JMU
JAMES MADISON
UNIVERSITY.

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No. UCPJMU6775

This contract entered into this 11th day of December, 2023, by ThoughtFocus, Inc., hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From 12/11/2023 through 12/10/2024 with four (4) one-year renewal options.

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposal RFP FDC-1175 dated June 15, 2023
  (a) The Statement of Needs,
  (b) The General Terms and Conditions,
  (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
  (d) Addendum No. One, dated July, 25, 2023
  (e) Addendum No. Two, dated August 3, 2023

(3) The Contractor's Proposal dated August 11, 2023 and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
  (a) Negotiations Summary, dated December 1, 2023
  (b) Commonwealth of Virginia Agency Contract Form Addendum to Contractor's Form, dated October 27, 2023, which shall govern in the event of conflict.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:	PURCHASING AGENCY:
By: _______________ (Signature)	By: _______________ (Signature)
Rajiv Goyal (Printed Name)	Doug Chester (Printed Name)
Title: Authorized- Chief Strategy Advisor and Board Member	Title: Buyer Senior

RFP # FDC-1175 Information Technology Consulting Services
Negotiation Summary for ThoughtFocus, Inc.

December 1, 2023

1. Parties agree that this Negotiation Summary modifies RFP# FDC-1175 and the Contractor's initial response to RFP# FDC-1175, and in the event of conflict this negotiation summary shall take precedence.

2. Contractor hereby rescinds confidentiality of its entire proposal dated August 11, 2023 and all subsequent negotiations.

3. Contractor's pricing schedule for the Purchasing Agency is as follows:
(All prices are in US Dollars and per hour rates)

Oracle/PeopleSoft Enterprise Solutions	Onsite	Offsite
Project Manager	175.00	145.00
Senior Engineer	175.00	145.00
Engineer	158.00	132.00

Data Analytics/Visualization/ Warehouse/Lake	Onsite	Offsite
Project Manager	165.00	140.00
Senior Engineer	175.00	155.00
Engineer	155.00	130.00

Other Technology	Onsite	Offsite
Project Manager	188.00	155.00
Senior Engineer	198.00	162.00
Engineer	180.00	145.00

3. Onsite pricing shall be inclusive of all travel costs.

4. Billable hours shall be for actual work hours on authorized projects/tasks rounded to the quarter hour. Billable hours shall not include travel time.

5. Contractor shall provide detailed invoicing to include project title, number of hours worked onsite and/or offsite, role of individual(s) performing the work, and specific tasks performed.

6. The University may also request that these services be provided as a fixed-fee project, as would be mutually agreed to prior to services being rendered, with deliverables billed upon completion of milestones.

7. The University may also request that these services be provided as a monthly subscription service, as would be mutually agreed to prior to services being rendered, with deliverables determined by monthly service requirements.

8. The Purchasing Agency reserves the right to reject any assigned personnel at any time with or without cause. Contractor shall provide a suitable replacement within a timely manner.

9. Contractor has disclosed all potential fees. Additional charges will not be accepted.

COMMONWEALTH OF VIRGINIA AGENCY
CONTRACT FORM ADDENDUM TO CONTRACTOR'S FORM

AGENCY NAME: James Madison University

CONTRACTOR NAME: ThoughtFocus, Inc

DATE: 10/27/2023

The Commonwealth and the Contractor are this day entering into a contract and, for their mutual convenience, the parties are using the standard form agreement provided by the Contractor. This addendum, duly executed by the parties, is attached to and hereby made a part of the contract. In the event that the Contractor enters into terms of use agreements or other agreements of understanding with University employees and students (whether electronic, click-through, verbal, or in writing), the terms and conditions of this Agreement shall prevail.

The Contractor represents and warrants that it is a(n) / / individual proprietorship / / association / / partnership X corporation / / governmental agency or authority authorized to do in Virginia the business provided for in this contract. **(Check the appropriate box.)**

Notwithstanding anything in the Contractor's form to which this Addendum is attached, the payments to be made by the Commonwealth for all goods, services and other deliverables under this contract shall not exceed Purchase Order Amounts; payments will be made only upon receipt of a proper invoice, detailing the goods/services provided and submitted to James Madison University. The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this contract or in connection with any goods, services, actions or omissions relating to the contract, shall not under any circumstance exceed payment of the above maximum purchase price plus liability for an additional amount equal to such maximum purchase price. In its performance under this contract, the Contractor acts and will act as an independent contractor, and not as an agent or employee of the Commonwealth.

The Contractor's form contract is, with the exceptions noted herein, acceptable to the Commonwealth. Nonetheless, because certain standard clauses that may appear in the Contractor's form agreement cannot be accepted by the Commonwealth, and in consideration of the convenience of using that form, and this form, without the necessity of specifically negotiating a separate contract document, the parties hereto specifically agree that, notwithstanding any provisions appearing in the attached Contractor's form contract, none of the following paragraphs **1 through 18** shall have any effect or be enforceable against the Commonwealth:

1. **Requiring the Commonwealth to maintain any type of insurance either for the Commonwealth's benefit or for the contractor's benefit;**

2. **Renewing or extending the agreement beyond the initial term or automatically continuing the contract period from term to term;**

3. **Requiring or stating that the terms of the attached Contractor's form agreement shall prevail over the terms of this addendum in the event of conflict;**

4. **Requiring the Commonwealth to defend, indemnify or to hold harmless the Contractor for any act or omission;**

5. **Imposing interest charges contrary to that specified by the *Code of Virginia*, §2.2-4347 through 2.2-4354, Prompt Payment;**

6. **Requiring the application of the law of any state other than Virginia in interpreting or enforcing the contract or requiring or permitting that any dispute under the contract be resolved in the courts of any state other than Virginia;**

7. **Requiring any total or partial compensation or payment for lost profit or liquidated damages by the Commonwealth if the contract is terminated before its ordinary period;**

8. **Requiring that the contract be "accepted" or endorsed by the home office or by any other officer subsequent to execution by an official of the Commonwealth before the contract is considered in effect;**

9. Delaying the acceptance of this contract or its effective date beyond the date of execution;

10. Limiting or adding to the time period within which claims can be made or actions can be brought;

11. Limiting the liability of the Contractor for property damage or personal injury. The parties agree that this clause does not extend the Contractor's liability beyond its own acts or those of its agents/employees;

12. Permitting unilateral modification of this contract by the Contractor;

13. Binding the Commonwealth to any arbitration or to the decision of any arbitration board, commission, panel or other entity;

14. Obligating the Commonwealth to pay costs of collection or attorney's fees;

15. Granting the Contractor a security interest in property of the Commonwealth;

16. Bestowing any right or incurring any obligation that is beyond the duly granted authority of the undersigned agency representative to bestow or incur on behalf of the Commonwealth.

17. Requiring the "confidentiality" of the agreement, in whole or part, without (i) invoking the protection of Section 2.2-4342F of the Code of Virginia in writing prior to signing the agreement (ii) identifying the data or other materials to be protected, and (iii) stating the reasons why protection is necessary.

18. Requiring the Commonwealth to reimburse for travel and living expenses in excess of the agency policy located at https://www.jmu.edu/financemanual/procedures/4215mie.shtml

This contract may be renewed annually by the Commonwealth after the expiration of the initial term under the terms and conditions of the original contract except as noted herein. If the Commonwealth elects to exercise the option to renew the contract for an additional renewal period, the contract price(s) for the succeeding renewal period shall not exceed the contract price(s) of the previous contract term increased/decreased by no more than the percentage increase/decrease of the "Other Services" category of the CPI-W of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

This contract has been reviewed by staff of the agency. Its substantive terms are appropriate to the needs of the agency and sufficient funds have been allocated for its performance by the agency. This contract is subject to appropriations by the Virginia General Assembly.

IN WITNESS WHEREOF, the parties have caused this contract to be duly executed, intending thereby to be legally bound.

AGENCY by ______________________

Title Buyer Senior

Printed Name Doug Chester

CONTRACTOR by ______________________

Title Authorized Signatory- Chief Strategy Advisor & Board Member

Printed Name Rajiv Goyal

October 2022

Reference: OPP4895

Response to Request for Proposal

JAMES MADISON
UNIVERSITY

Information Technology Consulting Services
RFP# FDC-1175

ThoughtFocus
300 Spectrum Centre Dr., Suite 940
Irvine, CA 92618
www.thoughtfocus.com

Submitted To:

Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Submitted By:

DivyaTej Raghu Rao
Vice President, Business Solutions
300 Spectrum Center Dr., Suite 940
Irvine, CA 92618
Telephone: 949.777.5505
Email: divyatej@thoughtfocus.com

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Cover Letter

To,
Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Aug 11, 2023

Subject: Response to RFP# FDC-1175 - Information Technology Consulting Services

Greetings,

ThoughtFocus, Inc. appreciates the opportunity to submit our response to provide information technology consulting services for James Madison University (JMU), an agency of the Commonwealth of Virginia.

ThoughtFocus provides technology solutions/consultation, IT staff augmentation and support services, business advisory, and managed services in outsourcing. We also provide business and knowledge process services. We work with clients delivering multiple initiatives via a multi-shore delivery approach that can maximize quality and efficiency while minimizing total cost. We provide services for the world's leading universities on student management systems that include application development of Peoplesoft HR, Campus Solutions, Finance, PeopleSoft, and Salesforce integration using Dell Boomi, ERP implementation/upgrade, data and analytics engineering, emerging tech, cloud solutions, and consulting services. We also work for the government (City, Municipal, Non-Profit) and public sector entities by partnering with local authorities and collaborating with them to unlock the true potential of digital technology, helping transform their service delivery to meet the needs of the public. We aim to work with clients to support advancing university and college education objectives and government tech initiatives.

ThoughtFocus brings the required experience, skills, & resources to ensure the goals & objectives, as defined for this assignment, are effectively met, & exceeded. Our long-lasting relationship with the world's leading universities system combined with extensive knowledge of the required system migrations will provide the lowest risk approach.

We are fully qualified & highly motivated to perform the services offered under this proposal. Should our proposal be accepted, ThoughtFocus agrees to enter into a contract under the terms and conditions as set forth by JMU.

If you have any questions or desire additional information, please reach out to the contacts listed below.

Best regards,

DivyaTej Raghu Rao
Vice President, Business Solutions
300 Spectrum Center Dr., Suite 940
Irvine, CA 92618
Telephone: 949.777.5505
Email: divyatej@thoughtfocus.com
THOUGHTFOCUS

1. Signature Page

Attached to the next page.

REQUEST FOR PROPOSAL
RFP# FDC-1175

Issue Date: **June 15, 2023**

Title: **Information Technology Consulting Services**

Issuing Agency: **Commonwealth of Virginia**
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on August 3, 2023 for Furnishing the Services Described Herein.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries For Information And Clarification Should Be Directed To: Doug Chester, Buyer Senior, Procurement Services, chestefd@jmu.edu; 540-568-4272; (Fax) 540-568-7935 by July 20, 2023 by 5:00 PM EST.

NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.
In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:
ThoughtFocus Inc.,
300 Spectrum Centre Dr., Suite 940
Irvine, CA 92618

By: R. D[signature]
(Signature in Ink)

Name: DivyaTej Raghu Rao
(Please Print)

Date: Aug 11, 2023

Title: Vice President, Business Solutions

Web Address: www.thoughtfocus.com

Phone: 949.777.5505

Email: divyatej@thoughtfocus.com

Fax #: 1 (833) 822.1221

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1 [initials] #2 [initials] #3_____ #4_____ #5_____ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:
☐ YES; ☒ NO; *IF YES* ⇒⇒ ☐ SMALL; ☐ WOMAN; ☐ MINORITY ***IF MINORITY***: ☐ AA; ☐ HA; ☐ AsA; ☐ NW; ☐ Micro

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

2. ThoughtFocus response to statement of needs

2.1 Experience providing IT consulting services

Describe your corporate competencies/experience providing IT consulting services for one or more of the technologies listed below.

a. Oracle Core Technologies
b. Oracle/PeopleSoft Enterprise Solutions
c. Desktop and Mobile Device Management
d. Microsoft Azure and M365
e. Okta
f. Data Analytics/Visualization/Warehouse/Lake
g. Change Management Training, Services, & Certification
h. Security and Federation Services
i. Cisco Technologies, Infrastructure Support, and Virtualization
j. Audio Visual Technologies
k. Secure Research Enclaves
l. Other Technology

Answer:
ThoughtFocus proposes to offer services in following areas

- Oracle/PeopleSoft Enterprise Solutions
- Data Analytics/Visualization/Warehouse/Lake
- Salesforce (Enterprise CRM)
- Boomi

For over 19 years, ThoughtFocus has provided consulting services to various K-12 Schools and Higher Education clients. ThoughtFocus provides clients with an unmatched level of relevant Enterprise reporting and integrations, Business Intelligence, Enterprise ERP, Oracle PeopleSoft, Cloud Services, and custom applications experience in Higher Education. This blend of experience, skill, and bandwidth will meet the specific and unique requirements of the JMU projects. ThoughtFocus is currently providing services to a leading public university in the U.S. with 23 campuses, almost 450,000 students, and 47,000 faculty and staff. We are the preferred vendors for top Higher Education institutions in South California and across U.S.

ThoughtFocus has more than 50+ customers in the Education sector ranging from K-12 Schools and Universities to product companies that deliver software to this vertical. We have completed more than 100+ projects for these colleges and universities. We have provided services to entities with multiple campuses like California State University and Arizona State University. This experience helps us understand higher education specifics and avoid domain-related gaps. Our Service offerings have been customized for the education sector and include the following:

- **Education-specific offerings include Student Information, Human Resources, Finance Analytics, Reporting, and dashboards.**
- Best practices and expertise in Oracle/PeopleSoft strategic planning, development, implementation, upgrade, and customization services.
- System integration and technology consulting
- **Oracle Business Intelligence 12c Integration and Development**
- Amazon RedShift **Integration and Development**
- Kafka Integration and Development

- Extensive experience in delivering PeopleSoft upgrades by leveraging the ThoughtFocus upgrade lab.
- Enterprise application maintenance, upgrades, and support
- Data Management, Data warehouse, and Analytics
- YANA-automated BOT solution for education campuses
- Managing campus ERP and administrative systems
- Application development and management
- Business Intelligence solutions
- Enterprise content management solutions
- IT security solutions and IT operations support
- **Cloud computing solutions for customers through public, private, and hybrid models with a comprehensive layer of managed cloud services**

- 50+ clients, including leading Universities and schools.
- Experience with multi-campus universities

We will use this experience and relationship to carry out the following services at JMU seamlessly while taking care of education industry specifics.

2.1.1 Oracle Peoplesoft and Boomi Implementations at World Class Universities and campuses

ThoughtFocus' successful record of accomplishments speaks directly to our capabilities to deliver on higher education Oracle/PeopleSoft Applications:

ThoughtFocus has been (and continues to be) the partner of the CSU system for several years. Over this period, ThoughtFocus professionals have worked on CSU Oracle/PeopleSoft Campus Solutions, HR, Finance, Interaction Hub (Portal) applications initiatives, Oracle PeopleSoft EPM, and Oracle Business Intelligence.

The following are a few examples of this:

- **A public university in San Jose, California:** ThoughtFocus' delivered a strong team of PeopleSoft techno-functional consultants needed by university to ensure project success with quality service delivered on time for many Oracle/PeopleSoft projects including Oracle/PeopleSoft Campus Solutions (CS) 9.2 Upgrade/Split project, Oracle/PeopleSoft bolt-ons development, production backfill, etc. The consulting team with PeopleSoft CS 9.2 upgrade hands-on experience, with expertise across key CS and HR modules including Student Records, Campus Community, Financial Aid, Student Financials, Core HR, Benefits, Absence, and Workforce Administration, In addition to the functional areas, the team members have provided technical expertise with SQR's, Application Engines, Application Designer, Component Interfaces, Integration Broker, PeopleSoft security and web services

- **California State University East Bay (CSUEB)**
  ThoughtFocus has been (and continues to be) supporting CSUEB on Oracle/ PeopleSoft Applications. ThoughtFocus team members worked on Oracle/PeopleSoft Campus Solutions (CS) 9.2 Upgrade/Split project, Data and Analytics solution sourcing from Oracle/PeopleSoft HR and Campus Solutions. Presently we are supporting CSUEB in Oracle/PeopleSoft functional/technical services in HR, Campus, and Oracle/PeopleSoft integration with Salesforce, Mobile, and many other applications.

  ThoughtFocus team members helped CSUEB to upgrade the PeopleTools 8.56 and 8.57 Linux webserver, and Oracle DB upgrades. Our team supported to integration Ad Astra, IDM, OnBase, College Scheduler, CE Shopping cart, Dell Boomi, and Salesforce with Oracle/PeopleSoft.

- **California State University Fullerton (CSUF)**
  ThoughtFocus has been the partner for the CSUF for several years. Over this period, ThoughtFocus team members have worked on various CSUF projects including Oracle/PeopleSoft HR, Finance and Campus Solutions, Student Data warehouse implementation using Oracle Business Intelligence suite,

Oracle/PeopleSoft EPM implementation, and upgrade Oracle/PeopleSoft Interaction Hub (Portal) integration solutions, Value-added solutions such as AI-based chatbot integrating with Oracle/PeopleSoft Campus Solutions and HR applications, Document and Business Process Management on IBM, OnBase, MS SharePoint Implementation and integration Oracle/PeopleSoft App with Adobe Sign and Adobe Experience Manger (AEM) platforms and Custom applications using JDeveloper, Microsoft .NET, etc. Presently, ThoughtFocus professionals are providing Functional services in Student Financials, and Fin-Aid areas.

- **California State University Dominguez Hills (CSUDH)**
  ThoughtFocus provided and continues to provide development, upgrade, and consulting services on Oracle/PeopleSoft Applications (Campus Solutions, HR, and Interaction Hub), Implementing Student, HR, and Finance BI/Data warehouse solutions on Oracle/PeopleSoft EPM and Oracle BI platform, implementing value-added solutions for Oracle/PeopleSoft Campus solutions such as AI-based Chatbot. ThoughtFocus team members worked on moving reports from Microsoft Reporting solution to Oracle/PeopleSoft EPM in areas of HR, Finance, Student Admissions, Student Records, Student Success, Financial Aid, and Student Financial Services.

- **A public university in the Northridge:**
  ThoughtFocus provided and continues to provide development and consulting services to university on Oracle/**PeopleSoft** Applications. ThoughtFocus team members presently supporting university on Oracle/PeopleSoft Interaction Hub (portal) upgrade project. ThoughtFocus team worked on Oracle/PeopleSoft EPM Data and Analytics solution sourcing from Oracle/PeopleSoft HR and Campus Solutions.

- **A public research institute in USA**
  ThoughtFocus provided and continues to provide development and consulting services on Oracle/PeopleSoft HR and Campus Solutions, Implementing Student and Finance BI/Data warehouse solutions on Oracle/PeopleSoft EPM platform. Presently, ThoughtFocus team members are working on **migrating** Oracle/PeopleSoft EPM platform to the Oracle BI platform and Invocative solutions integrating Oracle/PeopleSoft Campus Solutions with AI/ML-based chatbot solutions. Institute was facing major issues due to multiple Operator IDs existing for the same user in the PeopleSoft system. Our expert team helped to combine the multiple user ids into a single user identity.

- **A public research university in San Francisco.**
  ThoughtFocus provided consulting services for university on Oracle/PeopleSoft HR, Finance, and Campus Solutions, Implementing Student and Finance BI/Data warehouse solutions on the Oracle BI platform.

- **Cal Poly Pomona (CPP)**
  ThoughtFocus provided development and consulting services to CPP in implementing Student Success Dashboards in support of the CSU graduation initiative. The dashboards have a variety of data elements to establish persistence and graduation benchmarks. ThoughtFocus team was involved in report analysis and development on Oracle/PeopleSoft Campus Solutions, Oracle Reports, ETL script design and development sourced from Peoplesoft HCM system, Data model analysis, and design and provided training on Oracle/PeopleSoft Apps.

- **California State University, Chancellor Office (CSUCO)**
  ThoughtFocus team members worked on the Common Financial System (CFS) at CSUCO and were involved in the PeopleSoft Finance system consolidation and Oracle Business Intelligence (OBIEE) Reports Development Project implementation

- ThoughtFocus is a qualified partner for Arizona State University providing professional services in support of various systems and technologies that the University Technology Office (UTO) supports including Oracle/PeopleSoft applications

- ThoughtFocus Team members provide functional and technical consulting services University of California Office of the President (UCOP) Oracle/PeopleSoft HCM 9.2 implementation project
- ThoughtFocus team members have worked on the Oracle/PeopleSoft HCM 9.1 to HCM 9.2 upgrade project
- ThoughtFocus is presently providing Oracle/Peoplesoft Functional/Technical and Production backfill services on Campus Solutions 9.2 to Claremont Graduate University
- ThoughtFocus provided consulting support to Kamehameha Schools Hawaii for the PeopleSoft HCM 9.1 and are assisting with the design, architecture, customization, and implementation of HR and Student modules.
- ThoughtFocus is a partner with Hawaii Pacific University in implementing and supporting HPU ERP related systems using Oracle Forms and Database tools and other technologies such as JDeveloper, Microsoft .NET, and SharePoint
- ThoughtFocus is presently servicing projects on Oracle Forms and Reports, Oracle PL/SQL, Application development in Java for the Department of Transportation State of Hawaii
- ThoughtFocus team members have extensive functional/technical experience in Oracle/PeopleSoft HCM 9.2 including, HCM 9.0/9.1 to 9.2 upgrade, HR/CS split, HCM integration Finance and Campus Solutions, and third-party software in Higher Education and public services domain.

ThoughtFocus brings a unique blend of expertise and skillsets to JMU projects, based on the various delivery projects listed above, experience in the Higher Education industry, and domain-specific knowledge of various applications.

ThoughtFocus' depth and breadth of knowledge in the Oracle/PeopleSoft Applications delivery projects as demonstrated with the above projects specifically in the Higher Education space and multiple university domain-specific knowledge in the Oracle/PeopleSoft arena can bring a unique blend of expertise and skillsets to successfully deliver the projects for JMU system.

2.1.2 Oracle Peoplesoft capabilities

For over 19 years, ThoughtFocus has provided consulting services to a wide variety of Higher Education clients. ThoughtFocus provides universities with an unmatched level of relevant Oracle PeopleSoft and custom applications experience in Higher Education – this blend of experience; skill and bandwidth will meet the specific and unique requirements of the projects.

ThoughtFocus has internally organized a "Technology Center of Excellence" (CoE), which includes a **PeopleSoft** CoE that focuses on solution development, process improvement, and development of methodologies for various services. Our expertise in PeopleSoft span across PeopleSoft platforms as shown below.

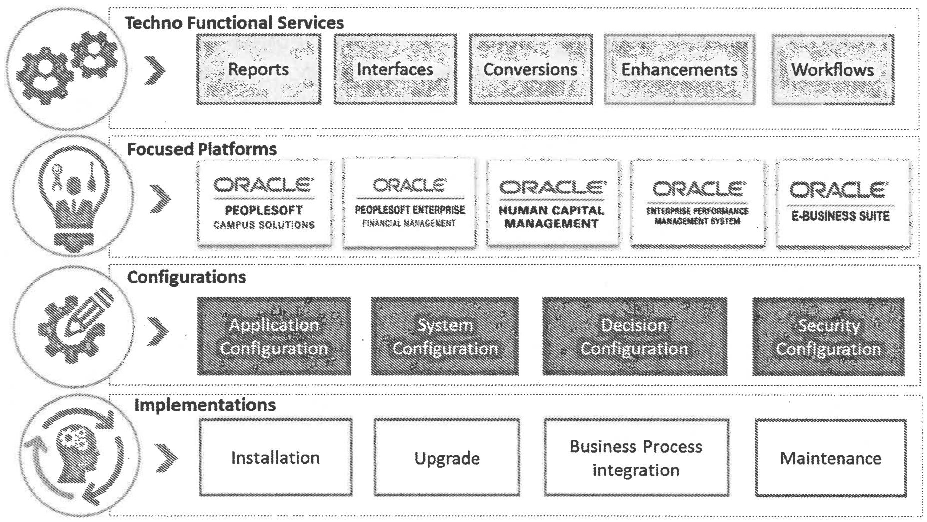


Figure 1 PeopleSoft platform expertise

Our experts have developed processes, methodologies, accelerators, tools, and domain-specific knowledge, which enable us to offer a comprehensive range of services in the following areas:

Service Offerings in Oracle/PeopleSoft

- Technical consulting in implementation, upgrade, development of PeopleSoft Bolt-Ons, report development, application migration, and data migration
- Upgrade services between versions 8.9/ 9.0 to 9.2. Application and Tools upgrade from 8.4x to 8.5x
- Development of PeopleSoft work centers, workflow, dashboards, and security configurations.
- PeopleSoft Secure enterprise search development, related actions framework, PS interaction hub, FLUID user interface development, web services development, data archive manager, integration broker, and multi-channel framework
- Application integration services for various legacy systems, other software systems, and PeopleSoft applications
- Testing includes functional testing, regression testing, and load testing using standard testing tools
- Training in functional, technical streams and Helpdesk support (remote/ onsite)
- Enhancements (interfaces, reports, and templates)
- System health check

ThoughtFocus has end to end experience in Oracle PeopleSoft Campus Solutions, HCM, and Financials as depicted in the table below:

Campus Solutions	Implemented, Upgraded, and Provided consulting support for multiple Universities/Colleges; Application development including customizations, bolt-ons, integrations, SSO, using PeopleTools and many other programming platforms
Human Capital Management	Provided both functional and technical consulting services for higher education organizations and many other industries; Familiar with PeopleSoft HCM, Oracle HR, Oracle EBS, Workday HR, SAP Success factors HCM systems; Application development, integration with PeopleSoft Campus Solutions; Implemented, Upgraded, and Provided consulting services for many organizations including universities/colleges;
Financials	Provided both functional and technical consulting services for higher education organizations and many other industries; Familiar with PeopleSoft Financials, Oracle EBS, Workday Finance, SAP Finance Financials systems; Application development, integration with PeopleSoft Campus Solutions and HCM; Implemented, Upgraded, and Provided consulting services for many organizations including universities/colleges;

We have worked on all the modules in Oracle Peoplesoft Campus Solutions, HCM, and Financials as shown in the picture below:

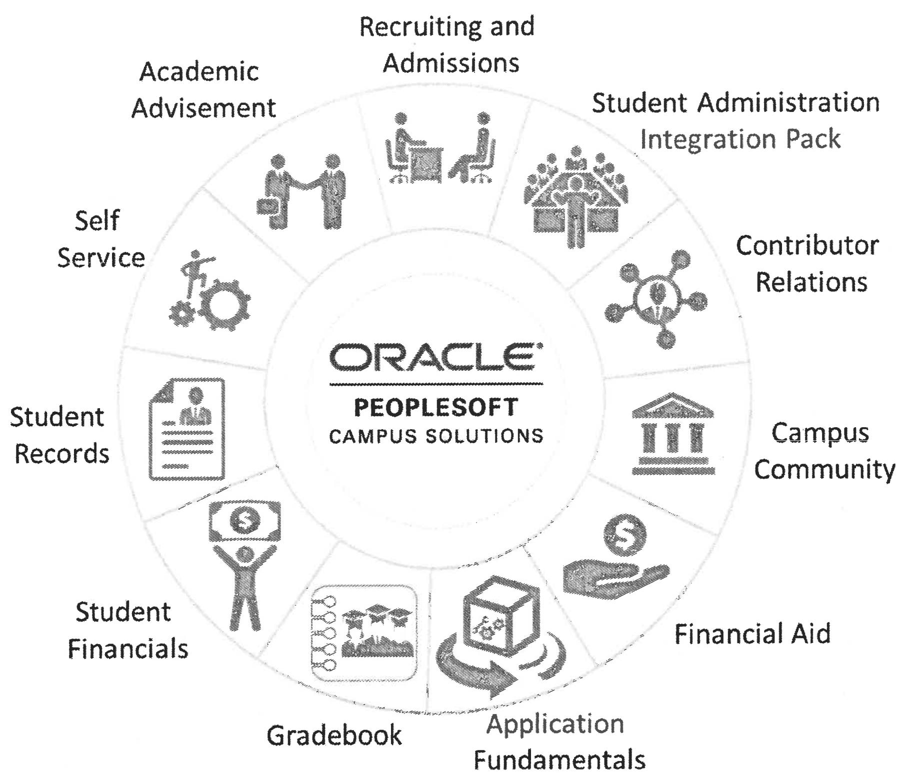


Figure 2 Functional expertise overview

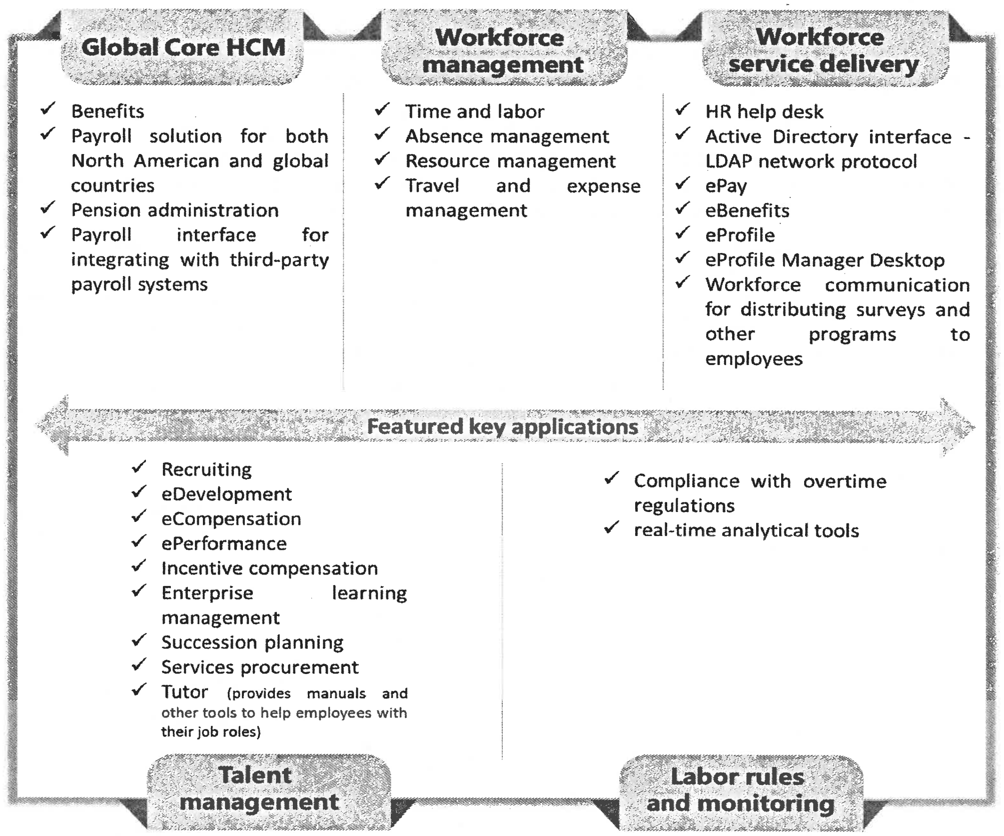


Figure 3 ThoughtFocus Expertise in HCM modules

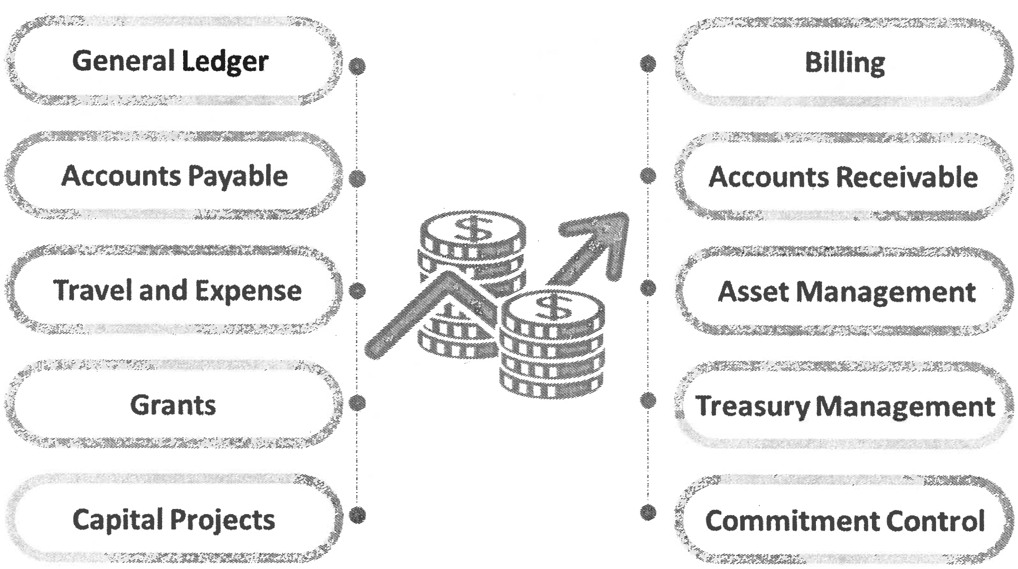


Figure 4 ThoughtFocus Expertise in Financial Management System modules

2.1.3 Data Warehouse and Analytics

2.1.3.1 OBIA Reporting and Integration

ThoughtFocus has a team of highly skilled Data Architects, Data Analysts, Integration Specialists, and Solutions Architects who have provided services to entities with multiple campuses and higher education institutions to collect and analyze. Present data from various enterprise sources and offer solutions by integrating data from different systems, databases, and applications to generate meaningful reports and insights that drive decision-making and business performance.

ThoughtFocus' successful record of accomplishments speaks directly to our capabilities to deliver on OBIA Enterprise level Reporting and Integration:

Technical Implementations:
The following are the examples of projects/services provided to our key clients:

- **Upgrading and implementing OBIA/ ODI infrastructure:** ThoughtFocus' delivered a strong team of Oracle techno-functional consultants needed by the client to ensure project success with quality service provided on time for upgrading and implementing OBIA/ODI infrastructure necessary to support the frontend OBIEE and SIA, HR, Finance, and Procurement & Spend analytics data warehouse reporting environments. We have converted PeopleSoft EPM ETL jobs to Oracle ODI, retrofitted custom IBM DataStage ETL and PL/SQL to Oracle ODI, and Retrofitted all reporting dashboards. Installed and configured the new Oracle ODI for BI Apps SIA, **HR Analytics, General Ledger, Procurement, and Spend Analytics.** ThoughtFocus has integrated a baseline model of Oracle ODI ETL and Dashboards. Provided detailed documentation and helped the client team with complete knowledge transfer of the newly built systems.

- **Cloud Data Warehouse on the Google Cloud Platform:** An oldest public university on the West Coast and the founding campus of the Client system. San Jose campus had an on-premises data warehouse, and scaling up to meet changing needs became necessary, and ThoughtFocus helped clients to replace systems that could not meet new demands.
  ThoughtFocus evaluated all the source systems and recommended using a Cloud Data Warehouse on the Google Cloud Platform:

  - Created a centralized Data Lake Platform to have a single view of data and helped draw actionable insights from that data migrated to GCP and integrated with multiple existing systems.
  - Used Apache Sqoop for Data ingestion; this will help to ingest the data from any RDBMS instance.
  - Pub-Sub for ingesting semi-structured and unstructured data into Google Cloud storage.
  - Leveraged GCP's Dataproc service to spin clusters with Apache Spark capabilities. Apache Spark was used to transform the source data and apply business logic.
  - The transformed data was stored in BigQuery Datawarehouse. BigQuery is a fully managed serverless data warehouse.
  - The data residing in the BigQuery was used for Visualization.

- **Design and development of a modern data warehouse solution:** A group of universities sought consulting services to help them create a modern data warehouse using Amazon Web Services (AWS). They planned to develop a new data warehouse solution incorporating data from various sources, including student administration, academic records, learning management systems, human resources, and uAchieve. ThoughtFocus was brought in to assess the source systems and recommend a Cloud Data Warehouse on AWS. The project's main objective was to replace the traditional Oracle-based BI solutions with more advanced cloud-hosted hybrid data lake solutions. The solution was developed according to the client's preference for cloud-native data warehousing. It offers all the benefits of fully managed Amazon Web Services (AWS) services.

The ThoughtFocus team helped the universities by performing the following tasks.

- Created a centralized Data Lake Platform to have a single view of data and helped draw actionable insights from that data migrated to AWS and integrated with multiple existing systems.
- We leveraged AWS Glue to transform the source data and apply business logic.
- The transformed data is loaded onto **Redshift** Datawarehouse using COPY command.
- The data residing in Redshift is used for Visualization using the QuickSight visualization tool.

Modernized Campus Data Warehouse and AWS Landing Zone:

A well-known public university in California sought an IT partner to assist them in creating a framework that would be simple to implement, compatible with multiple data sources, and accessible to all higher education staff to assess the effect on student outcomes. After analysing the client's environment, ThoughtFocus Cloud specialists established the infrastructure and deployed the data warehouse. ThoughtFocus provided a pre-built Modernized Campus Data Warehouse framework (MCDW) for higher education that employs AWS's computing, scaling, and security features. The developed framework offers a starting point for a cloud data warehouse that can be further tailored to meet the client's needs.

The following are the critical tasks performed:

- Multi-account organization framework that deploys new accounts based on the foundation SCPs customized to the customer's needs.
- Infrastructure as code for the data warehouse project.
- CI/CD pipelines for the data warehouse project.
- Instructions playbooks to monitor and control multi-account organization.
- We have provided training to identify individuals of the client on using the instruction playbooks.
- On-demand support to address any AWS issues related to the project till it goes live.

Data warehouse and Analytics using Google Cloud Platform (GCP):

A university in the higher education domain experienced difficulties in expanding its data warehouse to accommodate peak loads, even when such usage occurs sporadically. The challenge was to scale up the system to meet evolving requirements and replace outdated hardware and software. Additionally, the University had to handle moves, adds, and changes to its infrastructure.

ThoughtFocus provided a solution that involved the following steps.

- Created a centralized Data Lake Platform to have a single view of data on the cloud.
- Used Apache Sqoop for ingesting structured data and Pub-Sub for unstructured data.
- Leveraged GCP's Dataproc to spin clusters with Spark for data transformation.
- Transformed data is stored in GCP's Datawarehouse named BigQuery.
- Google Data Studio and Tableau were used for data visualization.

Azure Cloud Solutions for Calculations and Report Generation:

A significant mortgage service provider in the United States sought a cloud-based solution for calculating and generating reports. The client currently had an On-Premises environment, but they were struggling to upgrade to the latest version. Compounding the issue was that data remained locked in older formats, making it difficult to share. As a result, their customers had to buy, install, maintain, and upgrade their IT infrastructure to use the software. We helped the client to omit the above challenges with the below solution.

The ThoughtFocus team analyzed the client's existing On-prem environment and implemented the following services.

- Microsoft Azure Cloud Solutions for computing for Calculations and Report generation
- Microsoft Azure Solutions for storage for saving Bank Transaction Feeds and uploaded files.
- Microsoft Azure SQL and Data Factory for Data persistence and ETL
- Azure DevOps for CI/CD and Project Management

The ThoughtFocus team has experience in providing technical consultation for Campus BI solutions. And the following are the tasks executed for one of our higher education clients.

1. Assisted the university IT team in troubleshooting and resolving the delivered Campus Data Warehouse (CDW) solution, including Data Ingestion, Data Transformation, and Tableau Visualization components.
2. Provided Maintenance and Support on GCP Production and non-production instances.
3. We aided the IT team at the university in resolving the failures of the ETL batch with the latest version.
4. We have recently made some updates to Cloud Composer, Airflow, and other components of our CDW project. These updates include minor patches and version deployments. Additionally, we have addressed any security vulnerabilities identified by the University's security scans.
5. ThoughtFocus has partnered with CSU for several years and has worked on various BI projects involving finance and student data warehouse implementation. We utilized BI technologies such as Oracle Business Intelligence Stack, IBM Watson, IBM Cloud, Tableau Software, and Amazon Cloud.

2.1.4 Salesforce Capability

ThoughtFocus is a Salesforce Consulting partner, we have completed over 50+ Salesforce-related projects for 30+ successful and 25+ recurring clients.

ThoughtFocus provides a range of services. Our professionals can handle everything from building the Salesforce platform from scratch to transferring the current ones to Salesforce or optimizing the existing ones to boost effectiveness and cost-efficiency. We provide end-to-end services.

Strategy. Facilitate software *needs assessment, education, planning, tool selection and solution adoption* activities necessary to direct a successful deployment.

Process Design. Assist with the process and organizational design aspects of a deployment (e.g., as-is/to-be workshops, KPI / performance measures definition, Workflow and integration).

Deployments / Consolidations. Following an Agile deployment methodology, support the design, configuration & integration activities associated with deploying/consolidating/upgrading Salesforce technologies.

Custom Development. Direct the agile design and configuration of custom solutions and extension within our clients existing Salesforce Platform

Integration. Assist with the integration of various back-office and customer facing tools (ERP, Inventory Management, Managed Packages, Quoting, Email/Calendar, etc.)

Figure 5 Salesforce Servces

The following is a snapshot of our Salesforce components services.

SALES CLOUD
Leverage the world's #1 CRM solution to close more deals, increase productivity, and improve data visibility.

SERVICE CLOUD
Give customers the answers they need, when they need them, and provide the data service reps need to solve cases quickly.

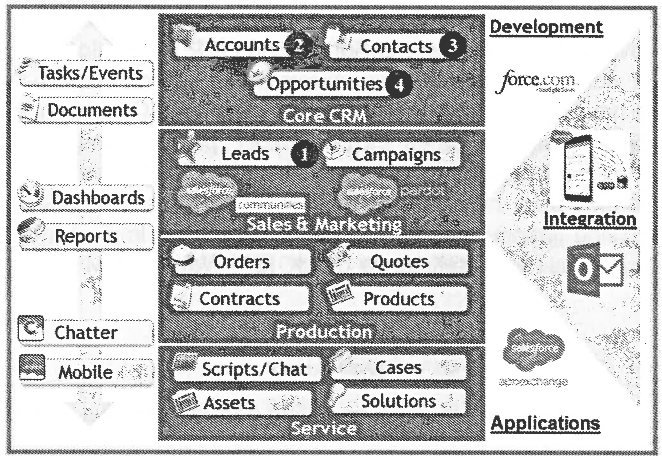
MARKETING CLOUD
Maximize every customer interaction by creating personalized, cross-channel journeys across email, mobile, and social.

COMMUNITY CLOUD
Engage customers, partners, and employees with direct interaction through a powerful online collaboration platform.

ANALYTICS CLOUD
Unify datasets from multiple sources into a single view on any device to get fast answers and take immediate actions.

APP CLOUD
Solve business challenges with apps from the AppExchange or develop custom solutions on the Force.com platform.

Salesforce Core Components



1. **Leads** Acquired / accumulated "suspects" to nurture and promote to a new accounts & opportunity.
2. **Accounts** Track relevant background data on *Prospects, Customers, Distributors, Owners, Contractors, Vendors, Suppliers...*
3. **Contacts**. Track individual(s) affiliated with an Account - *Name, title, roles, types, phone, address, email, relationship(s), comments...*
4. **Opportunities**. Prospective sales opportunities – *Title, Type, Description, Stage, Process, Key Dates, Revenue, Source...*

Figure 6 Salesforce components services.

2.2 Approach and methodology – IT Consulting Services

Describe approach and methodology that will be used to provide IT consulting services to James Madison University. Include how your firm would manage the scope of projects.

2.2.1 Enterprise Solutions (PeopleSoft, Salesforce, Boomi)

2.2.1.1 Methodologies

ThoughtFocus believes in engaging with its clients from the early stages to help our clients in setting their business goals for an implementation or upgrade for higher education domain. This helps in easily measuring the success of implementation.

To ensure successful implementation or upgrade of Oracle/PeopleSoft ERP, we collaborate with clients to addresses the following important aspects:

- Functional fit with the company's business processes.
- Degree of integration between the various components of the ERP system.
- Flexibility and scalability.
- Complexity, user friendliness.
- Ability to support multi-site planning and control.
- Technology, client/server capabilities, database independence, security.
- Availability of regular upgrades.
- Amount of customization required.
- Local support infrastructure.

Assisting with maintenance, customization and hardware requirements leveraging our years of experience in Oracle/ PeopleSoft as well as other ERPs, we have developed a dedicated methodology called "Thought ERP Methodology" for ERP implementation and upgrades, including Oracle Peoplesoft.

Our "Thought ERP Methodology" offerings cover the following phases of an Oracle/PeopleSoft implementation and/or Upgrade:

- **Discovery Offering** - Pre-Implementation Phase
- **Define and Deliver Offering** - Implementation Phase
- **Operate Offering** - Post Implementation Phase

The diagram below shows our Thought ERP methodology

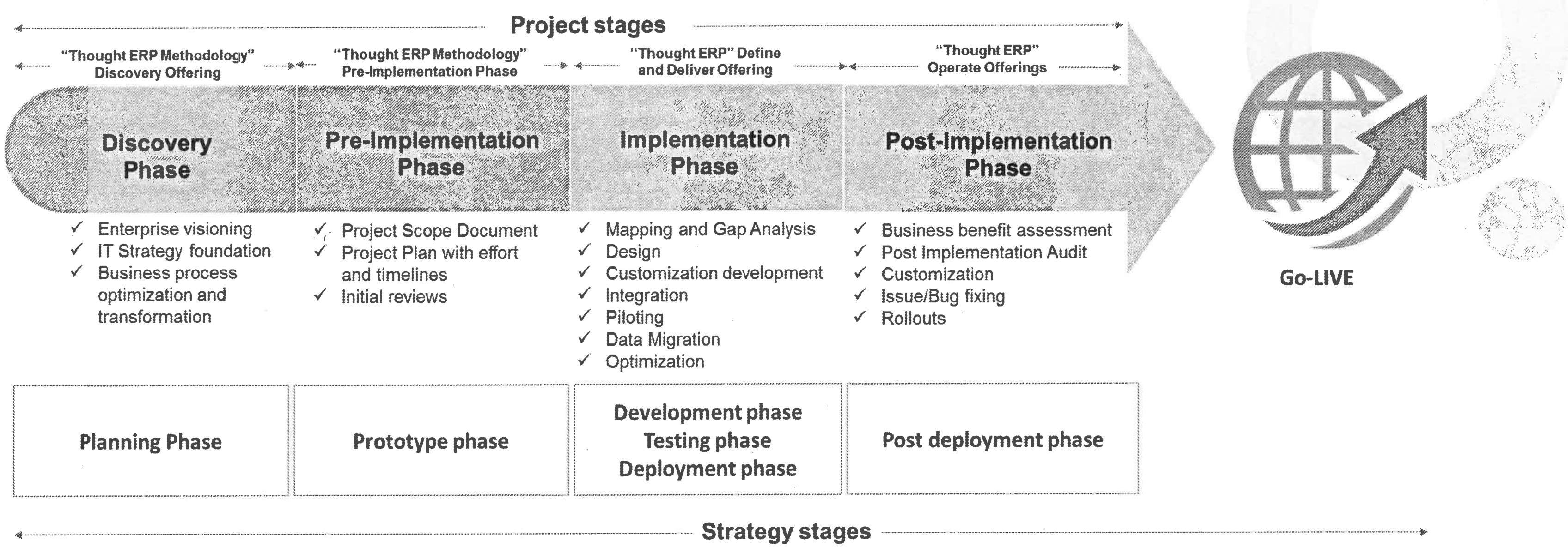


Figure 7 Thought ERP Methodology

Highlights

- ThoughtFocus proprietary methodology for implementation of enterprise solutions
- Aligns Implementation process to business strategy
- Ensures project success through defined guidelines at each stage
- Integrated with the global development model to optimize project costs

"Thought ERP Methodology" Discovery Offering lays the groundwork for successful ERP implementation before you embark on your journey of implementation. We collaborate closely with the client to ensure the synchronicity of goals, specific business operations, and IT infrastructure. This involves:

1. Enterprise visioning
   - Assess company's long-term goals and objectives
   - Reviewing organizational thrust areas and processes supporting the same
2. IT strategy formulation
   - Reviewing the existing enterprise architecture
   - Integration aspects with other applications
   - Specific hardware infrastructure requirements
3. Business process optimization and transformation
   - Identification of key stakeholders, their needs and expectations
   - Arrive at a mutual understanding of what are the broad requirements, functions, procedures.
   - Optimizing the context processes by restructuring
   - Realigning processes to develop core processes to keep the focus on the organization's strategic objectives
   - Moving the organization from a functional focus to an end to end process focus.
   - Developing the change management strategy
   - Enhancing and modifying the business rules

"Thought ERP Methodology" Pre-Implementation Phase is the time to identify the current state of doing business, and to analyze the requirements and the expectations of the new information system. Optimization of business processes rather than technical innovation should be the focus of an ERP implementation project. The pre-implementation stage is also a good time to examine current processes that govern your flow of information and material throughout the order-to-delivery process and ultimately the entire supply chain.

Activities	Deliverables	Participants
▪ Scoping team selection ▪ Project scope definition ▪ Project team formation ▪ Project team requirements identification ▪ Workshop ▪ Project planning and sign-off ▪ Quality assurance check ▪ Formal kick-off	▪ Project Scope Document ▪ Project Plan with effort and timelines	▪ ThoughtFocus Team: Project Managers and Business Analysts ▪ Customer Team: Project Sponsor, Project Manager, Business Champions (Key SME's), Business Analysts, IT Operations Representatives (DBA, Network Admin), Key Architects

"Thought ERP Methodology" Define and Deliver Offering

The Implementation Phase leverages the Discovery/Pre-Implementation phase recommendations and translates them into a development solution for the organization. The services in this phase include delivering solutions in implementation, integration of PeopleSoft across applications, customization, training, implementing change management initiatives, and data migration/cut-off strategies.

ThoughtFocus also specializes in optimizing ERP implementations to achieve maximum benefits and return on investments.

The activities performed during this phase are as follows:

1. Installation at customer's site
2. Configuration
3. Mapping and Gap Analysis
4. Advanced key users training
5. Design and Redesign Activity

6. External interface and integration specifications
7. Data conversion and Data migration
8. Customization
9. Prototype development
10. Integration and testing.
11. Final configuration of the Information System
12. Piloting
13. Agreement on final business solution
14. Documentation
15. End users training.
16. Parallel running of the old and the new system
17. Go Live
18. Implementation monitoring
19. Optimizations.
20. Product Support

Mapping and Gap Analysis: The mapping stage covers a detailed analysis of customer's requirements and consequently the adaptation of PeopleSoft software to the operations through the configuration process. Based on a detailed checklist following elaborate planning, design, scheduling and implementation, the end result of this stage is the formulation and configuration of company's operational model.

Activities	Deliverables	Participants
▪ Study requirements and perform Gap Analysis ▪ Note customizations, prioritize and estimate effort for the same ▪ Start work on establishing Developing Activities ▪ Prototype the application	▪ High level gap analysis document ▪ Draft Data Migration Strategy and Data Migration Plan ▪ Draft User profiles and Responsibility mapping ▪ Application Prototype and related documentation ▪ Revised project plan	▪ ThoughtFocus Team: Project Manager, Business Analysts, Technical Team ▪ Customer Team: Project Manager, Business Analysts, Key SME's, IT operations representatives (DBA, Network Admin, System Admin), Key Architects

Design Activity: We analyze client's requirements and needs and develop a design plan to meet the requirements. The objective is to achieve mutual agreement on an ERP solution that will contribute to the accomplishment of company's long-term goals.

The design involves a detailed description of all existing business functions and processes in the organization including current and to-be document types and information and material flows. In this stage there may be a necessity of reorganization, hence activity reorganization plan should be discussed and mutually agreed.

As a result, a management model of the organization should be created that would be used as bases for the customization of the PeopleSoft ERP system. This stage will be iterative in nature to get a quick feedback from key users on the feasibility of a certain business process. Prototypes of customization, data integrations will also go through the review process.

Activities	Deliverables	Participants
▪ To-Be Process Design ▪ Functional Specifications for Custom Components, Data Migration Programs	▪ High Level Design document ▪ Detailed Design document ▪ Unit test checklist document ▪ Revised project plan	▪ ThoughtFocus Team: Project Manager, Business Analysts, Project Team ▪ Customer Team: Project Manager, Business Analysts, Key SME's

Customization Development: Based on the gaps identified and the technical design document custom components would be developed to meet the Final Configuration of the package/components in accordance with the solution design as per the "To-Be" processes document and Configuration plan.

Activities	Deliverables	Participants
▪ Technical Design and Development of all Custom components. ▪ Final Configuration ▪ Quality Assurance check (Customer 's Responsibility)	▪ Technical Specifications Document ▪ Developed and Unit Tested Application	▪ ThoughtFocus Team: Project Manager, Business Analysts, Project Team ▪ Customer Team: Project Manager, IT Operations Representatives

Integration: Based on the design document, identified integrations between PeopleSoft systems or third-party software's will be developed, implemented and tested to sustain multiple upgrades.

The integrations will be built based on publicly visible interfaces and standard-based solution approach.

Activities	Deliverables	Participants
▪ Technical Design, configuration, and development of integration components. ▪ Final Configuration ▪ Integration testing between the systems. ▪ Quality Assurance check (Customer 's Responsibility)	▪ Technical Specifications Document and Integration configuration guide. ▪ Integrated and Unit Tested Applications	▪ ThoughtFocus Team: Project Manager, Business Analysts, Technical Team ▪ Customer Team: Project Manager, IT Operations Representatives

Testing: As part of testing stage, testing is conducted as per the standards followed in test plan.

Activities	Deliverables	Participants
▪ Test scope – To define and finalize the testing scope ▪ Test execution of PeopleSoft, System/Integration, Security and Performance ▪ Test recording – Tool will be used to access ▪ Defect Triage – All identified defects will be prioritized and fixed based on JMU recommendations	▪ Test execution plan ▪ Test execution report ▪ Defect Triage plan ▪ Defect Triage report	▪ ThoughtFocus Team: Project Manager, Business Analysts, Project Team ▪ Customer Team: Project Manager, Business Analysts

Piloting: In this stage a prototype of the system is created, testing real data and documents, including strategic issues such as:

- Advanced key users training
- Generation of internal documentation
- Data conversion plan finalization
- System application management finalization
- Customizations/ adaptations completion
- External interface specifications and testing completion
- Agreement on final business solution
- Integration and testing

Activities	Deliverables	Participants
▪ To-Be Process Design ▪ Functional Specifications for Custom Components, Data Migration Programs	▪ High Level Design Document ▪ Detailed Design Document ▪ Unit Test Checklist Document ▪ Revised Project Plan	▪ ThoughtFocus Team: Project Manager, Business Analysts, Project Team ▪ Customer Team: Project Manager, Business Analysts, Key SME's

Data Migration: This stage covers the data migration to PeopleSoft ERP Application which includes the following:

- Installation at customer's site
- Data conversion and data migration
- Final configuration of the Information System
- Parallel running of the old and the new system
- End users training

Optimization: This stage includes optimization of the system based on the targets set by the company according to the functionality, control, development, and completion of the information system.

"Thought ERP Methodology" Operate Offerings

ThoughtFocus takes the solution through continuous improvement, optimizing the business processes configured in ERP to deliver maximum value, once your solution is in place. We leverage the full range of our ERP expertise to enable you to mitigate risks, minimize the costs of ownership and maximize the returns on your investments. The various services offered in this arena include:

Business benefit assessment: As a proactive measure to ensure continuous improvement and for ongoing support and future projects, a business benefit assessment evaluates the benefits of changes and improvements from a financial perspective.

Post Implementation Audit: Our Audit services are aimed primarily at identifying and resolving business process inefficiencies. They can aid identifying an implementation or upgrade roadmap to optimize system performance through ERP best practice conformance. We also conduct service level compliance audits to help customers calibrate their support infrastructure.

Customization: Before doing any customization, we ensure that, the standard PeopleSoft application does not provide that functionality. The customizations are not a part of any releases by the Oracle. This process ensures that customization is carried out if, and only if, it is required thereby reducing the implementation costs for the customer as well as allowing for easier upgrades later on a feasibility study and an effort estimate are carried out once it has been decided that customizations are required. The next phase is the Analysis phase.

Issue/Bug Fixing: Flaws and functional shortcomings can occur in all the implementations. Quality Management to track reported defects and enhancement requests and to record how requests are resolved. Update the knowledge base with the root cause and solution details which will be helpful for the future.

Rollouts: We partner with you to help customize the Oracle/PeopleSoft to specific local requirements while aiding process harmonization across geographies or locations. Our expertise affords us an understanding of local requirements such as language, currencies and regulatory frameworks, multi-sites environments, multiple Oracle/PeopleSoft instances for different sites that may on different versions, environments with multiple business processes, environment with outsourced data centers or cloud. This ensures scalability of implementation to multiple environments with adaptability to localized business.

2.2.1.2 Tool's knowledge base

Our consultant has acquired knowledge on many tools and accelerators leveraging multiyear experience in Oracle PeopleSoft applications like Campus Solutions, Human Resources, Financials including Data warehouse, Business Intelligence, Learning Mgmt. System, **Dell Boomi**, Mobile Apps, **Salesforce**.

The following are few samples that were used in previous client's project executions.

Tools/Solutions	Description	Value to Client
Mobile Apps	Experience in working and Integrating with Mobile applications like Modo Lab, Appsian, Campus mobile	▪ Better approach ▪ Save cost and Efforts
LMS	Profound knowledge of integrating & administrating Learning Management applications such as Canvas, Moodle, and Blackbaud	▪ Reduced time and efforts ▪ Better design
Dell Boomi	Dell Boomi certified developer, strong development in building complex integrations using DELL Boomi. Expertise in setting up DELL Boomi Atom Clouds, local Atoms, and Molecules.	▪ Can help to build the integrations. ▪ Multiple Application knowledge can help building/designing better architecture/integrations

Tools/Solutions	Description	Value to Client
Salesforce	Trained on Salesforce application and experience in Salesforce Administration. Experience in Salesforce & PeopleSoft Integration using Dell Boomi.	▪ Better Integration and Architecture ▪ Reduced cost and efforts
Process Interface framework	A common procedure to manage & handle interface development and process development activities like generation of reports, batch processes, and outbound files for each identified pillar (Campus Solutions, HCM, and Financials)	▪ Standard Framework to develop Inbound/Outbound Interfaces and Reports
Quality Process Tools	Provides the users with capabilities to record and report the review activities for a PeopleSoft project. Also, provides a one-stop-shop for recording reviews, adding recommendations and solutions within the PeopleSoft system, multiple documentation can be avoided	▪ Easy tracking and monitoring of Status ▪ Complete report for recommendations ▪ Avoid mistakes/errors
Migration Document Automation	To auto-generate the migration document of the PeopleSoft Project	▪ Saves time for COMR process documentation ▪ Low operation cost ▪ Avoid human errors
Technical Design Document builder	To auto-generate the Technical design documents with a detailed report	▪ Boost the efficiency ▪ Increase the Performance ▪ Reduce the time consumption for Designers ▪ Avoid human errors
Status Report Tracker	Automates the status report generation process for a particular project and resource, by tracking the weekly status of the CEMLI's in the project	▪ Saves time to build the Project status
SQL Rule builder – checklist monitor	Set of rules for monitoring/ creation of checklist entries for PeopleSoft Campus Solutions 9.2	▪ Control the selection of a student ▪ Monitor Student specific checklist ▪ Track on communications sent to the student
Security Automation for PeopleSoft HR, Campus Solutions and Finance	PeopleSoft User profile security automation with auto-provision roles, institutional, chart of accounts and user preferences. Auto security assignments for new positions, the system will intelligently analyze required security for the incumbent, Auto analyze current security set up, within the context of employee and contractor status	▪ User security automation ▪ Security analysis for upgrades and retrofits ▪ Compliance tool for SOD ▪ Cost savings on Security Administration
Thought Upgrade Lab	ThoughtFocus secured lab on cloud exclusively for PeopleSoft Application/Tools upgrade	▪ Prebuilt automated process, training kit and cycles ▪ Seamless migration, transformation and Stabilization/ transition

Tools/Solutions	Description	Value to Client
		▪ Reduced infrastructure cost
Document Management Systems Connector	This is a Pre-built connector for Electronic Content Management (ECM) Systems like SharePoint, IBM FileNet and OnBase	▪ Seamless integration of Oracle/ PeopleSoft ECM ▪ One-stop-shop for Records managed in PeopleSoft with associated documents in ECM systems

ThoughtFocus would share additional details on tools based on the request from JMU.

2.2.1.3 *Best Practices and Lessons Learned*

The following list is best practices and lessons learned based on our years of experience:

1. Limit Customizations and Scope - One of the biggest problems in ERP project implementations arises when the institution attempts to customize the new system to fit every existing business practice. Most state-of-the-art ERPs are based on best and current business practices.
2. Creating the Single-Team Atmosphere - A typical ERP project involves personnel from several departments within the institution as well as a sometimes-major injection of consultants. A primary reason for less than successful ERP implementations is the inability of this disparate group to come together in a focused, team-oriented manner.
3. Key Functional Issues and Challenges - The ERP functional team will encounter significant challenges not touched on previously, which you should anticipate early in your project:
   - Process engineering — Changes in current business processes are often needed and recommended as a result of an ERP project.
   - Back-filling of staff — Do not assume someone can do everything they did before the ERP started and also serve as an important agent on the ERP project. Be realistic about needs, both on the ERP project and back in the functional unit.
   - Training — Seriously consider the type and timing of training. The traditional form of training, where a person goes for days at a time and does not interact with the system for months, does not work
   - Recruiting and retaining staff — Once you train people on an ERP system, they become more marketable. You will need to consider the difficulty of recruiting key personnel and get started early
   - Addressing gaps — Gaps will occur between what you perceive is needed and what different ERP solutions can provide. You will need to make some compromises or get your wallet out to support modifications to the system.
   - Validation of data and systems — You will need to plan a mid-course risk assessment and a preproduction audit before you go live to verify your testing of the system and final production setups.
   - Communications — If we had to select one thing we should have done better: it is recognizing the importance of communications to a successful ERP project.
4. Key Technical Issues and Challenges – The technical issues to consider in your ERP project follow:
   - Holding the line on modifications — The technical team needs to work closely with the functional team to hold the line on modifications since they will inherit the system and have to maintain the modifications. When computing the cost-benefit ratio, do not forget the discounted cost of maintaining the mod through the inevitable rapid upgrades in the future.
   - Recruiting the talent needed and retaining them — Personnel issues will hit the technical team as well, especially the difficulty in recruiting applications database administrators, change managers, system engineers, Technical and Functional Consultants (including all levels)
   - Conversion of data — Do not underestimate the challenge of converting years of legacy data into a new format needed for the ERP system. A better approach may be to ship the legacy data to an archive or data mart, then start the new system fresh or with little converted legacy data. Few universities have succeeded in converting more than one year of detailed data and several years of summary data. Be realistic or start early
   - Interfaces — Who is going to maintain interfaces in the new ERP environment? Who is responsible for checking the data before it is shipped to the ERP system? The new model of operations will most likely not conform to your previous approach.
5. Change management and problem tracking
   - Early involvement of business users/SMEs has been key to successfully moving forward on the data conversion, and customization discussions required for the project.
   - Involving consulting resources with both cross-module experiences has been extremely helpful for the cross-application business process discussions (Work-study, Faculty workload, etc.).

- Configuration issues. The details of the configuration are more nuanced than just relying on Business Unit as a high-level key in the system. Several auto-numbering functions must be evaluated (Position Numbers, EMPLID, Employee Record Numbers, etc.), and not every table is keyed by Business Unit.
- Recruiting is a challenging module due to campus-specific customization and branding requirements.
- Single Sign-on and Portal requirements must be addressed as a part of the project.
- Consolidating Security Schemas in the two systems is a significant amount of work.

2.2.2 Data Analytics/Visualization/Warehouse/Lake

ThoughtFocus has a profound understanding of higher education systems and an extensive grasp of data warehousing and data lake technologies, our consulting team stands ready to partner with your institution. We specialize in guiding the assessment, design, and development of a cutting-edge Modern Datawarehouse solution tailored to your academic needs, seamlessly transitioning from on-premises to the dynamic landscape of the Cloud (AWS, Azure, GCP). Harnessing our expertise, we ensure a smooth migration and optimization of Student Administration, Academic Records, and Learning Management data, empowering your campus with a future-ready Cloud-based Data Lake / Data Warehouse architecture.

2.2.2.1 Solution Approach

The narration of the solution approach is using AWS as a cloud platform. If JMU decided to use any other cloud, then respective technologies and cloud services will be used.

The proposed solution has **FOUR** major phases:

1. Data Ingestion
2. Data Transformation
3. Data Warehousing
4. Data Visualization

2.2.2.1.1 Data Ingestion

The purpose of the data ingestion process is to extract and import the data from JMU's PeopleSoft ERP application, Canvas, and Flat files into the AWS S3 by leveraging Amazon Web Services provided services.

Below AWS services will be leveraged to perform the data ingestion:

- AWS Cloud Formation
- AWS Lambda.

In our proposed solution, there will be **two sets of data storage** configured on the AWS S3 service. These are explained below:

a. **Raw data zone:** The Raw data zone in a Data Lake stores data in its raw form. This means that the data may not be suitable for consumption directly because it may arrive from an unstructured data source or have complex data structures or hierarchies in it. When ingesting data from a source into the raw zone, the practice is to ingest all the data from that source regardless of how much of it will currently be used by consumers. The data in this zone is immutable to change and hence everything downstream can be re-generated from raw. The history in this zone is retained indefinitely and the access to data in this zone is highly limited to a few people. The benefit of a raw zone is that it allows new sources to be ingested quickly and the lineage of the data in zones, further along, can be established. The Raw zone will contain attributes and columns from sources that will not entirely make the journey to the curated or consumer zones.

b. **Curated data zone:** The curated zone in a data lake contains curated data that is stored in a data model, which integrates similar data from a variety of source systems to facilitate analysis. This zone can extend the organization Datawarehouse for non-relational data. In this zone, the data from one source can be augmented with calculations and aggregations with data from another source. data quality, integrity, referential integrity, and missing data checks can be performed in this zone. The Curated Zone only contains data that will be used by consumers. Data exploration and data discovery are key operations performed in this layer and the valuable data outcomes are stored in this area.

At the end of the data ingestion phase, the raw incremental data will be available in S3. This data will be used in the data transformation phase to derive KPIs and load them into the data model. In the future, this data can also be analyzed using modern data mining and Machine Learning Algorithms for predictive analysis.

2.2.2.1.2 Data Transformation

Data transformation is the process of converting a raw data source into a cleansed, validated, aggregated, and ready-to-use form. Advanced data cleansing of unstructured data and further transformation can be achieved using the following services.

- Amazon Elastic MapReduce (EMR) and,
- Apache Spark framework.
- AWS Glue

2.2.2.1.3 Data Transformation process using Amazon Elastic MapReduce (EMR), AWS Glue, and Apache Spark framework

a. **Amazon Elastic MapReduce** is a managed Spark and Hadoop service that lets us take advantage of open-source data tools for batch processing, querying, streaming, and machine learning. Here EMR will be used to run our Spark jobs on the multimode cluster environment

b. **Apache Spark** is an open-source cluster-computing framework, this framework can be used to cleanse and transform the data from S3 into Redshift. This framework will be written in Python using PySpark (Python + Spark) framework.

c. **AWS Glue** is a fully managed ETL (extract, transform, and load) service used to clean, enrich, and transform the data from S3 into the Redshift

Data warehousing involves data cleaning, data integration, and data consolidation. ThoughtFocus recommends using the AWS Redshift service to achieve JMU Data warehousing requirements.

a. **Redshift** is AWS fully managed, petabyte-scale, low-cost Analytics Data Warehouse. Redshift is NoOps—there is no infrastructure needed to manage and we don't need a Database Administrator, so we can focus on analyzing data to find meaningful insights, using familiar SQL.

b. **Transfer the JMU's transformed data** into the staging schema of Redshift using the Redshift data transfer service.

c. **Use Merge or Redshift procedural language** to insert/update data from stage schema to facts and dimensions as per load logic.

d. **Build dashboard-specific views by joining fact and dimension tables** and maintaining the right filters and aggregation levels to limit the data. Building these views will ensure that visualization dashboards receive the data in a flattened way as is preferred.

Data Modelling: Based on ThoughtFocus understanding of JMU business data and reporting requirements, we suggest Star schema as dimensional data modeling approach for subject area-specific data marts. The snapshot of measures data to be analyzed will be stored in fact tables. Facts will follow the SCD1 load mechanism. The dimension data will be denormalized to reduce the load of joins on the reporting layer. The fact tables will be partitioned by the right partition key. By partitioning a large fact table into smaller partitions, we can improve query performance and can control costs by reducing the number of bytes read by a query. For frequently used facts and dimension tables, we can create flattened views (aggregated/detailed) by joining the fact and dimension tables based on the reporting requirement. This will avoid modeling the same set of tables in AWS/QuickSight repeatedly.

2.2.2.1.4 Data Visualization

Data visualization is the presentation of data in a pictorial or graphical format. It enables decision-makers to see analytics presented visually, so they can grasp difficult concepts or identify new patterns.

Data visualization could be achieved using QuickSight.

QuickSight:

AWS QuickSight is a data-discovery platform that helps organizations make better business decisions through real-time access to data. Data of all sizes can be analyzed within AWS's 100% in-database and 100% browser-based platform. QuickSight integrates with any SQL database or Data Warehouse such as Amazon Redshift. Developed with usability in mind. QuickSight allows us to quickly analyze and find insights in our datasets and makes it easy to build a data exploration platform that makes our data accessible in a meaningful, intuitive way for our entire organization.

QuickSight + Redshift is an ideal solution for our organization that wants fast access to every petabyte of our data. As the only tool that allows us to take full advantage of Redshift. QuickSight leverages Redshift power by running directly in the database.

Below are some of the advantages of using AWS + Redshift:

a. **Scalable**: Let QuickSight handle writing our queries, then leverage all Redshift's power to get the answer.
b. **Cost-effective**: AWS Redshift cost estimator runs before we query and lets us set per-user limits. That means no surprises when we get your bill.
c. **Flexible**: AWS QuickSight speaks Redshift's language natively. Query nested data, write user-defined functions, and fully leverage Redshift's features, all through AWS QuickSight.

Benefits of QuickSight:

a. **Ease of use: QuickSight** is extremely easy to operate. Users don't have to be experienced data analysts or have SQL knowledge to manage workflows from there, as most operations come down to a single, self-intuitive code. There is no complicated coding, and we can drill into the data across interactive and accurate charts and tables. The platform also includes self-service features such as filtering, pivoting, and the creation of visualizations and dashboards.
b. **Handy visualizations: All** general activities related to data exploration are collated in one menu. For the creation of visualizations, there is a special data scheme where you can drag and drop the desired elements, and assign roles such as Administrators, Users, and Developers. A mapping feature is also available for inexperienced users to prepare highly technical visualizations, and import, or export those outside QuickSight's dashboard.
c. **Strong collaboration features: To** make matters even better, AWS QuickSight enables and streamlines collaboration among users. The app is accessible on any browser as well as on mobile devices, which means employees get notified and contribute also when out of the office. As an example, data and reports can be shared via email or URLs or be easily integrated into different applications such as Excel, CSV, and even custom and third-party applications. Finally, data can also be manually exported in text or .csv files based on the user preference.

d. **Reliable support:** Alongside the system's rich self-service database, QuickSight makes sure you'll always have access to a reliable tech support team so that none of your questions would remain unanswered. You can contact experts via phone, or email, or send a ticket directly from the platform.

2.2.2.1.5 Data Catalog

ThoughtFocus proposes to use the AWS Glue Data Catalog service for all metadata management requirements. AWS Glue Data Catalog is a fully managed and scalable metadata management service that empowers organizations to quickly discover, manage, and understand all their data in AWS. It offers a simple and easy-to-use search interface for data discovery and a flexible and powerful cataloging system for capturing both technical and business metadata. The service automatically ingests technical metadata for Redshift, S3, and allows customers to capture business metadata in schematized format via tags, custom APIs, and the UI, offering a simple and efficient way to catalog their data assets. Its easy-to-use search interface, with built-in access level controls, allows customers to get started with data exploration seamlessly and more securely.

2.2.2.1.6 Data Governance

ThoughtFocus ensures Data Security is of utmost importance and the deliverables will comply with JMU and FERPA Data Security guidelines by leveraging Amazon Web Services (AWS) provided in-built security services/features as detailed below.

Data Governance provides a foundation for governance by offering a strong security and compliance foundation with access level controls (ACLs) that extend to govern the data, so the right people find and access the right data. Business users can easily log and fetch the data lineage from reports to the source system and review/refer to the documented definitions and logic of key business terms and calculations. This helps in establishing a single source of truth. Data Governance also helps you discover your data and starts you on the path to transparency; to govern your data, you need to know what data you have and where it is. Integration with Cloud Data Loss Prevention (DLP) provides auto-discovery and tagging of sensitive information, thereby simplifying the process of finding and governing sensitive data.

a. **Security in AWS**: AWS provides built-in data protection at scale to protect business data from intrusions, theft, and attacks. Its multilayered security approach across hardware, services, user identity, storage, internet communication, and operations provides redundancy and reliability, while our purpose-built chips, servers, storage, network, and data centers protect against hardware-level intrusion.
b. Data is automatically **encrypted** while in transit and at rest.
c. Data can only be accessed by the **authorized roles and services** with audited access to the encryption keys.
d. Within AWS, data is also automatically replicated and **encrypted** for backup and disaster recovery.
e. **Data Security (Encryption)**: Cloud Platform services always encrypt customer content that is stored at rest. Encryption is automatic, and no customer action is required. Data in Amazon Web Services is broken into subfile chunks for storage, and each chunk is encrypted at the storage level with an individual encryption key. The key used to encrypt the data in a chunk is called a Data Encryption Key (DEK). Because of the high volume of keys at AWS, and the need for low latency and high availability, these keys are stored near the data that they encrypt. The DEKs are encrypted with (or "wrapped" by) a Key Encryption Key (KEK).

2.2.2.1.7 Change and Deployment Management

ThoughtFocus proposes to use **AWS Cloud Build** for our application deployments. AWS CodeBuild is a fully managed continuous integration service that compiles source code, runs tests, and produces software packages that are ready to deploy. With CodeBuild, we don't need to provision, manage, and scale our build servers. CodeBuild scales continuously and processes multiple builds concurrently, so our builds are not left waiting in a queue.

2.2.2.1.8 Process Failure Alerts

CloudWatch aggregates metrics, logs, events, and metadata from infrastructure and a variety of common application components, giving developers and operators a rich set of observable signals that speed root-cause analysis and reduce Mean Time to Resolution (MTTR). CloudWatch ingests that data and generates insights via dashboards, charts, and alerts. CloudWatch provides native integration with AWS data tools Redshift, S3, Athena, and out-of-the-box integration with all other AWS application components. Below are key features that CloudWatch offers:

- **Debugger:** CloudWatch Debugger connects with the application's production data to the source code by inspecting the state of the application at any code location in production without stopping or slowing down the requests.
- **Logging:** CloudWatch Logging provides the ability to filter, search, and view logs from the cloud and open-source application services. IT allows defining metrics based on log contents that are incorporated into dashboards and alerts. Enables users to export logs to Redshift, and AWS S3.
- **Error reporting and Alerts:** CloudWatch Error Reporting analyzes and aggregates the errors in the cloud applications and notifies them when new errors are detected. It also allows us to create alerting policies to notify when metrics, health check results, and uptime check results meet specified criteria. Integrated with a wide variety of notification channels.
- **Uptime monitoring:** CloudWatch Monitoring provides endpoint checks to web applications and other internet-accessible services running on your cloud environment. You can configure uptime checks associated with URLs, groups, or resources, such as instances and load balancers
- **Tracing:** CloudWatch Trace provides latency sampling and reporting
- **Profiling:** CloudWatch Profiler provides continuous profiling of resource consumption in your production applications, helping you identify and eliminate potential performance issues.

2.2.2.2 Implementation Methodology

ThoughtFocus proposes to undertake Cloud Datawarehouse and Analytics Solutions in a **four**-phase manner described below:

- **Design & Architecture of Student Success & Degree Progress dashboard framework:** ThoughtFocus undertakes a detailed design and architecture development for a Student Success and Degree Progress framework, which will become a foundation to implement a Modern Datawarehouse solution.
- **Development of Student Success & Degree Progress dashboard framework:** Develop the Student Success & Degree Progress framework as mentioned in the *Scope of Work* of this proposal.
- **Data Visualization:** Develop reports in QuickSight and optionally Tableau for the Student Success and Degree Progress framework
- **Deployment:** During this phase, ThoughtFocus proposes to jointly develop a transition plan, complete all planned transition tasks, perform training & documentation, and agree to move to the support phase.

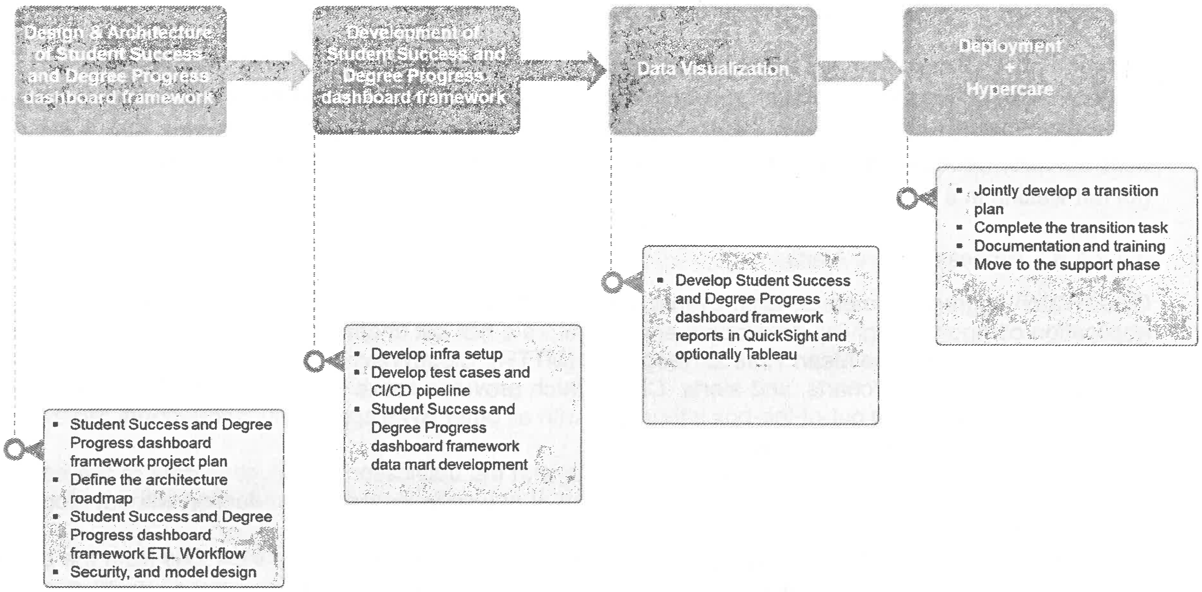


Figure 8 Four Phase Approach Illustration

The design and development phase will be executed iteratively to get clear visibility and obtain early feedback by reducing the chances of failures or mismatches at the last moment.

We will implement a strong change management process to manage scope change and identify risks early as part of the risk management process.

The following is an indicative responsibility matrix between JMU and ThoughtFocus, which can be discussed and modified based on the agreement before the start of the project

Activity	JMU	ThoughtFocus
Planning	A	R
Requirements	A	R
Design	C	A
Development	C	A
Unit Test	C	A
Integration Testing	C	A
System Testing	C	A
User Acceptance Testing	A	C
Deployment to Production	A	C
Ongoing support	C	A
Project Management	C	A

***R**- Responsible, **A**- Accountable, **C** -Contributing, I- Information*

ThoughtFocus will use Agile methodology for executing activities identified as part of the Design and Architecture, Development phase. They will be categorized into sprints of 4 weeks in each duration.

The following sections describe the phases in detail.

2.2.2.2.1 Design & Architecture

Activities

Below are the activities for the Design and Architecture phase:

- Project kick-off
- Engage a team to understand the existing system
- Conduct RAMP workshops to define the scope, prioritize the requirements
- Define a detailed roadmap for data warehouse modernization
- Develop a detailed project plan for successful implementation
- Review the scalability of the architecture
- Review current Quality Engineering (QE) Practices
- Design Ingestion, Transformation, and Datawarehouse layers
- Define architecture roadmap
- Define design considerations
- Define Architectural and security considerations
- Define Student Success and Degree Progress ETL workflows
- Define a detailed project plan

Deliverables

At the end of the Design and Architecture of the Student Success and Degree Progress framework, the team will be able to outline

- High-level program plan for "Development of Student Success and Degree Progress framework."
- A detailed roadmap for Student Success and Degree Progress framework implementation
- Business, data, application, and technical architecture of the system
- QE process and framework recommendations
- Data migration considerations

2.3 Qualifications, and experience of primary contact

Provide the names, qualifications, and experience of personnel to be assigned to James Madison University. Designate who would be assigned as the primary contact for the account.

Following are the Key Personnel/Account Management Personnel assigned with JMU to manage the staff augmentation service request for the service areas selected by ThoughtFocus outlined in this RFP.

Name	Dilliraja Sundar
Designation	Cloud Data Architect, Delivery, Higher Education and Public Sector
Email	dilliraja.sundar@thoughtfocus.com
Experience	Data Warehouse and Analytics professional with an experience of about 14+ years of Complete Life Cycle in Techno-Functional Analysis, Design & Data Modeling, Development, Testing, Implementation, and delivery. With 6+ years in Cloud Computing (AWS, Google) as a BigData Architect/Technical Project Manager. Extensive experience in Higher Education Student, HR, and Finance ERP system Experience in Technical solution delivery for Cloud AWS, GCP, and big data Liaised between customers, second-tier support, and the engineering team. Lead the Data visualization team to build the reports in Tableau, QuickSight, and OBIEE.

Name	Jayant Bhatt
Designation	Practice Lead, ERP
Email	jayant.bhat@thoughtfocus.com
Experience	14+ years of experience in ERP technologies involving Salesforce and PeopleSoft applications as a technical developer, techno-functional consultant, and technical lead. He has worked on multiple Campus Solution/ FSCM Implementation, Upgrade and Production Support projects. Worked as a functional consultant to many college universities and public entity projects. Successfully analyzed, designed, and developed a solution for PeopleSoft applications. Provided training to client's staff and suggested improvements to overall solution architecture for better performance. Dell Boomi certified developer and Experience in Salesforce administration, integration, and development.

Brief Resumes of each personnel and add a table:

2.3.1 Personnel Profiles

The following are the proposed resources for the service areas selected by ThoughtFocus as mentioned in section 2.1 and are allocated 100% to JMU to support the scope of work objectives. For detailed resumes, see Appendix A section Detailed Resumes

2.3.1.1 Oracle/PeopleSoft Enterprise Solutions – Resource Brief Introduction

Position	Name	Years of Exp	Brief Summary
Project Manager	Satish M	16+ Years	IT Professional and competent Project Manager with experience in CRM & ERP projects of varied sizes and complexities. □ Expertise in business development, PMO, analysis, Client Interfacing, implementing, developing, migrating, training, and deploying HRMS/HCM, Payroll, Benefits, and Benefits Administration. ▪ Siebel CRM Certified ▪ PMP Certified (Detailed resume, refer to section 3.1.1)
Serinor Engineering (PeopleSoft and Boomi SME)	Jayant Bhat	14+ Years	IT Professional with experience in ERP technologies involving Salesforce and PeopleSoft applications as a technical developer, techno-functional consultant, and technical lead. He has worked on multiple Campus Solution/ FSCM Implementation, Upgrade and Production Support projects. Worked as a functional consultant to many college universities and public entity projects. Successfully analyzed, designed, and developed a solution for PeopleSoft applications. Provided training to client's staff and suggested improvements to overall solution architecture for better performance. PeopleSoft and Dell Boomi certified developer and Experience in Salesforce administration, integration, and development. (Detailed resume, refer to section 3.1.2)
Engineer (PeopleSoft Techno Functional Consultant)	Derick F	12+ Years	IT professional with experience working in the public, private, and commerce sectors. He is proficient as a PeopleSoft HRMS technical developer with PeopleSoft 7.5, 8.3, 8.8, 8.9, 9.0, 9.1 and 9.2. Mr. Fisher has been responsible for systems designing and analysis, testing, development, training, gathering requirements & providing production support. Recently he worked for Metric 5 as an Independent Contractor, supporting a Federal client on PeopleSoft HCM 9.2 implementing Fluid. Mr. Fisher earned a BS in computing technology from Drexel University and a Master of Education from Boise State University. (Detailed resume, refer to section 3.1.3)

2.3.1.2 Data Analytics/Visualization/Warehouse/Lake – Resource Brief Introduction

Position	Name	Years of Exp	Brief Summary
Project Manager	Kim Zaffino	20+ Years	IT Professional and competent Project Manager with experience in Project Management, Program Management, Business Analysis, Technical Analysis, Techno Functional work, Technical Consulting, Systems Administrator, System Engineering, System Architect. Good at customer communication and team management. PMP Certified (Detailed resume, refer to section 3.2.1)
Serinor Engineering (Sr. Data Operations Consultant)	Shalini	14+ Years	IT experience in Analysis, design, development, implementation, maintenance, and support with experience in developing strategic methods for deploying big data technologies. Strong experience in Python, Scala, SQL, PL/SQL and Restful web services. Hands on experience in Hadoop ecosystem including Spark, Kafka, HBase, Pig, Impala, Sqoop, Oozie, Flume, Mahout, Storm, Tableau, Talend big data technologies. (Detailed resume, refer to section 3.2.2)
Engineer (Data Operations Engineer)	Subramanya P	8+ Years	IT professional with experience working in Big Data/Hadoop ecosystem and Data Analytics projects. Developed intricate algorithms based on deep-dive statistical analysis and predictive data modeling that were used to deepen relationships, strengthen longevity, and personalize customer interactions. Good at Apache Spark, Hadoop, Tableau, Power BI. (Detailed resume, refer to section 3.2.3)

2.3.1.3 Other Technologies (Salesforce) – Resource Brief Introduction

Position	Name	Years of Exp	Brief Summary
Project Manager	Azeeza M	20+ Years	Strong program and project management professional with a master's degree focused on Computer Applications. PMP and ITIL V3 Foundation Certified with 10 years of experience as Program Manager / Senior Project Manager, with 20+ years of experience in Information technology, Leadership, Delivery Management, Program Management,

			People Management, Business Liaison, Stakeholder Management, Hands-on experience managing complex projects using Waterfall and Agile Methodologies. Efficiently managing multiple teams with 5 to 30 team members. (Detailed resume, refer to section 3.3.1)
Serinor Engineering	Palak Arora	8+ Years	IT Professional with experience in different roles of a Software Development Life Cycle as a Developer, Administrator and Consultant. Skilled in Salesforce Architecture, implementation and building custom solutions on Salesforce platform. Provide hands-on, expert-level technical assistance to developers. Experience working in Sales Cloud, Service Cloud Financial Cloud, CPQ Experience in deployment from Sandbox to Production using deployment tools like Force.com IDE, Force.com migration tool and Change Sets. (Detailed resume, refer to section 3.3.2)
Engineer	Tunji Alade	5+ Years	IT professional with experience working in Salesforce Cloud as a Consultant. Good at Salesforce Implementation, Integration and Migration projects. He is a Salesforce Certified Administrator (SCA) Salesforce Certified Platform App Builder (Detailed resume, refer to section 3.3.3)

2.4 Continuity of consultants

Describe the ability to provide continuity of consultants throughout the duration of a project.

Answer:
ThoughtFocus is an equal-opportunity employer. We encourage our employees to stay with the company and on account for a more extended period, depending on the work environment. Our experience shows that tech resources and senior managers have been with an account for 2-3 years. Our employee-friendly policies and benefits program has resulted in a high retention rate of >95% for senior employees. For example, the proposed delivery consultant, Jayant Bhat, has been with ThoughtFocus for 8+ years. Dilliraj – Cloud Data Architect has been with ThoughtFocus for 13+ years.

ThoughtFocus will ensure our consultant will continue to work with JMU team on designated projects for the period agreed upon mutual consent. Providing continuity of consultants throughout the duration of a project is a crucial aspect of ensuring project success and maintaining a strong JMU and ThoughtFocus relationship. ThoughtFocus will ensure offering the same or well-matched consultants who stay involved in the project from start to finish, rather than rotating or replacing them frequently.

Despite the best efforts of ThoughtFocus and you and your team, there are situations in which a consultant is not a fit. In addition, attrition, and unexpected absences due to medical issues are likely to occur.

When an issue or potential problem arises, the ThoughtFocus Engagement Manager collaborates directly with JMU's project lead to clarify key points and determine whether a remediation plan can be implemented or if a change is necessary. Remediation may involve coaching by a Senior ThoughtFocus manager or additional training/support from the firm. If remediation isn't viable, a fast-track process is initiated to address the issue. This includes identifying potential replacement resources from our bench, other company projects, or the recruiting pipeline. Sub-contracting via a partner is also an option for a quick transition if needed.

The following are the key factors for project success that ensures resource continuity:

- **Consistent Team:** We maintain the same team of consultants throughout the entire project duration.
- **Experienced Experts:** Our consultants have a proven track record and the expertise needed to deliver results.
- **Open Communication:** JMU has direct access to key consultants for clear and transparent communication.
- **Tailored Solutions:** Continuity allows us to understand your business better, leading to more personalized solutions. Our consultants have a successful track record of delivering critical projects and continuously improving overall system performance over time.
- **Smooth Onboarding:** We ensure seamless knowledge transfer when new consultants join the team.
- **Contingency Plans:** We have plans in place to address any unforeseen consultant availability issues.
- **Adaptable to Needs:** While we prioritize continuity, we remain flexible to accommodate your changing needs.

2.5 IT consulting services available from ThoughtFocus

Describe IT consulting services available from your firm. Examples of services may include, but are not limited to, the following:

a. *Implementation*
b. *Development*
c. *Architecture and Design*
d. *Installation and Configuration*
e. *Monitoring, Administration and Upgrades*

Answer: For more details refer section 2.1 , section 2.2

f. *Project Management*

Answer: For more details refer section 2.9

g. *Capacity Planning*
h. *Performance and Scalability*
i. *Conversion*
j. *Training Development*
k. *Operations Metrics*

Answer: For more details, refer to section 2.10 , section 2.6

2.6 Training options, offerings

Describe training options and specify associated costs in Section X. Pricing Schedule. Include a catalog of training offerings and differentiation between technical staff and end user training.

Technical staff Trainings:

To fulfil its market positioning as a boutique provider of high-end consulting services. ThoughtFocus will be providing effective training to clients' technical staff after project implementation is crucial for ensuring the smooth operation and maintenance of the implemented solution. On-the-job training is a valuable approach that focuses on practical, hands-on learning within the actual work environment. Here's a comprehensive briefing on the training process:

Orientation: Begin with an orientation session to introduce the technical staff to the implemented solution, its features, and its importance in their workflow. Highlight how the new solution enhances their productivity and effectiveness.

Functional Training:

- Conduct specialized training sessions based on different functional areas of the solution.
- Train technical staff on how to use specific features, modules, or components relevant to their roles.

Hands-On Learning: The core of on-the-job training is hands-on experience. Provide ample opportunities for technical staff to interact directly with the solution. This can involve using the system, conducting simulations, and working on real-world scenarios.

Problem-Solving: Encourage technical staff to identify and solve problems related to the solution. Present them with various scenarios and challenges they might encounter during their day-to-day activities.

Guided Supervision: ThoughtFocus will assign experienced mentors to guide the JMU technical staff. These mentors will be available to answer questions, provide guidance, and ensure that JMU staff members are using the solution effectively.

Reporting and Analytics: ThoughtFocus technical expert will teach JMU technical staff on how to generate reports and analyze data using the solution's reporting tools.

Workflow and Process Flows: Walk technical staff through common workflows and process flows in PeopleSoft, ensuring they understand how data and tasks move through the system.

User Roles and Permissions:

- Training staff on user role setup and permissions management.
- Ensuring they can grant appropriate access levels to users based on their roles.

End-user training:

In our organization, we prioritize end-user training as a crucial aspect of successful technology implementation. We understand that end-users are the individuals who will be utilizing the technology to perform their regular job tasks. As such, their training needs are at the forefront of our training program.

ThoughtFocus end-user training needs are different from technical staff, as they typically require a user-friendly and less technical approach to learning. Training options for end-users may include:

- **Basic Training Sessions**: End-users need training that covers the essential functions of the technology relevant to their job roles. The focus should be on usability, common tasks, and day-to-day operations.

- **User Manuals and Documentation:** Providing user-friendly manuals and documentation can be helpful for end-users to refer back to the instructions and troubleshoot common issues.

- **Interactive Training**: End-user training can involve interactive sessions, where they get to use the technology hands-on and receive guidance from trainers.

- **Role-Based Training:** Tailoring the training according to the specific roles of end-users helps them focus on the functionalities they will use the most.

2.7 Examples of recent projects at higher education

Provide examples of recent projects at higher education institutions comparable to James Madison University. Describe the project, time frame, end result, etc.

2.7.1 Oracle/PeopleSoft Enterprise Solutions

Following are the list of engagement details similar to JMU requirements that are managed and executed by ThoughtFocus within the last three years at higher education institutions.

GCC, CSUF, CSUEB

2.7.1.1 Project 1 – PeopleSoft AWE Development for Change of Minor and Major

Business Requirement	▪ Our client, a public university in California, requested the implementation of AWE to replace the manual process for approving the change of minor and major requests. Their current process requires approval from multiple parties, including the minor/significant coordinators, Department Chairs, Associate Deans, Registrar, and the AVP of student affairs when a student wishes to change their declared minor or significant. ▪ The university aimed to streamline the process by automating the routing of approvals and providing real-time status updates to all involved parties. The AWE had to be configured to route requests to the appropriate approver(s) based on pre-defined criteria, such as the student's major and the requested minor. ▪ The client thought AWE would provide a user-friendly interface enabling all parties to view the request status and take necessary actions. Approvers could approve or reject requests, add comments, or request additional information.
Solution/Approach	▪ Requirement gathering and analysis of the existing business processes to identify areas for improvement and determine the scope of the AWE implementation. ▪ Creation of functional and technical design documents outlining AWE's business requirements and technical specifications. ▪ Design and development of the approval workflow engine, including the creation of the approval workflow definition, the configuration of AWE events, the creation of approval workflow roles, the creation of AWE transactions, the creation of the approval workflow map, and the configuration of approval workflow security. ▪ Building PeopleSoft pages and components, if required, to support the AWE. ▪ Unit testing of the AWE to ensure that it meets the business requirements and functions as expected.Bug fixing, if any, to address any issues identified during the testing phase. ▪ Creation of a business process guide and user guide to document the AWE process and provide user instructions. ▪ User training to ensure that all users are familiar with the new process and the AWE system. ▪ Ensure that the AWE can be smoothly transitioned into the production environment. ▪ Go-live activities, including final testing and deployment of the AWE to the production environment, followed by monitoring and support to ensure the system operates smoothly.

	By following these steps, the AWE implementation was completed successfully, and the business process was streamlined, leading to increased efficiency, reduced processing time, and improved user satisfaction.
Project Duration	Start: 03/06/23 End: 06/09/23

2.7.1.2 Project 2 – Enhance Digital experience for Students & Faculty Self-service

Business Requirement	▪ Our client is a leading public university in California, with a total enrollment of more than 41,000+ students and faculties. Indeed, the client has the largest student body in the California State University system. ▪ The client used PeopleSoft Interaction Hub (IH) as a Student Portal and connected them to the PeopleSoft Campus solution Classic Student Center. Technology, such as smartphones and computers, has been growing rapidly to help humans live their everyday life. ▪ The Client decided and requested us to perform the following: o They need to enhance their digital experience with the students and requested us to help them. o They asked us to assist institutions in strengthening their PeopleSoft system user experiences by converting classic UI into Fluid UI. Also, to provide a creative solution for System Branding, Fluid Homepages, Tiles, Navigation Collection, best adoptive Fluid UI design to the classic custom components & many more.
Solution/Approach	▪ Re-design the Student and Faculty Portal, including the home pages for different audiences – Student and admin. ▪ Redesign the UX branding and Theme. ▪ Enable the Fluid ▪ Create the Fluid Home pages and tiles. ▪ Connect the Fluid tile/links to related content references, components, external sites, and applications. ▪ Enable the Fluid for Student ▪ Convert the custom pages/components related to the student center into Fluid. ▪ Create an administrator fluid home page inside campus solutions.
Project Duration	Start: 03/04/2021 End: 10/28/2021

2.7.1.3 Project 3 – MyCEO (CEAS) Application Development in PeopleSoft

Business Requirement	▪ The California-based public university client wanted to implement the MyCoE application using PeopleSoft. ▪ The CEAS Credential System is to provide faculty and staff in the College of Education and Allied Studies (CEAS) with consistent and updated data regarding candidates in the CEAS credential programs. ▪ The Credential Student Service Center (CSSC) staff will be the lead business users in the project and will work in consultation with program chairs and personnel to build aspects of the system. ▪ The CEAS Credential System tracks and manages credential candidates in the program. Candidate records are updated to reflect the current credential program pursued by the candidate, including tracking the students from admittance into the program to completion. ▪ Tracking includes requirements and required courses to obtain the Teaching Credential with the Commission on Teacher Credentialing (CTC).

Solution/Approach	▪ Requirement gathering and Fit-Gap analysis. ▪ Developed the configuration pages and configured them as per the requirement. o CEAS Department Setup o CEAS Pathway Setup o CEAS Requirement Setup o CEAS Team Setup o School District o School o Sch/District Agreement Setup o CSET Subtest Setup o Content Area Codes ▪ Designed and Developed the Records, pages, and components to execute the business logic and user interface. ▪ Developed Reports, including Title – II report ▪ Created the Communication process ▪ Integrated the MyCOE application with Salesforce for further enhancement.
Project Duration	Start: 09/07/2020 End: 04/30/2021

2.7.1.4 Project 4 – HCM and CS Application/PeopleTools Upgrade

Business Requirement	▪ The client ran an outdated PeopleSoft system with HCM 9.0 and Tools 8.54 versions. ▪ They wanted to split and upgrade the HCM and CS to version 9.2, Upgrade the PeopleTools to 8.57, and modernize with new functionalities and improved user experience. ▪ The Client faced integration challenges and imbalances while expanding the customer base and streamlining workflows, and there was a need for customization as per the business requirement.
Solution/Approach	▪ We proposed the right approach during the Assessment to save budget and timeline per Business needs. ▪ Recommended the upgrade process with Technical/ Functional to Version 9.2 ▪ Deployed a dedicated Technical PeopleSoft professional with expertise in Oracle/PeopleSoft Campus Solutions (CS) 9.2 Upgrade/Split project, Data, and Analytics solution sourcing from Oracle/PeopleSoft HR and Campus Solutions. ▪ ThoughtFocus helped to upgrade the PeopleTools 8.56, Linux web server, and Oracle DB upgrades. Our team supported to integrate of Ad Astra, IDM, OnBase, College Scheduler, CE Shopping cart, Dell Boomi, and Salesforce with Oracle/PeopleSoft ▪ We streamlined and improved the flow of Student Records, Campus Community, Financial Aid, Student Financials, Core HR, Benefits, Absence, Workforce Administration, etc.
Project Duration	Start: 02/03/2020 End: 12/31/2020

2.7.1.5 Project 5 – CHRS PageUp Recruiting New Hire Load process modification

Business Requirement	▪ The client was part of the CSU system, where they modified the baseline process required to ensure CSUEB was in covariance with the POI department security access. And also, POI values with missing department IDs will not be carried forward in CHRS.
Solution/ Approach	▪ Analyzed the new hire import process and modified the record, SQL definition, and component interface PeopleCode to update the department POI security on the POI Relationship page. Multiple other CSU campuses later utilized this code
Project Duration	Start: 04/09/2022 End: 05/30/2022

2.7.1.6 Project 6 – CHRS: PUM Analysis and Upgrade

Business Requirement	▪ CHRS PUM analysis and upgrade refer to analyzing the Centralized Human Resources System (CHRS) data and upgrading it using the PeopleSoft Update Manager (PUM) tool. This involves identifying areas for improvement in the HR processes using data analysis and then using the latest PUM images to upgrade the CHRS system to improve its functionality.
Solution/ Approach	▪ ThoughtFocus functional and technical experts worked with the CHRS team to analyze and upgrade the latest PUM. ▪ Identify the Source and Target Image (PUM 32 and PUM 40); identify the Product/Module to process (WA, BA, TL & AM). ▪ Identify features, patches, and bug fixes that have been applied; create the Applied Bug Report; upload the Applied Bug Report to the CFO Tool to eliminate features, patches, and bug fixes that have been implemented. ▪ Review the new features, patches, and bug fixes that have not been applied. ▪ Identify which features, patches, and bug fixes to be applied, Create the Change Packages, and Apply the Change Package
Project Duration	Start: 09/16/2021 End: 12/22/2021

2.7.1.7 Project 7 – Boomi Integration Solutions – Implementation and Support

Business Requirement	▪ The California-based public university client aimed to leverage Boomi integration solutions to integrate their diverse systems, enhance operational efficiency, comply with regulatory requirements, & drive digital transformation. ▪ Their integration goals encompassed integrating data sources and systems, automating workflows, improving data analytics, and enabling seamless digital transformation. ▪ They asked us to enhance its IT infrastructure, augment staff productivity, and enrich the overall student experience by leveraging Boomi's capabilities to connect applications and data sources, streamline business processes, and automate workflows.
Solution/Approach	▪ Integrated PeopleSoft and Salesforce require a comprehensive approach that includes defining requirements, configuring the integration platform, and developing the integration workflows. ▪ Our team started by installing the Boomi Atoms, which provided a powerful integration platform for connecting PeopleSoft with Salesforce and other systems.

	▪ Using Boomi, the team developed over 50 integration processes that enabled seamless data transfer between PeopleSoft and Salesforce and other systems like the data warehouse, EAB, Canvas, Blackboard, AdobeSign, Stellic, and more. ▪ The integration processes were customized to meet the specific needs of the university, and the team worked closely with the client to ensure that the workflows aligned with their business processes and requirements. ▪ The development process involved data mapping and transformation, workflow development, and testing to ensure the accuracy and reliability of the integration. ▪ After the integration was completed, the Thoughtfocus team continued to support the university by maintaining and administering the Boomi atom. This is an ongoing activity to monitor and troubleshoot to ensure the integration remains operational and efficient.
Project Duration	Start: 06/01/2022 End: Till Date

2.7.1.8 Project 8 – Grades Journey (Blackboard) to PeopleSoft Integration

Business Requirement	▪ The University uses the Blackboard LMS system for its courses and academic activities. Instructors use the Blackboard application to enter student grades, which are then stored in the Blackboard system. ▪ However, the university wants to import these grades into PeopleSoft in real-time to keep the student records updated. To achieve this, a seamless integration needs to be established between Blackboard and PeopleSoft. The integration will allow for the automatic transfer of grades from Blackboard to PeopleSoft, reducing the time and effort required for manual data entry and eliminating errors caused by manual processes
Solution/Approach	▪ We developed the RESTful web service via the PeopleSoft integration broker. ▪ Created the Post Service and provided the Endpoint URI to Grades Journey (Blackboard) ▪ Read the JSON message and imported the Grades from Blackboard using the Application Package/Component Interface ▪ Generated the response message and provided the results to the Blackboard application.
Project Duration	Start: 08/20/2022 End: 10/16/2022

2.7.1.9 Project 9 – PeopleSoft application Maintain and support

Business Requirement	▪ The client, a prominent community college in California, has encountered various challenges. ▪ They required assistance maintaining and supporting their PeopleSoft application and sought a partner to offer supplementary services. ▪ There was the burden of manual work in the admission process, prompting the need to redesign the California Promise Grant process and streamline various financial aid and student fee processes ▪ The college also needs aid in ERP upgrades, preventing fraudulent student applications and student debt collection, as they struggle to maintain their legacy applications.
Solution/Approach	ThoughtFocus assembled a team of business and technology experts and provided solutions to meet each challenge. o We provided support for the PeopleSoft application.

	○ Re-designed and developed the admission process. ○ Completed the PeopleSoft Upgrade. ○ We assisted in implementing Fluid UI, Single Sign On, Covid19 Vaccination Tracking, and SuperGlue (CCCApply) implementation projects. ○ We provided the solutions and designed and implemented the processes to stop Fraudulent applications. ○ We approached a solution to automate many of the processes. ○ We technologically helped the college to collect student debt by sending communications, developing Popup notifications, Online Payment options, Partial payment options, Payment plans, etc. ○ Provided the detailed analysis report and best solutions to migrate from Legacy applications to the new sustainable software
Project Duration	Start: 07/01/2018 End: Till date

2.7.1.10 Project 10 – VEBA Interface – HCM

Business Requirement	▪ A custom interface is needed to report Medical, Vision, and Dental enrolment data to VEBA, California Schools VEBA (a vendor specializing in providing healthcare benefits for education employees).
Solution/Approach	▪ An interface program and control page was created to send monthly files to VEBA to report all Health Plan enrolments for employees, retirees, and dependents. This file in XML format sends the entire benefited population enrolled and terminated from Health Benefits. We will not send employees that have never been enrolled. It will contain demographic and election data as defined in the VEBA Field Mapping spreadsheet. ▪ Termination will drop off the file once the termination date has passed or one month later (whichever is longer). ▪ The file should represent the current status. Thus, if a member changes from Plan A to Plan B next month, the file should have a future termination of Plan A and a future effective date for Plan B.
Project Duration	Start: 05/09/2019 End: 08/21/2019

2.7.2 Data Analytics/Visualization/Warehouse/Lake

2.7.2.1 Project 1 – Oracle BI Intelligence for one of the California State University Colleges

Business Requirement	The University wanted to develop a comprehensive Business Intelligence solution to enhance financial analysis and student performance insights, leveraging BI technologies including Oracle Business Intelligence Stack, IBM Watson, and Tableau, ensuring seamless integration and optimal data warehousing.
Solution/Approach	ThoughtFocus has partnered with CSUF for several years and has worked on various BI projects involving finance and student data warehouse implementation. We utilized BI technologies such as Oracle Business Intelligence Stack, IBM Watson, IBM Cloud, Tableau Software, and Amazon Cloud.
Project Duration	Start: Jan 2018 End: March 2019

2.7.2.2 Project 2 – Data Transformation, and Tableau Visualization for San Jose State University

Business Requirement	SJSU was looking for consulting engagement to assist SJSU in supporting Campus BI solutions to maintain the Campus Data Warehouse (CDW) at SJSU. The CDW solution has built with the data from SJSU's PeopleSoft Campus Solution module.
Solution/Approach	▪ Assisted the SJSU IT Team in troubleshooting and resolving the delivered CDW solution, including Data Ingestion, Data Transformation, and Tableau Visualization components. ▪ Provided Maintenance and Support on GCP Production and non-production instances. ▪ We aided the IT team at SJSU in resolving the failures of the ETL batch with the latest version. ▪ We have recently made some updates to Cloud Composer, Airflow, and other components of our CDW project. These updates include minor patches and version deployments. Additionally, we have addressed any security vulnerabilities identified by SJSU's security scans.
Project Duration	Start: Apr 2019 End: Dec 2020

2.7.2.3 Project 2 – Cloud Data warehouse and Analytics Solution to California State University

Business Requirement	CSU was looking for a consulting engagement to assist in assessing, defining, designing, and developing a Modern Datawarehouse baseline solution that will be deployed in Amazon Web Service "AWS". Multiple campuses collaboratively planned to build a new Modern Datawarehouse baseline solution based on Student Administration, Academic records, and Learning Management systems. Their Student Data Warehouse was hosted on an on-premises data center and wanted to replace the on-premises Data Warehouse solution with a new Cloud-based Data Lake / Data Warehouse architecture.
Solution/Approach	▪ ThoughtFocus understood the architecture existing at CSU where data extraction, data cleansing, data transformation, and data visualization are all done using OBIA, ODI, and Oracle business enterprise edition.

	▪ ThoughtFocus proposed an AWS cloud architecture based on hands-on knowledge and experience in Enterprise Data Warehouse and Business Intelligence (EDWBI). ▪ The architecture proposed was inspired by ThoughtFocus's vision of establishing a comprehensive cloud environment for CSU as a one-stop solution to cater to campus report needs. The primary goal was to consolidate all traditional Oracle-based BI solutions into more advanced cloud-hosted hybrid data lake solutions. ▪ The proposed solution was based on the CSU's preference for doing cloud-native data warehousing, with all the requisite advantages of running on fully managed services on Amazon Web Services (AWS).
Project Duration	8 months (Recent Project)

2.7.3 Client Reference

Following are the references with whom ThoughtFocus has conducted business applicable to this RFP.

"**CONFIDENTIAL**": "The data on the pages of this RFP Proposal identified by an asterisk (*) or marked, contain information which is confidential and whose disclosure would cause substantial injury to the Proposer's competitive position. The Proposer requests that such data be used only to evaluate its RFP/Proposal."

Following are the ThoughtFocus client references for JMU Requested service areas:

Reference 1*	
Client Name	[redacted]
Address (City, State, Zip Code)	
Contact Person Name	
Telephone Number	
Email Address	
No. of years providing services	10 years and continuing
Specific service provided	ThoughtFocus has been (and continues to be) the partner of CSUF for several years. Over this period, we worked on various CSUF BI projects, including finance and student Data warehouse implementation using Oracle Business Intelligence Stack, Tableau Software, Amazon Cloud, and many other BI technologies.

A summary of the project and work performed:
ThoughtFocus has been the partner for the CSUF for several years. Over this period, ThoughtFocus team members have worked on various CSUF projects, including Oracle/PeopleSoft HR, Finance and Campus Solutions, Student Data warehouse implementation using Oracle Business Intelligence suite, Oracle/PeopleSoft EPM implementation, and upgrade Oracle/PeopleSoft Interaction Hub (Portal) integration solutions, Value-added solutions such as AI-based chatbot integrating with Oracle/PeopleSoft Campus Solutions and HR applications, Document and Business Process Management on IBM, OnBase, MS SharePoint Implementation and integration Oracle/PeopleSoft App with Adobe Sign and Adobe Experience Manager (AEM) platforms and Custom applications using JDeveloper, Microsoft .NET, JAVA, etc. Presently, ThoughtFocus professionals are providing Functional services in Student Financials and Fin-Aid areas.

We helped them with Salesforce and Student Information System. We have developed many integrations using the Boomi integration platform and implemented an AI-based chatbot to support student success.

ThoughtFocus assessed current student systems and envisioned a one-stop shop for end-to-end student information analytics. ThoughtFocus Created an analytics platform comprising data from disparate sources: admissions, student records, census information, and student advisement.

Reference 2*	
Client Name	[redacted]
Address (City, State, Zip Code)	
Contact Person Name	
Title	

Telephone Number	[redacted]
Email Address	
No. of years providing services	

A summary of the project and work performed:

ThoughtFocus' delivered a strong team of PeopleSoft techno-functional consultants needed by SJSU to ensure project success with quality service delivered on time for many Oracle/PeopleSoft projects including.

- Assisted the SJSU IT Team in troubleshooting and resolving the delivered CDW solution, including Data Ingestion, Data Transformation, and Tableau Visualization components.
- Provided Maintenance and Support on GCP Production and non-production instances.
- Assisted the SJSU IT Team in resolving the ETL batch failures with the most recent version.
- Applied minor patches, deployed minor versions as appropriate for Cloud Composer, Airflow, and other CDW project components, and applied fixes for security vulnerabilities identified by SJSU's security scans.

In addition, we are providing the following services as well:
Oracle/PeopleSoft Campus Solutions (CS) 9.2 Upgrade/Split project, Oracle/PeopleSoft bolt-ons development, production backfill, etc. The consulting team with PeopleSoft CS 9.2 upgrade hands-on experience, with expertise across key CS and HR modules, including Student Records, Campus Community, Financial Aid, Student Financials, Core HR, Benefits, Absence, and Workforce Administration services.

Reference 3 *	
Client Name	[redacted]
Address (City, State, Zip Code)	
Contact Person Name	
Telephone Number	
Email Address	
No. of years providing services	5 years and continuing
Specific service provided	ThoughtFocus provided and continues to provide development and consulting services that implement student, HR, and finance BI/Data warehouse solutions on Microsoft and Oracle BI platforms to CSUDH. ThoughtFocus team members worked on migrating the data warehouse from the Microsoft reporting solution to the Oracle BI platform in student admissions, student records, student success, financial aid, and student financial services.

A summary of the project and work performed:
ThoughtFocus provided and continues to provide development, upgrade, and consulting services on Oracle/PeopleSoft Applications (Campus Solutions, HR, and Interaction Hub), Implementing Student Data warehouse solutions on Oracle/PeopleSoft EPM and Oracle BI platform.

The following are the services we are currently providing to CSUDH.

- Monitor daily Oracle Data Integrator ETL batch runs and provide Data Warehouse Maintenance and Support on both Prod and non-prod systems in collaboration with CSUDH Enterprise Solution and Technical Administration teams. Resolve ETL batch failures within the established recovery timelines.
- Monitor Data Warehouse database instances and provide Maintenance and Support to ensure quality and uninterrupted availability of data on both Prod and non-prod systems. Provide resolution for any failures within the established recovery timelines. m ETL SYNC in a non-production BIApps system.
- OBIEE dashboard, reports, and ETL enhancement by adding new columns and tables into existing dashboards.
- Provide training and knowledge transfer on daily ETL monitoring process and bug fixes for student data warehouse data model.

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Reference 4*	[redacted]
Client Name	[redacted]
Address (City, State, Zip Code)	[redacted]
Contact Person Name	[redacted]
Telephone Number	[redacted]
Email Address	[redacted]
No. of years providing services	[redacted]
Specific service provided	CSUEB has received continuous support from ThoughtFocus for various technology solutions, including Oracle/PeopleSoft Applications, Boomi Integration Solutions, and Salesforce CRM. Our Team of experts has completed multiple projects, such as the Oracle/PeopleSoft Campus Solutions (CS) 9.2 Upgrade/Split project and sourcing data and Analytics solutions from Oracle/PeopleSoft HR and Campus Solutions. Currently, we are providing Oracle/PeopleSoft functional and technical services to CSUEB in HR, Campus, and Oracle/PeopleSoft integration with Salesforce, Boomi, Mobile, and other applications. Additionally, our Team has played a critical role in the PeopleTools 8.56, 8.57, and 8.59 upgrades, Linux web server updates, and Oracle DB upgrades. Furthermore, we have successfully integrated several other applications, such as Ad Astra, IDM, OnBase, College Scheduler, CE Shopping cart, Dell Boomi, and Salesforce, with the Oracle/PeopleSoft ecosystem. Our unwavering commitment to exceptional services has allowed CSUEB to streamline business operations, increase productivity, and achieve organizational goals.

***CONFIDENTIAL**

Reference 5*	
Client Name	[redacted]
Address (City, State, Zip Code)	
Contact Person Name	
Telephone Number	
Email Address	
No. of years providing services	
Specific service provided	Cal Poly Pomona has found a valuable partner in ThoughtFocus for their PeopleSoft application development and maintenance services. Our Team has successfully implemented the PeopleSoft Approval workflow engine for change of Major and Minor processes, making these processes more efficient and accurate. We have also integrated PeopleSoft with the Slate (CRM) application, improving data exchange and integrity. Additionally, we have automated Student Communication/Notification, providing real-time updates to students, faculty, and staff. Our Team has also supported Cal Poly Pomona in the Boomi integration processes, delivering reliable integration solutions between different systems. ThoughtFocus has provided development and consulting services for implementing Student Success Dashboards, which contain data elements to help establish persistence and graduation benchmarks. This initiative has driven student success and enhanced the overall academic experience. Furthermore, our Team has been involved in report analysis and development on Oracle/PeopleSoft Campus Solutions, Oracle Reports, and ETL script design and development sourced from the PeopleSoft HCM system. We have also provided comprehensive data model analysis and design, enabling our clients to make informed decisions based on valuable insights.

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2.8 Knowledge Transfer

Describe the ability to provide for a thorough transfer of knowledge to JMU IT on any given project.

ThoughtFocus will provide a thorough transfer of knowledge to JMU IT on any given project and it is essential for ensuring a smooth transition and maintaining the continuity of operations. This process involves several key points that collectively contribute to a comprehensive and effective knowledge transfer:

1. **Documentation:** Detailed and organized documentation is at the core of successful knowledge transfer. This includes creating comprehensive guides, manuals, and technical documents that outline the project's architecture, design principles, configurations, workflows, and best practices. Clear and well-structured documentation serves as a valuable reference for JMU IT teams, helping them understand and manage the project efficiently.

2. **On-the-Job Training:** Hands-on training sessions will be provided while transferring practical knowledge to the JMU IT team. By engaging IT staff in real-world scenarios, they gain firsthand experience in working with the project's systems, tools, and processes. Training sessions will cover a range of tasks, troubleshooting techniques, and typical use cases to ensure that the JMU IT team is well-equipped to handle various situations independently.

3. **Shadowing and Reverse Shadowing:** Shadowing involves JMU IT team members observing and assisting experienced project personnel during their tasks. This allows them to learn through direct observation and participation. Reverse shadowing, on the other hand, involves project personnel observing and assisting JMU IT team members as they take the lead. Both approaches foster a collaborative learning environment and promote knowledge exchange between the project team and the JMU IT team.

4. **Standard Operating Procedure (SOP) Definitions:** Establishing clear and well-defined Standard Operating Procedures (SOPs) is essential for maintaining consistency and predictability in managing the project. SOPs provide step-by-step instructions for common tasks, troubleshooting, maintenance, and routine operations. By documenting and sharing these procedures with the JMU IT team, you empower them to execute tasks effectively and minimize the risk of errors.

2.9 Project Management

Describe your approach to project management.

2.9.1 Project management experience

ThoughtFocus has extensive experience in project management. The majority of our projects executed during the last 19+ years have been within cost, time, and high quality. We have developed a pool of experienced project managers (many PMP certified) equipped to successfully manage and execute small, medium, and big projects.

Our project management methodology incorporates the best practices from PMBOK, ISO, CMMI, and six sigma, ensuring a high success rate for our projects. The following illustrates our Project management expertise in a nutshell.

The below picture represents the ThoughtFocus experience in project management.

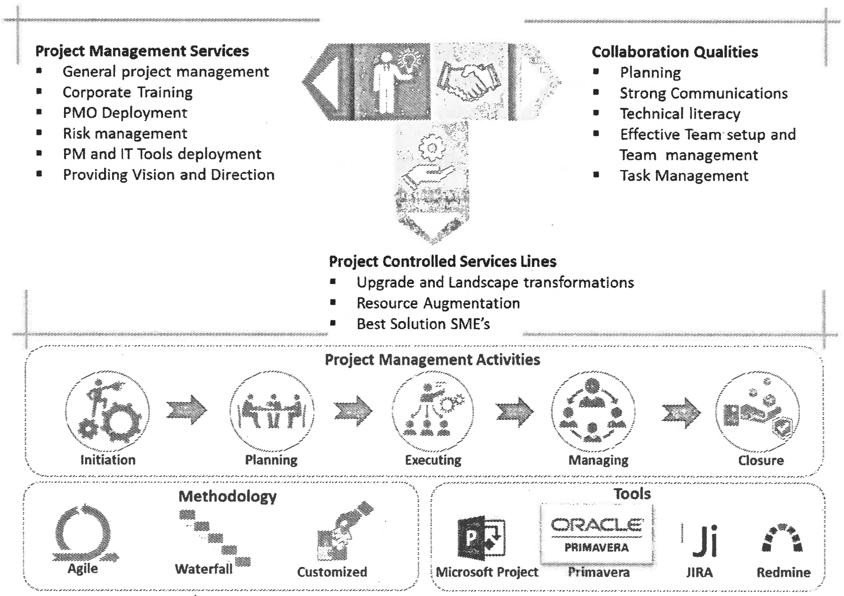

Figure 9 Project Management Expertise

Project Management & PM Tools (Refer to figure 2)

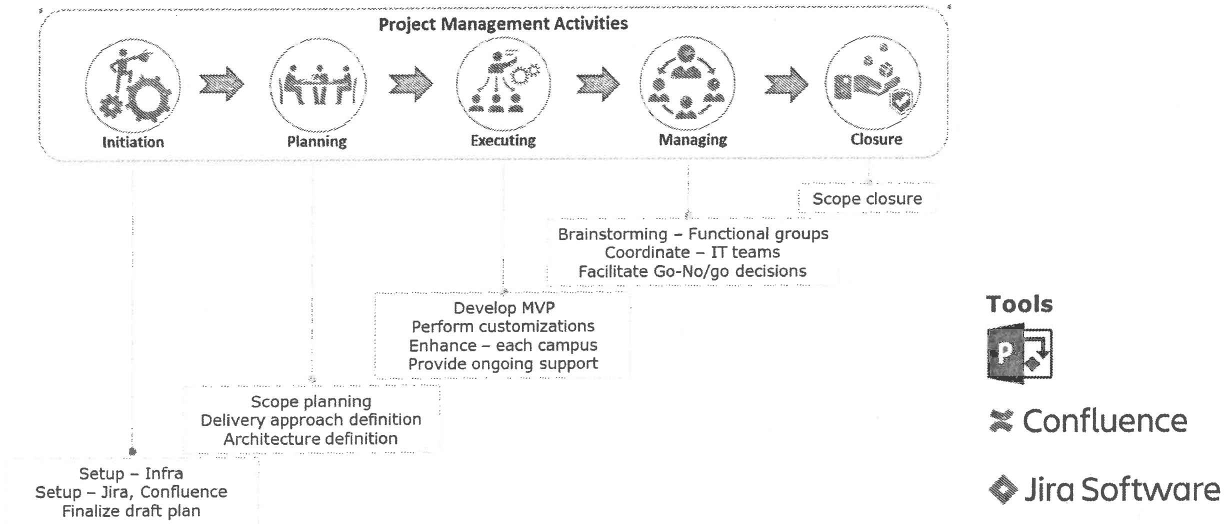

Figure 10 Project Management & PM Tools

2.9.2 Risk management

ThoughtFocus utilizes an aggressive, systematic risk management process to recognize and proactively manage exposure to events and conditions outside the project's control and mitigate adverse impacts on critical project objectives such as schedule, cost, quality, and performance. The Risk Management plan defines the process and articulates the implementation aspects for:

- Continual threats and opportunities and associated impact
- Potential risk event Identification and evaluation
- Methods, tools, and techniques establishment for risk analysis, prioritization, communication, and response implementation
- Risk tracking, control, response activities, and tasks
- Planned risk response effectiveness measurement
- Contingency action assessment
- Project risk database development and risk response inventory

The table describes the plan's key components:

Risk Plan component	Description
Management process	Risk management activities process flow: ▪ Planning ▪ Identification ▪ Analysis ▪ Response ▪ Monitoring and control ▪ Communication throughout the project executive lifecycle

Risk Plan component	Description
Identification	Identifies risk identification sources and mechanisms using risk classification taxonomy, historical data, and continual assessment
Recording	Procedures to add project risks to the risk register to trigger evaluation, analysis, response action planning, monitoring and control, and communication
Analysis	Guidelines for risk analysis through the determination of risk classification, occurrence probability, probability rating, and normalized impact rating
Prioritization	Guidelines for risk prioritization based on risk index derived from probability rating and normalized impact rating
Planning	Guidelines for the extent of prudent risk planning to be undertaken based on risk priority and cost-benefit of taking mitigation action

Responses	Framework to identify and undertake recommended strategic actions to:
	▪ Avoid, transfer, or mitigate the threat
	▪ Exploit, share, or enhance the realization of an opportunity through increases in the probability of occurrence and positive impact
	▪ Accept the risk impact either:
	  ▪ Actively through contingency planning, in the event of mitigation action unavailability or ineffectiveness
	  ▪ Passively through workaround planning as a recovery action

Monitoring and control	Framework and process of periodic and event-driven risk tracking activities: ▪ Assess if a predicted risk has occurred ▪ Verify and ensure that risk aversion steps are being correctly applied ▪ Collect information to assist risk analysis and response action planning ▪ Choose an alternative risk response strategy ▪ Implement a contingency plan ▪ Identify and undertake corrective actions, if required ▪ Re-plan project execution elements ▪ Issue Management in the event of risk occurrence
Escalation threshold	Guidelines for risk escalation and escalation hierarchy based on risk classification and normalized impact rating

2.9.3 Change management

ThoughtFocus anticipates the need for additional customizations. For any changes in the project scope, ThoughtFocus follows best practices for change management and make it easier for the project team and San Francisco State University to prioritize the changes efficiently without negatively impacting agreed-upon customer service levels. ThoughtFocus considers the following while introducing or planning change

- Assuring that all proposed customizations (changes) are evaluated for their benefits and risks and that the impacts are considered
- Change orders, including the billing changes, are processed and approved by JMU
- By prioritizing changes so that limited resources are allocated to those changes that produce the most significant benefit based upon the business needs
- By requiring that all changes be thoroughly tested, each deployment includes a back-out plan to restore the state of the environment if the new deployment fails.
- Ensure that the configuration management system is updated to reflect the effect of any changes.
- The engagement manager or project manager at ThoughtFocus always looks for opportunities to make the change management process efficient.

2.9.4 Project governance

ThoughtFocus proposes a three-tier governance model (Refer to Figure 3) to ensure complete transparency, regular insights, and effective escalation management. Communications at all levels are catered for to help focus on different aspects of the relationship. ThoughtFocus follows the below communication protocol to ensure the coherent delivery of support.

	Governance	Participants	Inputs	Outputs
STEERING COMMITTEE (Executive mgmt.)	Steering committee meeting (Quarterly)	▪Steering committee representatives ▪Transformation board ▪Engagement group representatives	▪Project highlights ▪Review key performance indicators ▪Escalated issues	▪Executive commitments ▪Issue resolutions ▪Strategic direction
ENGAGMENT GROUP (Relationship mgmt.)	Engagement review meeting (Monthly)	▪Engagement group representatives ▪Delivery group representatives	▪Progress reports and Escalated issues ▪Directions from steering committee ▪Risk analysis & Metrics	▪Issue resolution ▪Project plan realignment ▪Issue escalation ▪Resource requisition
DELIVERY GROUP (Project mgmt.)	Delivery meeting (Weekly)	▪Delivery group	▪Project status ▪Metrics & Current issue ▪Directions from engagement group	▪Issue escalation ▪Revised plan ▪Metrics ▪Risks

Figure 11 Governance model illustration

2.9.5 Best practices

ThoughtFocus has vast experience in Project Management services. We provide business values and enable them to adopt the following business practices.

- Should have a ***proper tracking system*** to track all the tasks/projects/objects
- ***Documentations/Checklists*** for each pass at the time of Go-live
- ***End to End testing*** of Third-party integrations
- Review and decide on the proper ***security***
- ***Involve all teams,*** like SMEs, IT/Firewall, etc., in all the meetings or keep them updated about their tasks
- Produce project plans, schedules, risk matrices, and issues log of all integration points or systems required
- The documentation to support operations, maintenance, and future enhancements.

2.10 Staffing Plan

Describe how your firm would propose a functional staffing plan indicating the number, characteristics, and schedule for the consultants.

At ThoughtFocus, our consulting process is designed to ensure the highest quality service delivery. We start by allocating an expert consultant to thoroughly review your requirements and engage in a comprehensive discovery phase. This allows us to gain a deep understanding of your needs and challenges. Subsequently, we analyze your specific requirements in the context of your IT environment and existing applications, enabling us to identify the most suitable solutions.

Using this analysis, we assign the most suitable and skilled resources to your project, aligning with the scope defined during the discovery phase. ThoughtFocus ensures that the right people with the appropriate expertise are in place at the necessary times, guaranteeing the project's success.

To achieve this, the company has implemented a formal recruiting methodology designed to identify top performers who are going to remain with the company.

Case 1: ThoughtFocus uses its pool of talented resources with specialized skill sets to fulfill JMU's needs.

Case 2: If JMU wants to hire niche skills unavailable with ThoughtFocus, our talent acquisition (TA) team will follow the below-hiring process.

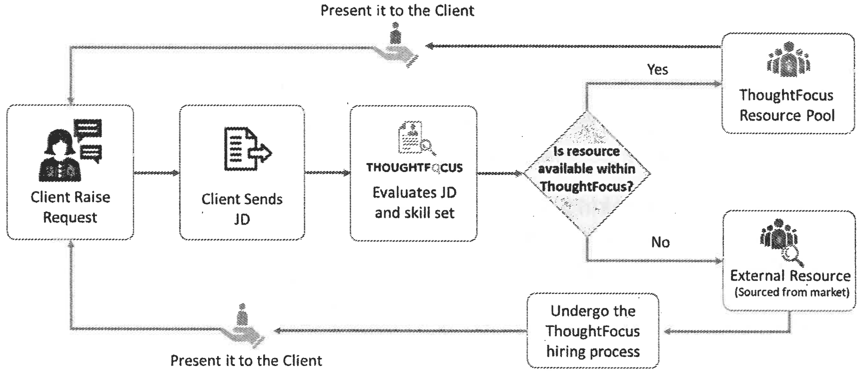

Figure 12 Overview of the hiring process

The process has the following steps.

- Post finalization of the requirement, the TA team sources resume using the following tools:

▪ AI-Based tool to identify passive candidates (candidates not looking for a job) ▪ Internal references ▪ Job Boards and Portals	▪ Head-hunters ▪ LinkedIn and social media sites ▪ Networking etc.

- TA team then screens the resumes of those selected from the pool of potential candidates.
- The potential candidates are then interviewed for their skills before being recruited and onboard.

The overall Recruitment Process is shown below.

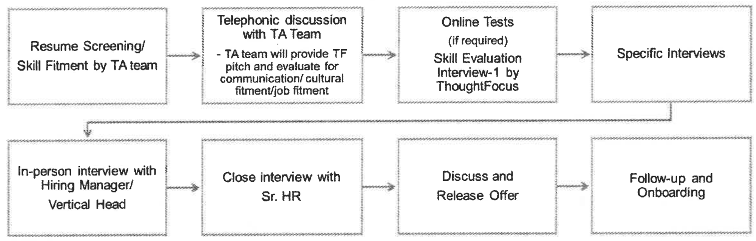

Figure 13: Overview of the recruitment process

Continuous demand management planning with JMU:

To provide best-in-class skilled resources for our clients, we do continuous demand management planning with them. The demand management includes.

- **Annual planning** includes a high-level estimate of the resources required throughout the year. This forms the basis of all the work done in that year.
- **Quarterly Review:** The annual plan is reviewed every quarter to confirm the demand so that we can start the process of providing skilled resources.
- **Monthly confirmation:** The monthly discussion involves a final confirmation of the requirement. ThoughtFocus then provides the number of skilled resources as per the confirmed demand.

Reallocate resources to meet the project/solicitation requirements:

ThoughtFocus has a standard process and Talent Acquisition practices to reallocate resources as needed to meet the JMU's project/solicitation requirements. Below are the steps we follow to support JMU's immediate needs.

- **Bench Strength-** ThoughtFocus has 2300+ employees globally and 10% bench pool of highly qualified resources on its payroll always maintained. We also source resources from many of our partner firms throughout California. Thus far, we have stood up in mid to large-sized teams in a few weeks and supplied resources within 1-2 weeks based on the technology.
- **Strong Pipeline of Resources-** Our recruitment team keeps scouting actively using all the job boards, AI-based tools, and alumni and maintains a strong pipeline of resources.
- **Partnership with leading head-hunters**; We have built an ecosystem of head-hunters who quickly provide us with the right resumes.
- **Weekly Pipeline Review-** Have a process to have the exact status of every resource in the company, who is coming off a project, and when.
- **Pilot Program** - Rapid deployment of critical resources

ThoughtFocus Value:

ThoughtFocus's value to JMU lies in our commitment to providing cost-effective services without compromising on quality. We understand the budgetary constraints faced by educational institutions and strive to deliver solutions that optimize resources while meeting IT objectives. By offering qualified personnel, we ensure that you have access to individuals with the right skills and experience to effectively handle the challenges arise during the project execution at JMU.

The key personnel managing the overall contract will include project managers, technical leads, and subject matter experts. The project managers will be responsible for overseeing the execution of the contract, ensuring that timelines are met, resources are allocated efficiently, and communication channels remain open. They will act as the primary point of contact for JMU, facilitating effective collaboration and addressing any concerns or issues.

Specific Roles, specializations, and responsibilities of the key personnel:

The key personnel will provide expertise and guidance in overall project execution during the contract.

2.11 Functions provided by a subcontractor

Describe the functions that may be provided by a subcontractor of your firm. Specify the expertise and credentials required from the subcontractor.

ThoughtFocus has identified a subcontractor who can be part of this RFP and JMU's project for providing the IT consulting services for the identified technologies. The details of the Subcontractor are as below.

Subcontractor Company Name	Triad Technology Partners, LLC
Address	175 S Pantops Drive, Suite 102 Charlottesville, VA 22911
Contact Person and Title	Kristin Rydland Manager, Programs & Operations
Telephone	240-863-4731
SBSD Certification Number or FEIN	691195
Category type (small, women-owned, or minority-owned)	Small and Woman-owned
Brief History	Triad Technology Partners, LLC provides exceptional enterprise asset management, IT service management and government software sales for partners. They also collaborate with leading technology software vendors to provide complete business solutions for public sector customers. Provide services in business process planning, system design and configuration, deployment, and training.
The main line of business	▪ Performance management, IT Consulting and Staff Augmentation Services, data analytics, mobility, and cloud services.
Functions provided by Subcontractor	Data Engineering Consultants

3. Appendix A - Detailed Resume

3.1 Oracle/PeopleSoft Enterprise Solutions

3.1.1 Satish M – Project Manager

Professional Summary:

IT Professional with 16+ years of experience in CRM & ERP projects of varied sizes and complexities. Worked on different responsibilities such as Project Manager /Project Lead/Functional Consultant/Business Analyst /Testing Consultant.

- Expertise in business development, PMO, analysis, Client Interfacing, implementing, developing, migrating, training and deploying HRMS/HCM, Payroll, Benefits, Benefits Administration, Absence Management, Talent Acquisition/e-Recruit, Resource Management, Time &Labor, Manager, Competency Management, Self Service, Employee Self Service, Enterprise sales force, call center, help desk, and service automation systems.
- Hands-on client expertise in the areas of program management, Big 5 management experience as Business Analyst, business process re-engineering, process improvement, consulting and integration. Management experience includes business development, proposal writing, estimation, and staffing, managing budgets, P & L's for multiple projects. Strong and diverse management consulting experience utilizing multiple project methodologies including Compass, AIM, and Waterfall within Services, Consumer Products/Retail, Telecommunications, and Financial, Mortgage Industries using RUP and UML.
- Specialized in executing multiple projects in HRMS, North American Payroll, Benefits, Benefits Admin, Time and Labor, Absence Management, Resource Management, Talent Acquisition Management, Candidate Gateway and Self Service Modules (e-Pay, e-Benefits, e-Recruit), CRM.
- Wrote test cases extensively and tested them for system and production testing.

Education:

- Doctor of Philosophy in Human Resources Management (PhD),
  The International University, Missouri – GPA: 4.00/4.00 Graduated: 01/1996
- Master of Business Administration (MBA),
  The International University, Missouri – GPA: 4.00/4.00 Graduated: 11/ 1994
- Master of Science in Mechanical Eng.(MS),
  University of Bridgeport, Connecticut – GPA: 3.235/4.00 Graduated: 12/1990
- Bachelor of Engineering (B.E) in Mechanical Eng.,
  Regional Engineering College, Nagpur, India – GPA: 61% Graduated: 05/1987

Achievements:

- Doctorate in Human Resource Management.
- Subject Matter Expert in Human Resource Management
- Excellence Work Award received from Client side Director of Projects at Dallas.
- Employee of the Year award from Infobahn Technologies, MA.
- Siebel CRM Certifiedd
- PMP Certified
- Excellent References available from Senior Capacity Managers around the world
- Proficiency in the German Language
- Proficiency in the French Language

Work Experience History:

Designation	Company	Duration
Peoplesoft Project Manager	Equifax	June 2013 – Till Date
PeopleSoft Functional Lead	Alliance University	2010 – May 2013
Project Manager	Verizon Communications	2008 – Sept 2009

Responsibilities

- Project Manager overseeing the Integration project of acquired company, to PeopleSoft 9.2 system.
- Updating Project plan, Project status and Raid log to track and provide feedback on Project health. Identify resource needs and provide Functional feedback on the Net New Business process for the merged company.
- Conducted design and requirement walkthrough.
- Document the redesign of core business processes and the application of new custom programs
- Present best testing methods using current process to ensure acquired company is process in payroll.
- Ensuring to follow documented SDLC practices of the client.
- Monitoring group performance-Weekly/monthly status reports, weekly status meetings
- Controlling day to day activities for Peoplesoft Project.
- Tracking the time and effort for the entire duration of project.
- Orchestrating the effort in formulating business strategies for various customers such as competitive strategy, new product introduction and customer segmentation to better align their organizations and business processes.
- Providing consulting services to customers on their HCM, North American Payroll, Benefits, Benefits Administration, Absence Management and Time & Labor, and best utilization of the product in their environment.
- Implementation of Benefits Administration Module includes defining eligibility rules based on factors such as age, status, employee type, jobs, and duration of service, company& Pay.
- Defining Event Rule Parameters that control how and when the event is processed.
- Setting up of automated benefits programs, enrolling employees automatically into benefit plans, creating employee communications such as enrollment forms and confirmation letters, change elections and coverage, process an Open Enrollment and Perform Event Maintenance.
- Establishing validation across plan types, to run an eligibility Snapshot, Reviewing Event Coordination, Troubleshooting errors, and setting up PeopleSoft e-Benefits to process enrollments via self-service.
- Providing expert analysis for customer personnel and third party partner consultants involved in various strategic planning, ROI analysis, best practice's assessment and benchmarking by using IBM RUP and UML

3.1.2 Jayant Bhat – Senior Engineer (PeopleSoft and Boomi SME)

Mr. Bhat has 14+ years of experience in ERP technologies involving PeopleSoft Campus Solution, HCM and FSCM applications as a technical developer, techno-functional consultant, and technical lead. Extensively worked with PeopleTools. Dell Boomi certified developer and worked on Integrating PeopleSoft and Salesforce using Dell Boomi. Experience in Salesforce administration, integration, and development.

- Expertise in **Fluid User Interface** development
- Developed multiple **RICEW** objects, namely (R)reports, (I)interfaces, (C)conversions, (E)enhancements, (W)workflows
- Campus Solution /HCM/ FSCM multiple **implementations, upgrades, and production support** projects
- Expert in developing PeopleSoft applications across multiple versions using **PeopleTools, PeopleCode, Application Engine, file layout, component interface, BI publisher, application package, PS query, integration broker, SQL, and data mover**
- Profound knowledge of various Campus solution modules such as **Campus Community, Recruiting and Admissions, Student Records, Curriculum Management, and Student Financials**
- Proficient in setting up and configuring CS/HR/FSCM application
- Worked on **POP Select** in Campus Solution
- Developed multiple **enhancements and Bolt-on applications** as part of the Campus Solution and FSCM deliverables
- Has worked for clients **with Higher Education, Public Sector, Banking and Financials, Information Technology, Federal and Manufacturing** domains
- Full SDLC experience including **requirements, development, testing, deployment, and production support** as well as change management policies, procedures, and tools
- Extensively worked on **interfaces and data conversions** from legacy / third party systems to PeopleSoft
- Experience in the full life-cycle development of PeopleSoft Financials, designed process and configured application involving UAT scripts
- Expertise on PeopleSoft Finance Modules such as **account receivables, account payables, asset management, billing, and general ledger**
- Experience with **Security Administrator** to implement security at various levels such as creating roles, permission lists, user profiles, portal security, and content references
- Strong experience in **interface design, data mapping, and data conversions**
- Hands on experience all the phases of SDLC such as requirements **gathering, analysis, design, implementation and maintenance** phases of software projects and experience in leading the team of strength between 10 – 15 members
- Experience in data extraction from legacy systems to PeopleSoft application database tables and Integration of PeopleSoft system with various third-party systems
- Execute and validate Campus Solution and FSCM application system **testing scripts**
- Team player and quick learner with proven analytical, technical, and communication skills
- Trained on **Fusion Financials** implementations

Skills highlights

ERP	Campus Solution 9.2/9.1/9.0, PeopleSoft Financials and HCM, Salesforce
PeopleTools	8.57/8.56/8.55/8.54/8.53 (application designer)

Languages	PeopleCode, SQL
Reporting tools	BI Publisher, SQR, PS/Query, PS/n-Vision
Integration tools	Application engine, component interface, file layout, integration broker, Dell Boomi
Administration tools	Security, process scheduler
Data management	Data mover
Middleware	Oracle SOA and ODI (Oracle Data Integrator)
Databases	Oracle 9i/10g/11g/12c, SQL server 2005
Operating systems	MS-DOS, WINDOWS 95/98/2000, Windows NT

Project Details

California State University, East Bay, CA
Techno - Functional Consultant/Business Analyst/Design Analyst

- Provide day to day Technical, Functional and Admin support for PeopleSoft Campus Solution, HR and CFS modules
- Single Point of contact for PeopleSoft Application
- Lead the multiple projects like PeopleSoft application and Tools upgrade, CHRS Recruiting application, Oracle Database upgrade, Linux Webserver upgrade etc.
- Worked on multiple PeopleSoft to third party integrations like Shopping Cart, IDM system, CeDiploma reorder, Acalog Data import, OnBase, AdAstra, eRecruitment application, AAWS, CashNet, AcademicWorks etc.
- Helped to modify CFS Check printing BI publisher template.
- Provided the support for HR modules like Benefits, Payroll, Core HR, eRecruting etc.
- Configured Integration broker between CS, HR and CFS (FSCM) systems.
- Worked on PeopleSoft to **Salesforce** Integrations.
- Helping to build the Student Portal in **Salesforce** application.
- Worked on **Dell Boomi** and established the integration between multiple applications.
- Worked on building complex integrations using **Dell Boomi.**
- Co-ordination with CMS Shared service support team and CSUEB users/team.
- Applying the Maintenance packs and patches to PeopleSoft HR and CS applications.
- To provide business expertise and input to the design, improvement and overall solution architecture to assist in the split and upgrade HR and Campus instance to 9.2.
- Evaluate the existing configuration for various modules and suggest improvements to overall solution architecture of the Admissions, Student records, Curriculum management, Student Financials and Financial Aid.
- Analyzed business needs, worked with technical resources to develop, design, and test the solution for customizations, interfaces, and reports.
- Classification of modules, processes, data and security as per the business needs.
- Configured Mass Change Process to create the Employees and Student profiles.
- Created Activity Guide for Student Financials Financial Agreement.
- Enhancing the business processes so that these processes will leverage the delivered integrations and the data can be maintained in both the systems real time.
- Quarter to semester conversion issues production support.
- Modification on Degree progress report and fixed existing issues.
- HR modules impact analysis and customizations & developments
- Converted some of the SQR program to Application Engine/Component interface to make sure Integration/messages are triggering properly and data are in sync in the real time.

- Enhance the existing customizations to reduce the manual effort and design new customizations to cater new business needs.
- Evaluate customizations, which can be implemented using PeopleSoft delivered functions, and retire them.
- Design new security matrix and streamline the existing security setup.
- Assist in Integrating CS, HR and Finance, which is to apply delivered integrations between CS, HR and Finance.
- Analyze the business needs and apply the same to 3rd party integrations to CS, HR and Finance.
- Perform crystal analysis and convert them to BI publisher.
- Worked on AWE in order to implement eBenefit related changes in HR
- Configures Work centers and activity guides for students and faculty
- Configured new pagelets and removed unwanted pagelets.
- Worked as a PeopleSoft Administrator.
- Designed/Created the Unit test document template and technical design documents and provided the required documentation
- Extensive experience working with People Tools, People Code, Java, Application Designer, Application Packages, Application Engine, Component Interface, File Layout, Application Messaging, Integration Broker, Security, Tree Manager, PS Query, COBOL, DataMover, Import Manager, Workflow (AWE), SQR, Crystal Reports and XML Publisher

Glendale Community College, CA
Lead Techno - Functional Consultant/Business Analyst

- Leading the Peoplesoft CS 9.2 upgrade project
- Lead the Major project called Student Debt collection which helped college to collect around $10 million from student debt.
- Interacting with various Glendale Community College Business Users, Analysts and Technical teams involved in the upstream and downstream applications
- Analysis, design and development of PeopleSoft applications based on business requirements.
- Upgrade and modify PeopleSoft applications as per business needs.
- Evaluate the existing configuration for various modules and suggest improvements to overall solution architecture of the Admissions, Student records, Curriculum management, Student Financials and Financial Aid
- Ensure that project deliverables meet business requirements and complete project within assigned timelines.
- Analyzed business needs, worked with technical resources to develop, design, and test the solution for customizations, interfaces, and reports.
- Lead, gathered requirements, designed CCCApply Admission Application process re-write project.
- Re-designed and developed eTranscript process re-designed.
- Designed and developed CalGrant Notification business process
- Re-engineer the PeopleSoft Interface between EOPS Electronic Student File System and PeopleSoft, which includes migration/rewrite from Microsoft Access Application to PeopleSoft using best practices including documentation for the new system
- Classification of modules, processes, data and security as per the business needs.
- Configured Student Waiver process and National Student Clearing house report.
- Enhancing the business processes so that these processes will leverage the delivered integrations and the data can be maintained in both the systems real time.
- Modification on Student Financial to AP and GL interface and fixed existing issues.
- Pre-Upgrade analysis on customizations & Integrations

- Converted some of the SQR program/PL SQL Procedures to Application Engine/Component interface to make sure Integration/messages are triggering properly and data are in sync in the real time
- Enhance the existing customizations to reduce the manual effort and design new customizations to cater new business needs.
- Evaluate customizations, which can be implemented using PeopleSoft delivered functions, and retire them.
- Design new security matrix and streamline the existing security setup.
- Perform crystal analysis and convert them to BI publisher.
- Applied PeopleSoft branding.
- Configured activity guides for students and faculty
- Designed/Created the Unit test document template and technical design documents and provided the required documentation
- Extensive experience working with People Tools, People Code, Java, Application Designer, Application Packages, Application Engine, Component Interface, File Layout, Application Messaging, Integration Broker, Security, Tree Manager, PS Query, COBOL, Data Mover, Import Manager, Workflow (AWE), SQR, Crystal Reports and XML Publisher.

California State University, Los Angeles, CA
Techno Functional Consultant

- Working as a PeopleSoft Campus Solution Techno-Functional Consultant.
- Users had multiple User Id's in the old system (HR 9.0). Created a process/Component Interface to consolidate the user profiles and create a new user profile with Employee Id so that all the users will have single User profile.
- Analyzed and updated tables which impacted by User ID consolidation like user favorites, PS Query tables, Setup SACR tables, Run control tables etc.
- Analyzed and converted some of the SQR program to Application Engine/Component interface to make sure Integration/messages are triggering properly and data are in sync in the real time.
- Helped the team to create new user id's and keep the user data in sync between CS and HR systems.
- Helped the users/security team to define Security matrix templates to define the roles, responsibilities and permission lists for End Users.
- Worked in Integration broker issues.
- Created the scripts to move configuration and clean up the data
- Helped to create a UAT test cases and go-live migration check list
- Involved in Go-live activities and production support after the go-live

California State University, Fullerton, CA
Techno Functional Consultant

- Working as a PeopleSoft Campus Solution Techno-Functional Consultant.
- Impact analysis and Retrofitting the PS Queries and make sure that all the queries are working properly without any impact.
- Worked on Query security views and Query security.
- Converted some of the SQR program to Application Engine/Component interface where data needs to be in Sync between both environments.
- Critical Data comparison between new and old systems like Process Scheduler data, Set Up SACR, Security data, Translate, Messages etc.
- Helped the users/security team to define Security matrix templates to define the roles, responsibilities and permission lists for End Users.
- Created the scripts to move configuration and clean up the data

- Involved in Go-live activities and production support after the go-live
- Designed/Created the Unit test document template and technical design documents and provided the required documentation

San Jose State University, San Jose, CA
Technical/Functional Consultant/Business Analyst

- Working as a PeopleSoft Campus Solution Techno-Functional Consultant.
- Assist in Integrating CS and HR which is to apply delivered integrations between CS and HR
- Analyze and assist with the 3rd party integrations to CS and HR system after database split.
- Impact analysis and Retrofitting the local campus modifications and make sure that everything is working properly without any impact.
- Integrated the new CS system with existing HR and CFS (Finance) systems. Make sure all the three systems are in Sync with data.
- Converted some of the SQR program to Application Engine/Component interface to make sure Integration/messages are triggering properly and data are in sync in the real time.
- Enhancing the business processes so that these processes will leverage the delivered integrations and the data can be maintained in both the systems real time.
- Helped the users/security team to define Security matrix templates to define the roles, responsibilities and permission lists for End Users.
- Configured new Home page pagelets in Campus Solution 9.2 environment as per the business user needs.
- Provided technical solutions to complex business problems like Duplicate ID process.
- Suggested the better approach for migration issues and retrofitting process.
- Designed/Created the Unit test document template and technical design documents and provided the required documentation for each and every process

Education and Certification

- Bachelor of Engineering from VTU, Karnataka, India
- Oracle Certified in PeopleSoft Application Developer I: PeopleTools and PeopleCode
- Oracle Certified in PeopleSoft Application Developer II: Application Engine and integration

3.1.3 Derick F – Engineer (PeopleSoft Techno Functional Consultant)

Professional Summary

Mr. Fisher holds 12+ years of rigorous IT experience working in the public, private, and commerce sectors. He is proficient as a PeopleSoft HRMS technical developer with PeopleSoft 7.5, 8.3, 8.8, 8.9, 9.0, 9.1 and 9.2. Mr. Fisher has been responsible for systems designing and analysis, testing, development, training, gathering requirements & providing production support. Recently he worked for Metric 5 as an Independent Contractor, supporting a Federal client on PeopleSoft HCM 9.2 implementing Fluid. Mr. Fisher earned a BS in computing technology from Drexel University and a Master of Education from Boise State University.

Summary of Project Experience

CLIENT	ROLE	PROJECT TYPE	DATES	LENGTH (MON)	VERSION	MODULES/ TECHNOLOGIES
DOD	Federal HRMS Senior PeopleSoft Developer	support the modernization and transformation of the DoD's	Dec 2020 – Dec 2021	1	People Soft 9.2	HRMS
Apex Systems – Atrium Healthcare	Senior Peoplesoft Consultant	Production support	Oct 2020 – Jan 2021	4	People Soft 9.1	HR, Finance
YSL Technologies LLC	Federal HRMS Senior PeopleSoft Developer	Support, Customize and Enhance	Aug 2018 – July 2020	22	People Soft 9.2	HRMS
Deloitte	Specialist Technical Lead	implementation and support	June 2017 - Aug 2018	14	People Soft 9.2	AP, PO, AR, and KK
US Department of Treasury	Federal HRMS Senior PeopleSoft Developer	Integration and support	Feb 2015 – May 2017	27	People Soft 9.0	HRMS
UVS Infotech (IMF)	Senior PeopleSoft Developer	Support, maintenance, enhance	Jan 2014 – Feb 2015	13	People Soft 9.2	SQR, Component Interface, PeopleCode, AE, PSQuery
Cedar Crestone Inc.	Senior PeopleSoft Consultant	Upgrade, Support Development, Customize	Mar 2011- Jan 2014	34	People Soft 8.5 to 9.1	HCM, Finance, Payroll for North America, Time and Labor, Workforce Administrator

Education / Certifications / Presentations

- Drexel University – Bachelor of Science, Computing Technology (2003-2006)
- Boise State University – Master of Education, Educational Technology (2009-2011)

Project Details

DoD **Dec 2020 – Dec 2021**

Responsibilities: HRMS Senior PeopleSoft Developer

My role in this project is to support the modernization and transformation of the DoD's PeopleSoft 9.2 implementation. My responsibility is to help introduce new functionality and resolve existing defects. In my role I've created multiple Integration Broker Message configurations to exchange data between different systems, automated HR tasks, created batch processes in App Engine, create custom Workflows and Notifications, and created custom pages in Fluid.

Apex Systems **Oct 2020 – Jan 2021**

Responsibilities: Senior Peoplesoft Developer

My role in this project is to support the multiple hospitals managed by Atrium Healthcare and provide production support as well as help the client meet Federal and State mandates required due to the Covid pandemic. The client was in the process of migrating to Oracle HR and Finance Cloud but still required PeopleSoft support. Several custom interfaces, inputs, outputs, and fixes were provided during this time to support PeopleSoft HR/Finance 9.1. In addition, I provided cutover production support for Oracle Cloud issues regarding access, security, and functionality.

YSL Technologies LLC **Aug 2018 – July 2020**

Responsibilities: Federal HRMS Senior PeopleSoft Developer

My role in this project is to support the PeopleSoft 9.2 Federal HRMS to handle any change requests related to the HRMS modules in use. Employee Self Service, Manager Self Service, and customizing/enhancing PAR related data/pages are my current responsibilities. I also work with PeopleSoft User Security regarding new roles, permissions, interfaces, Role Based Security and creating custom security solutions.

Deloitte **June 2017 – Aug 2018**

Responsibilities: Specialist

- My role on this project is to be the technical lead and help implement a major financial gov't requirement, be the technical and test lead on a major data migration effort, and provide O&M support for PeopleSoft Finance 9.2.
- I was the Technical Lead and Test Lead at times during a Data Migration between service providers to help ensure data integrity, quality, and stability of production and non-production environments of PeopleSoft FMS. During testing we took advantage of the PeopleSoft Test Framework to provide automated testing while also performing manual tests on the AP, PO, AR, and KK modules.
- In addition, my role is Lead Developer on customization of delivered functionality in order to help the client meet the new government mandated Digital Accountability and Transparency Act (Data Act) which will take place the first quarter of 2019.

IMF

Responsibilities: Senior PeopleSoft Developer **Jan 2014 – Feb 2015**

- My role in this project is to help take over and provide support, maintenance, and enhance a heavily customized PeopleSoft environment that was being supported by an offshore client.
- Due to the fact the IMF is a unique organization, its benefit offerings as well as various business rules are not common and require a great deal of customization to meet the needs of the organization.
- Pension, Benefits, and Payroll support are my current responsibilities. SQR, Component Interface, PeopleCode, AE, PSQuery, and App Designer are the most frequently used tools to accomplish tasks.
- As a team member, I'm required to produce technical documentation, translate business rules into logic, and communicate with staff and/or management to provide analysis of varying issues.
- The ability to meet deadlines and do project plan analysis is critical since resources and development/testing time are needed when any kind of major enhancement takes place.

Cedar Crestone Inc. **March 2011 – Jan 2014**

Responsibilities: Senior PeopleSoft Consultant

- I created functional specification documents for HCM interfaces and technical specification documents for custom reporting. I developed several reports using both SQR and XML Publisher.
- I used Application Engine processes to call SQR queries that produced XML Publisher reports in both Excel and PDF formats. App Designer 8.5 was used by me to create the custom Pages, Components, Run Control tables, and fields needed for the processes to run.
- The customized reports were done based on the technical specifications I created.
- SQL Developer access was granted to me to query tables for testing and development needs. Both technical and functional specification documents required UT approval from UT Systems Analysts before moving forward.
- STAT 5.5 was used to track all the development requests that were assigned to me.
- The only PeopleCode I created on this project was for calling SQR queries to produce XML Publisher reports. This implementation was the result of seven University of Texas campuses deciding to move to PeopleSoft from a homegrown legacy system.

3.2 Data Analytics/Visualization/Warehouse/Lake

3.2.1 Kim Zaffino – Project Manager

Profile Summary

IT professional with 20+ years of experience working as a Project Management, Program Management, Business Analysis, Technical Analysis, Techno Functional Consultant, Technical Architect, Process Architect, Configuration Specialist, QA/QC Management, Upgrade Specialist, Implementation Lead, Change Manager, Communications Manager / Specialist, Training, Testing Analyst, Testing Lead and more.

- Hands-on experience with ADP, PeopleSoft, Oracle Cloud and Workday, which includes a 100% Functional/ 75% Technical skillset.
- Additionally, I have worked with more than 1,500 integrated software vendors and products with various projects.
- Primarily supported and led work streams like AM, TL, PY, CA, GL, HR and SIS.
- Participated in 2 cloud upgrade/implementations (OCI and AWS) in the last 6 years. I have also managed and engineered quite a number of special customization projects; relating to: vendor management, time management, reporting and specified regulatory issue design and resolution.
- Overall, experiences include end-to-end implementations, upgrades, re-implementations, support and enhancement work.
- Participated as an SME in every PUM and Tax Update. Worked directly with C-Level, Directors, Legal, Managers, Marketing staff, Communications, Change, Department end-users, and individual employees.
- Work very well with both on and offshore support models and have robust references from both local and offshore peers and managers.

Education:

State University of New York - Major - Accounting

Certification:

Certified Payroll Professional (CPP)
Certified Project Management Professional (PMP)

Skill Set:

3rd Party Interfaces / Integrations	Fit/Gap Analysis	Benefits Administration
Absence Management	Fluid Technology	Business Process Redesign
ADP	Fed/State FMLA	Advanced Excel Reporting
Application Engine	Functional/Tech Specification	Project Planning & Budge
Activity Guides	Performance Management	PS WorkCenter Designs
AWS Cloud Applications	PMO	PUM / Tax Upgrades thru 30
Change Management	JIRA	MS Project
Confluence	Compensation Planning / eComp	Kronos

Work Experience History:

Designation	Company	Duration
Project Manager	Hexaware	01/2023 – Current
Project Manager (Oracle Analytics)	Children Hospital Los Angeles (CHLA),	10/2017 – 11/2022
Senior Business Analyst	UNIVERSITY OF ARIZONA	02/2017 – 03/2018
Oracle PeopleSoft SME	UNIVERSITY OF CALIFORNIA	08/2014 – 10/2016

Responsibilities

- Manage the Implementation of WorkForce Time Keeping Systems replacing PS Time and Labor and Taleo
- Worked with SIS – Student Information System and Integrations
- Worked with Active Open Enrollment and Calendar Year End Projects
- Custom Metrics, Reporting and Testing
- Assisted ADP – PeopleSoft V9.2 Payroll Implementation POST Go Live through Hyper Care Period
- Post Implementation help with Business Process and System for HR, Payroll, Benefits and Finance (AP / GL)
- Technical Conversion Clean Up – Earnings, Deductions, Garnishments, Balances
- Heavily Customized FLSA, 401k and Leave Accrual
- Custom Metrics, Reporting and Testing
- Prepares Perm Staff on New System Functionality
- Principle Production Support HCM – Payroll, Commitment Accounting, ACA, AZDOA, PSPRS, Benefits Administration, Risk Management, Health and Safety, ELM and HR
- Special Focus on Portal, Activity Guides, Fluid, Elastic Search and PTF (PeopleSoft Testing Framework)

- PUM and Tax Update Analysis Testing
- JIRA, Confluence, Remedy, Cherwell, ServiceNow, BOX, SharePoint, GIT
- Migration Lead to AWS Amazon Cloud

3.2.2 Shalini – Senior Engineer (Sr. Data Operations Consultant)

Profile Summary

Overall 9**+ years** of IT experience in Analysis, design, development, implementation, maintenance, and support with experience in developing strategic methods for deploying big data technologies

- Strong experience in Python, **Scala**, SQL, **PL/SQL** and Restful web services.
- killed in data cleansing, preprocessing using Python and creating data workflows with SQL queries using Alteryx and prepares Tableau Data Extracts (TDE)
- Hands on experience in **Hadoop** ecosystem including **Spark, Kafka**, **HBase, Pig**, Impala, **Sqoop**, Oozie, Flume, Mahout, Storm, Tableau, Talend big data technologies.
- Worked on data warehouse product Amazon Redshift, which is a part of the **AWS.**
- Used Informatica Power Center for (ETL) extraction, transformation and loading data from heterogeneous source systems into target database.
- Performed the migration of **Hive** and **MapReduce** Jobs from on - premise Map Reduce to **AWS** cloud using EMR

Education:

Bachelor's in Computer Science and Engineering University: Kakatiya University Year of Passing: 2013

Environment Worked:

Hadoop, Map Reduce, HDFS, Hive, Cloudera, Pig, HBase, Linux, XML, MySQL, Eclipse, Oracle 10g, PL/SQL, Cassandra.

Technical Skills

- **Programming languages:** Python, PySpark, Shell Scripting, SQL, PL/SQL and UNIX Bash
- **Big Data:** Hadoop, Sqoop, Apache Spark, NiFi, Kafka, Snowflake, Cloudera, PySpark, Spark, Spark SQL
- **Data Modeling Tools:** Erwin Data Modeler, ER Studio v17, Toad, Alteryx
- **Operating Systems:** UNIX, LINUX, Windows, Mac OS, Solaris, Mainframes
- **Data bases:** Oracle, SQL Server, My SQL, DB2, Sybase, Netezza, Hive, Impala
- Cloud Technologies: AWS, AZURE
- **ETL/Data warehouse Tools:** Informatica 9.6/9.1, Airflow and Tableau.

Work Experience History:

Designation	**Company**	**Duration**
Sr. Data Engineer	Huron	April 2022 – Till now
Senior Big Data Engineer	Humana, Charlotte, NC	Nov 2020 – Mar2022
Big Data Engineer	Dell, Round Rock, TX	July 2018 – Nov 2020
Big Data Engineer	John Hancock, Boston, MA	Sep 2016 – June 2018
Data Engineer	Directi, Mumbai, India	Dec 2014 – May 2016

Responsibilities

- Experience on Migrating SQL database to **Azure** Data Lake**, Azure** data lake Analytics, **Azure SQL** Database, Data Bricks and **Azure SQL** Data warehouse and Controlling and granting database access
- Experience in installation, configuration, supporting and managing **Hadoop** Clusters using HDP and other distributions
- Experienced in developing **MapReduce** programs using Apache **Hadoop** for working with Big Data
- Hands on experience in installing, configuring, monitoring, and using **Hadoop** ecosystem components like **Hadoop** Map-Reduce, HDFS, **HBase, Hive, Sqoop, Pig**, **Zookeeper**, Horton works, Flume.
- Well Exposure on **Spark SQL**, Spark Streaming and using Core **Spark** API to explore Spark features to build data pipelines.
- Strong experience with ETL and/or orchestration tools (EX: **Airflow, Informatica**)
- Experience setting up AWS Data Platform - AWS CloudFormation, Development End Points, AWS Glue, EMR and JupyterNotebooks, Redshift, S3, and EC2 instances
- Expertise in using various Hadoop infrastructures such as **Map Reduce, Pig, Hive, Zookeeper, HBase, Sqoop, Oozie, Flume, Drill** and **spark** for data storage and analysis.
- Extensive experience withReal-timestreaming technologies **Spark**, Storm, **Kafka.**
- Hands on experience on tools like **Pig**, **Hive** for data analysis, **Sqoop** for data ingestion, Oozie for scheduling and **Zookeeper** for coordinating cluster resources
- Worked on Scala code base related to Apache **Spark** performing the Actions, Transformations on RDDs, Data Frames & Datasets using **SparkSQL** and Spark Streaming Contexts
- Experience on Migrating SQL database to **Azure Data Lake, Azure data lake Analytics, Azure SQL Database, Data Bricks** and **Azure SQL Data warehouse** and Controlling and granting database access and Migrating On premise databases to **Azure Data lake** store using **Azure Data factory**
- Responsible for data engineering functions including, but not limited to: data extract, transformation, loading, integration in support of enterprise data infrastructures - data warehouse, operational data stores and master data management.
- Good Understanding of **Azure Big data technologies** like Azure Data Lake Analytics, Azure Data Lake Store, Azure Data Factory and created POC in moving the data from flat files and SQL Server using U-SQL jobs.
- A solid experience and understanding of designing and operationalization of large-scale data and analytics solutions on Snowflake Data Warehouse.
- Familiar in importing and exporting data using **Sqoop** from HDFS/**Hive/**HBase to RDBMS
- Solid understanding of architecture, working of **Hadoop** framework involving **Hadoop** Distributed File System and its components like **Pig, Hive, Sqoop**, PySpark.
- Worked with **agile** and **Scrum** software development framework for managing product development.
- Knowledge of Hadoop administration activities using Cloudera Manager and Apache Ambari.
- Experience working with Cloudera, Amazon Web Services (**AWS)**, Microsoft **Azure** and Hortonworks
- Worked on Import and Export of data using Sqoop from RDBMS to HDFS.
- Good understanding of Spark Architecture with Data bricks, Structured Streaming. Setting Up AWS and Microsoft **Azure** with Data bricks.

3.2.3 Subramanya P – Engineer

Profile Summary

- Around **8 years of experience** in IT with exceptional expertise in Big Data/Hadoop ecosystem and Data Analytics techniques.
- Developed intricate algorithms based on deep-dive **statistical analysis and predictive data modeling** that were used to deepen relationships, strengthen longevity, and personalize customer interactions.

Education:

B.Tech in Information Technology, Vellore Institute of Technology, India

Technical Skills

Big Data	Apache Spark, Hadoop, HDFS, Map Reduce, Pig, Hive, Sqoop, Oozie, Flume, HBase, YARN, Cassandra, Phoenix, Airflow
Frameworks	Hibernate, Spring, Cloudera CDs, Hortonworks HDPs, MAPR
Programming & Scripting Languages	Java, Python, R, C, C++, HTML, JavaScript, XML, Git
Database	Oracle 10g/11g, PostgreSQL, DB2, SQL Server, MySQL, Redshift
NoSQL Database	HBase, Cassandra, MongoDB
IDE	Eclipse, Net beans, Maven, STS (Spring Tool Suite), Jupyter Notebook
ETL Tools	Pentaho, Informatica, Talend
Reporting Tool	Tableau, PowerBI
Operating Systems	Windows, UNIX, Linux, Sun Solaris
Testing Tools	Junit, MRUnit
AWS	EMR, Glue, Athena, Dynamo DB, Redshift, RDS, Data Pipelines, Lake formation, S3, IAM, CloudFormation, EC2, ELB/CLB.
Azure	Data Lakes, Data Factory, SQL Data warehouse, Data Lake Analytics, Databricks, and other Azure services.

Work Experience History:

Designation	Company	Duration
Sr. Data Engineer	JM Family, Deerfield, FL	Mar 2022 - To date
Senior Big Data Engineer	Signify Health, Dallas, TX	Jan 2021 – Feb 2022
Senior Data Engineer	SWBC, San Antonio, TX	Jun 2019 – Dec 2020
Hadoop Developer	Amitysoft, India	Oct 2016 – May 2019

Data Analyst	Seclore, India	Aug 2014 – Sep 2016

Responsibilities

- Developed Spark applications using PYSpark and Spark-SQL for data extraction, transformation, and aggregation from multiple file formats to uncover insights into customer usage patterns.
- Worked on GCP using Daturic / Spark cluster launching a running environment on the Google Cloud Platform.
- Used AWS EMR Spark cluster and Cloud Dataflow on GCP to compare the efficiency of a POC on a developed pipeline.
- Worked on GCP Data Pipeline to configure data loads from Cloud Storage to Big Query.
- Built reports for monitoring data loads into GCP and maintaining reliability at the site level.
- Involved in setting up Apache airflow service in GCP and comparing on-premises counts to GCP counts with no mismatch.
- Responsible build Spark applications using Spark-SQL in Databricks for data extraction, transformations from multiple file formats & transforming the data on HDInsight.
- Experience in Google Cloud components, Google container builders, and GCP client libraries and in migrating cron jobs to airflow/composer in GCP.
- Build the Logical and Physical data model for Snowflake as per the changes required.
- Involved in porting the existing on-premises Hive code migration to GCP (Google Cloud Platform) Big Query.
- Developed multi-cloud strategies using GCP (for its **PAAS**) and Azure (for its SAAS) and deployed the outcome using spark and Scala code in the Hadoop cluster running on GCP.
- Experience in building and architecting multiple Data pipelines, end-to-end **ETL**, and ELT processes for Data ingestion and transformation in GCP.
- Sustaining the Big Query, PySpark, and Hive code by fixing the bugs and providing the enhancements required by the Business User
- Provided PostGIS installation and support for the corporate Postgres SQL GIS databases.
- Worked on building data pipelines in airflow in GCP for ETL-related jobs using different airflow operators.
- Worked with **Cloud shell SDK** in GCP to configure Data Proc, Storage, and Big Query services.
- Optimizing of existing algorithms in Hadoop using PySpark Session, Spark-SQL, Data Frames, and Pair RDDs
- Experience in virtual warehouse sizing for **Snowflake** for different types of workloads
- Designed and developed **Data Lake and data warehouse** in GCP using Cloud Storage, Big Query.
- Involved in creating a data lake in Google Cloud Platform (GCP) for allowing business teams to perform data analysis in Big Query.
- Connected to Tableau Postgres SQL database to create a customized interface for Tableau workbooks to provide native-style navigation.
- Built data **pipelines in airflow** in GCP for ETL-related jobs using different airflow operators both old and newer operators and migrated on-premises environment in GCP (Google Cloud Platform)
- Used Apache airflow in GCP composer environment to build data pipelines and used various airflow operators like bash operators, Hadoop operators, and python callable and branching operators.
- Designed and developed Batch and streaming pipelines using GCP Services like Cloud Storage, Big Query, Cloud Composer, Cloud Monitoring, **Kubernetes,** Compute Engine, Cloud Function, etc.
- Involved in using a per-customer key provided by the cloud service to encrypt all secrets stored in Databricks Secret Management
- Check the data and table structure in the PostgreSQL & Redshift databases and run the queries to generate reports.

- Developed **SQL scripts** and stored procedures in Teradata by loading data into a Snowflake, writing SQL scripts, and gathering data from Data warehouses in Teradata and Snowflake.
- Created Logic Apps with different triggers, and connectors to integrate the data from Workday to different destinations.
- Developed various solution-driven views and **dashboards** by developing different chart types including Pie Charts, Bar Charts, Tree Maps, Circle Views, Line Charts, Area Charts, and Scatter Plots in **Power BI**.
- Involved in migration of on-prem reports to GCP and building **Tableau reports**.
- Used Spark streaming to receive real-time data from Kafka and store the stream data to HDFS using Scala and NoSQL databases such as HBase and Cassandra.
- Worked with Snowflake cloud data warehouse and AWS S3 bucket to integrate data from multiple source systems, including loading nested JSON formatted data into Snowflake table.
- Scheduled Spark/Scala jobs using Oozie workflow in Hadoop Cluster and generated detailed design documentation for the source-to-target transformations.
- Used Pandas, NumPy, Seaborn, SciPy, matplotlib, Scikit-learn, and NLTK in Python for developing various machine learning algorithms and utilized machine learning algorithms such as linear regression, multivariate regression, naive Bayes, Random Forests, K-means, &KNN for data analysis.
- Performed analytics by using **Kafka** for live streaming data. Worked on Sqoop to transfer the data from a relational database and Hadoop.
- Installed and configured Apache airflow for workflow management and created workflows in Python.
- Integrated and used various AWS cloud services like S3, EMR, Glue Megastore, Athena, and Redshift into the data pipelines.
- Loaded data from Web servers and Teradata using Sqoop, Flume, and Spark Streaming API.
- Worked on AWS Lambda functions in Python for AWS Lambda which invokes Python scripts to perform various transformations and analytics on large data sets in EMR clusters.
- Implemented large Lambda architectures using Azure Data platform capabilities like Azure Data Lake, Azure Data Factory, Azure Data Catalog, HDInsight, Azure SQL Server, Azure ML, and Power BI
- Performed data Ingestion to one or more Azure Services (Azure Data Lake, Azure Storage, Azure SQL, Azure DW) and processed the data in Azure Databricks.
- Loaded and transformed large sets of structured, semi-structured, and unstructured data using PIG by importing data using Sqoop to load and export data from My SQL to HDFS and NoSQL Databases on a regular basis for designing and developing PIG scripts to process data in batch to perform trend analysis of data.
- Created prompts to dynamically filter data in reports and developed TDCH scripts for a full and incremental refresh of Hadoop tables.

3.3 Other Technologies – Salesforce

3.3.1 Azeeza M – Project Maanger

Professional Summary

- Strong program and project management professional with a master's degree focused on Computer Applications.
- PMP and ITIL Certified Ten years of experience as Program Manager / Senior Project Manager, with 20+ years of experience in Information technology.

- Hands-on experience managing complex projects using Waterfall and Agile Methodologies. Efficiently managing multiple teams with 5 to 30 team members.
- Most of the projects were delivered in quality, on time, and within budget. Success was achieved through a well-built, effective control of the scope and continuous monitoring of the budget and quality of the product being developed.
- Efficient management of Risk to reduce issues and mange issues to avoid impacts on outcome.
- Effective communication with the Stakeholders, Leadership and helped the team to create a cooperative and collaborative environment. Collaboration with Project Management Office (PMO) enabled meeting the SOX Compliance.

Education:

- Master of Computer Applications
- Bachelor of Engineering (Production Engineering)

Certification:

- PMP Certified since 2014
- ITIL V3 Foundation Certified

Technology and tools used

  - Azure, Slack, .Net, Angular JS, and React, Java Microservices, Kafka, Clarity, Eclipse, JBuilder, Clear Case, Clear Quest, SQL Developer, TOAD, SQL Plus

Professional Experience

Senior Technical Project Manager, ThoughtFocus Brookfield WI **June 2021 – Till Date**

Responsibilities:

- Worked on a project for a large Midwest vendor specializing in transportation & logistics compliance.
- Handled multiple challenges, worked with the management and team to arrive at multiple changes in strategies.
- Introduced meetings for enabling functional and technical discussions. collaborated with technical, QA and management team members on a weekly basis. Was able to get valuable feedback from individuals that helped me introduce process changes to resolve conflicts and led to collaboration.
- Worked with the team to define the links between tasks, define critical path and carefully managed risks and issues.
- Weekly updates to stakeholders articulating the risks and progress enabled creation of trust and appreciation of the work being completed.
- Consistent efforts to bridge the gap between teams and bold stands taken to support team, while providing clarity with regards to impacts of the abrupt decisions
- Involved with DQ Processing and bot automation team's efforts for the managed service wing.

Certified Project Manager, DOJ Madison WI **Oct 2020 – June 2021**

Responsibilities:

- Worked at Department of Justice Madison as a Certified Project Manager and was tasked with a large project which was in progress.
- There project progress was stalled for multiple months due to risk related to technical decisions on the project. Within weeks had the budget and technical impediments resolved to a point to get the team moving forward.
- Facilitated multiple meetings with architects, Crime investigation Bureau, Crime Lab Bureau, Program, and Project team to provide clarity.

Senior Project Manager, Kohl's Innovation Center Feb 2014 – Sep 2020
Project Manager / Technical Lead, Rockwell Automation, WI April 2011 – Jan 2014
Java Front End Developer Feb 2005 - June 2006

3.3.2 Palak Arora – Senior Engineer (Sr. Salesforce Consultant)

Profile Summary

- 8+ years of experience in different roles of a Software Development Life Cycle as a Developer, Administrator and Consultant.
- Skilled in Salesforce Architecture, implementation and building custom solutions on Salesforce platform. Provide hands-on, expert-level technical assistance to developers.
- Experience working in Sales Cloud, Service Cloud Financial Cloud, CPQ
- Experience in deployment from Sandbox to Production using deployment tools like Force.com IDE, Force.com migration tool and Change Sets.
- Good understanding and knowledge of preparing System Design using UML methodology with Rational Rose. Preparation of class and sequence diagrams using Rational Rose.

Education

Bachelor's in economics from Punjab University- India-2012

Certifications

- Salesforce Certified Platform Developer I - 22982617
- Salesforce Certified Administrator – 22982617
- Salesforce Certified Service Cloud Consultant
- Salesforce Certified Sales Cloud Consultant

Technical Skillset

Salesforce.com	Apex, Visualforce, SOQL, SOSL, Apex Triggers, Apex Controllers, Bulk triggers, Salesforce.com, Workflows and Approvals, AppExchange, Email Templates, DocuSign, Wave Analytics, Formulas, Validation Rules, app exchange, Apex Data Loader, SVN, Force.com IDE, web services, LWC.
Force.com tools	Technologies and platforms: Apex Data Loader, ETL, Data Extraction, Force.com Apex Explorer, Force.com Migration, Salesforce CRM, Salesforce Lightning, Salesforce Community, Salesforce Service, Salesforce Sales, customer relationship management (CRM) solutions, Visual Force, Salesforce.com, Salesforce Data Loader.
Custom Integration and Management tools	Outbound Messages, Workflow & Approvals, Field updates, Reports, Custom Objects, Custom Settings, Custom Labels and Tabs, Account Management, Contact Management, Email Services, Security Controls, AppExchange Package & Custom Application and Sandbox Data Loading, MS Visio, HP ALM, QC, JIRA

Work Experience History:

Designation	Company	Duration
Sr. Salesforce Consultant	Uptima	April 2022-Till Date
Salesforce Consultant	Deloitte	Nov2021 – Feb 2022
Salesforce Consultant	Hughes Network Systems	July'2020 – Oct'2021
Salesforce Developer/Administrator	Bank of America	Jan'2018 – June'2020
Salesforce Administrator/Developer	CenterPoint Energy, Houston,	Nov'2016 - Dec'2017
Salesforce Administrator	Trident Software, India	April'2014 – Nov'2016

Responsibilities

- **Natera, Inc.** is a clinical genetic testing company based in Austin, Texas that specializes in non-invasive, cell-free DNA testing technology, with a focus on women's health, cancer, and organ health.
- **Workflows, frameworks, validation rules, IDE, API, Apex classes, Apex triggers, sharing rules, automation, page layouts, Eclipse, custom objects, SDFC, web services, approval processes, dashboards.**
- Participate on project teams to design, configure, develop, test and release applications/components pursuant to business, architectural and/or service requirements. Design, configuration, development, test and release activity should be in alignment with industry and BU best practices, guidelines and standards.
- Create New users accounts with concerned profiles as per the team and job roles, Manage Salesforce security including roles, profiles, sharing rules and rd party apps groups.
- Participate in Backlog grooming to refine stories on Service Now, estimate the stories using story

points.

- Participate in Sprint planning and identify detailed tasks that need to be carried out in the -week sprint.
- Participate in daily SCRUM and provide updates on done, planned and impediments.
- **Vortex Doors** is the leading commercial door repair company with solutions to all of your door needs.
- **Experience with Salesforce configuration: creating pages, tabs, views, filters, validation rules, workflows, process builder, cloud flow designer, approvals, profiles, role, security permissions, custom objects, custom fields, relationships, reports/dashboards, and Lightning UI and other configuration related activities.**
- **Provide guidance and recommendations to clients and prospects on Salesforce and CPQ best practices.**
- Expert in Salesforce CPQ (Steel brick)Strong experience in configuration, product rules, price rules, advance approval, option constraints.
- Assess client current state processes, pain points, and future needs, and articulate how Salesforce and/or CPQ can bridge those gaps.
- **Be recognized as a functional CPQ expert.**
- Communicate with all levels of client resources across project management, executive needs, sales, pricing, order, and billing teams.
- Good experience in Configure, Price Quote, and Billing processes, including enhanced Price Catalog & price book, Advance approvals and Order management, Invoicing, Contracts and Revenue reporting.
- Need to be involved in Reviews, check the feasibility of the solution and functional fitment as per Salesforce out of the box functionality and best practices.
- Developed several **Lightning Components, Global Actions, Process Builders, Flows** and object specific actions.
- Created Impressive designs with custom styling to bring dynamic versions of the components when setting up in **Lightning App builder.**
- Enabled Aura Framework, by adding Aura Attributes and Aura Handlers for Events to focus on Logic and Interactions in Lightning Applications.
- Experience working across various **SFDC** implementations that are covering **Sales cloud, Service Cloud**.
- Implemented custom and standard territory management for **salesforce.**com instances.
- Worked on Admin tasks related to Page Layouts, Fields, Dashboards and Custom Objects in Service Cloud.
- Implemented Service Cloud including **Service Console, Customer Portal & Communities**, Case Feed, and Knowledge Base & Entitlements.
- In-depth understanding of Salesforce. COm's Sales Cloud, Service Cloud and Force.com
- Multiple integration (REST/SOAP) with Core Banking, Bureau Reports etc. Conduct co-location and mitigate dependency on the bank rule engine.
- Strategized the Business flow and implementation for STP process creation with minimum human intervention.
- Analyzing periodic user incident metrics to identify and resolve recurring operational pain areas.
- Used Custom Labels in Apex classes and Visual Force Pages so that hard coding and Translations can be managed easily.
- Responsible for creating various Custom Objects, Tabs, Components and Visual Force Pages and Controllers.
- Perform the unit testing in the UI to ensure that the code developed has no bugs both technically and functionally.

- Used Salesforce.one for managing navigation and built custom Visual Force components with J Query Mobile and AngularJS.
- Developed Apex Classes, Triggers, Visual force pages, writing Workflows, Integration, Force.com API.
- Worked on Salesforce.com Service Cloud development including SDLC, standard and custom objects, Apex, and Visual force pages.
- Gathered system problem issues such as L1 and L2 ticket requirements with client users.
- Translated business requirements into functional requirements that can be easily understood by technical teams (Developers, QA Analyst, Managers).
- 'Performed new feature configuration work in Salesforce as time or complexity permits.
- Supported First line L1 and L2 for Salesforce cases.
- Assessed and assigned more complex L2 and L3 issues to offshore teams.
- Analyzed business requirements, Entity Relationship diagram and implementing them to Salesforce custom objects, Junction objects, master-detail relationships, lookup relationships.
- Created profiles and implemented Object and field level security to hide critical information on the profile users.
- Used web technologies like HTML, XML, CSS, JSP, jQuery, JavaScript, WSDL, and SOAP.
- Used Force.com IDE to create, modify, test, and to deploy Force.com Application.

3.3.3 Tunji Alade – Engineer (Salesforce Consultant)

Professional Summary:

IT professionals with 5+ years of experience in Salesforce Cloud as a Consultant.

Education:

Honors Graduate of the Federal University of Technology, Akure (FUTA) - BTech Industrial Design

Certification

- Salesforce Certified Administrator (SCA)
- Salesforce Certified Platform App Builder
- Salesforce Administrator & Analyst Quest - Clicked Certificate of Completion

Trailhead Super badges

- Security Specialist
- Service Cloud Specialist
- App Customization Specialist
- Process Automation Specialist
- Lightning Experience Specialist
- Selling with Sales Cloud Specialist
- Business Administration Specialist
- Lightning Experience Reports & Dashboards Specialist

Work Experience History:

Designation	Company	Duration
Partner - Salesforce Consultant	CRM Detectives	Aug 2021 – Present
Independent Consultant	Talent Stacker	Apr 2021 – July 2021
Head of Nigeria Operations	Scenthop Nigeria Limited	Feb 2019 – Apr 2021

Responsibilities

- Head Salesforce administrator and lead digital marketer for 10 users.
- Implemented Salesforce org for an event planning project coordinating dozens of vendors and over 1,000 participants.
- Integrated Salesforce org with LinkedIn Sales Navigator to aid seamless transfer and update of leads.
- Automated bookings and reservation process for a travel company
- Conducted weekly presentations to stakeholders and decision-makers.
- Created apps, custom objects, fields, validations, workflows, relationships, permissions, dashboards, and reports.
- Conducted Salesforce training activities including virtual training for new Salesforce org users and students.
- Improved sales and support reps' efficiency with customized, super-charged Lightning UI and process automation
- Created effective sales processes and process flows with Process Builder
- Cleaned and imported account data and set up multi-factor authentication to enhance user login security.
- Created users and managed access, also managed and applied Chatter tools.
- Designed powerful reports and dashboards to shine a light on organizations' data and administered their visibility and access.
- Set object and record-level security to control which users can access which objects and create or edit specific records.
- Managed and increased newly expanding operations in-country by 300% within a year.
- Conducted extensive research regarding the market and engaged marketing and production teams with local expertise.
- Collaborated with leadership to strategize best approaches to roll out the product line.

4. Appendix B – Additional Information

4.1 About ThoughtFocus

Below are the details about firm's size, the number of employees, and the years the firm has provided requested services.

Company Name	ThoughtFocus, Inc. Is a Private Limited and a Non-govt company
Principle places of business (Locations)	USA - (Dallas TX, Irvine CA, Milwaukee WI, NJ, Atlanta GA), Dominican Republic, Canada, Philippines, India - (Bangalore, Mysore, Hyderabad)
Telephone	Irvine, CA: +1 949 777 6400, Bengaluru, India: +91 806 720 3000
Number of years in business	20 years
Description of Company	ThoughtFocus is a US-based, privately held technology and services company, incorporated on April 24th, 2004, serving large to middle-market clients in Higher Education and Public Services, Financial Services, and Manufacturing Industries. We have been providing IT services and solutions to over 100+ clients. ThoughtFocus recently became a HIG Portfolio company. Over the last 20 years, ThoughtFocus has shown steady growth and maintained robust financial health while delivering world-class solutions to our customers. ThoughtFocus Inc. has consistently been profitable and has maintained strong financials while continuing to grow year over year. ThoughtFocus Inc. prides itself on developing long-term client relationships and, to this end, invests in those relationships continuously. As a result, our clients have come to depend on us as trusted partners and rely on our teams to handle mission-critical processes and applications. We aim to provide highly specialized services to the top companies in our industry sectors. We focus on doing what we do best at scale rather than trying to be a generalist who will tackle any existing client problem. For more details, please visit www.thoughtfocus.com.
Number of staff	The Company has more than 2,300+ employees globally across 5 countries.

About ThoughtFocus in Detail:

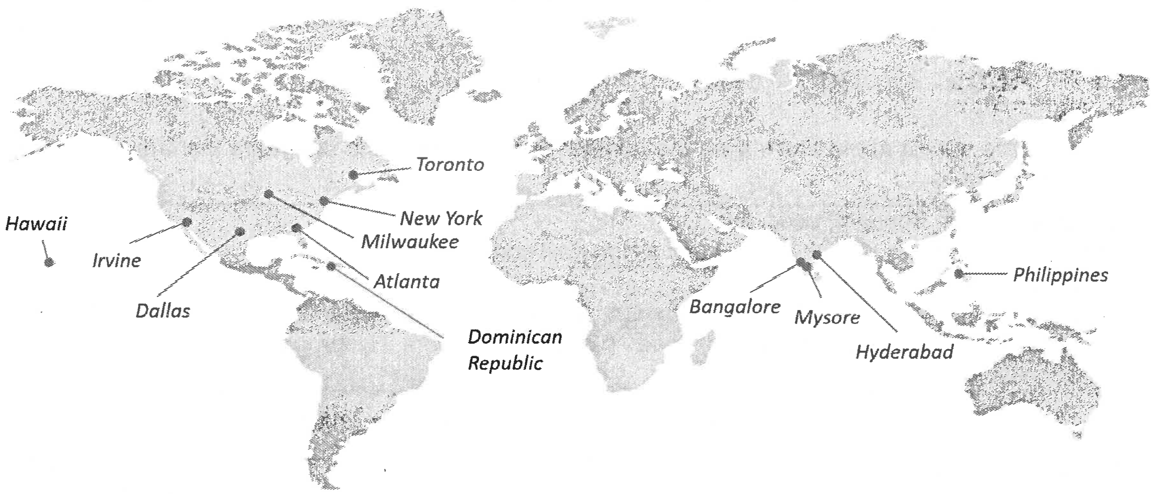

Figure 14: ThoughtFocus offices across the world

The address of all our offices is available at https://www.thoughtfocus.com/locations/.

ThoughtFocus Inc. has concentrated on three industry verticals:

1. Higher Education and Public Sector: ThoughtFocus Inc. works with some leading universities on student management systems, large data analytics systems, and other infrastructure, including implementing and supporting the Microsoft Cloud and technology applications. Also, we work for the government (City, Municipal, Non-Profit) and public sector entities by partnering with local authorities and collaborating with them to unlock the true potential of digital technology, helping transform their service delivery to meet the needs of the public. Since 2017, ThoughtFocus has offered **YANA as chatbot solutions exclusively built for Higher education**. Our goal is to support advancing objectives in university and college education.

ThoughtFocus provided consulting services for California State Universities on .Net Applications, Azure Cloud, Oracle/PeopleSoft HR, Finance, and Campus Solutions, and Implementing Student and Finance BI/Data warehouse solutions on the Oracle BI platform.

2. Financial Services: ThoughtFocus Inc. addresses many clients' needs within financial services and focuses on asset management, alternative investments, retail, and BSI Financial Services sale credit, payments, and loyalty solutions. We continue to invest in our financial services capabilities and have recently added leadership with expertise in regulatory compliance and market, credit, and liquidity risk.

3. Manufacturing: Besides supporting clients in traditional supply chain solutions (for example, SAP integration and support), ThoughtFocus Inc. has developed niche expertise in configuration applications to facilitate managing and maintaining complex machinery. We continue to invest in our manufacturing skill set with hires in the United States and our offshore centers. Also, ThoughtFocus provides solutions for the Aerospace vertical and the avionics team on board design, implementation, and certification of onboard Aerospace and helicopter systems.

ThoughtFocus Inc. prides itself on developing long-term client relationships and, to this end, invests in those relationships continuously. As a result, our clients have come to depend on us as trusted partners and rely on our teams to handle mission-critical processes and applications. Our vision is to provide highly specialized services to the top companies in the industry sectors where we operate. ThoughtFocus focuses on doing what we do best at scale rather than trying to be generalists.

Business activities:

ThoughtFocus's business service portfolio is shown below.

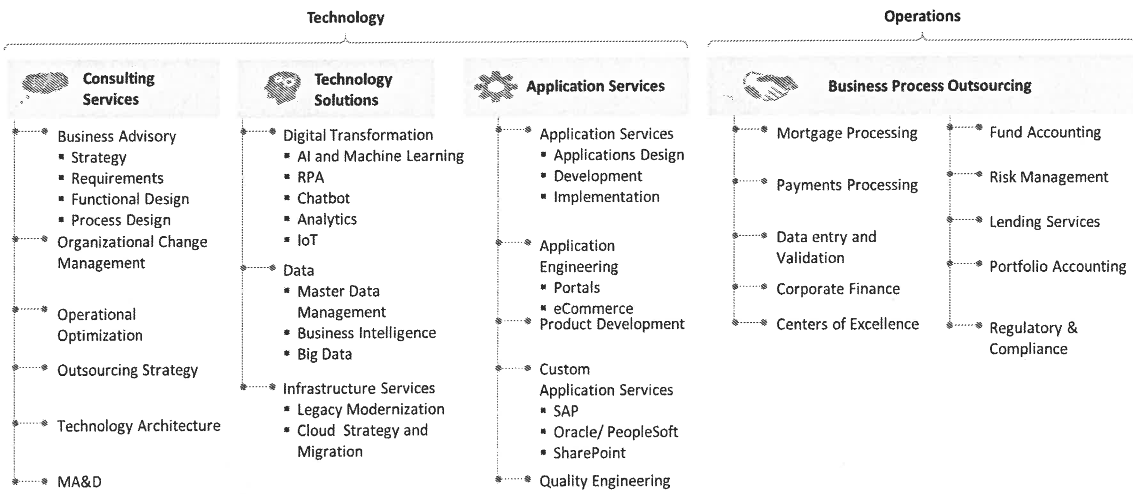

Figure 15 ThoughtFocus's business service portfolio

The above diagram represents a more granular list of the technology services that ThoughtFocus broadly provides for global IT Services and Business Process outsourcing to clients.

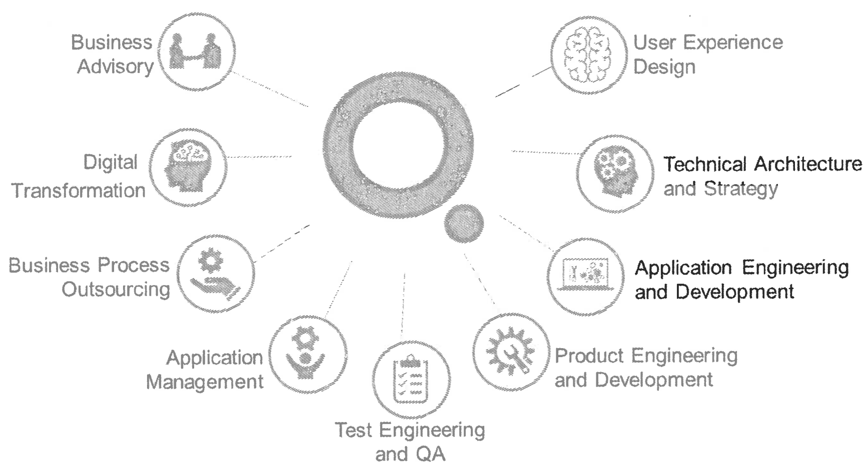

Figure 16: ThoughtFocus' s mix of service capabilities

ThoughtFocus also provides IT Staffing augmentation services, Business Consulting, and Advisory in specific industry sectors and technology initiatives, including offshore expansion. ThoughtFocus fosters "Technology Centres of Excellence" (CoE), which focuses on solution development, process improvement, and methodologies for various services. ThoughtFocus experts have designed processes, methodologies, accelerators, tools, and domain-specific knowledge, which enable us to offer a comprehensive range of services.

ATTACHMENT A

OFFEROR DATA SHEET

TO BE COMPLETED BY OFFEROR

1. QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.

2. YEARS IN BUSINESS: Indicate the length of time you have been in business providing these types of goods and services.

   Years 19 Months 3

3. REFERENCES: Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #
California State University, Fullerton	10 years and continuing	800 N State College Blvd, Fullerton, CA 92831	Joe Luzzi (657) 278-3251
San Jose State University	8 years and continuing	1 Washington Sq, San Jose, CA 95192	Ravi Pisupati 408-924-2353
California State University Dominguez Hills	5 years and continuing	California State University Dominguez Hills, 1000 E Victoria St, Carson, CA 90747	Alana Olschwang (310) 243-2503
Cal State East Bay (CSUEB)	5 years and continuing	25800 Carlos Bee Blvd, Hayward, CA 94542	Twinki Mistry (510) 885-4881
California State Polytechnic University, Pomona	2 years and continuing	3801 W Temple Ave, Pomona, CA 91768	Sean D Choi (909) 979-6574

4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

   ThoughtFocus Inc.,

   300 Spectrum Centre Dr., Suite 940, Irvine, CA 92618

5. RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA: Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the CODE OF VIRGINIA, SECTION 2.2-3100 – 3131?
   [ ] YES [x] NO
   IF YES, EXPLAIN: NA

ATTACHMENT B

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: ThoughtFocus Inc., **Preparer Name:** DivyaTej Raghu Rao

Date: Aug 11, 2023

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No X

If yes, certification number: ____________ Certification date:______________

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No X

If yes, certification number: ____________ Certification date:______________

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes____ No X

If yes, certification number: ____________ Certification date:______________

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No X

If yes, certification number: ____________ Certification date: ______________

Instructions: *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of $10 million or less averaged over the previous three years.

Woman-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

Minority-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than $3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at http://www.sbsd.virginia.gov/ (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: Information Technology Consulting Services RFP# FDC-1175

Date Form Completed: Aug 11, 2023

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
for this Proposal and Subsequent Contract

Offeror / Proposer:
ThoughtFocus Inc.,
Firm

300 Spectrum Centre Dr., Suite 940, Irvine, CA 92618
Address

DivyaTej Raghu Rao / 949.777.5505
Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)
Triad Technology Partners, LLC 175 S Pantops Drive, Suite 102 Charlottesville, VA 22911	Kristin Rydland Manager, Programs & Operations	691195	Data Engineering Consultant	Minimum 3% of the total contract amount	Minimum 3% of the total contract amount
	240-863-4731				

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT C

JAMES MADISON UNIVERSITY.

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No.__________

This contract entered into this__________day of______________20____,by ______________________ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From_________________ through_________________

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposals dated ___________________:
   (a) The Statement of Needs,
   (b) The General Terms and Conditions,
   (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
   (d) List each addendum that may be issued

(3) The Contractor's Proposal dated ___________________and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
   (a) Negotiations summary dated ____________.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:	PURCHASING AGENCY:
By:_______________________________	By:_______________________________
(Signature)	(Signature)
_______________________________	_______________________________
(Printed Name)	(Printed Name)
Title:_____________________________	Title:_____________________________

Attachment D – Pricing Schedule

For each technology/category listed below, provide your company's hourly rate for each of the three roles listed. If you refer to the role by a different name, list it in the space provided next to the corresponding role. Onsite pricing must be inclusive of all billables (travel, lodging, meals, etc.)

***** ***The Offeror shall also provide onsite and offsite pricing for all other services/roles not listed below, including training offerings***. *****

	Onsite	Offsite
Oracle Core Technologies		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Oracle/PeopleSoft Enterprise Solutions		
Project Manager or	150 /hr.	180 /hr.
Senior Engineer or	148 /hr.	178 /hr.
Engineer or	135 /hr.	162 /hr.
Desktop and Mobile Device Management		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Microsoft Azure and M365		
Project Manager or Not Applicable	____/hr.	____/hr.
Senior Engineer or	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Okta		
Project Manager or Not Applicable	____/hr.	____/hr.
Senior Engineer or	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Data Analytics/Visualization/Warehouse/Lake		
Project Manager or	145 /hr.	170 /hr.
Senior Engineer or	160 /hr.	180 /hr.
Engineer or	135 /hr.	160 /hr.

	Onsite	Offsite
Change Management Training, Svcs, & Cert.		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Security and Federation Services		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Cisco Technologies, Infrastructure Support, and Virtualization		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Audio Visual Technologies		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Secure Research Enclaves		
Project Manager or	____/hr.	____/hr.
Senior Engineer or Not Applicable	____/hr.	____/hr.
Engineer or	____/hr.	____/hr.
Other Technology (SalesForce)		
Project Manager or	160 /hr.	192 /hr.
Senior Engineer or	170 /hr.	204 /hr.
Engineer or	155 /hr.	186 /hr.

Request for Proposal

RFP# FDC-1175

Information Technology Consulting Services

June 15, 2023

ANSWER/INQUIRY SUBMISSION FORM

DEADLINE FOR SUBMISSION OF QUESTIONS: Thursday, July 20, 2023 @ 5:00 p.m.

****PROCEDURE FOR SUBMITTING QUESTIONS****

All questions and inquiries shall be formally submitted on this document. Questions shall be submitted in writing and shall reference, whenever possible, the Page, Section, Item number within the Statement of Needs specifications of this document that the question is in reference to.

Questions shall be submitted to: Doug Chester at the following e-mail address: chestefd@jmu.edu.

Answers to all questions received will be issued through a written addendum (if applicable) and become a part of the permanent record of this solicitation.

Date: _______________

Project Location: James Madison University
Project # & Title: FDC-1175 Information Technology Consulting Services

The following question concerns: (indicate)

RFP Document: Section (number) ________, Page ________, Paragraph _______,

____

____

____

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____

Question submitted by:

____

Name Organization E-mail Address

REQUEST FOR PROPOSAL
RFP# FDC-1175

Issue Date: **June 15, 2023**

Title: **Information Technology Consulting Services**

Issuing Agency: **Commonwealth of Virginia**
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on August 3, 2023 for Furnishing the Services Described Herein.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries For Information And Clarification Should Be Directed To: Doug Chester, Buyer Senior, Procurement Services, chestefd@jmu.edu; 540-568-4272; (Fax) 540-568-7935 by July 20, 2023 by 5:00 PM EST.

NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.
In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

____

____

____

By: ______________________________
(Signature in Ink)

Name: ______________________________
(Please Print)

Date: ______________________________ Title: ______________________________

Web Address: ______________________________ Phone: ______________________________

Email: ______________________________ Fax #: ______________________________

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1_____ #2_____ #3_____ #4_____ #5_____ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:
☐ YES; ☐ NO; *IF YES* ⇒⇒ ☐ SMALL; ☐ WOMAN; ☐ MINORITY ***IF MINORITY***: ☐ AA; ☐ HA; ☐ AsA; ☐ NW; ☐ Micro

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

REQUEST FOR PROPOSAL

RFP # FDC-1175

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A. Offeror Data Sheet
B. SWaM Utilization Plan
C. Sample of Standard Contract
D. Pricing Schedule

I. PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit sealed proposals from qualified sources to enter into a contract to provide information technology consulting services for James Madison University (JMU), an agency of the Commonwealth of Virginia. Initial contract shall be for one (1) year with an option to renew for four (4) additional one-year periods.

II. BACKGROUND

James Madison University is a comprehensive university in Harrisonburg, Virginia and is part of the statewide system of public higher education in the Commonwealth. The university offers programs at the bachelor's, master's and doctoral levels with its primary emphasis on the undergraduate student. JMU's current enrollment is approximately 22,000 full and part-time students. The university employs approximately 4,000 faculty and staff. Further information about the University can be found at the following website: www.jmu.edu.

James Madison University's Office of Information Technology is responsible for technology initiatives for campus. JMU was an early adopter of PeopleSoft/Oracle's Campus Solutions product, serving as a beta for its development and implementation. Additionally, the University uses Oracle's PeopleSoft Financials, Human Resources, and the Interaction Hub for JMU's self-service portal. The University also currently uses Oracle's Identity Management suite. JMU actively manages Windows and Macintosh computer systems. The University's network is powered by Cisco technologies. A series of NEC Private Branch Enterprises (PBX's) and gateways constitute the Voice network.

James Madison University is currently utilizing the following technologies:

- Oracle Identity Management Suite 11g R2 P3
- Oracle/PeopleSoft Campus Solutions 9.2; PeopleTools 8.55.x
- Oracle/PeopleSoft Human Resources 9.2; PeopleTools 8.55.x
- Oracle/PeopleSoft Financial Management 9.2; PeopleTools 8.55.x
- Oracle/PeopleSoft Enterprise Application Portal 9.2; PeopleTools 8.55.x
- WebLogic
- Desktop Management: Microsoft Windows and Macintosh (SCCM, JAMF, Apple Enterprise Connect)
- Microsoft 365 (A5 license)
- Microsoft Active Directory
- Federation Services (Shibboleth, OpenID)
- Cisco technologies (including but not limited to network and video conferencing)
- Virtualization technologies (VMWare)
- Cherwell ITSM
- Salesforce (Enterprise CRM)
- NEC Voice and Collaboration Technologies
- Boomi

Additionally, JMU is engaged in a multi-year initiative ("Reengineering Madison") that will include implementing significant technology platforms such as an enterprise Customer Relationship Management (CRM) platform (Salesforce) and new data solutions for managing and visualizing JMU's data. Reengineering Madison will also involve replacing JMU's current PeopleSoft ERP (Enterprise Resource Management) platform, including Finance, Human Resources, and Student Administration applications, as well as current applications used for managing the identities of JMU's constituents. For more information on Reengineering Madison, see https://www.jmu.edu/computing/projects/reengineering-madison/index.shtml.

The University is aware of other cooperative contracts awarded by higher education institutions in the Commonwealth. Firms currently on a cooperative contract with these institutions are not required to respond to this solicitation. The University reserves the right to request quotes from firms on other cooperative contracts, when it is deemed in the best interest of the University.

James Madison University reserves the right, when not in the best interest of the university, to decline award to any firm already on an existing VASCUPP cooperative contract in order to avoid duplication of contracts.

III. SMALL, WOMAN-OWNED AND MINORITY PARTICIPATION

It is the policy of the Commonwealth of Virginia to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities, and to encourage their participation in State procurement activities. The Commonwealth encourages contractors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other contractual opportunities. Attachment B contains information on reporting spend data with subcontractors.

IV. STATEMENT OF NEEDS

James Madison University desires to contract with qualified firms to provide expertise and a range of services to support technologies used by the University. Contractor shall serve on special projects as a technology expert when requested and as needed. Reports shall be provided back to the University summarizing options and providing recommendations. Contractor shall serve as a technology advisor to understand, communicate, and propose solutions as requested. Contractor shall serve as a resource of research, implementation, troubleshooting, and other technical tasks to support the efforts of James Madison University Information Technology (JMU IT) staff. Functional consultants shall be represented by the Contractor as experts in the tasks and functions assigned. The University reserves the right to accept or reject any proposed or assigned consultant, without cause, at any time during the duration of the contract.

1. Describe your corporate competencies/experience providing IT consulting services for one or more of the technologies listed below.

    a. Oracle Core Technologies
    b. Oracle/PeopleSoft Enterprise Solutions
    c. Desktop and Mobile Device Management
    d. Microsoft Azure and M365
    e. Okta
    f. Data Analytics/Visualization/Warehouse/Lake
    g. Change Management Training, Services, & Certification
    h. Security and Federation Services
    i. Cisco Technologies, Infrastructure Support, and Virtualization
    j. Audio Visual Technologies

k. Secure Research Enclaves
l. Other Technology

2. Describe approach and methodology that will be used to provide IT consulting services to James Madison University. Include how your firm would manage the scope of projects.

3. Provide the names, qualifications, and experience of personnel to be assigned to James Madison University. Designate who would be assigned as the primary contact for the account.

4. Describe the ability to provide continuity of consultants throughout the duration of a project.

5. Describe IT consulting services available from your firm. Examples of services may include, but are not limited to, the following:

    a. Implementation
    b. Development
    c. Project Management
    d. Architecture and Design
    e. Capacity Planning
    f. Installation and Configuration
    g. Performance and Scalability
    h. Conversion
    i. Monitoring, Administration and Upgrades
    j. Training Development
    k. Operations Metrics

6. Describe training options and specify associated costs in *Section X. Pricing Schedule*. Include a catalog of training offerings and differentiation between technical staff and end-user training.

7. Provide examples of recent projects at higher education institutions comparable to James Madison University. Describe the project, time frame, end result, etc.

8. Describe the ability to provide for a thorough transfer of knowledge to JMU IT on any given project.

9. Describe your approach to project management.

10. Describe how your firm would propose a functional staffing plan indicating the number, characteristics, and schedule for the consultants.

11. Describe the functions that may be provided by a subcontractor of your firm. Specify the expertise and credentials required from the subcontractor.

V. PROPOSAL PREPARATION AND SUBMISSION

A. GENERAL INSTRUCTIONS

To ensure timely and adequate consideration of your proposal, offerors are to limit all contact, whether verbal or written, pertaining to this RFP to the James Madison University Procurement Office for the duration of this Proposal process. Failure to do so may jeopardize further consideration of Offeror's proposal.

1. RFP Response: In order to be considered for selection, the **Offeror shall submit a complete response to this RFP**; and shall submit to the issuing Purchasing Agency:

   a. **One (1) original** and **four (4) copies** of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.

   b. **One (1) electronic copy in WORD format or searchable PDF** (*flash drive*) of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.

   c. Should the proposal contain **proprietary information**, provide **one (1) redacted hard copy** of the proposal and all attachments with **proprietary portions removed or blacked out**. This copy should be clearly marked "*Redacted Copy*" on the front cover. The classification of an entire proposal document, line-item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. JMU shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

   No other distribution of the proposal shall be made by the Offeror.

2. The version of the solicitation issued by JMU Procurement Services, as amended by any addenda, is the mandatory controlling version of the document. Any modification of, or additions to, the solicitation by the Offeror shall not modify the official version of the solicitation issued by JMU Procurement services unless accepted in writing by the University. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, JMU reserves the right to decide, on a case-by-case basis in its sole discretion, whether to reject such a proposal. If the modification or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form issued by Procurement Services.

3. Proposal Preparation

   a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in the purchasing agency requiring prompt submissions of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by the purchasing agency. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.

b. Proposals shall be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.

c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at the appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

d. As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “Must” and “shall” identify requirements whose absence will have a major negative impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an offeror to satisfy a “must” or “shall” requirement does not automatically remove that offeror from consideration; however, it may seriously affect the overall rating of the offeror’ proposal.

e. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.

f. Ownership of all data, materials and documentation originated and prepared for the State pursuant to the RFP shall belong exclusively to the State and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by the offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protection of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret materials submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line-item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection and return of the proposal.

4. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to James Madison University. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. James Madison University will schedule the time and location of these presentations. Oral presentations are an option

of the University and may or may not be conducted. Therefore, proposals should be complete.

B. SPECIFIC PROPOSAL INSTRUCTIONS

Proposals should be as thorough and detailed as possible so that James Madison University may properly evaluate your capabilities to provide the required services. Offerors are required to submit the following items as a complete proposal:

1. Return RFP cover sheet and all addenda acknowledgements, if any, signed and filled out as required.

2. Plan and methodology for providing the goods/services as described in Section IV. Statement of Needs of this Request for Proposal.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.

4. Offeror Data Sheet, included as *Attachment A* to this RFP.

5. Small Business Subcontracting Plan, included as *Attachment B* to this RFP. Offeror shall provide a Small Business Subcontracting plan which summarizes the planned utilization of Department of Small Business and Supplier Diversity (SBSD)-certified small businesses which include businesses owned by women and minorities, when they have received Department of Small Business and Supplier Diversity (SBSD) small business certification, under the contract to be awarded as a result of this solicitation. This is a requirement for all prime contracts in excess of $100,000 unless no subcontracting opportunities exist.

6. Identify the amount of sales your company had during the last twelve months with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: www.VASCUPP.org.

7. Proposed Cost. See Section X. Pricing Schedule of this Request for Proposal.

VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA

Proposals shall be evaluated by James Madison University using the following criteria:

1. Quality of products/services offered and suitability for intended purposes

2. Qualifications and experience of Offeror in providing the goods/services

3. Specific plans or methodology to be used to perform the services

4. Participation of Small, Women-Owned, & Minority (SWaM) Businesses

5. Cost

Allocation of points for evaluation criteria will be published to the eVA solicitation posting prior to the closing date and time.

AWARD TO MULTIPLE OFFERORS: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth reserves the right to make multiple awards as a result of this solicitation. The Commonwealth may cancel this Request for Proposals or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

VII. GENERAL TERMS AND CONDITIONS

A. PURCHASING MANUAL: This solicitation is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the purchasing office. In addition, the manual may be accessed electronically at http://www.jmu.edu/procurement or a copy can be obtained by calling Procurement Services at (540) 568-3145.

B. APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with applicable federal, state and local laws and regulations.

C. ANTI-DISCRIMINATION: By submitting their proposals, offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and §10 of the Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 (available for review at http://www.jmu.edu/procurement). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender, sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. *(§6 of the Rules Governing Procurement*).

In every contract over $10,000 the provisions in 1. and 2. below apply:

1. During the performance of this contract, the contractor agrees as follows:

a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.

c. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting these requirements.

2. The contractor will include the provisions of 1. above in every subcontract or purchase order over $10,000, so that the provisions will be binding upon each subcontractor or vendor.

D. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

F. DEBARMENT STATUS: By submitting their proposals, offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

G. ANTITRUST: By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.

H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS RFPs: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case-by-case basis, in its sole discretion, whether to reject such a proposal.

I. CLARIFICATION OF TERMS: If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.

J. PAYMENT:

1. To Prime Contractor:

   a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).

   b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.

   c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.

   d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.

   e. Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the Commonwealth shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 § 53; available for review at http://www.jmu.edu/procurement*).

2. To Subcontractors:

   a. A contractor awarded a contract under this solicitation is hereby obligated:

      (1) To pay the subcontractor(s) within seven (7) days of the contractor's receipt of payment from the Commonwealth for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or

(2) To notify the agency and the subcontractors, in writing, of the contractor's intention to withhold payment and the reason.

b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.

3. Each prime contractor who wins an award in which provision of a SWAM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.

4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.

K. <u>PRECENDENCE OF TERMS</u>: Paragraphs A through J of these General Terms and Conditions and the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors, shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

L. <u>QUALIFICATIONS OF OFFERORS</u>: The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the offeror to perform the services/furnish the goods and the offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the Commonwealth that such offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

M. <u>TESTING AND INSPECTION</u>: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

N. <u>ASSIGNMENT OF CONTRACT</u>: A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.

O. <u>CHANGES TO THE CONTRACT</u>: Changes can be made to the contract in any of the following ways:

1. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.

2. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt. The contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:

   a. By mutual agreement between the parties in writing; or

   b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Purchasing Agency's right to audit the contractor's records and/or to determine the correct number of units independently; or

   c. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.

P. <u>DEFAULT</u>: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.

Q. <u>INSURANCE</u>: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with§ 25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et. Seq. of the Code of Virginia (available for review at http://www.jmu.edu/procurement) The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:

1. Workers' Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirement under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.

2. Employer's Liability: $100,000

3. Commercial General Liability: $1,000,000 per occurrence and $2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.

4. Automobile Liability: $1,000,000 combined single limit. (*Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.*)

R. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract over $100,000, as a result of this solicitation, the purchasing agency will publicly post such notice on the DGS/DPS eVA web site (www.eva.virginia.gov) for a minimum of 10 days.

S. DRUG-FREE WORKPLACE: During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

T. NONDISCRIMINATION OF CONTRACTORS: An offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

U. eVA BUSINESS TO GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet eprocurement solution by completing the free eVA Vendor Registration. All offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected. Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

1. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:

    a. Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at $500 per order.

    b. Businesses that are not Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at $1,500 per order.

2. For orders issued prior to July 1, 2014 the vendor transaction fees can be found at www.eVA.virginia.gov.

3. The specified vendor transaction fee will be invoiced by the Commonwealth of Virginia Department of General Services approximately 60 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

V. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the Commonwealth of Virginia shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

W. PRICING CURRENCY: Unless stated otherwise in the solicitation, offerors shall state offered prices in U.S. dollars.

X. E-VERIFY REQUIREMENT OF ANY CONTRACTOR: Any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of $50,000 with James Madison University to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to any awarded contract.

Y. CIVILITY IN STATE WORKPLACES: The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a “Contract Worker”), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in training on civility in the State workplace. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, "State workplace" includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic, but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

VIII. SPECIAL TERMS AND CONDITIONS

A. AUDIT: The Contractor hereby agrees to retain all books, records, systems, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The Commonwealth of Virginia, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.

B. CANCELLATION OF CONTRACT: James Madison University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

C. IDENTIFICATION OF PROPOSAL ENVELOPE: The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

From: ____

Name of Offeror	Due Date	Time
Street or Box No.	RFP #	
City, State, Zip Code	RFP Title	

Name of Purchasing Officer: ______________________________

The envelope should be addressed as directed on the title page of the solicitation.
The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand-delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

D. LATE PROPOSALS: To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically non responsive and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intra university mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.

E. UNDERSTANDING OF REQUIREMENTS: It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. The University will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries deemed to be substantive in nature must be in writing and submitted to the responsible buyer in the Procurement Services Office. Offerors must ensure that written inquiries reach the buyer at least five (5) days prior to the time set for receipt of offerors proposals. A copy of all queries and the respective response will be provided in the form of an addendum to all offerors who have indicated an interest in responding to this solicitation. Your signature on your Offer certifies that you fully understand all facets of this solicitation. These questions may be sent by Fax to 540/568-7935.

F. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth for a period of four (4) successive one year periods under the terms and conditions of the original contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.

1. If the Commonwealth elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by no more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

G. SUBMISSION OF INVOICES: All invoices shall be submitted within sixty days of contract term expiration for the initial contract period as well as for each subsequent contract renewal period. Any invoices submitted after the sixty day period will not be processed for payment.

H. OPERATING VEHICLES ON JAMES MADISON UNIVERSITY CAMPUS: Operating vehicles on sidewalks, plazas, and areas heavily used by pedestrians is prohibited. In the unlikely event a driver should find it necessary to drive on James Madison University sidewalks, plazas, and areas heavily used by pedestrians, the driver must yield to pedestrians. For a complete list of parking regulations, please go to www.jmu.edu/parking; or to acquire a service representative parking permit, contact Parking Services at 540.568.3300. The safety of our students, faculty and staff is of paramount importance to us. Accordingly, violators may be charged.

I. COOPERATIVE PURCHASING / USE OF AGREEMENT BY THIRD PARTIES: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body, (to include government/state agencies, political subdivisions, etc.), cooperative purchasing organizations, public or private health or educational institutions or any University related foundation and affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will notify the University in writing of any such entities accessing this contract. The Contractor will provide semi-annual usage reports for all entities accessing the contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

J. SMALL BUSINESS SUBCONTRACTING AND EVIDENCE OF COMPLIANCE:

1. It is the goal of the Commonwealth that 42% of its purchases are made from small businesses. This includes discretionary spending in prime contracts and subcontracts. All potential offerors are required to submit a Small Business Subcontracting Plan. Unless the offeror is registered as a Department of Small Business and Supplier Diversity (SBSD)-certified small business and where it is practicable for any portion of the awarded contract to be subcontracted to other suppliers, the contractor is encouraged to offer such subcontracting opportunities to SBSD-certified small businesses. This shall not exclude SBSD-certified women-owned and minority-owned businesses when they have received SBSD small business certification. No offeror or subcontractor shall be considered a Small Business, a Women-Owned Business or a Minority-Owned Business unless certified as such by the Department of Small Business and Supplier Diversity (SBSD) by the due date for receipt of proposals. If small business subcontractors are used, the prime contractor agrees to report the use of small business subcontractors by providing the purchasing office at a minimum the following information: name of small business with the SBSD certification number or FEIN, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product/service provided.

This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.

2. Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution with every request for payment, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. **This information shall be submitted to: JMU Office of Procurement Services, SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807**. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm with the Department of Small Business and Supplier Diversity (SBSD) certification number or FEIN number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment(s) may be withheld until compliance with the plan is received and confirmed by the agency or institution. The agency or institution reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

3. Each prime contractor who wins an award valued over $200,000 shall deliver to the contracting agency or institution with every request for payment, information on use of subcontractors that are not Department of Small Business and Supplier Diversity (SBSD)-certified small businesses. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm, phone number, FEIN number, total dollar amount subcontracted, and type of product or service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807**.

K. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described above that enters into a contract with a public body shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

L. PUBLIC POSTING OF COOPERATIVE CONTRACTS: James Madison University maintains a web-based contracts database with a public gateway access. Any resulting cooperative contract/s to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.

M. CRIMINAL BACKGROUND CHECKS OF PERSONNEL ASSIGNED BY CONTRACTOR TO PERFORM WORK ON JMU PROPERTY: The Contractor shall obtain criminal background checks on all of their contracted employees who will be assigned to perform services on James Madison University property. The results of the background checks will be directed solely to the Contractor. The Contractor bears responsibility for confirming to the University contract administrator that the background checks have been completed prior to work being performed by their employees or subcontractors. The Contractor shall only assign to work on the University campus those individuals whom it deems qualified and permissible based on the results of completed background checks. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, James Madison University reserves the right to approve or disapprove any contract employee that will work on JMU property. Disapproval by the University will solely apply to JMU property and should have no bearing on the Contractor's employment of an individual outside of James Madison University.

N. INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the contractor/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered.

O. ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms, and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this Agreement. Such additional goods and services will be provided to the University at favored nations pricing, terms, and conditions.

P. SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.

Q. PRIME CONTRACTOR RESPONSIBILITIES: The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.

R. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor assures that information and data obtained as to personal facts and circumstances related to students, faculty, and staff will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the *Code of Virginia*. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

IX. METHOD OF PAYMENT

The contractor will be paid based on invoices submitted in accordance with the solicitation and any negotiations. James Madison University recognizes the importance of expediting the payment process for our vendors and suppliers; we request that our vendors and suppliers enroll in our bank's Comprehensive Payable options: either the Virtual Payables Virtual Card or the PayMode-X electronic deposit (ACH) to your bank account so that future payments are made electronically. Contractors signed up for the Virtual Payables process will receive the benefit of being paid Net 15. Additional information is available online at:

http://www.jmu.edu/financeoffice/accounting-operations-disbursements/cash-investments/vendor-payment-methods.shtml

X. PRICING SCHEDULE

The Offeror shall provide onsite and offsite hourly rates broken down by position type for the proposed services. Onsite hourly rates shall include all billables (e.g. travel, lodging, meals, etc.). See Attachment D.

In addition to completing Attachment D, the Offeror shall also provide pricing for all other services, including training offerings.

Specify any associated charge card processing fees, if applicable, to be billed to the university. Vendors shall provide their VISA registration number when indicating charge card processing fees. Any vendor requiring information on VISA registration may refer to https://usa.visa.com/support/small-business/regulations-fees.html and for questions https://usa.visa.com/dam/VCOM/global/support-legal/documents/merchant-surcharging-qa-for-web.pdf.

XI. ATTACHMENTS

Attachment A: Offeror Data Sheet

Attachment B: Small, Women, and Minority-owned Business (SWaM) Utilization Plan

Attachment C: Standard Contract Sample

Attachment D: Pricing Schedule

ATTACHMENT A

OFFEROR DATA SHEET

TO BE COMPLETED BY OFFEROR

1. QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.

2. YEARS IN BUSINESS: Indicate the length of time you have been in business providing these types of goods and services.

   Years_______ Months_________

3. REFERENCES: Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #

4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

   ____

   ____

   ____

   ____

5. RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA: Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the CODE OF VIRGINIA, SECTION 2.2-3100 – 3131?
   [ ] YES [ ] NO
   IF YES, EXPLAIN:____

   ____

   ____

   ____

ATTACHMENT B

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: ___________________________________ Preparer Name: __________________

Date: ________

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date: ______________

Instructions: *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of $10 million or less averaged over the previous three years.

Woman-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

Minority-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than $3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at http://www.sbsd.virginia.gov/ (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)
Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: ____________________________________ Date Form Completed:______________

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
for this Proposal and Subsequent Contract

Offeror / Proposer:

Firm ________________ Address ________________ Contact Person/No. ________________

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT C

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No.__________

This contract entered into this__________day of_______________20____,by ______________________ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From__________________ through___________________

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposals dated ____________________:
- (a) The Statement of Needs,
- (b) The General Terms and Conditions,
- (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
- (d) List each addendum that may be issued

(3) The Contractor's Proposal dated ____________________and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
- (a) Negotiations summary dated ____________.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:	PURCHASING AGENCY:
By:____ (Signature)	By:___________________________________ (Signature)
____ (Printed Name)	____________________________________ (Printed Name)
Title:____________________________________	Title:__________________________________

Attachment D – Pricing Schedule

For each technology/category listed below, provide your company's hourly rate for each of the three roles listed. If you refer to the role by a different name, list it in the space provided next to the corresponding role. Onsite pricing must be inclusive of all billables (travel, lodging, meals, etc.)

******* *The Offeror shall also provide onsite and offsite pricing for all other services/roles not listed below, including training offerings*. *******

Oracle Core Technologies	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Oracle/PeopleSoft Enterprise Solutions	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Desktop and Mobile Device Management	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Microsoft Azure and M365	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Okta	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Data Analytics/Visualization/Warehouse/Lake	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Change Management Training, Svcs, & Cert.	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Security and Federation Services	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Cisco Technologies, Infrastructure Support, and Virtualization	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Audio Visual Technologies	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Secure Research Enclaves	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

Other Technology	Onsite	Offsite
Project Manager or ________________	_____/hr.	_____/hr.
Senior Engineer or ________________	_____/hr.	_____/hr.
Engineer or ________________	_____/hr.	_____/hr.

JAMES MADISON UNIVERSITY.

July 25, 2023

ADDENDUM NO.: One

TO ALL OFFERORS:

REFERENCE:	Request for Proposal No:	**RFP# FDC-1175**
	Dated:	**June 15, 2023**
	Commodity:	**Information Technology Consulting Services**
	RFP Closing On:	~~**Thursday, August 3, 2023, at 2:00 p.m.**~~ **Tuesday, August 15, 2023, at 2:00 p.m.**

Please note the clarifications and/or changes made on this proposal:

James Madison University has extended the RFP closing date to Tuesday, August 15, 2023 at 2:00 p.m.

Due to the volume of questions received, an additional addendum may be posted at a future date.

1. Question – On the 3rd page of the solicitation it states the period of performance is from date of award through one year (renewable). How many renewals periods does JMU expect in terms of being renewable?
Answer – *Section VII. Special Terms and Conditions, Item F* states that JMU has the option to extend the original contract for four (4) successive one-year periods.

2. Question – How many FTEs are estimated to be needed onsite versus remote?
Answer – This would depend on the nature of the engagement.

3. Question – In order to be awarded this project, does at least one (1) team member need to be SWaM certified? Do sub-contractors need to be small business and SWaM certified?
Answer – SWaM certification is not a requirement for award; however, JMU tries to work with SWaM vendors whenever possible. Evaluation points will be given to vendors that are a SWaM vendor or that use SWaM sub-contractors. Additionally, all vendors should complete the SWaM Utilization Plan in the RFP document.

4. Question - Is there a page limit to RFP response?
Answer – No; however, proposals should be prepared simply and economically (see section V.A.3.b.).

5. Question – What industry partner currently performs this work? What is the incumbent contract number and total dollar value if there is one? Please confirm if we can get the previous proposals or pricing of the incumbent(s).
Answer – The University currently has contracts in place with the following vendors - Unicon, Inc., Sierra-Cedar, Inc., Securance Consulting, HyperGen, Inc, Plante & Moran, PLLC, Cherry Bekaert Advisory

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PROCUREMENT SERVICES

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752 Ott Street, Room 1042
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LLC, Highstreet IT Solutions, LLC, Nautiquos Business Solutions, LLC, Assura, Inc., and Planet Technologies, Inc. Previous spend can be found at www.eva.virginia.gov. Current contracts with the firms listed above can be found at http://cipag.jmu.edu/cipag/.

6. Question - Is remote only pricing an option? Will proposals be considered if only remote pricing is provided?
   Answer – All proposals will be considered, including remote only pricing.

7. Question – Can vendors only provide pricing for select areas as opposed to all areas?
   Answer – Offerors may provide pricing for one or more of the technologies/categories listed in the RFP (see *Section IV.1.*). Offerors should identify their firm's technology specializations in their proposal.

8. Question – Is hosting included as part of the services required?
   Answer – The scope may include hosting services, depending on the specific project.

9. Question – Is operations and maintenance – patching, vulnerability scanning, remediation, etc. included as a part of the services requested?
   Answer – The scope may include operations and maintenance services, depending on the specific project.

10. Question – Given that Oracle's Identity Management is currently used at JMU, how does JMU anticipate using Okta?
    Answer – The University has selected Okta as its future Identity Management solution.

11. Question – What is meant by Secure Research Enclaves?
    Answer - Using Microsoft's definition, the Secure Enclave for Research (also known as the Secure Research Enclave) is a reference architecture for a remotely-accessible environment for researchers to use in a secure manner while working on restricted data sets.

12. Question – Does the scope of the contract include the design and implementation of any hybrid cloud infrastructure?
    Answer – The scope may include the design and implementation of cloud/hybrid cloud infrastructure, depending on the specific project.

13. Question – What criteria does the University use to accept or reject proposed or assigned consultants, and how does this impact the contractor's role and responsibilities throughout the duration of the contract?
    Answer – Consultants assigned to the University may be rejected based on a variety of reasons including, but not limited to, lack in professionalism, responsiveness, timeliness, knowledge and experience, etc.

14. Question – Is the work expected to be SOW based or hourly based?
    Answer – That will depend on the nature of the engagement; however, it is reasonable to expect that either could apply.

15. Question – It is mentioned that sealed proposals will be received. Is there any that a vendor can submit a proposal online?
    Answer – No. JMU is not set up to receive electronic responses through eVA or emailed proposal responses.

16. Question – What is the annual spend at JMU for IT consulting services?
Answer – Previous spend can be found at www.eva.virginia.gov.

17. Question – Assuming an offeror currently holds a contract with a VASCUPP higher education institution, such as the University of Virginia or George Mason University, how does that impact our status on this RFP?
Answer – The last paragraph of the *Section II. Background* section states: "James Madison University reserves the right, when not in the best interest of the university, to decline award to any firm already on an existing VASCUPP cooperative contract in order to avoid duplication of contracts."

18. Question – Will you prefer vendors with a branch office presence in Harrisonburg? We are only present in Northern Virginia.
Answer – A branch office in Harrisonburg, VA is not required.

19. Question - Are there specific technologies within the listed categories (such as Oracle Core Technologies, Microsoft Azure, etc.) that require specialized expertise or are of higher priority in the context of JMU's Reengineering Madison?
Answer – See RFP *Section II. Background.*

20. Question - Can you provide more information about the typical scope and size of projects at James Madison University? Are there any specific project management methodologies or frameworks that the university prefers? Do you have any major projects in progress?
Answer – The University's major technology projects can be found at https://www.jmu.edu/computing/projects-and-initiatives.shtml.

21. Question - What is the expected duration of the projects? Will the assignments be short-term or long-term?
Answer – The expected duration will depend on the specific project and may be short-term or long-term.

22. Question - Are there any specific certifications or qualifications required for the assigned personnel?
Answer – Required certifications or qualifications will vary based on the specific project. Offerors should include the qualifications and experience of the personnel who may be assigned to perform work for the University in their proposals (See RFP *Section IV.3.*).

23. Question - Can you provide more details on the expected level of involvement and responsibilities of the primary contact for the account?
Answer – Expected level of involvement and responsibilities will vary based on the project.

24. Question - Can you provide more information about the evaluation criteria for assessing the similarity of projects at higher education institutions?
Answer – Offerors should provide examples of recent projects at higher education institutions comparable to James Madison University. See RFP *Section II. Background* for more information about the University.

25. Question - Are there any specific reporting or documentation requirements for IT consulting services?
Answer – Reporting and documentation requirements will vary depending on the project.

26. Question – Allocation of points for evaluation criteria will be published to the eVA solicitation posting prior to the closing date and time. When will this be posted?
Answer – The points will be posted the day before the RFP closes.

27. Question - Does the scope include advising and strategic planning support for the technologies listed?
Answer – The scope may include advising and strategic planning support, depending on the specific project.

28. Question - What will be the engagement model for Vendors that are awarded this contract? Will JMU issue statements of work for the selected vendors to compete? Will the statements of work be for hourly staff augmentation or will it also include fixed price strategic engagements? Can you provide additional information on the anticipated level of collaboration and coordination between the successful bidder and JMU IT staff?
Answer – As information technology consulting needs arise, the University will contact a firm(s) on contract to discuss the project for which the University requires assistance. A statement of work will be requested from the vendor based on contract terms and pricing, and additional discussions will occur.

29. Question - What will be the maximum number of awardees under this contract? Please confirm the anticipated number of awards.
Answer – The University does not have an anticipated or maximum number of awards for this RFP.

30. Question – For this RFP, are resources expected to be on-stie or remote in Harrisonburg, VA? Given the skill sets, we're assuming it's fully remote, but wanted to verify
Answer – Remote is usually acceptable; however, it would depend on the nature of the engagement.

31. Question - How many users are on Office 365? What license do they have? Provide a license count.
Answer – Approximately 30,000 accounts. The majority have A5 licenses with a few having A3 licenses.

32. Question - Are the licenses being purchased directly with Microsoft or through a Microsoft Partner?
Answer – SHI.

33. Question - Do you currently use Microsoft Teams and/or Microsoft SharePoint?
Answer – Yes.

34. Question - Is there a software in place currently to manage endpoints remotely? If so, what product(s) are being used?
Answer - JAMF Pro, Microsoft Intune, and Microsoft Endpoint Configuration Manager are used.

35. Question - How often are the devices and endpoints being updated? Monthly/quarterly/etc. basis?
Answer – Endpoint patches are deployed typically the same month they become available.

36. Question - Do you have employees working remotely that use a company device?
Answer – Yes.

37. Question - Do you offer Bring Your Own Device (BYOD) to employees?
Answer – No.

38. Question - Is there a Mobile Device Management (MDM) solution deployed?
Answer – Yes, for JMU owned devices.

39. Question - How many desktops/laptops/mobile devices are you supporting?
Answer – JMU IT actively manages roughly 4,500 Windows devices, 2,500 Mac devices, and 1,000 mobile devices.

40. Question - Which version of Windows are the desktops/laptops running on?
Answer – Primarily Windows 10 22H2.

41. Question - Are user devices being backed up? If so, how often, and do you have retention policies in place?
Answer – User devices are not centrally backed up.

42. Question – Are the servers on-site or on the cloud? Hybrid?
Answer - Servers are onsite.

43. If you have a cloud environment, is it Azure/AWS/other?
Answer – The University has applications in both Azure and AWS.

44. Question - How many servers do you have? What operating system are they on? Do you have any Windows Server 2012/2012R2? Any Linux Servers? Microsoft is sunsetting Windows 2012 servers in October. Is there a plan to upgrade/replace your current 2012 servers? Please provide details.
Answer – The University has approximately 500 servers. Windows and Linux.
    - **2012R2 (26 servers - all slated to decom by October, with the potential exception of 3 belonging to Card Services, which they handle on their own and are in discussions with IT-Sec about)**
    - **2016 (89 servers)**
    - **2019 (93 servers)**
    - **2022 (7 servers)**
    - **Linux (210 Servers) primarily running RHEL 7 & 8**
    - **16 - VMware Host servers, and 3 management servers, running VMWare version 7. (13 normal hosts, 3 VDI hosts, 2 VCenter servers and the VRealize server)**
    - **54 - additional servers are being tracked, but are either security servers (OS not maintained by us), Other Linux (CentOS) or OVAs (Virtual appliances)**

45. Question - Is there a Disaster Recovery plan in place? What is the infrastructure at the fail over location?
Answer - Yes. Disaster Recovery plans exist for critical systems. There is geographical, power, and HVAC redundancy at the failover location, as well as off-site backups in the event of whole data center loss.

46. Question - How many databases are you using? Please specify which ones.
Answer – See RFP *Section II. Background.*

47. Question - What are some of the critical applications being used today? Any ERP applications?
Answer – See RFP *Section II. Background.*

48. Question - What is the network topology currently used, and how are these locations communicating to each other?
Answer - On campus locations are serviced via single mode fiber. Off campus locations are a combination of DIA circuits and wireless bridges.

49. Question - Is there a VPN in place for remote access? Is there a firewall?
Answer - Yes to both.

50. Question - What is the speed of the network connection to the internet? Do you have a backup connection?
Answer - Two 8Gbs pipes in active/active state.

51. Question - How many Routers, Switches, and Firewalls are in your network?
Answer - L2 switches: 855
L3 switches/routers: 10
Firewalls: 4

52. Question - How many buildings/locations?
Answer – The University has approximately 185 buildings on 750 acres. The campus is divided by interstate 81 and the C&P railroad.

53. Question - How big is your current IT department, if any?
Answer - Approximately 150 employees

54. Question - Please provide the brand for the switches, network devices, laptops, desktops, and printers.
Answer - Cisco Routers and switches for the wired network. The wireless network is Aruba. Laptop/Desktops are a mix of Dell and Apple. Printers vary, but a significant number are leased KM Bizhub devices.

55. Question - Do you have any cameras to support?
Answer: Yes. Cameras are managed by Facilities Management.

56. Question - Do you currently have a VOIP solution? Who is your VOIP provider? What is the brand of your desktop phones? How many extensions/DID numbers?
Answer – The University is currently deploying an NEC VoIP solution with Black Box Network Services, and have approximately 8,000 user and service type extensions. Phones are NEC.

57. Question - Do you have ticketing system in place? Estimate of tickets per month/quarter?
Answer - Yes. The University uses Cherwell as its ITSM ticketing system and receives approximately 49,189 tickets per year.

58. Question - Do you require someone to be on-site all the time?
Answer - That would depend on the nature of the engagement.

59. Question - Is this a multi-vendor or single vendor award?
Answer – This is anticipated to be a multi-award contract.

60. Question - Is there Change Management system in place?
Answer - Technical hardware or software changes are managed through the University's ITSM.

61. Question - Is there an Information Technology Asset Management (ITAM) solution in place?
Answer – Not as such. The University uses Cherwell ITSM for CMDB, and JAMF Pro and Intune for MDM.

62. Question - What applications are currently in use?
Answer – See RFP *Section II. Background.*

63. Question - The RFP has some focus on Salesforce in the opening. But I see that Huron was awarded a contract for Salesforce work less than 6 months ago. Is JMU looking to understand other options that can support the Salesforce deployment if needed?
Answer – Yes, the University is interested in other Salesforce resources and skillset augmentation options.

64. Question – Are there any pain points of issues with the current vendor(s)?
Answer – No.

Signify receipt of this addendum by initialing *"Addendum #1_____"* on the signature page of your proposal.

Sincerely,

Doug Chester
Buyer Senior
Phone: 540-568-4272

JAMES MADISON UNIVERSITY.

August 3, 2023

ADDENDUM NO.: Two

TO ALL OFFERORS:

REFERENCE:	Request for Proposal No:	**RFP# FDC-1175**
	Dated:	**June 15, 2023**
	Commodity:	**Information Technology Consulting Services**
	RFP Closing On:	**Tuesday, August 15, 2023, at 2:00 p.m.**

Please note the clarifications and/or changes made on this proposal:

1. Question - How far along is the Reengineering Madison project? When is the new system expected to go live?
Answer - See RFP *Section II. Background.*

2. Question - Can you please share the portfolio of projects/initiatives that will be executed under the Reengineering Madison program?
Answer - See RFP *Section II. Background.*

3. Question - Can you provide ticket volumes that you are currently experiencing for PeopleSoft for the last one year, preferably by severity?
Answer - No. Ticket volume alone is not a good indicator.

4. Question - What is the size of the existing support team supporting PeopleSoft?
Answer – 10 people.

5. Question - Will existing support team members be moved to the Reengineering Madison project?
Answer - Yes, in part.

6. Question - Can you provide the architecture diagram for your PeopleSoft application and its deployment?
Answer - This information may be provided depending on the engagement and after the execution of a SOW.

7. Question - What is the current PUM level for each of the PeopleSoft application pillar?
Answer - This information may be provided depending on the engagement and after the execution of a SOW.

8. Question - What is the number of environments that exist for each PeopleSoft application pillar (example – DEV, TEST, DMO, UAT etc.)?
Answer – 4 environments.

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540.568.7935 Fax

9. Question - What is the size of the production database for each of the PeopleSoft application pillar?
   Answer - This information may be provided depending on the engagement and after the execution of a SOW.

10. Question - Does Oracle Core Technologies mean the Oracle DBA skill set? If not, please provide more details.
    Answer - Yes.

11. Question - What skills are required in Desktop and Mobile Device Management?
    Answer - Required skills, certifications, or qualifications will vary based on the specific project. Offerors should include the qualifications and experience of the personnel who may be assigned to perform work for the University in their proposals (See RFP *Section IV.3.*).

12. Question - Please provide details of the services expected in the following technologies:
    a. Security and Federation Services
    b. Microsoft 365 (M365)
    c. Audio and Visual Technologies
    d. Secure Research Enclaves

    Answer - Services may vary depending on the nature of the engagement.

13. Question - What is expected from Svcs and Cert in Change Management? What are the roles of Senior Engineer/Engineer in Change Management?
    Answer - See RFP *Section IV. Statement of Needs* and *Section D. Pricing Schedule*. If your firm refers to a specific role by a different name, list it in the space provided next to the corresponding role.

14. Question - Does onsite pricing refer to work specifically performed on campus (in person), and does offsite work pertain to work conducted within the US but off-campus, remote?
    Answer - Yes.

15. Question - What positions are you looking to fill immediately? Is there current or future project you are expecting?
    Answer - See RFP *Section II. Background.*

16. Question - For onsite services, we find that a base billable rate is suitable for most of our clients, and hotel/travel expenses charged as actuals later. Would you still like a single blended hourly charge for these positions including all expenses?
    Answer - Yes.

17. Question - What are the Oracle core technologies focused on consulting services like OBIA, OBIEE, ODI, OAC, etc.?
    Answer – Unavailable at this time.

18. Question - Is there a preferred cloud provider like AWS, GCP, or Azure for a data lake/data warehouse solution?
    Answer - No.

19. Question - Is the data warehouse/data lake solution in place that required migrating to a new tool stack or a new solution is expected?
    Answer - See RFP *Section II. Background.*

20. Question - Is there a preferred visualization tool for analytics?
    Answer - No.

21. Question - Has Fluid UI been implemented in your PeopleSoft Application?
    Answer - No.

22. Question - Is the Boomi atom/molecule installed on-premises or in the cloud?
    Answer – On-premises.

23. Question - What Salesforce modules have been implemented/utilized?
    Answer - Implementation is just beginning. See RFP *Section II. Background.*

24. Question - Is it mandatory to showcase the amount of sales our company had during the last twelve months with each VASCUPP Member Institution? Can we skip this portion if we do not have an existing/ previous VASCUPP cooperative contract? Will the proposal be deemed non-responsive if we do not have sales during the last twelve months with each VASCUPP Member Institution?
    Answer - A response to the question is required. If the answer is none/zero, indicate that as your answer. Previous sales/experience with a VASCUPP Member Institution is not a requirement for submitting a proposal or being awarded a contract.

25. Question - Please confirm whether the "Secure Research Enclave" category includes CMMC readiness testing? Or, is this category meant for the development/implementation of the architecture for these enclaves?
    Answer - Secure Research Enclave could include CMMC readiness or the development/implementation of the architecture for these enclaves.

26. Question - How does JMU define "Consulting Services" and "technology advisor"?
    Answer - See RFP *Section IV. Statement of Needs.*

27. Question - Is this a new requirement or an existing requirement?
    Answer - This RFP is to replace an existing contract with multiple vendors.

28. Question - What are your Key Performance Indicators?
    Answer - Key performance indicators will vary depending on the project.

29. Question - If we have a teaming agreement with a subcontractor, does the subcontractor's experience count as experience for us?
    Answer - The experience of a subcontractor specified in a proposal may be considered in the evaluation of the qualifications and experience of the Offeror.

30. Question - Do we need to submit only one response including the price schedule?
    Answer - Vendors should submit one (1) original and four (4) copies, and electronic copy in WORD format or searchable PDF (*on a flash drive*) of the entire proposal, INCLUDING ALL ATTACHMENTS. The original, copies, and electronic version should all be the same and include the pricing schedule.

31. Question - As a firm registered on eVA, do we have to pay the fees before the submission of the proposal (i.e. this stage) or after award? Please also clarify that the subcontractor also has to pay this fee.
Answer - eVA fees are only paid upon receipt of a purchase order issued through the eVA system. eVA fees are paid by the vendor listed on the issued purchase order. If a subcontractor is issued a purchase order directly, they would have to pay the associated eVA fees; however, if the purchase order is issued to the prime contractor, and the subcontractor is working under the prime contractor, the subcontractor would not pay the associated eVA fees. The University typically issues purchase orders to the prime contractor.

32. Question - Do we need to submit provided RFP Cover Sheet as a Cover Page of the proposal?
Answer - The RFP cover sheet does not need to be submitted as the cover page of a proposal.

33. Question - Is there any local preference for this contract?
Answer - No.

34. Question - Is it mandatory to have experience with higher education institutions?
Answer - Experience with higher education institutions is not required.

35. Question - Please confirm whether security assessment and consulting services are included on this contract. If so, should we price this under the category "Security and Federation Services" on the Pricing Schedule?
Answer - The scope may include security assessment and consulting services, depending on the specific project. In addition to completing *Attachment D*, Offerors should also provide pricing for all other services.

36. Question - Is there any flexibility in the initial contract duration of one year? Is it safe to assume that the same terms and conditions will remain same when the project is renewed? Are there any pre-defined criteria to be met by the vendors to get the renewal of contract?
Answer - JMU typically issues contracts for one year with subsequent one-year renewals. The terms and conditions of existing term contracts are reviewed at the time of renewal. Contract terms may be negotiated and modified as necessary. See RFP *Section VIII.F.*

37. Question - Can you please specify the list of all technologies in each technology area under Section IV? Example: Do we need to consider Oracle Database, Fusinon Middleware, SOA, BPM, Identity Management, MDM, Webcenter-Sites, Portal, Content, Social, OBIEE, Golden Gate and ODI when you refer to Oracle Core Technologies? Similarly, can you call out all technologies under each area?
Answer – See RFP *Section II. Background.*

38. Question - Can you provide more information about the technologies listed in Section II of the RFP, such as Oracle Core Technologies, PeopleSoft Enterprise Solutions, Microsoft Azure, Okta, etc.? What level of expertise and experience is JMU looking for in these areas?
Answer – The level of expertise and experience required will vary based on the specific project. Offerors should include the qualifications and experience of the personnel who may be assigned to perform work for the University in their proposals (See RFP *Section IV.3.*).

39. Question - What are the expected outcomes of the trainings that a vendor needs to provide to the staff? How much training must be provided in a month? What will be the number of attendees in each session? Will it be a virtual or classroom training?
Answer – Training outcomes, frequency, number of attendees, format, etc. will vary depending on specific training needs and agreed upon SOW.

40. Question - Can you provide more details about the weightage or scoring system that will be used to evaluate proposals based on the criteria stated in the RFP? How will the award decision be made?
Answer - See RFP *Section IV. Evaluation and Award Criteria.* Allocation of points for evaluation criteria will be published to the eVA solicitation posting prior to the closing date and time.

41. Question - Can you provide more information on the Virtual Payables options mentioned? How can vendors and suppliers enroll in these options?
Answer - Offerors may contact the JMU Accounts Payable office, at acctspayable@jmu.edu or (540) 568-7397 to discuss payment enrollment options.

42. Question - Please list all the technologies/tools that needs to be replaced/transformed as part of Reengineering Madison program. Are there specific projects the vendor team will be involved if selected?
Answer - See RFP *Section II. Background.*

43. Question - Does the University anticipate any of its current implementation partners will act as a Systems/Services Integrator and an offeror submitting a proposal in response to this solicitation act as subcontractor if selected?
Answer - No.

44. Question - Are you engaged with any cloud service provider? What is the scope of cloud-based solutions in this RFP?
Answer - See RFP *Section II. Background.*

45. Question - What are your expectations for the level of service that you would like to receive from the IT consulting firm? How would you measure the success of the IT consulting project?
Answer - Expectations and measurements of success will vary depending on the engagement.

46. Question - What are your expectations for the level of security that you would like to have in place?
Answer - JMU follows the ISO standard. When needed other standards are used depending on the need, regulations, requirements, etc.

47. Question - What are the specific challenges that you are facing with your current IT infrastructure compelling to go through Re-engineering Initiative?
Answer - See RFP *Section II. Background.*

48. Question - Could you provide more information about the anticipated scope of special projects where the contractor will serve as a technology expert? What are some examples of these projects and their objectives? Can you elaborate the expected deliverables and milestones for the projects covered in the scope this RFP?
Answer - See RFP *Section II. Background.*

49. Question - Is there any preference for local or regional vendors?
Answer - No.

50. Question - Is it safe to assume that offsite means offshore?
Answer - No. For the purpose of this solicitation, offsite means remote work performed not on campus.

51. Question - Resources working offshore need to align with client working hours as per US time zones?
Answer - Yes.

52. Question - Will JMU provide laptops to the vendor consultants?
Answer - No.

53. Question - Will any additional travel costs be considered in the pricing?
Answer - No. See RFP *Section X. Pricing Schedule.*

Signify receipt of this addendum by initialing *"Addendum #2_____"* on the signature page of your proposal.

Sincerely,

Doug Chester
Buyer Senior
Phone: 540-568-4272