




<p style="text-align: center;"><b>OVERVIEW</b></p>	<p>Greg Hugie has been performing Information Technology Management Consulting for over thirty years working with both government and private sector clients. He is involved in all facets of information technology including strategic and organizational planning, business process reengineering, technology studies and deployment, information technology policies and procedures, project management, JAD facilitation and application requirements planning and deployment.</p> <p>For the past twenty years, he has specialized in technology management including IT Strategic Planning, Information Technology Architectures, Information Governance (Policies and Procedures, Records Management and Enterprise Content Management Technologies), Internet/Intranet Strategies and Project Management. Relevant positions have included:</p> <ul style="list-style-type: none"> <li>• Partner and Director of Information and Records Management Consulting Firm</li> <li>• President of Information Technology Management Consulting firm</li> <li>• Management Consultant for major state agencies, counties, cities and utilities as well as private sector clients</li> <li>• Information Technology Architect for a large computer company</li> <li>• Information Architect and System Support Managing Consultant for a large automobile importer and distributor</li> <li>• Information Engineering Consultant for a major CASE tool vendor's consulting practice</li> <li>• Business Process Analysis and Reengineering Consultant for a value added networking organization</li> <li>• Project Manager for many public and private sector clients on strategic planning, feasibility studies, application development/deployment, technology insertion, infrastructure implementation, data center build out and move projects.</li> </ul>
<p style="text-align: center;"><b>CONSULTING PROJECTS</b></p> <p><b>Kansas Department of Transportation</b></p> 	<p>For this client, he has lead and participated in several projects to assist KDOT in defining and achieving their strategic direction in several areas including overall IT Architecture Planning, Records and Workflow Management and the Internet/Intranet. These efforts are detailed below:</p> <ul style="list-style-type: none"> <li>• Lead an effort to develop an Information Technology Architecture and IT Strategic Plan. Agency direction was defined as a result of senior and mid-level management interviews and JAD sessions. Lead a high-level</li> </ul>

	<p>Information Technology Advisory Committee made up of key Bureau Chiefs from across the Agency and made regular status reports and presentations to the Secretary and Executive Staff. Current technologies and applications were reviewed to determine the disposition of each. Infrastructure and Application opportunities were identified, evaluated and prioritized. A five-year strategic plan was developed outlining IT technology and application plans, IT organization restructuring and an annual IT budget was developed.</p> <ul style="list-style-type: none"> <li>• Lead a team of consultants to define the business requirements, cost benefit and architecture for an enterprise content management and workflow environment. The project was cited for its groundbreaking work by the American Association of State Highway Transportation Officials (AASHTO) and has become the for runner project within the state of Kansas.</li> <li>• Managed the development for an enterprise-wide Internet/Intranet direction, strategy, plan and architecture. This provided the Agency with the basis for establishing their web presence.</li> <li>• Developed an Enterprise Collaboration Technology Strategy and implementation of Net Meeting.</li> <li>• Managed large Data Center build out and planned and managed the move/consolidation of multiple sites into the new building Data Center.</li> <li>• Performed a review and assessment of current IT policies and procedures and developed an upgrade plan to bring the Agency into compliance with State IT audit guidelines and practices.</li> <li>• Performed business analysis to develop and document business requirements for a new Construction Management System that supported the release of a development RFP.</li> </ul>
<p><b>Minnesota DOT</b></p> 	<p>Mr. Hugie led a Records Management project to replace outdated office-based Records Retention Schedules with agency-wide domain function-based Records Retention Schedule.</p> <ul style="list-style-type: none"> <li>• Performed best practice analysis and developed recommendations to support applying records management to documents storage areas and applications (including e-mail, shared drives, ProjectWise, OpenText ECM, etc.)</li> <li>• Performed best practice analysis and developed recommendations to support applying records management to data applications</li> <li>• Developed recommendations to establish an internal self-audit process to support continuous process improvement of the Agency’s Enterprise Content Management and Records Management Programs</li> <li>• Performed a complete assessment of all office and district shared drives provided each with a detailed report that addressed drive breadth, depth, total and duplication statistics (number of files, space utilized, averages) and additional information by file types and categories, historical growth and future projection directory structure analysis, etc. Office and Districts have reduced storage by</li> </ul>

	<p>over 25% in the past 6 months by reducing duplication, redundant and out of date information saving over \$100 per year.</p> <ul style="list-style-type: none"> <li>• Performed a shared drive pilot restructuring project built around the MnDOT's classified consolidated retention schedule developed previously resulting in a reduction of 25% of the files and will allow for the manual application of retention schedules.</li> <li>• Performed an assessment of marketplace of vendor products in the shared drive/content analytics space. Vendors in this space originated in a variety of technology sectors- eDiscovery, content analytics, and shared drive management. IMERGE provided a comparison of vendor's strengths and weaknesses for ESI analysis and management.</li> </ul>
<p><b>City of Arlington</b></p> 	<p>Mr. Hugie led a major Enterprise Content Management (ECM) assessment and planning project for the city. This included an analysis of every city department by surveying every division, inventorying electronic files and interviewing every group. This resulted in the following:</p> <ul style="list-style-type: none"> <li>• Provided an assessment of the ECM requirements by analyzing It applications, collections, processes, documents, file shares and e-mail and identified many ECM opportunities across the city;</li> <li>• Developed a comprehensive ECM Program/Project Strategy that addressed governance, methodology, program definition, project deployment approaches and defined major go forward planning, rollout and implementation projects to ECM enable the city.</li> <li>• Developed a city-wide function/activity based information classification structure for use in LaserFiche, SharePoint, shared drives and paper archives.</li> <li>• Assisted the city with the transition from out dated departmental retention schedules to a city-wide retention schedule based upon the revised Texas State Archivist Retention Schedules for Local Government.</li> </ul>
<p><b>Mazda Motors of America</b></p> 	<p>Mr. Hugie consulted with this client for many years in the areas of IT Management and Application development. The more significant projects included the establishment of a system support organization and leadership of a major Business Process Reengineering project. These projects are outlined below:</p> <ul style="list-style-type: none"> <li>• Recommended and implemented an Information Engineering development approach after reviewing development processes, performance history, and future plans. The development platform focused on a Business Strategy Driven Planning approach supported by an IE Methodology, utilizing a RAD process. The new processes resulted in a 50% increase in productivity, significant improvement in system design quality and reduced maintenance requirements.</li> <li>• Formed and directed the efforts of seven multi-divisional, senior management Business Process Reengineering task forces to develop an overall and business area Knowledge Management Strategy Plans. The</li> </ul>

	<p>purpose was to formalize an overall strategic architecture of new development, existing system modification, and application of new technology to support a new luxury product line.</p> <ul style="list-style-type: none"> <li>• Managed clients System Support Organization of 35 for 2 years which included IS Architecture, Data Administration, Development Policy &amp; Procedure, and Technical Support Groups to support 250 developers</li> <li>• Developed an Enterprise Architecture unconstrained by current application packaging and technology</li> <li>• Defined and implemented corporate shared data strategy utilizing IE ADW &amp; DB2 data management procedures</li> <li>• Managed the development of Standard Dealer Communication System supporting remote data entry, host transactions, data downloads, report distribution and software updates</li> <li>• Established a Business Driven governance and IT development management approach through the implementation of Steering Committees, User Review Boards, and Executive Sponsorship</li> <li>• Developed requirements, designed and developed a Dealer Information and Evaluation System, a specialized table driven screen and report generator to maintain, manipulate, and report on 4000+ data attributes resulting in new dealer facilities and upgrades as well as improvements in customer service processes and retention.</li> <li>• Designed and developed Warrant Claims Report Generator, Warranty Activity Analysis and Reporting System and a QA Case Management and reporting systems.</li> </ul>
<p style="text-align: center;"><b>Unified Government of Wyandotte County and Kansas City Kansas</b></p> 	<p>IMERGE was asked to review the technology direction of the <b>Unified Government (UG)</b> to assist in defining their strategic direction particularly in the Enterprise Content Management area. Reviewed every Department/Division in the UG and identified many Enterprise Content Management opportunities as well as other technology recommendations. Established a vision of a new ECM Architecture and an IT application direction. Since that time IMERGE has assisted with the following:</p> <ul style="list-style-type: none"> <li>• Establishing an IT Governance Structure for the review, prioritization, approval and funding of IT initiatives;</li> <li>• Lead the establishment of an ECM Architecture direction. This included guiding implementation and integration projects such as Agenda Management, Electronic Ticketing, DA Case Management, Financial Application review, etc.</li> <li>• Performed a GAP Analysis of existing financial and payroll/personnel systems to determine feasibility for replacing old systems with a modern integrated ERP System. Recommended moving to a 2<sup>nd</sup> tier ERP System projecting significant resource savings through system and process efficiencies.</li> </ul>

<p><b>City of San Jose</b></p> 	<p>Mr. Hugie led a major Enterprise Content Management (ECM) assessment and planning project for the city. This included an analysis of most city department by surveying divisions, inventorying electronic files and interviewing many groups. This resulted in the following:</p> <ul style="list-style-type: none"> <li>• Provided an assessment of the ECM requirements by analyzing applications, collections, processes, documents, file shares and e-mail and identified many ECM opportunities across the city;</li> <li>• Developed a complete gap analysis defining the current state situation/usage, needs and gaps in strategic, technical and technology areas;</li> <li>• Assessment of areas common to all departments that include ECM Interest, Records Management, E-mail, Share Drives, Classification and current ECM Usage;</li> <li>• Analyzed and documented major city-wide such as case management and specific departmental process such as Worker’s Compensation and many other opportunities defining current state, automation vision, benefits and relative value;</li> <li>• Developed an assessment of the IT Infrastructure identifying the potential impact of ECM;</li> <li>• Prepared an ECM technologies assessment that included product needs identified, 5-year budgetary cost estimates, service capability models, fit/gap analysis and other related system opportunities;</li> <li>• Developed a comprehensive ECM Program/Project Strategy that addressed governance, methodology, program definition, project deployment approaches and defined major go forward planning, rollout and implementation projects to ECM enable the city;</li> <li>• Developed various other strategies for developing a classification structure and taxonomy, shared drive transition, process automation and form transition and automation.</li> </ul>
<p><b>Town North Bank</b></p> 	<p>Mr. Hugie led an Electronic Content Management assessment project to assist the bank in determining a strategic direction of for the management of their electronic content, assessment of records management needs and identification of process improvement opportunities.</p> <p>This assessment resulted in the identification of many opportunities for the utilization of Content Management technologies and an implementation roadmap.</p>
<p><b>Nissan Americas</b> <b>NISSAN</b></p>	<p>Greg led a Records Retention Schedule Consolidation and Simplification Project to consolidate the current records retention schedule. The current schedules were based on the affiliate and departmental organizational structure with 9,000 + record titles.</p>

	<p>IMERGE analyzed the record titles based on functions and activities following the ISO 15489 standards. The records were grouped by function, sub-function, and record series reducing the number of record titles to approximately 300 record series in 14 functions. The new retention schedule will enable Nissan to apply the records retention rules to electronic records management initiatives.</p> <p>Developed a training strategy and training materials for introducing the new RRS to all Nissan North America affiliates. The materials including: Changes From Organizational to Functional Records Retention Schedule, How to Use the Functional Records Retention Schedule, Quick Reference Cards, PowerPoint - based training, Train the Trainer, and exercises for users</p>
<p><b>Infonet Systems Inc.</b> <b>infonet</b></p>	<p>Mr. Hugie led a Business Process Reengineering and System Design effort for the development of a new client/server Customer Service Management System utilizing automated call management and workflow technologies.</p>
<p><b>Wisconsin DOT</b></p> 	<p>IMERGE was brought in to analyze the existing records management and retention policy for 8 bureaus and 30 sections to determine their compliance with state and department policies on electronic records management. The study was commissioned to address the need for formal electronic document management. The study included the following components:</p> <ul style="list-style-type: none"> <li>• Development of full Requirements Definition for each of the bureaus</li> <li>• Evaluation of compliance with State Administrative Rule 12 regarding the storage and management of electronic documents for formal Record Destruction Authorization (retention policy).</li> <li>• Revised Record Destruction Authorization (retention policy) to include necessary information to effectively manage document(s) electronically within Wisconsin Administrative Rule 12 guidelines.</li> <li>• Updated RDA with cost factors developed as part of the CBA.</li> <li>• Developed a 5-year cost/benefit analysis for deployment of Enterprise Content Management (ECM) including the use of document imaging, electronic document management, electronic forms, electronic signature, workflow and other related ECM technologies.</li> <li>• Staffing recommendations for ECM implementation.</li> <li>• Three year replicable implementation and conversion rollout strategy</li> <li>• Risk and mitigation strategy for both ECM deployment and maintaining the status quo</li> </ul>



<p><b>OTHER SIGNIFICANT PROJECTS</b></p>      	<ul style="list-style-type: none"> <li>• <b>Metropolitan Water District of Southern California</b> – Mr. Hugie led the Enterprise ECM deployment team for the design, analysis and implementation of an enterprise-wide document management system. The Enterprise Team managed the activities of the other six teams that included the Technical Infrastructure Design &amp; Implementation Team and Business Unit Solution Design and four operational business unit Implementation Teams.</li> <li>• <b>City of Rockville, MD</b> – IMERGE Consulting was engaged by the City of Rockville assess their Functional Requirements for Enterprise Content and Records Management and to identify potential areas that would benefit from business process redesign. The project included an Enterprise Document Management Study to devise a comprehensive master plan to move the City towards a less paper environment and establish an organization-wide content management direction.</li> <li>• <b>Johnson County, KS Register of Deeds</b> – Managed the review of operations and development of recommended process improvements after new system installation.</li> <li>• <b>Waukesha County, WI ECM Direction</b> – Reviewed ECM implementation direction and deployments, identified many opportunities and outlined a comprehensive ECM Program and Project strategic plan.</li> <li>• <b>Washington County, MN ECM Direction</b> – Reviewed Records Management and electronic document management needs, evaluate current imaging implementations, identify ECM and LOB opportunity areas, outline a strategic multi-tire ECM direction and develop RFP to acquire ECM solution and services.</li> <li>• <b>Kansas Department of Finance Authority (K DFA)</b> – Perform a review of financial practices to assess high-level needs for an agency financial information tracking and reporting system integrated with centralized state financial systems.</li> </ul>
<p><b>EXPERIENCE</b></p> 	<p>1998-present. <b>IMERGE Consulting, Inc.</b> Partner. Mr. Hugie joined IMERGE in 1998; in 2000 Greg was made a partner in the firm by achieving project and revenue goals. Greg has led and participated in many engagements in various industries including state agencies, county and city government, utility district, engineering and construction, banking, manufacturing, importing, distribution and manufacturing.</p>

<b>EDUCATION</b>	BA, Ventura College, 1971, Computer Science
<b>CERTIFICATIONS</b>	Enterprise Records Management Master, AIIM
<b>SPEAKING</b>	<p>Greg has spoken at various ARMA, AIIM and other industry conferences on document capture, electronic forms, enterprise content management, shared drive remediation, etc.</p> <p>Organized and managed the Records and Workflow Management Conferences for government in 1997 (Orlando, FL), 1999 (Kansas City, MO) and 2005 (Kansas City KS)</p>
<b>PROFESSIONAL</b>	Mr. Hugie is a member of the Association for Information and Image Management (AIIM) since 1998.
<b>OTHER EXPERIENCE</b>	<ul style="list-style-type: none"><li>• General contractor for new home building project</li><li>• Mission Hills Christian School Board Treasurer</li><li>• Providence Village Water Control and Improvement District Board President</li></ul>