by Microsoft based on the following chart:

Exhibit 43 – *Guaranteed Uptime for Microsoft D365 F&SCM*

Monthly Uptime Percentage	Service Credit
< 99.9%	25%
< 99%	50%
< 95%	100%

6.4.2 Support Services SLA

Team Arctic IT will provide to the State support service SLAs on the application, database, and connectivity

Level 1 – Emergency. System Outage Service Class 1

- SLA for responding to Defect call is 15 minutes, includes acknowledging Defect, logging Defect in the Problem Report Database, and providing a ticket/tracking number to the caller.
- SLA for reporting assessment or resolution and estimated fix date/time for all System components is two clock hours.
- SLA for using best efforts to correct Defect associated with system component is 12 clock hours.
- SLA for correction of Defect or workaround associated with system component is 24 clock hours.

Level 2 – **Disabled, No Workaround** – A System function or System component does not work as required, and no acceptable workaround is available.

- SLA for responding to Defect call is 15 minutes, includes acknowledging Defect, logging Defect in the Problem Report Database and providing a ticket/tracking number to the caller.
- SLA for reporting assessment or resolution and estimated fix date/time for all System components is two clock hours for Service Class 1 and 4 hours for Service Class 2 or 3.
- SLA for using best efforts to correct Defect associated with System component is 24 clock hours.
- SLA for correction of Defect or workaround associated with System component is 48 clock hours.

Level 3 - Disabled, Workaround – A System function or System component does not work as required, but a workaround that is acceptable to State is available.

- SLA for responding to Defect call is one hour, includes acknowledging Defect, logging Defect in the Problem Report Database and providing a ticket/tracking number to the caller.

- SLA for reporting assessment or resolution and estimated fix date/time for all System components is eight clock hours for Service Class 1 and 12 hours for Service Class 2 or 3.
- SLA for using best efforts to correct Defect associated with System component is five calendar days.
- SLA for correction of Defect associated with System component is eight calendar days.

Level 4 - Minor - Non-critical but having a negative effect on one or more System functions or System components.

- SLA for responding to Defect call is one hour, includes acknowledging Defect, logging Defect in the Problem Report Database and providing a ticket/tracking number to the caller.
- SLA for reporting assessment or resolution and estimated fix date/time for all System components is 24 clock hours for all Service Classes.
- SLA for using best efforts to correct Defect associated with System component is 8 calendar days.
- SLA for correction of problem associated with System component is 11 calendar days.

Please note that Team Arctic IT has completed Appendix F, which is a separate attachment in our submission.

Section 7. Evaluation Criteria 7: Price

Arctic IT is pleased to provide pricing for the entire 5-year scope. Along with our subcontractors, we are confident the mix of experience, solution, implementation approach, and final pricing submitted, places the State of Hawaii in the best place to be successful with the EFS implementation.

7.1 Subfactor 1: Total Price

Arctic IT has provided a thorough response to pricing in Appendix L: Cost Workbook. This pricing includes all applicable federal, state, and local taxes. Additionally, all pricing for Labor, Software, M&O, labor rates, and assumptions are documented in this Cost Workbook.

7.2 Subfactor 2: Price Reasonableness and Realism

Arctic IT has worked with its subcontractors to provide the most competitive pricing available to the State of Hawaii.

Attachment 1. Offeror's Checklist

Attachment
Offeror Checklist

Offeror must address ALL sections and attachments and provide the information and documentation as required in the table below.

Description	Reference in RFP	Completed
Offeror Transmittal Letter	Attachment to Exhibit 1, Offeror Transmittal Letter	☑
Table of Contents		☑
Evaluation Criteria 1: **Client References**	Attachment to Exhibit 1, Offeror Form OF-1	☑ Attachment 3
A List of Exceptions to Terms	Attachment to Exhibit 1, Offeror Form OF-2	☑ Attachment 3
Identification of Confidential Information, if applicable	Attachment to Exhibit 1, Offeror Form OF-3 RFP Document Section 1.23	☑ Not Applicable
Evaluation Criteria 1: Offeror Qualifications **Offeror Background and Experience**	RFP Document Section 6	☑ Section 1
Evaluation Criteria 1: Offeror Qualifications **Financials**	RFP Document Section 6	☑ Section 1
Evaluation Criteria 2: Project Organization and Staffing **Staffing Plans**	RFP Document Section 6 and Appendix K	☑ Section 2
Evaluation Criteria 2: Project Organization and Staffing **Project Team**	RFP Document Section 6 and Appendix K	☑ Section 2
Evaluation Criteria 2: Project Organization and Staffing **Staff Experience and References**	RFP Document Section 6 and Appendix K	☑ Section 2
Evaluation Criteria 3: Business Solution – Functional Requirements **Core Phase Requirements**	RFP Document Section 6 and Appendix A-1	☑ Section 3
Evaluation Criteria 3: Business Solution – Functional Requirements **Expansion Phase Requirements**	RFP Document Section 6 and Appendix A-2	☑ Section 3
Evaluation Criteria 3: Business Solution – Functional Requirements **Optional Phase Requirements**	RFP Document Section 6 and Appendix B	☑ Section 3
Evaluation Criteria 4: Business Solution – Technical Requirements **Technical Architecture**	RFP Document Section 6 and Appendix C	☑ Section 4
Evaluation Criteria 4: Business Solution	RFP Document Section 6 and Appendix C	☑ Section 4

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– Technical Requirements **Solution Architecture**		
Evaluation Criteria 4: Business Solution – Technical Requirements **Solution Technology**	RFP Document Section 6 and Appendix C	☑ Section 4
Evaluation Criteria 5: Business Solution – Implementation Requirements **Implementation Plans included with offer**	RFP Document Section 6 and Appendix D	☑ Section 5
Evaluation Criteria 5: Business Solution – Implementation Requirements **Work Plan and Schedule**	RFP Document Section 6 and Appendix D	☑ Section 5
Evaluation Criteria 6: Business Solution – Ongoing Services **Hosting Services**	RFP Document Section 6 and Appendix E	☑ Section 6
Evaluation Criteria 6: Business Solution – Ongoing Services **Maintenance and Operations Services**	RFP Document Section 6 and Appendix E	☑ Seciton 6
Evaluation Criteria 6: Business Solution – Ongoing Services **Business Process Outsourcing Services**	RFP Document Section 6 and Appendix E	☑ Section 6
Evaluation Criteria 6: Business Solution – Ongoing Services **Project Team Facility Requirements**	RFP Document Section 6 and Appendix E	☑ Section 6
Evaluation Criteria 6: Business Solution – Ongoing Services **Service Level Agreement Requirements**	RFP Document Section 6 and Appendix F	☑ Section 6
Evaluation Criteria 7: Price **Price Proposal**	RFP Document Section 6 and Appendix L	☑ Section 7
Certification – *As Applicable*	RFP Document Section 1.21 and 1.22	☑ Section 1
Offeror Checklist – submittal of this checklist with all items checked "completed."	Attachment to Exhibit 1, Offeror Checklist	☑ Attachment 1

David W. Bailey
Authorized Offeror Signature

Attachment 2. Azure Security Compliance

Compliance Offerings for Microsoft 365, Azure, and Other Microsoft Services

Global
- CIS Benchmark
- ISO 20000-1:2011
- ISO 22301
- ISO 27001

Global
- ISO 27017
- ISO 27018
- SOC
- WCAG

US Government
- CJIS
- DFARS
- DoD DISA L2, L4, L5
- DoE 10 CFR Part 810
- EAR (US Export Adm. Reg.)
- FedRAMP

US Government
- FIPS 140-2
- IRS 1075
- ITAR
- NIST 800-171
- NIST CSF
- Section 508 VPATS

Industry
- 23 NYCRR Part 500
- AFM + DNB (Netherlands)
- APRA (Australia)
- AMF and ACPR (France)
- CFTC 1.31 (US)
- EBA (EU)
- FDA CFR Title 21 Part 11

Industry
- FERPA
- FFIEC (US)
- FINMA (Switzerland)
- FINRA 4511
- FISC (Japan)
- FSA (Denmark)
- GLBA

Industry
- GxP
- HDS (France)
- HIPAA / HITECH
- HITRUST
- KNF (Poland)
- MAS + ABS (Singapore)

Industry
- NBB + FSMA (Belgium)
- NEN-7510 (Netherlands)
- OSFI (Canada)
- RBI + IRDAI (India)
- SEC 17a-4
- SOX
- TruSight

Regional
- BIR 2012 (Netherlands)
- C5 (Germany)
- CCPA (US-California)
- IRAP (Australia)
- CS Mark Gold (Japan)
- DJCP (China)
- EN 301 549 (EU)
- ENS (Spain)

Regional
- EU Model Clauses
- EU-US Privacy Shield
- GB 18030 (China)
- GDPR (EU)
- G-Cloud (UK)
- IDW PS 951 (Germany)
- LOPD (Spain)

Regional
- MeitY (India)
- MTCS (Singapore)
- My Number (Japan)
- NZ CC Framework (New Zealand)
- PASF (UK)
- PDPA (Argentina)
- Personal Data Localization (Russia)
- TRUCS (China)

Compliance Offerings Specifically for Azure

Compliance offerings specifically for Azure to help your organization comply with national, regional, and industry-specific requirements governing the collection and use of data.

Global

• CSA-STAR attestation

• CSA-STAR certification

• CSA-STAR self-assessment

• ISO 27701

• ISO-9001

US Government

• CNSSI 1253

Industry

• CDSA

• DPP (UK)

• FACT (UK)

• FCA (UK)

• MARS-E

• MPAA

• NERC

• PCI DSS

• SEC Regulations SCI

• Shared Assessments

• TISAX (Germany)

Regional

• ABS OSPAR (Singapore)

• Canadian Privacy Laws

• Cyber Essentials Plus (UK)

• ENISA IAF (EU)

• ISMS (Korea)

• IT Grundschutz Workbook (German)

Attachment 3A. Customer References (OF-1)

ATTACHMENT
CUSTOMER REFERENCES
OFFEROR FORM OF-1

Customer References: Offeror is required to complete Section 1 with a minimum of three (3) references of customers who received services similar to those requested in this RFP. Offeror, including any proposed sub-contractors included in the Offer, shall complete Section 2a for each reference and email to referenced customer to complete Section 2b. Section 1. To be completed by the offeror and submitted with proposal.

Section 1. To be completed by the offeror and submitted with proposal.

Customer Name:	King County, Washington
Address:	401 5th Avenue, Suite 900, Seattle, Washington 98104
Reference Name:	Al Dams, Deputy Assessor
Current Phone:	206-263-4357
Customer Name:	Army Emergency Relief
Address:	2530 Crystal Drive, Suite 13161, Arlington, Virginia 22202
Reference Name:	Colonel Eldon Mullis, Director and COO
Current Phone:	703-601-3403
Customer Name:	Pascua Yaqui Tribe
Address:	7474 S Camino De Oeste, Tucson, Arizona 85746
Reference Name:	Michael Maranger, Interim Director of Finance
Current Phone:	520-879-6327
Customer Name:	State of Maryland
Address:	45 Calvert Street, Annapolis, Maryland 21401
Reference Name:	Jeff Wulbrecht, Budget Analyst
Current Phone:	410-697-9700
Customer Name:	City and County of Honolulu, Department of Transportation Services
Address:	650 South King Street, 3rd Floor, Honolulu, Hawaii 96813
Reference Name:	Robert Torres
Current Phone:	808-768-6694
Customer Name:	Pono Pacific Land Management
Address:	677 Ala Moana Blvd., Ste 1200, Honolulu, Hawaii 96813
Reference Name:	Luke Estes, President and COO
Current Phone:	808-285-5623

Contractor / Offeror Name: Arctic Information Technology, Inc.	Contractor / Offeror Contact / Name: Carol Perez
Project Dates: March 2019 – March 2024	Contractor / Offeror Contact Phone: 813.678.2709
Customer Organization: **King County, WA**	Customer Contact Name: Al Dams, Chief Deputy Assessor
	Customer Phone: 206-263-4357
Customer Address: 401 5th Avenue, Suite 900 Seattle, WA 98104	Customer Fax:
Operating Budget of Organization: King County has a two-year budget of about $11.6 billion	
Project included implementation in which of the following procurement categories (check all that apply): __Acquisition Planning __Market Research __Solicitation and Award _X_Contract Management _X_Completion and Closeout _X_Other Services	
Project included implementation of procurement categories listed above in a government and/or education organization: X Yes __ No	
Scope of project: Arctic IT was contracted by King County to replace legacy Accounting and Tax Assessment systems and related interfaces/data exchanges with a modern Property Tax and Administration System. The solution is to be a single system of record capable of aggregating all activity for tax accounts, parcels, and properties. Arctic IT is performing all tasks related to procuring, designing, implementing, training, and supporting a system that allows efficient system updates to keep up with changes in state law and provides ready access to near and/or real-time data. Arctic IT's scope of work includes solution design, configuration, reports, document templates, data conversions and migrations, interface development, statistical data, and dashboards, streamlined workflows, testing, training, and Go-Live / post Go-Live support, enhancements, and sustainment. King County's Property Tax and Administration System (PTAS) is a modular, integrated solution, built on common technology and a fully configurable software platform hosted within the Microsoft Azure Cloud, including state-of-the-art software development technology and platforms, such as .NET, Azure, Power Apps, Flow, Power BI, SQL Server, and Microsoft D365.	

PTAS offers the scalability, security, and robustness of a SaaS-based solution, addressing County goals for uptime, reliability, and performance. This allows the County to be agile as its needs change, while investing in solution modernization instead of costly infrastructure and capital-based expenses vs. operating expenses. This provides a mechanism to predict costs more confidently into the future while being able to react more cost effectively to the changing technology landscape. PTAS provides the customizability of a purpose-built solution, allowing modular development of Microsoft D365 components as well as the creation and integration of components that are not Dynamics-based, such as the integrated mobile solutions that are designed and built by our subcontractor JMD Mobile Solutions.

Number of employees staffed for this project:
34

Total One-Time Cost of Project (Estimated/Actual):
$12,392,500

Reason for Change in Total One-Time Cost of Project, if applicable:
See Below

Scope of Contractor/Offeror's Involvement in this project: Prime Contractor with three subcontractors.
Arctic IT is working to replace King County's legacy systems and related interfaces/data exchanges with a modern solution that easily integrates with other county systems. Tasks include:

- Provide a single system of record. Retrieve, add and modify data from a single shared system of record to ensure data integrity exists across all components.
- Improve employee flexibility/ability to implement process improvements with a solution that is scalable
- Migrate data specified from the existing systems(s) into the solution
- Provide ready access to near and/or real-time data
- Automate data input processes and eliminate duplications of data entry
- Significantly reduce paper-based documentation and tracking
- Streamline business workflows to reduce redundancy and repetitive action across the Assessors and Treasury departments
- Improve query and reporting capabilities
- Provide accurate statistical data and dashboards
- Implement a Solution that meets regulatory requirements
- Ensure the solution can simultaneously manage previous year(s), current year, and future year tax rolls
- Provide audit functionality for all transactions and user activity
- Improve and enhance data sharing with PTAS partners
- Implement public-facing portals with Section 508 accessibility
- Provide knowledge transfer through training and documentation to all King County staff to easily enhance and support the new solution

<table>
<tr><td colspan="5">Number of employees Contractor/Offeror staffed for this project:
34</td></tr>
<tr><td colspan="3">Original Value of Contractor/Offeror's Contract:
$12,392,500.00</td><td colspan="2">Actual Total Contract Value:
To Be Determined at Completion of Project</td></tr>
<tr><td colspan="5">Reason(s) for Change in Value:
A total of six contract amendments have been executed on the original base contract in mutual agreement with King County. Three were no changes to cost but rather to allow for flexibility with delivery of key functionality and a more agile approach to software development to fit the County’s needs. Three were at cost due to King County’s request to add scope to the project.</td></tr>
<tr><td>Estimated Start and Completion Dates:</td><td>From:</td><td>Mar 2019</td><td>To:</td><td>Mar 2024</td></tr>
<tr><td>Actual Start and Completion Dates:</td><td>From:</td><td>Mar 2019</td><td>To:</td><td>Pending</td></tr>
<tr><td colspan="5">Reason(s) for Difference Between Estimated and Actual Dates:
Contract is still ongoing.</td></tr>
</table>

Contractor / Offeror Name: Arctic Information Technology, Inc.	Contractor / Offeror Contact / Name: Wayne Foshay
Project Dates: August 29, 2019 – August 28, 2021	Contractor / Offeror Contact Phone: 571.390.6545
Customer Organization: **Army Emergency Relief**	Customer Contact Name: Colonel Eldon Mullis, U.S. Army, Retired, Director & COO
	Customer Phone: (703) 601-3403
Customer Address: 2530 Crystal Drive, Ste. 13161, 13th Floor Arlington, VA 22202	Customer Fax: N/A
Operating Budget of Organization: Unknown, Army Emergency Relief (AER) is a private, nonprofit organization.	
Project included implementation in which of the following procurement categories (check all that apply): __Acquisition Planning __Market Research __Solicitation and Award _X_Contract Management _X_Completion and Closeout _X_Other Services	
Project included implementation of procurement categories listed above in a government and/or education organization: _X_ Yes __ No	
Scope of project: AER contracted Arctic IT to replace its aging Enterprise Business Management System (EBMS). The high-level goals of this project are to modernize the assistance application process globally through cloud-based SaaS technology, provide a holistic view of AER financial activities, and streamline operations. Ultimately, this project will enable AER staff to better serve Army service members and their families. AER also required a method of interfacing with the Army's new Integrated Personnel and Pay System (IPPS-A) and ensuring cyber security protections are in place to meet DISA and NIST guidance. Arctic IT designed and is implementing a SaaS solution built upon the Microsoft D365 platform hosted in Microsoft's Azure Cloud (GCC) and the Microsoft Commercial Cloud. Our solution integrates to on-premises resources as needed for application integration, data synchronization, and authentication. Arctic IT designed a solution that integrates Microsoft D365 CRM with D365 Finance to support the financial payment through electronic fund transfer (EFT) requirements for AER operations. The D365 Finance solution is replacing the current custom-built	

tracking process used for AER loan and grant disbursements in addition to loan repayments. D365 CRM will enable customers to interact directly with AER via external-facing portal websites to apply for assistance and manage loans. This will enhance the services currently provided by allowing soldiers and families to complete such tasks as changing mailing address, filing applications for assistance, making loan payments, and submitting donations. Service members will be able to follow the progress of their requests as they flow through the process. During this project, Arctic IT also migrated AER to Microsoft 365 in the Microsoft Azure Cloud, providing its team with full access to the Microsoft solution in the cloud and a modern workplace. The project is ongoing, with a global training program.			
Number of employees staffed for this project: 14			
Total One-Time Cost of Project (Estimated/Actual): $3,499,208			
Reason for Change in Total One-Time Cost of Project, if applicable: See Below			
Scope of Contractor/Offeror's Involvement in this project: Prime Contractor			
Number of employees Contractor/Offeror staffed for this project: 14			
Original Value of Contractor/Offeror's Contract: $3,499,208		Actual Total Contract Value: To Be Determined at Completion of Project	
Reason(s) for Change in Value: Change Request #1 reduced Awarded Contract Value from $3,499,208.20, by $100,000 to $3,399,208.20. Reason for Change: Microsoft announced the planned deprecation of payroll functionality from the Dynamics 365 Finance product. The AERHQ (Phase2) implementation was scoped to utilize the D365 Finance payroll functionality as detailed in the SOW. Without future support for the payroll functionality from Microsoft, the proposed SOW payroll functions in the solution are not recommended. Solution: Arctic IT recommended the descoping the Payroll functionality from the SOW and to leverage a third-party payroll service provider. If the third-party system can generate an acceptable payroll export file, it could be imported into the General Ledger of the AERHQ D365 Finance solution. Alternatively, the payroll General Ledger entries could be manually recorded in the AERHQ D365 Finance solution.			
Estimated Start and Completion Dates: From:	Aug 2019	To:	Aug 2021

Actual Start and Completion Dates:	From:	Aug 2019	To:	Pending
Reason(s) for Difference Between Estimated and Actual Dates: Arctic IT is nearing the Completion Date which is still on schedule for August 2021.				
Contractor / Offeror Name: Arctic Information Technology, Inc.		Contractor / Offeror Contact / Name: Pablo McCarthy		
Project Dates: October 2019 – May 2021		Contractor / Offeror Contact Phone: 571.390.6545		
Customer Organization: **Pascua Yaqui Tribe of Arizona**		Customer Contact Name: Michael Maranger, Interim Director of Finance		
		Customer Phone: 520-879-6327		
Customer Address: 7474 S Camino De Oeste, Tucson, AZ 85746		Customer Fax:		
Operating Budget of Organization: The Pascua Yaqui Tribe of Arizona budget is unknown.				
Project included implementation in which of the following procurement categories (check all that apply): __Acquisition Planning __Market Research __Solicitation and Award _X_Contract Management _X_Completion and Closeout _X_Other Services				
Project included implementation of procurement categories listed above in a government and/or education organization: __Yes X No				
Scope of project: Arctic IT implemented, deployed, and configured a D365 SaaS solution hosted in Microsoft's Azure Cloud. Arctic IT provisioned the software licenses and deployed necessary environments through the Microsoft Lifecycle Services Portal using the already-in-use Office 365 Pascua Yaqui tenant. Solution components implemented: Accounts Payable, Accounts Receivable, Banking, Budgeting, Cost Accounting, Cost Management, Expense Management, Fleet Management, General Ledger, Grant and Project Management, Human Resources, Master Planning/Manufacturing, Payroll, Power App, Power BI, Production Management, Purchasing/Payables, Service Management, Supply Chain Management, System Administration, Time and Attendance, and Transportation Management. Arctic IT's MS solution was selected by the Pascua Yaqui tribe to outperform all other solutions while guarantying network bandwidth response time; accommodating heavy				

network data utilization; meeting recovery time objectives; ensuring adequate capacity; all with the reliability and security of Microsoft technology.

Number of employees staffed for this project: 20

Total One-Time Cost of Project (Estimated/Actual):
$4,179,600 / See Below

Reason for Change in Total One-Time Cost of Project, if applicable:
See Below

Scope of Contractor/Offeror's Involvement in this project:
Prime Contractor

Number of employees Contractor/Offeror staffed for this project: 20

Original Value of Contractor/Offeror's Contract:	Actual Total Contract Value:
$4,179,600	To Be Determined at Completion of Project

Reason(s) for Change in Value:
Six Contract Change Requests have been executed on the original contract in mutual agreement with the Pascua Yaqui Tribe of Arizona.

Change Request #1: Functional Design Package Additional Customizations Request

- Increase Contract Value by $60,260

Change Request #2: Atlas Tool Request

- Increase Contract Value by $70,038.19

Change Request #3: Account Financial Dimension (AFD) Validation

- Increase Contract Value by $100,000
- Schedule: Adjusted Phase I Go-Live to 10/1/2020 and the Phase II Go-Live target date to 12/1/2020.

Change Request #4: FDD09 (version 6.0) Indirect Cost-Additional Customization Request

- Increased Contract Value by $91,770

Change Request #5: FDD15- Extra Custom fields for the Custom 425, SEFA and 6 Financial Reports

- Increase Contract Value by $43,240

Change Request #6: FDD22- XDS for Management Reporter

- No cost impact to Contract Value, no Schedule Impact.

Estimated Start and Completion Dates:	From:	Oct 2019	To:	Oct 2020
Actual Start and Completion Dates:	From:	Oct 2019	To:	Pending

Reason(s) for Difference Between Estimated and Actual Dates:
Arctic IT is nearing the Completion Date which is still on schedule for May 2021.

Contractor / Offeror Name: Performa Software USA, Inc	Contractor / Offeror Contact / Name: Jonathan Hutt
Project Dates: 9/2016-Current	Contractor / Offeror Contact Phone: 201-519-0243
Customer Organization: **State of Maryland**	Customer Contact Name: Jeff Wulbrecht Customer Phone: 410-697-9700
Customer Address: 45 Calvert St Annapolis, MD 21401	Customer Fax: N/A
Operating Budget of Organization: $50 Billion per year	
Project included implementation in which of the following procurement categories (check all that apply): _x_Acquisition Planning _x_Market Research _x_Solicitation and Award _x_Contract Management _x_Completion and Closeout __Other Services	
Project included implementation of procurement categories listed above in a government and/or education organization: _x_Yes __ No	
Scope of project: The Maryland BARS Project was a full Design/Build/Run system integration project that provided the State of Maryland an advanced full featured, state of the art Enterprise Budget System. The project was a combination of software acquisition and the professional services required to implement the software per client specification.	
Number of employees staffed for this project: 30	
Total One-Time Cost of Project (Estimated/Actual): Proposed: $10,584,586	
Reason for Change in Total One-Time Cost of Project, if applicable: N/A	
Scope of Contractor/Offeror's Involvement in this project:	

Prime Contractor/Performa was responsible for the full scope of the project: Delivery of all business analysis, software development, implementation, and training.				
Number of employees Contractor/Offeror staffed for this project: 8				
Original Value of Contractor/Offeror's Contract: $10,584,586			Actual Total Contract Value: $15,115,077	
Reason(s) for Change in Value: Customer expanded the scope of services for the project.				
Estimated Start and Completion Dates:	From:	9/2016	To:	9/2021
Actual Start and Completion Dates:	From:	9/2016	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: N/A				

Contractor / Offeror Name: Ulu HI-Tech, Inc.	Contractor / Offeror Contact / Name: Gregory S. Hester
Project Dates: July 2020 – June 2025	Contractor / Offeror Contact Phone: 808-427-5501
Customer Organization: **City and County of Honolulu, Department of Transportation Services**	Customer Contact Name: Robert Torres
	Customer Phone: 808-768-6694
Customer Address: 650 South King Street, Third Floor Honolulu, HI 96813-3017	Customer Fax: N/A
Operating Budget of Organization: $278,331,862* *City and County of Honolulu THE EXECUTIVE PROGRAM AND BUDGET FISCAL YEAR 2019 Volume 1 — Operating Program & Budget	
Project included implementation in which of the following procurement categories (check all that apply): __Acquisition Planning __Market Research __Solicitation and Award _x_Contract Management _x_Completion and Closeout _x_Other Services	
Project included implementation of procurement categories listed above in a government and/or education organization: _x_Yes __ No	
Scope of project: Acting on behalf of the City and County of Honolulu, Department of Transportation (DTS), we provide oversight and management of the System Integrator, INIT, as they complete installation and testing of their Multi-Modal Fare Collection System for 21 Rail Stations, 5 park and ride lots, 200+ retail locations (7-Eleven, Times, Food Land, etc.), 10 Satellite City Halls, and 545 buses. Future rollout will include Paratransit (Handi-Van), parking and bike sharing. We provide the Cellular Service for the buses and retail locations. We manage the content of the http://holocard.net website as well as all HOLO Marketing efforts. We manage and facilitate the Change Control Board as well as the Failure Review Board and advise the City on KPI performance. We meet with DTS senior leadership monthly and quarterly to review progress and to host strategy and planning sessions. Our team performs the daily financial reconciliation, Ticket Vending Machine (TVM) revenue servicing, and overall maintenance and on call support of all HOLO related, field deployed equipment. We also manage the HOLO Call Center, Service Desk, Office, Warehouse and Spare	

<table>
<tr><td colspan="5">Parts Inventory and Distribution. Finally, we manage the Agency Test Facility (ATF) which consists of 3 Fare Gates and 2 TVMs which is used for all system upgrades and/or issue resolution testing.</td></tr>
<tr><td colspan="5">Number of employees staffed for this project:
16 FTEs over 5 years</td></tr>
<tr><td colspan="5">Total One-Time Cost of Project (Estimated/Actual):
$22mm over 5 years</td></tr>
<tr><td colspan="5">Reason for Change in Total One-Time Cost of Project, if applicable:
N/A</td></tr>
<tr><td colspan="5"></td></tr>
<tr><td colspan="5"></td></tr>
<tr><td colspan="5">Scope of Contractor/Offeror's Involvement in this project:
Prime</td></tr>
<tr><td colspan="5">Number of employees Contractor/Offeror staffed for this project:
16 FTEs over 5 years</td></tr>
<tr><td colspan="3">Original Value of Contractor/Offeror's Contract:
$22mm over 5 years</td><td colspan="2">Actual Total Contract Value: N/A</td></tr>
<tr><td colspan="5">Reason(s) for Change in Value:
N/A</td></tr>
<tr><td>Estimated Start and Completion Dates:</td><td>From:</td><td>July 2020</td><td>To:</td><td>June 2025</td></tr>
<tr><td>Actual Start and Completion Dates:</td><td>From:</td><td>N/A</td><td>To:</td><td>N/A</td></tr>
<tr><td colspan="5">Reason(s) for Difference Between Estimated and Actual Dates:
N/A</td></tr>
</table>

Contractor / Offeror Name: Poukihi	Contractor / Offeror Contact / Name: Jonathan Marstaller
Project Dates: 2015-Current	Contractor / Offeror Contact Phone: 978-290-2305
Customer Organization: **Pono Pacific Land Management, LLC**	Customer Contact Name: Luke Estes
	Customer Phone: (808) 285-5623
Customer Address: 677 Ala Moana Blvd., Ste 1200 Honolulu, HI 96813	Customer Fax: (808) 697-6814
Operating Budget of Organization: $4,000,000+-	
Project included implementation in which of the following procurement categories (check all that apply): __Acquisition Planning __Market Research __Solicitation and Award _X_Contract Management __Completion and Closeout _X_Other Services	
Project included implementation of procurement categories listed above in a government and/or education organization: __Yes _X_ No	
Scope of project: Manages all of Pono Pacific's accounting, budgeting, invoicing and financial needs, including payroll, paying vendors, submitting complex invoices, forecasting, managing receipts, and other miscellaneous needs.	
Number of employees staffed for this project: 4	
Total One-Time Cost of Project (Estimated/Actual): N/A	
Reason for Change in Total One-Time Cost of Project, if applicable: N/A	
Scope of Contractor/Offeror's Involvement in this project: See Scope Of Work, above.	
Number of employees Contractor/Offeror staffed for this project:	

4				
Original Value of Contractor/Offeror's Contract: $150,000 Annually Renewal			Actual Total Contract Value: $750,000	
Reason(s) for Change in Value: N/A				
Estimated Start and Completion Dates:	From:	2015	To:	Ongoing
Actual Start and Completion Dates:	From:	2015	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: N/A				

Attachment 3B. A List of Exceptions to Terms (OF-2)

ATTACHMENT
FORM OF-2 – EXCEPTIONS

RFP-ERP-2020, AN ENTERPRISE FINANCIAL SOLUTION

STATE OF HAWAII, OFFICE OF ENTERPRISE TECHNOLOGY SERVICES (ETS)

Exceptions to the terms, conditions, specifications, or requirements listed in the RFP (not including the General Conditions) shall be indicated below. No exceptions shall be made to Exhibit 4, the General Conditions. OFFEROR shall reference the RFP section where the exception is taken, a description of the exception taken, the proposed alternative, and the reason for the proposed alternative. The State reserves the right to accept or reject any request for exceptions.

The submission of Arctic IT's response to the RFP (collectively, the "Proposal") is predicated upon these assumptions and conditions, notwithstanding anything in the RFP to the contrary:

All materials provided to the State as part of the Proposal may be used solely in connection with your review of this Proposal; provided, however that you a) keep all such confidential information in confidence pursuant to the underlying non-disclosure agreement between the parties or, if there is no non-disclosure agreement between the parties, pursuant to the confidentiality commitments provided for in the RFP, and b) all information in this Proposal is the copyrighted intellectual property of Arctic IT and cannot be reproduced or redistributed without the express prior written consent of Arctic IT, including adequate notice (to the extent legally permitted) of any compelled disclosure requests made pursuant to applicable law for information in this Proposal, before any such disclosure. In addition, certain sections of this Proposal have been designated as confidential and must not be disclosed pursuant to any public records law without providing Arctic IT with notice of the request and an opportunity to establish that such portions are exempt from disclosure under applicable law.

Any terms and conditions, including pricing, in this Proposal are valid for a period of 180 days after submission to Arctic IT.

You acknowledge and agree that Arctic IT assumes no responsibility for errors that may be contained in or for misinterpretations that might be inferred from this Proposal, including mistakes or errors in the RFP documents. Every reasonable attempt has been made in good faith to ensure that the information within this Proposal is correct, is current, and properly responds to the requirements as have been determined to date.

Notwithstanding any inconsistent term in the content of the Proposal, the Proposal is intended only as a general description of the products and/or services which may be provided, and the general business relationship contemplated by the parties, and shall not be construed to represent or create any contractual obligation. Mere submission of this Proposal is not a contractual

commitment by either party. This Proposal and all terms and conditions proposed herein are subject to execution of mutually agreeable contract documents. Timelines and commitments regarding functionality, outcomes, implementation, and delivery are estimates, depend upon each customer's unique needs, environments, and situations and are subject to change.

In good faith, Arctic IT would like to point out that the dated nature and construct of the solicitation, and general terms and conditions, appear to be from a legacy RFP for "payroll processing services". Items such as printing and fax services, managed desktop services, and delivery of printed documents are present in the RFP. The State may consider revisiting the overall General Terms & Conditions and scope prior to contract in its own best interest to ensure it contracts for the services it needs in a modern approach.

Letter of Intent Transaction Conditions

The RFP indicates that bidders must accept all of the General and Supplemental Terms and Conditions set out in Exhibits 4 and 5, without exception. Our preliminary review indicates that some of these provisions are inconsistent with the terms Arctic IT is bound to in its Microsoft and other third party provider agreements. Moreover, the General and Supplemental Terms and Conditions do not reflect industry-standard practices for managing and allocating risk between an ERP service provider and the customer.

To offer the State its most competitive proposal, Arctic IT needs to know it can negotiate key contract terms and conditions with the State, to render them commercially reasonable and consistent with our Microsoft and other third party provider agreements. We respectfully and proactively request the State to confirm that it is willing to negotiate, at least to some extent, the General and Supplemental Terms and Conditions as written.

Arctic IT has identified several provisions where we hope the State will be open to discussion and negotiation with the successful bidder, including:

Exhibit 4, Attorney General (AG) General Conditions

1) Section 2 Relationship of Parties: Independent Contractor Status and Responsibilities
2) Section 7 Indemnification and Defense
3) Section 9 Liquidated Damages
4) Section 20 Change Orders
5) Section 44 Patented Articles.
6) Section 42 Personal Information

Exhibit 5, Selected Supplemental Conditions

1) Section 1 Definitions
2) Section 2 Order of Precedence and Licenses
3) Section 7 Representations, Warranties and Covenants

4) Section 7.3 Malicious Code
5) Section 7.10 Compatibility
6) Section 8 Indemnification
7) Section 11 Subcontracting
8) Section 13 Remedies

In addition to the foregoing, Arctic IT wishes to negotiate additional provisions, not included in the proposed form of agreement, such as the following:

1) Bi-lateral limitations on liability
2) Appropriate caps on damages
3) Limitations on Arctic IT's liability for third party providers of software, services or equipment
4) Reasonable and fair disclaimers of warranties
5) The ability to negotiate revisions to terms that in the General or Supplemental Terms where needed to make them commercially reasonable and consistent with industry practice

At Arctic IT we are very enthusiastic about bidding on this RFP and believe we can offer the State a superior Microsoft Enterprise Financial Solution, at a competitive price, on mutually acceptable terms and conditions.

Attachment 4. Offeror's Staff Resumes

Team Arctic IT submits the following resumes in response to the requirements stated in Section 3.2.

A4.1 Program Manager

PROGRAM MANAGER	
Name	Duncan McCollum
Company	Arctic Information Technology, Inc.
Education and Certifications	• B.A. Philosophy & Zoology, University of Mississippi • M.B.A, Southern Methodist University • AWS Certified Cloud Practitioner (August 2020) • Project Management Professional PMP Certificate (2019) • PMI Agile and Scrum Coursework & Seminars • Granted Secret Security Clearance and Q Clearance
RFP Qualifications	
PMP or equivalent certification	PMP certified in 2019.
Lead Project Manager for system integration project with a one-time cost of $20M or more	Lead Project Manager for team that delivered an integrated automatic identification architecture to the $1B US Army Logistics Modernization Program as part of the largest SAP implementation to date.
Minimum of 5 years' experience as lead Project Manager for implementation projects	Fifteen years of experience as a Project Manager for implementation projects as detailed in this resume.
Public sector experience	Project Manager for projects with Alameda County, CA; and the Alaska Permanent Fund in Juneau, AK; Previous experience with the Veterans Administration and the Department of Energy.
Career Summary	
Mr. McCollum is a veteran program management professional with success leading cross-functional teams to deliver high-value projects within scope, on schedule, and within budget requirements. He has extensive experience in fast-paced, multiple-project environments, leading diverse stakeholders, and resources to innovate and transform businesses processes and establishing high program standards for deliverables. He has proven experience in managing dynamic roles while effectively delivering quality solutions for clients in a timely manner.	
Work History	
Senior Program Manager **Arctic Information Technology, Inc., November 2020 – Present**	
At Arctic IT, Mr. McCollum manages D365 F&SCM implementations of complex, customized ERP solutions for state, local, federal, tribal, and commercial clients. His duties include, but are not limited to: • Delivery of Arctic IT implementation services, establishing project/program standards and processes, ensuring client's expectations are met and high client satisfaction is achieved while managing scope.	

PROGRAM MANAGER

- Maintaining full project life cycle ownership: successful project delivery from initiation to deployment.
- Reviewing and approving overall project plan, schedules, timeframes, and budget for the client; manages the QA review process and communications of the client.
- Validating the effectiveness of resources, organizational structure, and roles.
- Providing oversight of the overall quality of services provided.
- Planning projects to accomplish goals within constraints such as time, cost, and agreed quality and satisfaction standards.
- Developing and managing all aspects of project and program engagement from planning, external vendor relationships, communications, resources, budget, change, risks, and issues; Evaluating the progress on projects regularly and forecast remaining phases/tasks to complete.
- Ensuring contractual commitments are met, including budget/cost management, completion of deliverables through milestone achievement to recognize revenue, partner payments, service level agreements, status updates, and overall reporting.

Client Success Manager
Checkpoint Systems, March 2013 – October 2020

Managed multiple successful projects, including:

- Identified and delivered SaaS inventory visibility solutions that transformed customer businesses through RFID technologies that enabled operational performance improvements to better serve end customers.
- Directed partnership between technical team and client resources to provide a RFID solution for Vans enhanced inventory accuracy from 84% to 98%, reduced out-of-shelf products by 12%, and provided an ROI roadmap with a four-month return and an anticipated savings of $35M over three years.
- Scaled a five-store RFID pilot for Ugg to full deployment at 82 locations across North American and Europe; Achieved an 8% increase in inventory accuracy, enabled Ugg to become first US retailer to eliminate annual physical audits saving $400K/year.
- Designed and guided a high-value implementation RFID inventory solution for Converse.
- Delivered a high-value asset management solution for Ralph Lauren; Directed requirements definition, testing and solution implementation into Ralph Lauren's Digital Asset Management portal.

Principal and Enterprise Visibility Leader
DXC Technology, January 2004 – March 2013

Led supply chain consulting team and provided cross-practice subject matter expertise for RFID, IoT and location-based technology evaluation, integration, and implementation to commercial and federal clients. Duties included:

- Secured and managed five-year $10M contract win for CSC France of Airbus Value Chain Visibility project. Built and managed ROI and business case model resulting in Airbus winning the 2008 RFID Journal Award for Best RFID Implementation.

PROGRAM MANAGER
• Led team delivering an integrated automatic identification architecture to the $1B US Army Logistics Modernization Program as part of the largest SAP implementation to date. • Achieved $35M in sales revenue for mobile supply chain capability to the US Air Force Expeditionary Combat Support Systems. • Delivered Department of Defense UID Mandate solution as part of an Oracle enterprise implementation for a $25B aerospace and defense supplier. • Improved search time for data center assets 90% for a $14B multinational financial services company.

A4.2 Project Manager

PROJECT MANAGER	
Name	Benjamin Yuan
Company	Ulu HI-Tech, Inc.
Education and Certifications	• M.B.A in Finance, Hawaii Pacific University • B.B.A, University of Hawaii at Mānoa • Leadership and Management Certificate, Wharton School – University of Pennsylvania • Certified Scrum Master (CSM), Scrum Alliance, License #000644740 • Certified Scrum Product Owner (CSPO), Scrum Alliance, License #000645630 • Certified Six Sigma Black Belt (CSSBB), Expert Rating, License #3284104 • Master Project Manager (MPM), American Academy of Project Management (AAPM) • SAFeAgilist (SA), Scaled Agile Framework, License #41251866-1308 • Enterprise Architecture, TOGAF 9 Foundation, The Open Group, License #145913

RFP Qualifications	
PMP or equivalent certification	PMP, PMI, License #1934634
Lead Project Manager for system integration project with a one-time cost of $20M or more	Project Manager for State of Hawaii Employers Health & Welfare Fund EUTF contract worth $3.8B (HMSA, 2017)
Minimum of five years' experience as lead Project Manager for implementation projects	• Served as Solutions Manager/Business Architect and Integrated PMO lead for ACA HIX platform (State of Hawaii, 2013-2014) • Served as Program Manager/Lead PM for ACA Platform migration (HMSA, 2015-2016) • Served as Program Manager/Lead PM for Medicare/Medicaid Nondiscrimination policies and systems rollout (HMSA, 2015-2016) • Lead CRM roadmap and CRM replacement evaluation (HMSA, 2016-2017) • Setup PMO for Hawaii market and oversaw CMS Medicare Revenue Reimbursement Project, and Master Data Management Architecture Project (Agilon Health, Humana, United Health, 2018-2019)

PROJECT MANAGER	
	• Lead PMO governance framework program and Oracle/Siebel KOLEA Enhancements project (2019 – 2020)
Public sector experience	• Project implementation and engagement management experience with public sector clients from 2011 to present: • State of Hawaii Employers Retirement Pension (ERS) • Department of Commerce and Consumer Affairs (DCCA) • Department of Labor & Industrial Relations (DLIR) • Department of Human Services (DHS) • Center of Medicare and Medicaid Services (CMS)

Career Summary

Mr. Yuan has over ten years of project management experience in the state of Hawaii. He is an excellent collaborator who consistently delivers mission-critical results while providing excellent leadership and efficiently managing scope. He is a high-impact, visionary project leader, with expert proficiency in project management, delivery excellence, operations management, and administration. He was selected as "Consultant of the Year" by Hawaii's Office of Information Management and Technology in 2013.

Work History

Senior Project Manager
Hawaiian Airlines, February 2020 – Present

At Hawaiian Airlines, Mr. Yuan leads a team of project managers; provides day-to-day management and direction of resources assigned to projects; meets financial objectives by maintaining reporting, budget/cost reporting, and issue reporting, tracking, escalation, and resolution procedures; mentors team to elevate business productivity through effective process improvements and best practices; and provides maturity around the Project Management Office framework and processes. His duties include, but are not limited to:

- Directing end-to-end large-scale deployment of workforce management initiatives across airport operations. Example project: iPhone device rollout to 1000+ employees to increase productivity above and below the wing; Estimated ROI of $2M in year one.
- Supervising implementation of technology replacement of pilot navigation system from Microsoft based device to Apple iOS platform across entire fleet of planes. Consistently delivered on-time, below budget with continuous improvement realization in business processes. Estimated 3-years' savings of $1.5M while addressing key pilot employee survey pain points with previous flight device.

PROJECT MANAGER
• Practicing change management controls and procedures; Monitoring and maintaining the development and implementation schedules; Developing and implementing a quality assurance process to ensure all objectives are met.
Project Manager **Berry, Dunn, McNeil & Parker, LLC., August 2019 – February 2020**
Duties as Project Manager included: • Spearheaded the operations of the Department of Health and Human Services (HHS), Center of Medicare and Medicaid Services (CMS) to managing business and health policy needs. Responsible for building strong relations with stakeholders, industry experts and practice heads to map various unique opportunities required in the project management integration service. • Offered strategic-level consultation on deploying PM practices by considering specific factors such as client maturity, preferences, and highest value project management functions related to an account, respectively. • Mentored team for elevating business productivity through effective process improvement, revamping policies/rules and adhering to guidelines/ protocols. • Directed end-to-end large-scale transformation programs, and recommended project reviews to client and CMS. • Provided consultancy on project planning, execution, and management in tune with the core business objectives (including risk management, sales opportunities/ project solution delivery/time/cost, and contingency planning). • Handled end-to-end project planning, effort, design, scope, estimation, project progress, resource coordination, and delivery, as per specified timeframes, within pre-set budgets and deadlines.
Director – Operations Excellence **Agilon Health, August 2018 – October 2019**
Duties as Director of Operations Excellence included: • Designated as Primary Lead (Health Plans) for driving operational matters and supporting strategic initiatives. • Established program management standards and methodologies to achieve program goals across the Hawaii market. Monitored project expenses within allotted budgets, resource allocation and workload assignment for on-time deliveries. • Deployed latest technologies to bring in process improvement, operational efficiency, and secured outstanding results. • Functioned as Coach/Change Agent for deploying a continuous improvement structure throughout the organization. • Worked as a member of the market leadership team for coordinating with provider partners, payers for executing enterprise-level operations.
Senior Manager / IT Project Manager **HMSA, November 2014 – August 2018**
Duties as Senior Manager / IT Project Manager of HMSA included: • Entrusted with the responsibility of strategizing, planning, and delivering technical programs for the largest health plan in Hawaii.

PROJECT MANAGER
• Tracked and upgraded policy development, hardware/ software/ business process, documentation, systems administration, including technology purchasing, and IT governance. • Handled a team of professionals, approved operational budgets, created policies and grant proposals related to health plans' technology functions. • Interfaced with partners to evaluating health plan's membership services, by the support of the Department of Health & Human Services (HHS), and Center of Medicare & Medicaid Services (CMS). • Initiated manifold technology selection/ purchase functions, created RFPs, and commenced vendor selection processes for slashing costs through effective vendor negotiations. • Significantly initiated a successful system and business migration of state-based marketplace to the federal marketplace. • Facilitated key health policies implementations at enterprise-level: Non-discrimination provision and multiple language taglines (2016) / Claims, Membership and Billing Systems Replacement Project (2014-2017) • Steered RFP submission and three-year award of largest account, EUTF contract worth $3.8 Billion (2017). • HMSA awarded Project of the Year by Project Management Institute (PMI) for showing outstanding project delivery excellence (2015).
Senior Manager / IT Project Manager **Hawaii Health Connector, July 2013 – October 2014**
Duties as Senior Manager / IT Project Manager included: • Functioned as Management Consultant for the State of Hawaii for delivering post-implementation of Hawaii Insurance Exchange (HIX) and the Affordable Care Act. • Functioned as a bridge between program managers, vendors, and departments - resolved complex issues, managed configuration, and assessed confidential documents. • Recommended risk-based briefings and ensured high-level quality assurance for the overall state-level agencies. • Led BAU transition as the client shifted from design and development phase to maintenance and operations stage. • Spearheaded complex solutions delivery, testing, QA, and business analysis with the support of 15+ member team. • Organized workshops and conducted surveys for planning and developing innovative business processes by executing task flow and work-flow analysis.

A4.3 Integration Manager

INTEGRATION MANAGER	
Name	Clark Baker
Company	Arctic Information Technology, Inc.
Education and Certifications	• B.S. in Accounting, Auburn University • MB-300 Microsoft Dynamics 365: Core Finance and Operations • MB-700 Microsoft Dynamics 365 Finance and Operations Apps Solution Architect • Microsoft Certified: Dynamics 365 Fundamentals

RFP Qualifications	
Integration manager for system integration project with a one-time cost of $20M or more	Solution Architect/Integration Manager for King County, Washington project, costing $20M, as detailed in this resume.
Minimum of three years of experience as integration manager for implementation projects	Over 20 years of experience as an Integration Manager or similar for multiple high-value implementation projects with Arctic IT, as detailed in this resume.

Career Summary

Mr. Baker has over twenty years of experience in integration and management of EFS systems. He currently serves as Director of Financial Solutions at Arctic IT. He is passionate about creating solutions that help businesses. He excels at learning and implementing financial systems, financial reporting tools, and project/program management. He has demonstrated experience in managing dynamic roles and deploying effective solutions for clients on time, and within budget and scope.

Work History

Director Financial Solutions
Arctic Information Technology, June 2006 – Present

At Arctic IT, Mr. Baker has managed multiple EFS projects similar to the State of Hawaii. In all projects, he is responsible for the quality, consistency, and completeness of the overall design of the offered solutions. He works with functional and technical leads to identify and resolve integration issues, develop, and maintain project plans, develop integration test scenarios, manage implementation analysis, and deliver products on time and under budget. Those projects, although not all-inclusive of his duties, include:

Solution Architect/ Integration Manager - King County, WA Parcel and Tax Administration System

- Executed a multi-year implementation of custom county property tax billing and distribution system with annual billing of $8B, comprised of over $13M billing and payment transactions processed and then distributed to the many districts and jurisdictions of King County.
- Led team of functional and technical consultants to create a solution that leverages the best of out of the box functionality and custom ingenuity to meet the complex needs of property tax billing and collections.

INTEGRATION MANAGER

- Collaborated with multiple partners, vendors, and internal departments to ensure alignment of software solution.
- Led design of implementation plan and project plan. Monitored iterative implementation to ensure the overall adherence to the design throughout the life of the project. Increased awareness of the design and fostered transparency with healthy communication.
- Worked closely with functional leads to resolve any design concerns.
- Monitored scope concerns related to new requirements, design changes and bugs and worked closely with implementation team and client to keep team focused on the “must-have’s” and move the “nice-to-haves to the next release.
- Led effort to develop testing scenarios, test plans and test data and specify level of testing needed for different areas of the implementation.
- Coordinated and collaborated with related entities to get the right stakeholders and decision makers in the right meetings.
- Facilitated timely technology decisions of software selections and procurement, data integration, software design, version control, security, storage, solution testing, change management and performance.

Solution Architect – Microsoft D365 for the National Park Service

- Role focused on design of overall solution, requirements definitions, data migration plan, integrations, testing plans, release planning and best practices.
- Coordinated closely with Microsoft to incorporate iterative software configuration, design and testing processes.
- Worked with multiple partners, vendors, functional and technical consultants as well as internal finance, IT, and other departments to design and implement unified retail business management system to replace non-integrated point of sale systems disbursed throughout every part of the United States including Hawaii, Alaska, and the US Virgin Islands.
- Worked with functional and technical leads to review requirements, engineer solutions and achieve client acceptance of proposed designs and helped enforce change control and a healthy appreciation for scope management.

Solution Architect - Microsoft D365 for the Mohegan Tribe

- Performed implementation of full enterprise financial system for parent entity and 40+ subsidiary companies.
- Worked with functional leads to design and prove out overall solution design, project plan, requirements definitions, data migration plan, integrations, testing plans, release planning and best practices.
- Led implementation team through design process and client acceptance. Worked with functional and technical resources to realize target solution.
- Partnered closely with client to maintain scope and plan for challenges before they became issues but documenting and mitigating risks as early as possible. Developed overall testing and design review plan.

INTEGRATION MANAGER

- Integrated client involvement into the project early to promote an easier transition / adoption of the product. Worked with client to develop collaborative migration plan with adequate quality checks.

Solution Architect – Microsoft D365 for the MS Band of Choctaw Indians

- Performed as Co-Solution Architect for Enterprise financial system for local government operations including a hospital, police department, fire department, and a public school system.
- Led solution design and integration of payroll, HR, and timekeeping.
- Worked with leaders from the tribal government, finance sector, and stakeholders from each department to achieve the timely design of the system.
- Maintained responsibility for overall solution design as well as data migration plans, implementation plans, project plans, solution testing and go-live planning.

Solution Architect – Microsoft D365 for the Department of Veterans Affairs.

- Executed multi-year implementation of highly customized financial and project accounting system for federal entity to track clinical drug trials.
- Responsible for overall solution design and project planning following the departure of previous solution architect.
- Created solution designs and worked with functional and technical leads to meet the design and achieve client acceptance.
- Worked with leadership, public and private sector departments, and vendors to keep everyone aligned on the design and critical path needed to accomplish goals.
- Created project plans and worked with federal contracting challenges to help keep the project on schedule and within budget.
- Responsible for monitoring change requests and scope.

A4.4 Technical Manager

TECHNICAL MANAGER	
Name	Jason Brown
Company	Arctic Information Technology, Inc.
Education and Certifications	• M.A. Education, Mississippi University • B.S. Management Information Systems, Bellevue University • Microsoft Certified Trainer • A+ Lifetime • Microsoft Windows Virtualization • Microsoft AX 2012 Install and Config • Microsoft AX 2012 Finance • Microsoft AX 2012 Trade & Logistics • Microsoft SQL 2008 DBA
RFP Qualifications	
Five years of EFS experience with multi-tiered, distributed system architecture solutions	Has ten years of EFS experience with multi-tiered, distributed system architecture solutions, as detailed in this resume.
Responsible for architecture and design of at least one high transaction, mission critical system	Current responsibility for architecture and design of multiple Arctic IT high-transaction, mission-critical systems, including Graton Economic Development; Other applicable experience is detailed in this resume.
Experience with the EFS system application and modules being proposed	Has more than ten years of experience with Microsoft D365 and the modules being proposed in this response, as detailed in this resume.
Public sector experience	Veteran U.S. Army combat medic; Prior experience as an educator in numerous public-school systems.
Career Summary	
Mr. Brown is a results-oriented, technical professional with more than twenty years of experience in the IT industry, including ten years of Microsoft Dynamics EFS experience. He has implemented and supported Microsoft Dynamics for multiple Fortune 500 companies. He possesses strong technical skills that enable him to deploy complex solutions within scope and on schedule.	
Work History	
Senior Solution Architect Arctic Information Technology, September 2019 – Present	
At Arctic IT, Mr. Brown performs full lifecycle Microsoft Dynamics 365 F&O and related ERP solution project duties. He provides Microsoft Dynamics 365 F&O technical and functional implementation expertise and serves as technical/functional lead and provides escalated support. He engages with key stakeholders to implement stable and scalable solutions, based on Microsoft Dynamics 365 F&O and related products, and assists with the on-going development of vertical solutions. He guides	

TECHNICAL MANAGER
Technical and Functional Consultants during the design and build phase of the project ensuring the solutions effectively meet business requirements and in accordance with defined scope. His duties include, but are not limited to: • Designing secure, reliable, scalable, performance-driven solutions for high-throughput, database-driven client software applications in accordance with contract requirements. • Designing software solutions with re-use, security, extensibility, and scalability features; Planning and prioritizing software functionality within the realm of business and customer requirements. • Maintaining necessary documentation to ensure the consistency of applications and components with respect to the organization's architectural direction. • Managing integration testing and verifying functionality when developers deliver code. • Managing integration test and verifying functionality; presenting design and functionality based on contract functional and technical specifications. • Leading set-up and utilization of tools that support the development and deployment processes. • Engaging with clients, program managers, and technical leads, and performing • quality reviews on all technical work products.
System Engineer II / Project Director / Senior Account Executive / Senior Director / Dynamics AX Systems Architect EnVista, August 2011 – September 2019
System Engineer II duties included: Delivered support for the largest Dynamics 365 Finance & Operations manufacturing implementation in North America; Provided AX 2009, 2012, & D365 Finance & Operations support for strategic accounts; Served as Escalation Point of Contact and Subject Matter Expert for support; Mitigated quality/delivery issues; Assisted in defect root cause analysis, defect tracking, and defect closure in Dynamics AX and underlying technologies with a high rate of bug identification; Mentored and trained client associates to increase self-sufficiency and success. **Project Director- Enspire Commerce duties included:** Delivered most profitable OMS project to-date, on-time and 40% under budget; Delivered highest transactional volume OMS project to-date; Program/Project Management (OMS); Worked with C-Level executives, Directors and others regarding upcoming initiatives and budget years to secure funding for future projects; Mentored and trained new technical and functional consultants. **Senior Account Executive duties included:** Worked with C-Level executives, directors and others regarding upcoming initiatives and budget years to secure funding for future projects; Managed client accounts including quarterly business reviews, customer satisfaction ratings, ERP references, and annual rate increases. **Senior Director, Client Relations duties included:** Interfaced with organizations of all sizes including Fortune 500 and Global Fortune 500 clients; Assisted in the development of the Enterprise Solutions Competency

TECHNICAL MANAGER
Model for associates; Developed Phase II projects and other revenue opportunities within the client base; Managed the Dynamics AX Support Desk and associated personnel. **Dynamics AX Systems Architect duties included:** Completed Dynamics AX 2012 and AX 2009 full life-cycle implementations across manufacturing, automotive, medical/dental, retail and energy sectors; Produced technical designs and accompanying documentation of Dynamics AX environments including topology, connectivity, and integration with third party products; Assisted in Dynamics AX cutover/deployment planning and strategies and provided post Go-Live support; Mentored and trained new technical and functional consultants.

A4.5 Functional Manager – Finance

FUNCTIONAL MANAGER – FINANCE	
Name	Natalie Ruela
Company	Arctic Information Technology, Inc.
Education and Certifications	• B.S. with High Honors, Business Management, Rutgers University • Financial Management in Microsoft Dynamics 365 for Finance and Operations, Microsoft, 2018 • Tribal Financial Manager Certificate Training, NAFOA (Native American Finance Officers Association), 2017 • Dynamics CRM 4.0 Applications Specialist, Microsoft, 2010 • Dynamics GP 10 Financials Technology Specialist, Microsoft, 2010 • Dynamics Certified Accounting Applications Specialist, Microsoft, 2007 • Everest v4.2 Certified Application Consultant, Outlook Soft Corp, 2006 • Microsoft Office Specialist Excel 2003, Microsoft, 2005 • Microsoft Forecaster Implementation Authorized Consulting Professional, Microsoft, 2004

RFP Qualifications	
Minimum of ten years' experience configuring and implementing payroll and time and labor management modules	Over twenty years of experience implementing ERP/EFS systems, with a focus on financial modules, as detailed in this resume.
Minimum of five years' experience managing payroll and time and labor management modules in the public sector or education	Over five years of experience managing payroll and time and labor management modules for tribal, state, and local government entities, as detailed in this resume.
Public sector and/or education experience	Certified in Tribal Financial Management (NAFOA); Experience with state, local, and tribal governments, as detailed in this resume.
Certified Payroll Professional (CPP)	Accounting professional with experience as an Accountant and Financial Analyst.

Career Summary
Ms. Ruela is an accounting professional with twenty years of experience designing, configuring, and implementing business/accounting software for companies and organizations in a wide range of industries. Her accounting, financial analysis, and functional management experience spans industries ranging from state, local, and tribal governments to multi-national chemical and life sciences corporations. She is proficient at developing and implementing quality solutions for clients while managing multiple dynamic roles.

FUNCTIONAL MANAGER – FINANCE
Work History
Senior Solution Consultant Arctic Information Technology, Inc., February 2010 – Present
At Arctic IT, Ms. Ruela performs the duties of a Functional Manager. She designs, implements, and manages Microsoft Dynamics F & O solutions for Arctic IT's clients. She works with internal teams, clients, and vendors to identify and obtain resources, manage deliverables, and control risk. Her duties include, but are not limited to: • Configuring applications to support client requirements, Building integrations for data conversion as well as ongoing integrations from other systems. • Providing solution architecture guidance based on best practices, documenting system configuration. • Performing gap analysis and proposing alternative solutions to achieve desired results. • Preparing various other project documentation such as Functional Customization Specifications, User Acceptance Test Scripts, and End User Training Documentation. • Creating financial reports and statements (using Management Reporter; BI360) • Testing, training, and supporting client in the use of the application. • Working with management to keep projects on schedule and recommending needed action to meet deadlines.
Implementation Consultant & Project Manager **Computer Generated Solutions, Inc. / Altara / DMS Technology Solutions, October 1999 – February 2010**
Her implementation and project management duties included: • Involved in all aspects of ERP software implementation - requirements gathering, configuration, data conversion, integrations, financial statement report writing, project documentation, testing, user training, post go-live support. Principal software implemented was Dynamics GP and related third party products. • Solution architect - designed the software to best meet client requirements; proposed and implemented other products to supplement the solution; worked with Software Developers to design customizations when needed. • Customer advocate – always sought ways to help clients streamline their processes, be more efficient and successful. • Project manager - prepared project actual versus budget analyses to ensure project was within budget; identified areas of concern; communicated project financial position to both internal and client stakeholders; took corrective action as needed to ensure successful completion of project and delivery within budget.
Senior Accountant and Supervisor (Corporate Accounting) **Hoechst Corporation, June 1996 – July 1999**
Her accounting supervision duties included: • Responsible for period-end closing of the corporate general ledger and upload of data to Hyperion application; prepared journal entries, account and bank reconciliations.

FUNCTIONAL MANAGER – FINANCE
• Compiled, researched, and analyzed financial data for tax filing and SEC reporting purposes. • Served as accounting liaison and lead on SAP software implementation. • Supervised accountants/accounting clerks.
Accountant **Hoechst-Roussel Pharmaceuticals, March 1994 – June 1996**
Her duties as an accountant included: • Responsible for account analyses and financial reporting requirements due to the Corporate Accounting and Tax Departments; prepared government schedules and surveys; prepared financial statements, product profitability analyses, and various other cost accounting and financial reports for management. • Served as Accounting Liaison for the Marketing, Research, and Administration departments. • FORMS Administrator for the division - responsible for the timely and accurate submission of all required financial information into the FORMS system for transmission to corporate headquarters and trained fellow employees on use of the system.

A4.6 Functional Manager – Finance and Budget

FUNCTIONAL MANAGER – FINANCE AND BUDGET	
Name	Kelly DeSando
Company	Poukihi
Education and Certifications	• B.S. Business Administration/ Accounting, University of Arizona
RFP Qualifications	
Minimum of 10 years' experience configuring and implementing payroll and time and labor management modules	Over twenty years of experience configuring and implementing payroll, time, and labor management modules, as detailed in this resume.
Minimum of 5 years' experience managing payroll and time and labor management modules in the public sector or education	Over twenty years of experience managing payroll, time, and labor management modules in public healthcare, as detailed in this resume.
Public sector and/or education experience	Prior experience with Medicare & Medicaid agencies; Public healthcare agencies; Prior leadership role at The University of Arizona Health Network.
Certified Payroll Professional (CPP)	Payroll professional with thirty years of experience and B.S. degree in Business Administration/Accounting
Career Summary	
Ms. DeSando has over thirty years of experience in corporate accounting and accounting Information Systems. She has expert proficiency in implementing business systems, establishing financial controls, and leading staff through extensive change, including five major corporate mergers and acquisitions that resulted in multiple complex integrations of financial and operational software products and processes, where she played key roles. Her broad experience enables her to quickly learn dynamic roles, deploy effective and efficient solutions for clients, and develop quality deliverables.	
Work History	
Consultant **Poukihi, LLC, December 2019 – Present**	
At Poukihi, Ms. DeSando provides tailored administrative and consulting services in the following fields: Bookkeeping, Budgeting, Reporting, Managerial Accounting, Financial Reporting, Financial Analysis, and Forecasting and Business Processes.	
Director of Finance **Banner University Health Plan, October 2018 – December, 2019**	
Duties as Director of Finance included: • Responsible for overseeing a staff of 14, with duties that included Encounter Management, Provider Payments, Third Party Liability and Reinsurance for over 220k members (Medicaid, Medicare & Integrated Behavioral Health).	

FUNCTIONAL MANAGER – FINANCE AND BUDGET
• Led operational proof of concept and wrote business case for new Encounters Management software, negotiated contact terms, and served as operational team lead for the successful implementation of Edifecs Encounter Management software. Submitted all encounter level data to the State of Arizona for reimbursement. Played key role in performing detailed gap analyses. Provided oversight of data mapping, validation, and testing. • Responsible for regulatory reporting including State of Arizona data validation audits, operational review audits. • Responsible for the oversight of end-user training/roll-out to staff after conversion to DocuWare Document Management software. • Implemented GE Healthcare IDX MHC major upgrade testing, including coordination with other departments and system stress testing prior to sign-off.
Director of Finance **Banner University Medical Center, October 2015 – October 2018**
Duties as director of finance included: • Responsible for leading the financial systems and budgeting for two academic medical centers including Level I & Level IV Trauma, and Transplant & Behavioral Health specialties. • Successfully led the preparation of a Banner Health Tucson Market 10-year pro-forma at a payor mix level for a $500M tower expansion and the largest capital project ever to be presented to the Banner Health System's Board of Directors. • Participated in project team to convert to McKesson (cost accounting) from EPSi • Served on project team to integrate KPIs into Cerner Electronic Medical Record System, including alignment on statistical definitions, calculations, etc. to allow for accurate and valid comparative reporting. • Rolled out Chartis, an automated Foundation fund approval system to replace a manual process, to the C-Suite. • Provided oversight of financial benchmarking against over 150 other academic medical centers via the University Health Consortium tools, converting data from multiple systems using: Solucient/ActionOi/Vizient software platforms; Trained leaders how to interpret reports to aid in decision making. • Led multiple cross-functional projects supporting the integration and system conversion of Lawson, including general ledger mapping and staff training.
Director of Financial Systems **Banner Health (formerly University of AZ Health Network)** **March 2015 – October 2015**
Duties as Director of Financial Systems included: • Led multiple cross-functional projects supporting the integration and system conversion of UAHN Lawson to Banner Lawson, including key project charter input, general ledger mapping, oversight of interface development and testing, data conversion, validation, and staff training. • Served in key roles in the projects involving the sunsetting and archival of multiple legacy systems, taking into consideration various regulatory requirements, corporate data retention polices, and stakeholder input.

FUNCTIONAL MANAGER – FINANCE AND BUDGET
• Retained core, seasoned and highly talented staff during a time of constant change and unrest (turnover of 10+ senior finance executive leaders in 3.5 years and multiple, major system and process changes).
Director of Financial Systems **The University of Arizona Health Network, September 2012 – February 2015**
Duties as Director of Financial Systems included: • Successfully led the finance implementation of Infor/Lawson 9.01 ERP including key system configuration, the development of 40 interfaces, 250 reports, and the conversion of two years of historical data from two general ledgers from different source systems. Oversaw the creation of all finance training documentation and led training of over 500 organizational leaders and 30 SMEs. • Performed general ledger mapping and integration of three patient billing systems (Patcom, GE Healthcare IDX BAR and IDX HPA) into EPIC Electronic Health Record software. • Provided oversight of finance data mapping and conversion from three patient billing systems to one – into Faculty Practice Solutions Center, a tool for used for benchmarking and measuring physician productivity. • After achieving buy-in from multiple stakeholders, oversaw the successful execution of a major Lawson finance system level reorganization, successfully migrating years of historical data associated with over 150 accounting units and collapsing it into a manageable thirteen accounting units.
Finance Manager **The University of Arizona Health Network, February 2011 – September 2012**
Duties as Finance Manager included: • Provided oversight of budget and cost accounting team for one academic medical center and over 50 clinics. • Responsible for all finance and KPI survey data preparation and submission to internal and external requestors. • Performed EPSi (budget and cost accounting) implementation including consultant vetting, selection and contract review. • Outlined the complex transition from TSI/Pillar to EPSi and began the EPSi implementation before being asked to lead another software implementation project.
Accounting Manager **The University of Arizona Health Network, September 2005 – February 2011**
Duties as Accounting Manager included: • Provided oversight of monthly and annual closing activities including contractual allowance analyses, prepared high visibility reports including Daily Cash & Flash, Bi-Weekly Overtime Report, Monthly FTE Reports. • Worked closely with IT to develop, configure and implement ChartMaxx and ePayables, bringing greater efficiencies to the A/P function and making it a revenue producing cost center. • Responsible for all outpatient clinic financial reporting and analysis, presented clinic financial and operational results to multiple clinic directors.

A4.7 Reporting Manager

REPORTING MANAGER	
Name	Diane Bishop
Company	Arctic Information Technology, Inc
Education and Certifications	• BS, Accountancy, California State University Northridge • D365 Business Central, Finance and Operations, and GP • BatchMaster Manufacturing Software • SQL Server 2008
RFP Qualifications	
Minimum of ten years' experience in the design, development, and configuration of reports for EFS applications	Twenty years of experience designing, developing, and configuring reports for EFS applications, as detailed in this resume.
Career Summary	
Ms. Bishop is an accounting and managerial professional with 25 years of experience designing, developing, and implementing ERP/EFS solutions for federal, state, local, and tribal governments, and commercial businesses. She is meticulous and detail oriented. Her wealth of experience enables her to quickly learn dynamic roles, deploy effective and efficient solutions for clients and develop quality deliverables. She maintains excellent relationships with both customers and co-workers across a broad geographical base.	
Work History	
Senior Solution Consultant **Arctic Information Technology, Inc., January 2019 – Present**	
At Arctic IT, Ms. Bishop designs, implements, configures, and manages the delivery of Microsoft Dynamics 365 F&O solutions for clients. In addition, she leads the development of the reporting strategy; leads the design and development of reports; guides the team in developing and building logical data model designs and data flow diagrams; advises team members in design, development, and configuration; works with other team leads to provide integration across other modules and teams; monitors and reports team progress against the project plan. Her duties include, but are not limited to: • Completing design/configuration of the Microsoft Dynamics 365 F&O and key third-party products. • Building integrations to perform data conversion tasks and additional integrations based off requirements. • Designing /creating financial statements with Management Reporter and other financial reporting tools. • Completing project documentation such as: Functional Requirements Documentation, Functional Customization Specifications, User Acceptance Test Scripts, and End User Training Documentation. • Leading all tasks relating to features, solution, and user-acceptance testing; performs gap analysis from requirements gathered to proposed solution.	

Information Technology Director
Hudsonville Ice Cream November 2017 – October 2018

Provided technical and functional support, design, development, and configuration for Dynamics GP ERP systems. Duties included:

- Created and maintained inventory movement processes within the manufacturing software.
- Maintained and tracked the movement of inventory for raw materials on the floor and within the system by defining and explaining any discrepancies between system and counted quantities.

Senior Microsoft Business Consultant
BatchMaster Software January 2013 – November 2017

Configured, installed, and implemented Dynamics GP within clients' server-based network infrastructure environments. Duties included:

- Dynamics GP in support of clients during Dynamics GP implementation projects and on-going maintenance/support related to consulting activities.
- Performed on-site business, systems, and financial audits to ensure customer was fully using the accounting and financial system for optimum value.
- Provided senior GP technology leadership in the areas of team mentoring, process and procedures improvement, and project related activities.
- Led the project team in the development of Statements of Work, which included detailed business requirements, systems design, solution responses, project estimates, and project plans.

Systems Analyst
Nutiva, Inc. March 2012 – December 2012

Provided systems analysis that included:

- Determined GP operational objectives by studying business functions, gathering information, and evaluating output requirements and formats.
- Defined GP project requirements by identifying project milestones, phases, and elements; formed project team; and established GP project budget.
- Monitored project progress by tracking activity, resolved problems, published progress reports, and recommended actions; Maintained system protocols by writing and updating GP procedures.
- Prepared technical reports by collecting, analyzing, and summarizing information and trends.

Senior Microsoft Business/Project Manager
Rose Business Solutions, March 2011 – March 2012

Installed and implemented Dynamics GP within clients' server- network infrastructure. Duties included:

- Led the project team in the development of Statements of Work to include detailed business requirements, system design, solution responses, project estimates, and project plans; Assisted the project team in the development of Strategic Technology Business Plans for clients.
- Provided senior GP technology leadership related to team mentoring and process improvement; Provided Dynamics GP, technology, business, and financial consulting services.

Senior Microsoft Business Consultant
LBMC Technologies, November 2008 – February 2011

Provided Dynamics GP, technology, business, and financial consulting services to a variety of clients in various industries. Duties included:

- Installed, implemented, and configured Dynamics GP within client's server-based network infrastructure environment.
- Provided both Public and Private formal Dynamics GP training for clients.

A4.8 Organizational Change Manager

ORGANIZATIONAL CHANGE MANAGER	
Name	Rachel Bambusch
Company	Ulu HI-Tech, Inc.
Education and Certifications	• B.S. Civil Engineering, Michigan State University • ASQ Certified Six Sigma Black Belt (2012) • Certified SAFe Agilist (2016)
RFP Qualifications	
Minimum of ten years' experience in organizational readiness, change management, and testing with EFS applications	Over ten years of experience in change management and organizational readiness in all aspects of previous experience, including Lean Six Sigma (LSS) project work and leadership roles; Trained in change management included in LSS activities, including use of ADKAR; Other applicable experience as detailed in this resume.
Public sector and/or education experience required	• Membership Chair for the Hawaii Chapter of the American Society for Quality (ASQ) 2018 • Vanderbilt University MOOC via coursera.org: Leading Strategic Innovation in Organizations (2013) • Speaker at Project Management Institute's Professional Development Day (PMI PDD) in 2016, 2017, 2018 and guest speaker for various other organizations such as ASQ, IIAB, and University of Hawaii • Certified instructor of Franklin Covey's "The 7 Habits of Highly Effective People" Workshop (2010)
Career Summary	
Ms. Bambusch is a Hawaii resident with over ten years of experience in organizational change management. Her background spans multiple industries including federal, industrial, IT/software, healthcare, engineering, construction, and management consulting. Her roles have included engineering, LSS/operational excellence, change management, training/facilitating, coaching/mentoring, global marketing, and leadership. Her breadth of experience enables her to quickly learn dynamic roles, develop quality deliverables, and deploy effective and efficient solutions for clients.	

Work History
Senior Manager **Hawaii Medical Service Association, April 2018 – Present**
As a manager at HMSA, Ms. Bambusch directs and coordinates the activities of two business units, including administration and implementation of policies, programs, and tasks in support of timely and accurate recovery of third-party claims and appropriate credit of refunds. Her duties include, but are not limited to: • Supervision of design and deployment of an Enterprise Payment Integrity Office in order to better track and manage incoming/outgoing dollars, identify error root causes, and implement solutions; Works to drive down costs and increase cost avoidance. • Achievement of company and unit objectives by providing direction to unit supervisors, creating, and implementing strategic plans, and evaluating data/activities for areas of improvement; Creates unit cohesion and vision by developing and implementing a Payment Integrity Execution Roadmap. • Interaction with internal departments to resolve complex claims related issues and improve operational effectiveness while enriching customer experience. • Oversight of off-island TPL vendor for compliance with contract, regulations, performance, and implementation of new programs. • Provision of organizational change leadership by breaking down barriers, opening communication silos, administering employee reward and recognition systems, promoting an environment of learning and growth, and ensuring the recruitment and retainment of employees.
Performance Excellence Program Manager **Hawaii Medical Service Association, September 2014 – April 2018**
Managed the Performance Excellence Program, including strategy, administration of the project portfolio, management of the Green Belts or other external resources, hiring and negotiating of contracts/SOWs, and all logistics needed to operate the program efficiently. Duties included: • Worked with large cross-functional teams in order to execute deliverables, manage change and achieve results. Managed large projects with >$500k savings. Created continuous improvement efforts for the organization. • Designed and developed the HMSA Performance Excellence Program, including strategic alignment, mission and vision, program goals, training plans and associated materials, tools/templates, and Green Belt certification criteria. • Worked with C-Level senior leadership to identify opportunities for improvement and change to ensure strategic alignment with company goals. • Developed and taught Facilitation Workshops, Champion Trainings, and Green Belt Core and Continuous Trainings. Also developed other miscellaneous trainings and presentations tailored to the needs of the customer/company.

Associate Consultant
Arryve (Now Grant Thorton), March 2013 – August 2014

Her work in multiple consultancy positions included:

- Lead consultant for development of IT business metrics at a Fortune 50 Company. Used Six Sigma Black Belt expertise to drive alignment, prioritization, selection, and reporting of the various metrics in each service portfolio.
- Lead consultant responsible for driving critical Software Asset Management work streams at a Fortune 50 Company designed to ensure high standards regarding third party license compliance and anti-piracy, reduce risk exposure, increase operational efficiencies, and drive down associated costs.
- Co-lead consultant responsible for worldwide deployment of electronic software. Drove expansion of global distributors and increased product sales for a Fortune 50 Company. Used project management and six sigma expertise to drive distributor onboarding, optimization of resources, marketing, and management of distributors, including monitoring sales after go-live.
- Developed an interactive methodology based on industry best practices and sociological research to increase ramp-up speed and delivery of ideation and strategy techniques to Arryve clients. Subject matter expert for development, training, and adoption of the ideation and strategy offerings.
- Managed annual training calendar including identification and selection of trainings, new content build, communication, and onsite execution.
- Co-lead in identification, development, and execution of yearly weekend offsite. Included location identification, logistics, communications, content creation, execution, and post event survey.

Lead Nuclear Engineer/Six Sigma Black Belt, Permanent GS-12, US DoD
Puget Sound Naval Shipyard, October 2010 – March 2013

Directed and mentored Six Sigma Green Belts. Directly responsible for their growth and learning through oversight of work, sign-off of their development plan, and facilitating bi-weekly training sessions and other mock exercises as needed. Duties included:

- Served as Black Belt for a radiological containment project to reduce overtime. Gave team the ability to identify new work in advance, reducing overtime by 60%.
- Served as Black Belt for a project designed to optimize the satellite kitting process. Reduced travel time by 90% and flow time by 70%, resulting in increased capacity.
- Black Belt for a project to reduce complexity of the public release process. Created an online system for the public release of information, resulting in a decrease of customer travel time by 100% and time to submission by 60%. Processing efficiency led to a shrink in hand-offs by 50%, decreasing process flow time and reducing total material costs.
- Managed a stand-up project to support a Nuclear Engineering and Planning Department (NEPD) Training Organization.

A4.9 Testing Manager

TESTING MANAGER	
Name	Brenda Mehus
Company	Arctic Information Technology, Inc.
Education and Certifications	• Moorhead State University • Valley City State University • Interstate Business College • Financial Management for Microsoft D365 F & O • Microsoft Dynamics 365 for Retail • Microsoft Dynamics 365 for Talent • Paramount Workforce
RFP Qualifications	
A minimum of ten years' experience in software development/testing of multi-tiered distributed systems	Over twenty years of experience in software development/testing of multi-tiered distributed systems, specifically D365; Wrote and deployed numerous regression testing scripts for a variety of D365 implementations and upgrades; Other applicable experience as detailed in this resume.
Public sector and/or education experience desirable.	Extensive public sector experience on projects for state, local, and tribal governments, and federal agencies such as the National Park Service, as detailed in this resume.
Career Summary	
Ms. Mehus has over 20 years of experience as a product consultant/implementation specialist. She has expert proficiency in Microsoft Dynamics 365, Dynamics GP, and numerous other finance and accounting programs. She is a dedicated and dependable team member with a strong work ethic who can work efficiently independently or with others. She thrives in multiple dynamic roles, enabling her to develop quality deliverables in an efficient manner.	
Work History	
Senior Solution Consultant **Arctic Information Technology, Inc. March 2017 – Present**	
At Arctic IT, Ms. Mehus utilizes best practices and methodologies to design, implement, and maintain Microsoft Dynamics 365 F&O for our clients. She has served as lead functional consultant on numerous implementations, working extensively with internal teams, clients, and vendors providing subject matter expertise and hands-on implementation experience. Her duties include, but are not limited to: • Financial reporting creation, validation, and testing. • Planning, deployment, and management of applicable testing efforts. • Design of functional specifications and business requirements for implementation.	

TESTING MANAGER
• Defining and implementing the processes for creating and managing testing assets required for meeting testing requirements including team members, testing tools, defect tracking and testing processes and scripts. • Conducting training sessions regarding Dynamics GP processes; Develops training material for Dynamics GP modules as well as 3rd party products. • Defining the scope of testing within the context of each release / delivery. • Configures and executes data migrations. • Deploying and managing the appropriate testing framework to meet the testing requirements. • Documenting business process flows and configures GP applications. • Implementing and evolving measurements and metrics to be applied against the systems under testing.
Managing Consultant **NTT Data, September 2013 – March 2017**
Managing Consultant duties included: • Served as Lead Functional Consultant on Dynamics GP implementations. • Conducted business analysis and suggest business process improvements. • Lead daily/weekly project update meetings. • Developed training materials for Dynamics GP and 3rd party products. • Trained power users and end users on all products implemented. • Prepared user acceptance testing schedules and scripting. • Guided clients through conference room pilots. • Implemented numerous 3rd party products. • Offered support on Dynamics GP and 3rd party products
Senior Consultant **Implementations Specialists, April 2013 – September 2013**
Senior Consultant duties included: • Managed Dynamics GP Implementations. • Mentored new consultants in the implementation procedures and practices. • Trained internal staff on Dynamics GP. • Trained clients on Dynamics GP. • Supported customers on various hardware/software questions
Project Manager & Senior Consultant **EMTEC, 2011– 2013**
Project Manager and Senior Consultant duties included: • Managed Dynamics GP Implementation team. • Prepared/updated Project Plans. • Lead daily/weekly status meetings for the project teams. • Tracked consultant hours to budget. • Created user acceptance testing scripts; assisted with user acceptance testing. • Trained end users; Assisted end users with day-to-day functionality.