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Luzerne County Pennsylvania
Response to RFI #41312RFI1FPHR for
INTEGRATED PUBLIC SECTOR
ENTERPRISE RESOURCE PLANNING (ERP) SOLUTION

Luzerne County Pennsylvania

Response to RFI #41312RFI1FPHR
For
INTEGRATED PUBLIC SECTOR
FINANCE, PAYROLL, AND HUMAN RESOURCE
ENTERPRISE RESOURCE PLANNING (ERP) SOLUTION

Luzerne County
PENNSYLVANIA

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Table of Contents

Table of Contents 2
Section 1 - Executive Summary 5
Section 2 -Vendor Background and Qualifications 6
Local Government Sector Experience 6
Oracle in the Public Sector – a Low Risk Supplier 6
Pittsburgh and Allegheny County – a Low Risk Partner; PA leader in Shared Government Services 6
Denovo in the Public Sector 6
Organizational Structures, Histories, and Demographics 7
About Oracle Corporation 7
About the City of Pittsburgh and Allegheny County 7
About Denovo 7
Chronology of the JD Edwards ERP Solution 7
JD Edwards Software and Services Related Revenues 7
Financial Information 8
Workforce Stability 8
Litigation, Liens, or Claims 8
Seasoned Senior Management Teams 8
Oracle's Senior Management 8
City of Pittsburgh's Senior Management 9
Allegheny County's Senior Management 10
Denovo's Management Team 10
Customer Satisfaction 11
Customer Support Responsiveness 12
Product Development 12
JD Edwards EnterpriseOne 12
Accela Automation Licensing and Case Management 12
JD Edwards and Accela Backgrounds 13
Section 3 - Customer References 14
Financial/HR & Payroll PA Customer Reference #1 – Allegheny County 14
Financial/HR & Payroll PA Customer Reference #2 – Allegheny County Airport Authority 14

HALF0003628

Financial/HR & Payroll PA Customer Reference #3 – Allegheny County Sanitary Authority 15
Financial/HR & Payroll PA Customer Reference #4 – City of Pittsburgh 15
Financial/HR & Payroll PA Customer Reference #5 – Federal Home Loan Bank of Pittsburgh 15
Financial/HR & Payroll Additional County Reference #1 – Clayton County Water Authority 15
Financial/HR & Payroll Additional County Reference #2 – Metro Nashville Government 16
Licensing PA City Reference #1 – Pittsburgh, PA 16
Licensing Additional County Reference #1 – Macomb County, MI 16
Licensing Additional County Reference #2 – Petaluma, CA 17
Section 4- Software Descriptions 18
Oracle's JD Edwards EnterpriseOne ERP Solution 18
Proposed JD Edwards EnterpriseOne 9.1 Products 19
Section 5- Technology 29
Technology Overview 29
Server Configuration 30
General Workstations 30
Responses to Technical Questions 30
Section 6- Implementation and Support 32
Detailed Project Plan 32
Denovo's Implementation Methodology 50
Denovo's Standard Approach to Implementation Projects 51
Project Management Segment 51
Technology Segment 52
Implementation Segment 55
Learning Segment 57
City of Pittsburgh/Denovo vs. Luzerne County Responsibilities 60
Requested Levels of Luzerne County Stakeholder Participation 61
Service and Support Philosophies 63
Ongoing Services and Support 64
Issue Management Process 65
Escalation 65
Project Staffing 67

HALF0003629

Project Team Resumes 68
Henry Mire (Project Director, QA/QC Manager) 68
Steve Bradnam (Senior Distribution Consultant) 70
Glenn Bippus (Project Manager and Senior Human Capital Asset Management Consultant) 73
Bill Frisco (Senior Financials Consultant) 76
Beth Green (Senior CNC/Technical Consultant) 79
Microsoft Certified Professionals 81
Hardware/Operating System/Database Platform 81
Section 7- Cost Information 82
Software as a Service Costs 83
Implementation Costs 84
Financing Options 86
Basis and Conditions for Pricing 86
Section 8 - License Agreement 88

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Section 1 - Executive Summary

Provide a concise overview of the system proposed.

April 26, 2012

Luzerne County Purchasing Department
20 North Pennsylvania Avenue, Suite 203
Wilkes-Barre, PA 18711

Subject: REF #41312RFI1FPHR for Integrated Public Sector, Finance, Payroll, and Human Resource Enterprise Resource Planning (ERP) Solution

The City of Pittsburgh (City), Allegheny County, and our implementation partner Denovo, are pleased to present Luzerne County (County) with our proposal in response to REF #41312RFI1FPHR for an Integrated Public Sector, Finance, Payroll, and Human Resource Enterprise Resource Planning (ERP) Solution. This proposal outlines how the County will be joining City / Allegheny County in using the identical "brand and version" of Oracle's JD Edwards EnterpriseOne software solution as a low cost sustainable operating model for local government collaboration in the Commonwealth of Pennsylvania. We are confident that we have the solution, expertise, and ability to implement all of the necessary Financials, Payroll, Human Capital Management, Procurement software, as well as data center and Help Desk support services to meet the County's requirements for today in the future. In addition, Accela Automation software is proposed to implement all of the necessary Licensing requirements referenced by the County. The City licensed the Accela solution in 2008 for its business licensing, permitting, and code enforcement functions.

We will provide your team with a robust, scalable, and configurable software package, Oracle's JD Edwards EnterpriseOne (JDE ERP) and Accela in a hosted model as a very economical pay-per-user subscription solution. The solution will enable the County to implement additional functionality as your organization needs it without requiring significant reconfiguration. And, as the number of users increase / decrease, so do the annual operating and support fees.

The City's primary JDE ERP implementation subcontractor, Denovo Ventures, is an Oracle Platinum level partner. Denovo brings strong experience with JD Edwards EnterpriseOne, and specifically with the unique requirements of counties and local governments in Pennsylvania. Using highly effective knowledge transfer techniques, the City / Denovo team can have the County operational on JDE ERP within four (4) months. The entire implementation effort could be completed over a period of nine (9) months for a one-time implementation cost of $892,000, with an annual subscription of $73,637.80 for Luzerne County. This would be the County's share of software, data center, and Help Desk support services to use an always updated version and County business process continuously improving services for JDE ERP.

Because "Licensing" needs for the County require further review than what is in the RFI, additional placeholder values are: $100,000 for 25 user licenses; $200,000 for implementation with full revenue/credit integration into JDE ERP; and $4,000 per month for ongoing data center hosting and Help Desk support by Accela.

We look forward to discussing this preliminary quotation with you. We are ready to demonstrate the products and our capabilities, and earn your business. Please contact me with any requests and/or questions.

Sincerely,

Chuck Half
City Innovation & Performance Manager - PittMAPS
Office of Mayor Luke Ravenstahl
512 City-County Building, 414 Grant Street
Pittsburgh, PA 15219
412.255.0819 -office
412.287.2650 - mobile
chuck.half@city.pittsburgh.pa.us

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Section 2 -Vendor Background and Qualifications

Provide narrative responses to the following questions, including any necessary documentation, for each item listed below.

Local Government Sector Experience

1. Specify the number of years the Vendor has been in the local government sector software business, number of total clients, and number of Pennsylvania clients comparisons.

Oracle in the Public Sector – a Low Risk Supplier

Oracle Corporation has been providing software for the public sector for more than thirty (30) years. Oracle is the world's largest business software company, with more than 380,000 customers—including the #1 provider of applications for Public Sector organizations and 100% of the Fortune 100—representing organizations of all sizes, complexities and industries in more than 145 countries around the globe. Oracle is also #1 in the United States for applications in use by public sector customers, as illustrated by the following statistics:

- 15 of the 15 U.S. Federal Cabinet Agencies rely on Oracle applications
- 50 of the 50 U.S. States use Oracle applications
- 24 of the 25 Top U.S. Cities use Oracle applications
- 15 of the 15 Top U.S. Counties use Oracle applications
- The US Department of Homeland Security (Coast Guard, TSA) relies on Oracle applications

Although Oracle does not specifically list its customer base by geographic location, the total number of customers in Pennsylvania is in the thousands, with hundreds of public sector customers in Pennsylvania, including Allegheny County, the City of Pittsburgh, Allegheny County Airports Authority, and the Allegheny County Sanitation District, Federal Home Loan Bank – Pittsburgh, to name a few.

Pittsburgh and Allegheny County – a Low Risk Partner; PA leader in Shared Government Services

The City of Pittsburgh and Allegheny County, two of the largest cities/counties in Pennsylvania, have been Oracle customers for many years. Allegheny County has been using the JD Edwards EnterpriseOne solution since the 1990's, while the City had been a PeopleSoft customer for several years before developing the joint City/County JDE shared service operations (SSO) center in 2011. Since 2006, Mayor Ravenstahl has been focused on delivering municipal services efficiently, and has collaborated with other local governments/agencies to determine the actual costs of delivering services in a competitive manner. SSO presentations were invited to be given April 2nd as part of PA's Intergovernmental Technology Conference in Harrisburg, and on July 18th at National Association of Counties Conference in Pittsburgh. The City has SSO proposals outstanding to Pittsburgh Public Schools and Housing Authority City of Pittsburgh. The City is in its 5th year of operating Environmental Services, and the 2nd year of managing Fire Bureau Services for the Borough of Wilkinsburg.

Denovo in the Public Sector

Denovo, an Oracle Platinum Level partner, was founded in 2003 and has been providing ERP services to the public sector since its origin. However, our management team and consultants have been providing JDE-related services to the public sector for more than 20 years. We have completed over 150 projects for EnterpriseOne customers, including several counties and county agencies, such as: Allegheny County, Oswego County (NY), Jackson County (OR), Dougherty County (GA), Adams County (CO), Washington County (MN), Clayton County (GA) Water Authority, North County (CA) Transit District, and Orange County (CA) Sanitation District.

In addition to supporting Allegheny County today, Denovo consultants completed the original JD Edwards EnterpriseOne implementation for Allegheny County years ago and has just now completed a new EnterpriseOne implementation in Pennsylvania for the Federal Home Loan Bank of Pittsburgh.

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Organizational Structures, Histories, and Demographics

2. Provide a chronology of the company's growth, heritage, and staff size and ownership structure.

About Oracle Corporation

Oracle (NASDAQ: ORCL) is a public held company with a staff of over 108,000 employees. The company was formed based on the vision of its founders to be a world-class technology and software firm. The company has grown to be the world-largest provider of enterprise software and the leading innovator of new technology, with a clear vision for the future.

About the City of Pittsburgh and Allegheny County

Pittsburgh is the second largest city in the U.S. Commonwealth of Pennsylvania and the county seat of Allegheny County. Regionally, it anchors the largest urban area of Appalachia and the Ohio River Valley, and nationally, it is the 22nd largest urban area in the United States. The population of the city in 2010 was 305,704, while that of the seven-county metropolitan area stood at 2,356,285. The City employs over 3,300 employees.

Allegheny County is a county in the southwestern part of the U.S. state of Pennsylvania. As of the 2010 census, the population was 1,223,348; making it the second most populous county in Pennsylvania, following Philadelphia County. The county seat is Pittsburgh. The county forms the nucleus of the Pittsburgh metropolitan area, Pittsburgh DMA, and Pittsburgh Tri-state area. The County employs over 6,000 employees.

About Denovo

Denovo was formed over nine (9) years ago by four (4) former Oracle/JD Edwards and other senior level IT management professionals with a combined 90+ years of ERP experience. These individuals had a common vision to grow a world-class and yet "boutique" Oracle ERP consulting firm focused on providing highly innovative solutions with professional and personal levels of service to meet the needs of our public sector and commercial customers. Denovo has grown to nearly 125 employees and has been chosen by Oracle as its designated key partner for Oracle's mid-sized government industry sector.

3. Indicate whether the business is a parent or subsidiary of a company.

Oracle Corporation and Denovo, LLC are both parent companies. The City of Pittsburgh and Allegheny County are separate local government entities within the Commonwealth of Pennsylvania.

Chronology of the JD Edwards ERP Solution

4. Has this company or product being proposed ever been purchased by another company or acquired due to a merger or acquisition? If yes, provide details regarding the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.

Yes, JD Edwards ERP solutions have been around since 1977, when JD Edwards World Solutions Company was founded in Denver, Colorado. The company was acquired in 2003 by PeopleSoft, who was acquired by Oracle in 2005. Since its acquisition of PeopleSoft, Oracle continues to invest heavily in the JD Edwards EnterpriseOne solution, with nearly twenty (20) new software and tools releases since the acquisition. Oracle has provided an EnterpriseOne product roadmap of new releases and EnterpriseOne products into the next decade and the brand new EnterpriseOne release 9.1 contains new applications, technology and usability improvements that place it above all other ERP solutions. (For example EnterpriseOne 9.1 is the only ERP solution that will run on an iPad.)

JD Edwards Software and Services Related Revenues

5. What percentage of company revenues is generated by the proposed applications, compared to the other products/ services provided by your company?

Although Oracle does not release this information by product line, JD Edwards EnterpriseOne outsold all other Oracle ERP solutions for "net new" customers in 2011. Over 80% of Denovo's 2011 revenue came from JD

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Edwards EnterpriseOne related services. In 2011, Oracle, the City, and Allegheny County entered into a five-year agreement to resell JDE ERP licenses to any public sector agency in PA at a pre-determined price.

Financial Information

6. Include the company's past three (3) years of audited Financial Statements.

Oracle Corporation has consistently been profitable quarter by quarter and year by year for several years. The company's audited financials for the past several years are available online at:

http://www.oracle.com/us/corporate/investor-relations/index.html

Financial Reports for the City of Pittsburgh are available online at:

http://www.pittsburghpa.gov/controller/cafr

Financial Reports for Allegheny County are available online at:

http://www.alleghenycounty.us/controll/cafr.aspx

As a privately held company, Denovo does not produce audited financial reports. We have enjoyed consistent growth and profitability for the past twelve (12) quarters and our average annual growth rate is over 35% over the past three (3) years. We will provide financial reporting and/or banking references upon request.

7. If vendor is a subsidiary, provide financial statements for parent organization as well as separate financial statements for the proposing subsidiary.

Not applicable.

Workforce Stability

8. Has the company had a workforce reduction during the past 5 years? If yes, provide details regarding workforce reductions: percentage or workforce, areas affected, senior management team changes, etc.

Oracle has not had a workforce reduction within the past five (5) years. The City of Pittsburgh has not needed to reduce its work force. Allegheny County has reduced its workforce in response to declining tax revenues. Denovo eliminated positions almost five (5) years ago when the organization changed its focus from Oracle's PeopleSoft to JD Edwards solutions. However, we added additional JD Edwards expertise at that time and we have grown by nearly 300% since then.

Litigation, Liens, or Claims

9. Provide details of all past or pending litigation, liens or claims filed against Vendor.

Oracle is involved in litigations from time to time in the normal due course of business. Likewise, the City of Pittsburgh and Allegheny County become involved in these activities as part of their roles within the communities they serve. Denovo has never had any litigation, liens or claims filed against the company.

Seasoned Senior Management Teams

10. Describe the seniority, tenure and background of the senior management team.

All of the organizations represented in this response are led by highly seasoned senior management individuals with the necessary credentials and expertise to ensure the success of each organization, as illustrated in the following examples:

Oracle's Senior Management

Oracle has enjoyed consistent leadership since its inception in 1977. Larry Ellison, the company's founder and CEO continues to be the driving force for the growth of the company. Other members of Oracle's executive team include:

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Safra A. Catz (President and Chief Financial Officer) – Ms. Catz has been President of Oracle Corporation since January 2004, a member of the Board of Directors since October 2001, and Chief Financial Officer as of April 2011. She first served as Oracle's Chief Financial Officer from November 2005 to September 2008, as Executive Vice President from November 1999 to January 2004, and as Senior Vice President from April 1999 to October 1999. In May 2008, Ms. Catz was also appointed to a three-year term as member of the board of directors for HSBC Holdings plc, one of the world's largest banking and financial services organizations.

Mark Hurd (President) – Mr. Hurd is President of Oracle Corporation and a member of the company's Board of Directors. He joined Oracle in 2010, bringing more than 30 years of technology industry leadership, computer hardware expertise, and executive management experience to his role with the company. As President, Mr. Hurd oversees the corporate direction and strategy for Oracle's global field operations, including marketing, sales, consulting, alliances and channels, and support. He focuses on strategy, leadership, innovation, and customers. Says Mr. Hurd, "It's our job as a company to help our customers save money and innovate."

Before joining Oracle, Mr. Hurd served as Chairman of the Board, Chief Executive Officer, and President of HP, where his focus on customers, innovation, improved operational efficiency and execution led to significant company growth. Prior to that, he spent 25 years at NCR Corporation, where he held a variety of management, operations, sales, and marketing roles, ultimately serving as the company's Chief Executive Officer and President and leading a successful effort to improve operational efficiency, strengthen the product line, and drive growth.

Mr. Hurd was listed as one of Forbes' Market's Best Managers for 2009. In 2007, Mr. Hurd was named one of Fortune Magazine's 25 Most Powerful People in Business. He was recognized multiple times by Business 2.0 magazine as one of the 50 Who Matter Now and by Barron's in its Best CEOs lists. The San Francisco Chronicle honored him as the 2008 CEO of the Year. He appeared on CRN's 25 Most Influential Executives list in three separate years and was twice one of their Top 25 Executives.

The remaining members of Oracle's executive team are likewise highly respected individuals who bring immense experience and leadership to the company.

City of Pittsburgh's Senior Management

The City of Pittsburgh has a highly diverse team of City management personnel, merging of youthful and progressive thinking with experienced administrators, thus providing the catalyst for the joint City/County JD Edwards Service Center. Leadership for the City includes:

Luke Ravenstahl (Mayor) – Mr. Ravenstahl is the current Mayor of Pittsburgh. In September 2006, he became the youngest mayor in Pittsburgh's history at the age of 26. He is among the youngest mayors of a major city in American history. A graduate of North Catholic High School, Ravenstahl attended the University of Pittsburgh before graduating from Washington & Jefferson College. Four months after his graduation, aged 23, he ran for a seat on the Pittsburgh City Council. He was elected and took office in January 2004 before being appointed City Council President in December 2005. After the death of Pittsburgh Mayor Bob O'Connor, Ravenstahl became the mayor, per the city's charter, on September 1, 2006. He later won a special election in 2007, and a regular election in 2009.

Michael E. Lamb (City Controller) **-** Mr. Lamb was elected Controller of the City of Pittsburgh in November of 2007, and took office on January 7, 2008. As Controller, Michael Lamb has put a focus on making Pittsburgh government more transparent. Lamb created Open Book Pittsburgh, a website that allows citizens to search and view all City contracts, and campaign contributions and expenses of all candidates running for office in the City of Pittsburgh. Lamb also released Pittsburgh's first Popular Annual Financial Report (PAFR), a user-friendly version of the City's Comprehensive Annual Financial Report (CAFR) that provides a clearer picture of the state of Pittsburgh's finances and information on Pittsburgh's demographics and government.

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The remainder of the City's management team is likewise diverse in its composition and is committed to improving services to the community with technology as one of the components.

Allegheny County's Senior Management

Working jointly with the City of Pittsburgh, Allegheny County's senior management staff provided the vision and support to enable the JD Edwards shared services organization to become a reality. The County is led by several key supporters, including:

Rich Fitzgerald (County Executive) – Mr. Fitzgerald was sworn into office as Allegheny County's 3rd Chief Executive on January 3, 2012 at Soldiers & Sailors Memorial Hall & Museum. Mr. Fitzgerald was born at St. Francis Hospital in Pittsburgh's Bloomfield neighborhood. He attended St. Lawrence O'Toole grade school and Central Catholic High School before going on to attend Carnegie-Mellon University. He earned his B.S. in Mechanical Engineering with a business minor in 1981.

Chelsa Wagner (County Controller) - As the County's top fiscal officer, Ms. Wagner leads the fight against inefficient and inequitable spending, working to root out fraud, waste and abuse in County government. Ms. Wagner ensures the Controller's office is a direct, effective advocate for Allegheny County, this region, and most importantly, the taxpayers.

Ms. Wagner's priorities have included implementing the City of Pittsburgh's integration into the County's financial management system opening doors to further cooperative ventures with other local government entities; launching a comprehensive examination of the county's controversial property reassessments, improving invoice payment processes to ensure payments are made efficiently and in compliance with contracts; and beginning technology advancements which will greatly increase the transparency of County government, including posting all contracts online.

Denovo's Management Team

As previously discussed, Denovo's management team consists of highly seasoned executives with a strong vision of technology for the future. Overviews of the company's principal owners of the company include:

Ron English (Chief Executive Officer) - Mr. English has held numerous leadership positions in the IT industry over the past 25+ years. Currently CEO of Denovo, LLC, and accountable for leadership and management of one of Denovo's core business units, ERP Professional Services, he previously co-founded and served as CEO of Nakoma Group Enterprise Solutions, one of the predecessor companies of Denovo. Earlier roles include; CEO of iX Technology, a venture funded B2B exchange for intellectual property, President of the $400+ million IT Division of Kforce and a member of the executive team that led the merger and integration of Romac International with Source Services to form Kforce, President & CEO of ARI acquired by Renaissance Worldwide, President of MDTSC, a wholly owned services subsidiary of McDonnell Douglas acquired by Boeing, and nine years with McDonnell Douglas' Automation Company now part of EDS.

Mr. English earned a BS in Computer Science from the University of Georgia, and an MBA while employed by the University on a NASA contract.

Mark Goedde (President, COO) - Mr. Goedde is responsible for managing business operations of the company in ways consistent with strategic goals and performance targets. Mr. Goedde also has accountability for the leadership and management of one of Denovo's core Business Units - Enterprise Hosting and Cloud Computing Solutions (complete enterprise class hosting and cloud computing solutions for ERP and third party applications).

Prior to his current position, he spent seven years as Vice President at JD Edwards where he created and managed two global consulting organizations; Global Advanced Technologies (which was responsible for the delivery of advanced technologies and solutions) and a Global Integration Practice (which was responsible for the delivery of integration technologies and solutions). Both consulting practices provided senior technology

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consultants to the field business units and high profile customers, both domestically and internationally. While at JD Edwards, Mr. Goedde was also responsible for creating a world class benchmarking and scalability organization to assist their leading platform partners (IBM, HP, Compaq, and Unisys & Microsoft) and customers with software sizing and scalability requirements. Mr. Goedde also created a successful mentoring and knowledge brokering methodology which allowed novice consultants to emerge as expert consultants in very short periods. Prior to joining JD Edwards, Mr. Goedde served as the Vice President and CIO at Quanterra Inc. - a Corning and IT Group owned company.

Mr. Goedde holds a Bachelor of Science degree in Business Administration from the University of Redlands in Redlands California and a Masters of Business Administration in Strategic Planning and Operations from Pepperdine University in Malibu California.

Paul McNulty (Vice President, Sales) – Mr. McNulty is a senior IT professional with a 35+ year professional consulting career that includes: Strategy, System Selection, Professional Services Sales, Team Building, Supply Chain and System Integration Management, Project Management, People Mentoring, IT Assessments, and Merger-Integration experiences with particular strengths in business and personnel development. Industry experience includes: Consumer Products, Distribution, Entertainment, Financial Services, Health Care, Life Sciences, and Real Estate & Construction. His experience includes twenty two (22) years with Ernst & Young (E&Y), five (5) years leading Infocrossing's professional services division, and now eight (8) years as a Founder and member of the Leadership team of Denovo.

Mr. McNulty brings this experience working with the JD Edwards software as well as other ERP products including PeopleSoft, Oracle EBS, and BPCS to his clients Mr. McNulty was an active member of E&Y's team that developed their System Development Methodology and later the Package Enabled Reengineering methodology and applied that knowledge to building the methodologies used today to deliver quality services.

William Hylton (Vice President, Solution Delivery) – Mr. Hylton is currently Senior Vice President Enterprise Hosting and Cloud Computing Services for Denovo. As a seasoned technology professional, he has overall responsibility for the business unit's operations, monitoring performance, shaping and developing strategy, and ensuring customer satisfaction.

Mr. Hylton has over 18 years of experience leading and improving the quality and productivity of technology organizations. His career has been focused on reducing costs and implementing productivity improvements, managing technology applications and systems, and introducing new technologies into organizations and companies.

In the course of gaining his technological and operations experience, Mr. Hylton has worked in financial, technology and marketing information companies. He was the principal in charge of internal technology operations and customer delivery systems at A.C. Nielsen for six years between 1990 and 1997. More recently at JD Edwards, he was a Director within the Worldwide Advanced Technology Organization from 1997 through 2002 responsible for supporting JD Edwards' customers on large scale or complex technology projects.

Mr. Hylton holds a Masters of Business Administration from the University of Colorado and a Bachelor of Science degree in math and computer science.

Customer Satisfaction

11. Describe the method used by your company to measure customer satisfaction for software applications, customer service and customer support.

Oracle has a number of methods that the company uses to measure satisfaction its software (and database) products, as well as customer service and support:

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- *"My Oracle Support"* – The Oracle customer Internet portal for information, record issues, and to provide feedback.
- Oracle User Groups – Both industry and product user groups poll its members and provide results to Oracle on feedback.
- Oracle Outreach – Oracle routinely performs random surveys of customers to determine the level of satisfaction of the Oracle products and services to identify areas for improvement. The company also surveys customers on its partners. As part of obtaining/retaining the status of "Platinum Partner", customers are contacted and satisfaction with performance is part of the evaluation.

The City/County gages customer satisfaction through similar methods:

- City/County Service Center – Stakeholders contact the service center to request assistance and to provide feedback on the system and support.
- Customer Outreach – The City/County randomly surveys its customers to determine overall satisfaction for the system and services provided.

Denovo likewise utilizes similar approaches for determining customer satisfaction. In addition to the methods described above, Denovo uses the feedback from the Oracle surveys to constantly identify ways that we can improve our delivered system and the services we provide.

Customer Support Responsiveness

12. Describe internal performance metrics used to quantify key customer support responsiveness, such as: Issues resolved on first call, average call duration, average time to reach issue resolution, etc.

"*My Oracle Support"* is the primary tools used by Oracle to determine how well the company is doing from a customer support responsiveness perspective. Requests are logged into the solution as an "SR" (software request). The entire cycle of the request is timed from when it was first recorded through initial response, resolution, and customer confirmation.

The City/County and Denovo both have call center solutions which are used to measure response times and to ensure that Service Level Agreements (SLAs) are met. Our service goal is 100% compliance to SLAs, and we offer self-imposed penalties if we do not meet the terms of the SLA.

Product Development

13. Describe the company's commitment to research & development for the specific public administration application being proposed; include development staff size and percentage of annual revenue invested in application development of solution proposed.

JD Edwards EnterpriseOne - Oracle spent $4.5B US in product research and development in 2011, or over 12% of the company's revenues for the year. Although not specifically identified by the company, a large percentage of the R&D expenditures for the year have been on the JD Edwards EnterpriseOne solution.

Oracle recently released a product roadmap for EnterpriseOne that continues this investment well into the next decade.

Accela Automation Licensing and Case Management – Accela is privately held and does not disclose the percentage of its revenue invested in research and development. Accela is the largest software company that makes government services available 24/7. Accela solutions open up new and better ways for government to serve its citizens. With implementations in more than 500 government agencies worldwide and more than 30 years of development and experience in the government software industry, Accela is uniquely qualified to help connect people to government through easy, on-demand access to services that enhance their lives and drive economic prosperity. For asset management, emergency response, permitting, planning, licensing, public health, public works, and more, Accela solutions empower agencies to unify its departments to automate workflow,

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track information, and manage data from a centralized database, while reducing workload and increasing efficiencies.

JD Edwards and Accela Backgrounds

14. For each of the applications being proposed, please provide the following background information.

	Original Development Organization	Date of First Release	Date of Most Recent Release
A. Financial Management	JD Edwards & Co.	October 1995 (1)	April 2012
B. Licensing – General, Animal, eLicensing	Accela, Inc	August 1999	January 2012
C. Payroll/ Human Resources	JD Edwards & Co.	October 1995 (1)	April 2012

Note 1: This is the date for the first release of EnterpriseOne. The initial release of the JD Edwards World product was September 1977.

Note: If any of the proposed applications were not originally developed by the proposing vendor, please provide narrative details for the following subjects:

- *Date of product merger I acquisition*
- *Name of the products and organizations involved*
- *Description of how integration I interfacing was accomplished (batch vs. real time, consolidated or separate databases, etc.)*
- *References of all Pennsylvania (PA) customers using proposed applications and interfaces*
- *Description of the development technologies used for each product*
- *Status of the originating development team resources (retention rate, location)*

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Section 3 - Customer References

Provide at least five (5) PA local government customers, at least two (2) of which must be PA counties, which have been operational for at least 3 years.

We have included the five (5) requested PA government customer references, plus additional county references outside of the Commonwealth of Pennsylvania.

Financial/HR & Payroll PA Customer Reference #1 – Allegheny County

Customer Name	Allegheny County, Pennsylvania
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Steve Voytovich, Asst. Deputy - Management Systems 414 Grant Street, Pittsburgh, PA 15219 (412) 350-4635 steven.voytovich@alleghenycounty.us
System and Current Release	JD Edwards EnterpriseOne 9.0.2
Years Implemented/Upgraded	Originally Implemented in 1997, Upgraded in 2011
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Project Costing, Purchasing and Subcontract Management, Inventory Management, Payroll, Human Resources, HCM Self-Services, BI Publisher

Financial/HR & Payroll PA Customer Reference #2 – Allegheny County Airport Authority

Customer Name	Allegheny County Airport Authority
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Wendy Hammel, JDE System/Help Desk Manager Pittsburgh International Airport Landside Terminal, 4th Floor Mezzanine PO Box 12370 Pittsburgh, PA 15231-0370 (412) 472-3541 WHammel@pitairport.com
System and Current Release	JD Edwards EnterpriseOne 9.0.2
Years Implemented/Upgraded	Originally Implemented in 1996, Upgraded in 2011
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Project Costing, Purchasing and Subcontract Management, Inventory Management, Payroll, Human Resources, BI Publisher

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Financial/HR & Payroll PA Customer Reference #3 – Allegheny County Sanitary Authority

Customer Name	Allegheny County Sanitary Authority (ALCOSAN)
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	William Inks, Director of Finance and Administration 3300 Preble Avenue Pittsburgh, PA 15233-1092 (412) 766-4810
System and Current Release	JD Edwards World A73
Years Implemented/Upgraded	Originally Implemented in 1999
Modules implemented	General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets

Financial/HR & Payroll PA Customer Reference #4 – City of Pittsburgh

Customer Name	City of Pittsburgh, Pennsylvania
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Michael Lamb, Controller – City of Pittsburgh 512 City-County Building 414 Grant Street Pittsburgh, PA 15219 (412) 255-2054 City_Controllers@pittsburghpa.gov
System and Current Release	JD Edwards EnterpriseOne 9.0.2
Years Implemented/Upgraded	Implemented in 2011-12
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Project Costing, Purchasing and Subcontract Management, Inventory Management, Payroll, Human Resources, HCM Self-Services, BI Publisher

Financial/HR & Payroll PA Customer Reference #5 – Federal Home Loan Bank of Pittsburgh

Customer Name	Federal Home Loan Bank of Pittsburgh
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Kevin Larkin, Director of Business Solutions 601 Grant Street Pittsburgh, PA 15219 (412) 288-7697 Kevin.Larkin@fhlb-pgh.com
System and Current Release	JD Edwards EnterpriseOne 9.0.2
Years Implemented/Upgraded	Implemented in 2012
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Purchasing and Subcontract Management, BI Publisher

Financial/HR & Payroll Additional County Reference #1 – Clayton County Water Authority

Customer Name	Clayton County Water Authority (CCWA)

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Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Karen Riser 1600 Battle Creek Road Morrow, GA 30260 (770) 960-5236 kriser@ccwa.us
System and Current Release	JD Edwards EnterpriseOne 9.0.2
Years Implemented/Upgraded	Originally Implemented in 1999, Upgraded in 2011-12
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Project Costing, Utility Billing, Purchasing and Subcontract Management, Self-Service Requisitions, Inventory Management, Payroll, Time and Labor, Human Resources, HCM Self-Service, BI Publisher, UPK

Financial/HR & Payroll Additional County Reference #2 – Metro Nashville Government

Customer Name	Metro Nashville Government (City of Nashville/Davidson County)
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Dawn Clark; Division Manager Business Solutions (615) 862-6033 dawn.clark@nashville.gov
System and Current Release	JD Edwards EnterpriseOne 9.0
Years Implemented/Upgraded	Originally Implemented in 1999, Upgraded in 2010
Modules implemented	Oracle Technology Foundation for JD Edwards EnterpriseOne, System Foundation, General Accounting, Budgeting & Planning, Accounts Payable, Accounts Receivable, Fixed Assets, Project Costing, Utility Billing, Purchasing and Subcontract Management, Self-Service Requisitions, Inventory Management, Payroll, Time and Labor, Human Resources, HCM Self-Service, BI Publisher, UPK

Licensing PA City Reference #1 – Pittsburgh, PA

Customer Name	City of Pittsburgh, Pennsylvania
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	Jennifer Jeffers, Permitting Manager, 412.255.4897 jennifer.jeffers@pittsburghpa.gov
System and Current Release	Accela Automation – Version 6.0
Years Implemented/Upgraded	Originally Implemented in 2008
Modules implemented	Accela Automation has been providing government agencies with the tools to manage workflow, track and enforce regulatory services, and communicate more effectively with customers, internal staff and field workers. Accela Land Management, Accela Licensing and Case Management, Accela Citizen Access, Accela Mobile Office

Licensing Additional County Reference #1 – Macomb County, MI

Customer Name	Macomb County, Michigan
Customer Contact Name, Title,	

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Address, Phone, Fax, and E-mail	
System and Current Release	Accela Automation – Land Management
Years Implemented/Upgraded	
Modules implemented	Home to four of the eight fastest-growing communities in the metropolitan Detroit area with a population of 815,000, Macomb County, Michigan's booming increase in housing developments and new businesses over the last decade was proving to be a challenge for the Public Works Office. To better manage this growth, the agency began looking for a new Soil Erosion Management System to manage the permitting and inspection activities of the department.

Licensing Additional County Reference #2 – Petaluma, CA

Customer Name	Petaluma County, California
Customer Contact Name, Title, Address, Phone, Fax, and E-mail	
System and Current Release	Accela Automation – Licensing and Case Management
Years Implemented/Upgraded	
Modules implemented	Although Petaluma County, population 54,000, had successfully implemented Accela Automation in the Community Development Department, inspections were still being managed using a paper-based system. The County was looking for a mobile government solution that could streamline inspection management services and improve productivity in the field. The County implemented Accela Wireless™ for its building inspectors, giving them access to permit-related data in the field and improving data quality and storage for the entire agency.

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Section 4- Software Descriptions

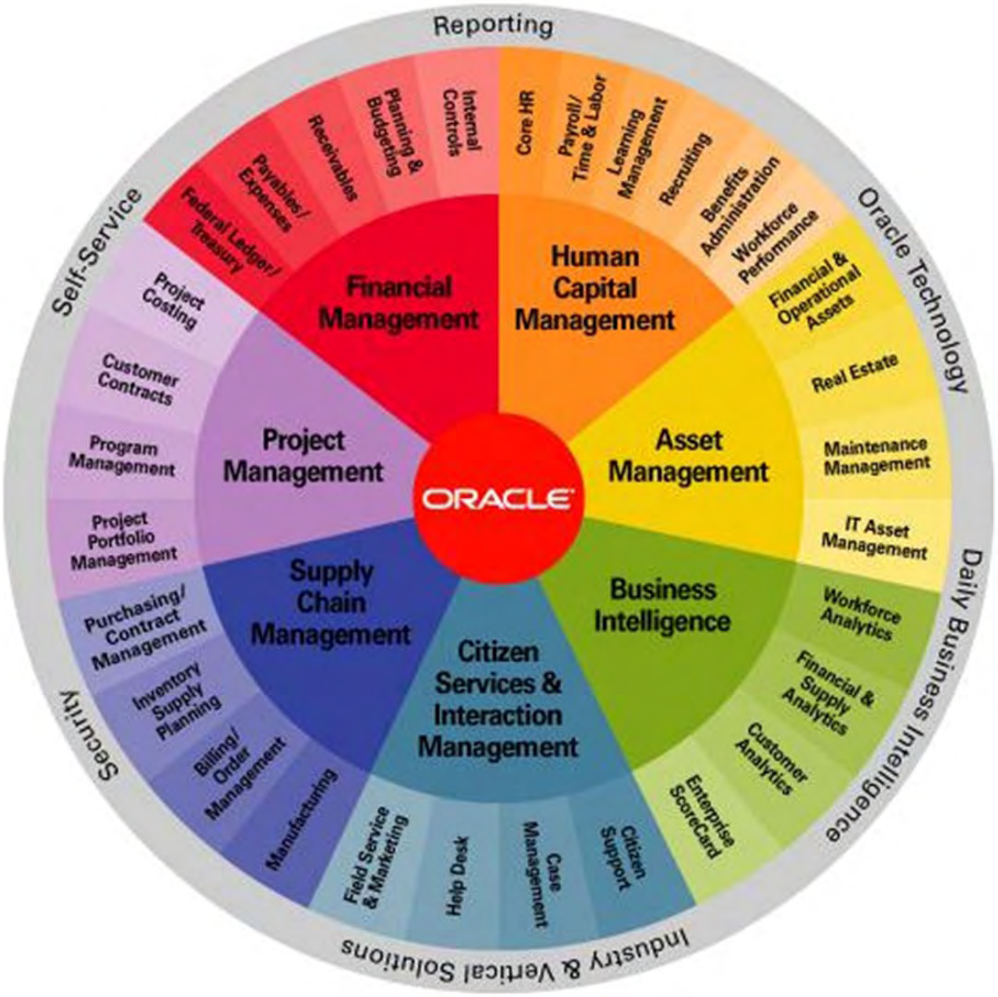
Provide narrative descriptions of the proposed software applications.

Oracle's JD Edwards EnterpriseOne ERP Solution

Product Name: Oracle JD Edwards EnterpriseOne Release 9.1

Release Date: March 2012

The EnterpriseOne software is a modern, highly flexible, and tightly integrated suite of applications to automate County's business operations. This web browser-based solution seamlessly integrates with third party legacy systems, thus streamlining current processes and eliminating the need for redundant manual efforts. EnterpriseOne provides comprehensive, consistent, and user-friendly suites of applications with key functionality built specifically for the Public Sector, as illustrated in the following system diagram:



Proposed JD Edwards EnterpriseOne 9.1 Products

The proposed EnterpriseOne solution meets most all of the stated requirements from the County's RFP, and we have proposed all of the necessary EnterpriseOne products to address your needs. The following table provides a cross reference table of functionality requested by the County and the corresponding EnterpriseOne suite(s) and module(s):

Luzerne County Functionality Requirement	Oracle JD Edwards EnterpriseOne 9.1	
	Suite	Module
FINANCIALS		
General Ledger	EnterpriseOne Financial Management	EnterpriseOne General Accounting EnterpriseOne System Foundation
Budget Management	EnterpriseOne Financial Management EnterpriseOne Project Management	EnterpriseOne Planning and Budgeting (Operating Budgets) EnterpriseOne System Foundation EnterpriseOne Project Costing (CIP Budgets)
Annual Budget Preparation	EnterpriseOne Financial Management	EnterpriseOne Planning and Budgeting EnterpriseOne System Foundation
Accounts Payable	EnterpriseOne Financial Management	EnterpriseOne Accounts Payable EnterpriseOne Expense Management
Revenue/Cast Receipting	EnterpriseOne Financial Management	EnterpriseOne Accounts Receivable EnterpriseOne System Foundation
Animal Licensing	Accela Automation – Version 7	Licensing and Case Management
General Licensing	Accela Automation – Version 7	Licensing and Case Management
eLicensing	Accela Automation – Version 7	Licensing and Case Management
Asset Management	EnterpriseOne Financial Management	EnterpriseOne Fixed Assets EnterpriseOne System Foundation
Project Accounting	EnterpriseOne Project Management	EnterpriseOne Project Costing EnterpriseOne System Foundation
Government (GASB) Reporting	EnterpriseOne Technology Foundation	EnterpriseOne Enterprise Report Writer BI Publisher
Bank Reconciliation Purchasing Base	EnterpriseOne Financial Management EnterpriseOne Supply Management	EnterpriseOne Accounts Payable EnterpriseOne Accounts Receivable EnterpriseOne Purchasing and Subcontract Management EnterpriseOne System Foundation
Requisition Processing	EnterpriseOne Supply Management	EnterpriseOne Requisition Self-Service EnterpriseOne Purchasing and Subcontract Management EnterpriseOne System Foundation

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Luzerne County Functionality Requirement	Oracle JD Edwards EnterpriseOne 9.1	
	Suite	Module
Contract Accounting	EnterpriseOne Supply Management	EnterpriseOne Purchasing and Subcontract Management EnterpriseOne Project Costing (Change Management) EnterpriseOne System Foundation
Inventory Management	EnterpriseOne Supply Management	EnterpriseOne Inventory Management EnterpriseOne System Foundation
Business Analytics	EnterpriseOne Tools	EnterpriseOne Enterprise Report Writer EnterpriseOne One View Reporting Oracle BI Publisher
HUMAN RESOURCES/PAYROLL		
Payroll Processing	EnterpriseOne Human Capital Management	EnterpriseOne Payroll (US)
Personnel Management	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources (Personnel)
Position Control	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources (Position Control)
Applicant Tracking	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources (Applicant Tracking) EnterpriseOne eRecruit
Benefits Administration	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources (Benefits Administration) EnterpriseOne HR Self-Services
Pennsylvania Employee Retirement Tracking	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources
Position Budgeting	EnterpriseOne Human Capital Management	EnterpriseOne Human Resources (Position Control)
Time and Attendance Interface	EnterpriseOne Human Capital Management	EnterpriseOne Time and Labor EnterpriseOne Interoperability
eEmployee	EnterpriseOne Human Capital Management	EnterpriseOne HR Self-Services
eTimesheets	EnterpriseOne Human Capital Management	EnterpriseOne HR Self-Services
eBenfits Administration	EnterpriseOne Human Capital Management	EnterpriseOne HR Self-Services
ePayroll	EnterpriseOne Human Capital Management	EnterpriseOne HR Self-Services

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Luzerne County Functionality Requirement	Oracle JD Edwards EnterpriseOne 9.1	
	Suite	Module
Business Analytics	EnterpriseOne Tools	EnterpriseOne Enterprise Report Writer EnterpriseOne One View Reporting Oracle BI Publisher
OPTIONAL SCOPE		
Asset Maintenance (OPTION)	EnterpriseOne Capital Asset Management	EnterpriseOne Service Management Foundation EnterpriseOne Plant and Equipment Maintenance EnterpriseOne Preventative Maintenance EnterpriseOne Condition-Based Maintenance EnterpriseOne Resources Assignments

The following table provides a brief summary of JD Edwards Products proposed for the County:

Suite/Module (Release)	Description
EnterpriseOne Tools and Technology Suite	
The EnterpriseOne Tools and Technology Foundation suite provides the backbone for the complete set of the EnterpriseOne applications. With this common applications set all modules can readily integrate their operations. These core business processes are the key to the architectural design of EnterpriseOne.	
Oracle Technology Foundation for JD Edwards EnterpriseOne (9.1)	Oracle Technology Foundation for JD Edwards EnterpriseOne provides all the software components needed to run EnterpriseOne applications. Designed to help reduce integration and support costs, the Oracle Technology Foundation for JD Edwards EnterpriseOne is a complete package of integrated open standards software products that enable you to easily implement and maintain your JD Edwards EnterpriseOne applications. Oracle Technology Foundation consists of Oracle Database 11g, Oracle Fusion Middleware, and JD Edwards EnterpriseOne Tools.
EnterpriseOne System Foundation Suite	
Oracle's JD Edwards EnterpriseOne System Foundation uses a common set of applications to support core business operations across the entire product line. With it, all modules easily integrate their operations. Required for all installations, these core business processes are the key to the architectural design of JD Edwards EnterpriseOne.	
Address Book Foundation (9.1)	A central repository in EnterpriseOne of all records that manage individuals (employees, dependents), vendors, customers, facilities, and other entities.
Work Orders (9.1)	A flexible tool for managing project, service, and maintenance requests. Work Orders integrate with several EnterpriseOne systems, including Financials, Project Management, Supply Management, Capital Asset Management, and Human Capital Management

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Suite/Module (Release)	Description
EDI Foundation (9.1)	Provides tools for EDI transaction management.
Interoperability Foundation (9.1)	Provides tools for simple and seamless integration of third party systems with EnterpriseOne. These tools automatically format data to be extracted and validate incoming data prior to creating records in EnterpriseOne tables.
Electronic Mail Foundation (9.1)	Used with system-automated workflow common tools to facilitate e-mail notification and other related activities.
Security Administration Foundation (9.1)	Provides a comprehensive set of database and application security tools for EnterpriseOne.
Media Objects Foundation (9.1)	Provides records management tools in the form of attachments and links to documentation that support EnterpriseOne system processes.
MailMerge Workbench (9.1)	Provides the ability to merge Microsoft Word 6.0 (or higher) word processing documents with EnterpriseOne system records to automatically print business documents, such as form letters.
Grid Data Import/Export Foundation (9.1)	Provides the ability to upload/download data into or from an EnterpriseOne interactive data grid.
Development Tools Foundation (9.1)	Provides graphical tools for developing EnterpriseOne applications and reports.
Order Processing Foundation (9.1)	Handles order processing transactions in concert with modules that process orders (such as requisitions, purchase order, sales orders, etc.
Self-Service Foundation (9.1)	Provides the core functionality for all EnterpriseOne self-service modules.
Self-Service Order Processing Foundation (9.1)	Integrates order processing transactions with associated self-service functionality.
Work Order Foundation (9.1)	Handles and integrates work order-related transactional activities across the individual products that directly or indirectly access work orders.
EnterpriseOne Financial Management Suite	
The EnterpriseOne Financial Management system from Oracle provides a versatile, cost-effective, and timesaving solution for managing enterprise financial information. The systems that make up the EnterpriseOne Financial Management system are fully integrated with other EnterpriseOne suites.	
General Accounting (9.1)	Manages enterprise financial activities in EnterpriseOne. Relative functionality includes defining of your chart of accounts, business units, and business unit accounts, creation, approval, and posting of journal entries (including accruals, voids, recurring journals, and allocations), repeatable running of monthly and annual close processes, tracking of encumbrances, performing consolidations, and inquiry/reporting capabilities.
Planning and Budgeting (9.1)	Provides the ability to develop, analyze, refine, and approve annual budgets, as well as to forecast variances. The module also includes a simple tool which provides the ability to import budget information from spreadsheets and other third party systems
Financial Reporting (9.1)	Provides a number of standard financials and government reports, and an easy to use

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Suite/Module (Release)	Description
	graphical tool for creating custom financial reports in your required format.
Accounts Payable (9.1)	Provides comprehensive tools for your Accounts Payable department to ensure that payments are made on time and the needs for Accounts Payable flexibility in the organization are met. Capabilities: management of supplier relationships (including flexible payment terms and payment instruments), processing invoices (including voucher entry, voucher matching to purchase orders, progress payment requests for contracts, etc.), automatic encumbrances relieving, processing payments (including discounts and retainage), cash management, interoperability for purchasing card management, and standard inquiries and reports.
Expense Management (9.1)	Provides the ability to define and organize employees who can enter expense information, define expense policies, allow employees to enter expense reports, revise and approve expense report, audit expense reports, reimburse employee expenses, process and purge credit card transactions.
Accounts Receivable (9.1)	Provides automated tools to streamline the Accounts Receivable processes. Capabilities include: invoicing, cash management, credit and collections, cash application, auto-bank reconciliation, interoperability for cashiering, and various inquiries and reports.
Fixed Assets (9.1)	Provides flexibility and control of the fixed-asset accounting lifecycle, from acquisition and depreciation to revaluation and eventual disposal. Capabilities include: quick asset set up, detailed data capture, and sophisticated depreciation methods, thus ensuring compliance with government mandated depreciation rules.
EnterpriseOne Project and Grant Management	
The EnterpriseOne Project and Grant Management suite provides end-to-end solutions for managing short and long term projects and grant expenditures. The systems that make up the EnterpriseOne Project and Grant Management system are fully integrated with other EnterpriseOne suites.	
Project Costing (9.1)	Provides real-time, in-depth visibility to all project finances. Projects are inception to date (not limited to a single fiscal year); provide the ability to create and track original and revised budget amounts, incur and track project costs, track open encumbrances, and to forecast costs at completion for each project. The Project Costing job status inquiry screen provides online review capabilities, which flexible columns and is helpful in managing project costs.
Contract/Service Billing (Grant Management) (9.1) – FUTURE OPTION	Provides automated tools for grant management and administration. Grant Management is able to simplify complex processes such as managing and reporting grant expenditures, preparing for audits, closely monitoring the use of grant funding, administering of the grant billing/reimbursement process, manage service providers, and monitor jobs executed with grant funding resources. Grant Management in EnterpriseOne can also administer and track multiple types of grants (federal block, state, direct, and cost reimbursable), produce standard grant management reports and provide customizable templates to easily compile reports online in text or graphical formats.
Project and Government Cost Accounting	Provides automated tools for complex grant management and administration requirements. Project & Government Contract Accounting is able to simplify these complex processes such as managing and reporting grant expenditures, preparing for

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Suite/Module (Release)	Description
(Grant Management) (9.1) – FUTURE OPTION	audits, closely monitoring the use of grant funding, administering of the grant billing/reimbursement process, manage service providers and monitor jobs executed with grant funding resources. Project & Government Contract Accounting in EnterpriseOne can also administer and track multiple types of grants (federal block, state, direct, and cost reimbursable), produce standard grant management reports and provide customizable templates to easily compile reports online in text or graphical formats. With it, you can manage both commercial and government contracts to accommodate a wide variety of contract terms.
EnterpriseOne Supply Management	
The EnterpriseOne Supply Management suite provides fully automated tools for managing purchases and inventory for JTA. The systems that make up the EnterpriseOne Supply Management system are fully integrated with other EnterpriseOne suites.	
Purchasing and Subcontract Management (9.1)	Facilitates supplier relationship management and contract management, and integrates all EnterpriseOne purchasing and contracts activities for general accounting, project cost, and inventory management purchases and contracts. Capabilities include purchase requisitions, bid tracking, blanket orders, purchase orders, contracts, online receiving and the automated ability to create/relieve encumbrances. The system will automatically release requisitions and/or blanket orders to one or more purchase orders and ability to relive multiple requisitions and/or blanket orders to a single purchase orders.
Requisition Self-Service (9.1)	Permits your stakeholders the ability to enter purchase requisitions from any web browser. Requisitions can be pre-encumbered, and budget checking performed prior to being routed for approval and processing via the system's automated Approval Routing workflow.
Supplier Self-Service (9.1)	Provides a collaborative portal for vendor registration, to view open RFx opportunities, check on payment status, and other information relative to vendors.
Operational Sourcing (9.1)	Provides a collaborative portal for County to post and vendors to respond to RFx sourcing events.
Inventory Management (9.1)	A comprehensive system for managing the purchase, receipt, distribution, and costing of a wide variety of expendable goods, from office supplies to maintenance stock items, to construction commodities.
EnterpriseOne Human Capital Management	
The EnterpriseOne Human Capital Management (HCM) system is a tightly integrated suite of applications which will automate your payroll and human resources processes. This solution seamlessly integrates with all other EnterpriseOne systems, thus streamlining current processes and eliminating the need for redundant manual efforts.	
Payroll (9.1)	Will streamline your payroll processes, reduce processing time, and ensure greater payroll accuracy across the enterprise—all with security that protects your most sensitive information. Changes to employee HR and benefit information are immediately reflected throughout the system ensuring that each paycheck and report is up to date.
Time and Labor (9.1)	Simplifies many of the processes associated with timecards, automatically calculating

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Suite/Module (Release)	Description
	retroactive pay, overtime, bonuses, regular pay, leave availability, and more. It is integrated with JD Edwards Employee and Manager Self-Service applications to permit employees the capability of entering their time from any computer with Web access. The software also provides the option of uploading timecard information from a variety of other sources.
Human Resources (9.1)	A comprehensive application for managing your entire employee lifecycle. It streamlines routine activities and brings consistency and accuracy to HR processes and procedures, such as workforce planning, applicant tracking position control, benefits administration, employee development, performance management, and competency management.
Human Resources Self-Service (9.1)	Provides employees and managers the capability of completing tasks online through your intranet site. Self-service reduces the handling of documents between employees, managers, and the human resources department by allowing employees to access information, forms, and services through desktop computers. For example, employees can use self-service to review and update personal data and enroll in benefits online. When employees update information through self-service, the changes made by the employee can be posted to a temporary workfile, where a supervisor can review the changes before posting them to the employee database. The solution supports a number of some of the standard online employee and manager functions, including:

Employee-based	Manager-based
Human Resources • Enroll in benefits (open enrollment). • Enroll in benefits (based on life events. • Review employee personal profile information. • Enter or revise competency information. • Request a verification of employment letter. • Enter automatic deposit information. • Review and change dependents and beneficiaries information. • Complete self-appraisal. • Change daily diary entries *Payroll* • Review pay stubs. • Review and request leave time. • Review and update IRS Form W-4. • Review and print W-2 forms	• Use Managers workbench. • Change an employee status. • Enter data for verification-of employment letters. • Create/review Organizational charts. • Manage compensation. • Run managers reports. • Assign delegates. • Perform employee reviews. • Approve competency information. • Request employee competency changes. • Review historical/current performance appraisals.

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Suite/Module (Release)	Description
	Time and Labor • Enter timecards • Review timecard information • Review and approve self-service timecards
eRecruit (9.1)	Provides a comprehensive set of tools that serve managers, recruiters, and candidates throughout the hiring process. HR professionals and managers are able to concentrate their skills on locating and evaluating new talent. Applicants are provided with an easy-to-use interface to search and apply for open positions. Finally, as an integrated solution to JD Edwards EnterpriseOne Human Resources Management and Self Service modules, implementing and maintaining eRecruit is cost effective and quickly provides a return on your investment. By automating many time-consuming tasks-such as creating and posting job openings, matching candidate qualifications to job requirements, and converting applicants to employees, this solution allows you to compress the entire recruiting cycle, from job posting to hiring. Recruiters will be able to manage the complete recruit-to-hire process from an easy-to-use recruiter workbench that is fully integrated with our applicant tracking functionality.
EnterpriseOne Capital Asset Management	
EnterpriseOne Capital Asset Management system provides fully automated tools for managing fleet, facilities, and other assets and equipment for your organization. The systems that make up the EnterpriseOne Capital Asset Management system are fully integrated with other EnterpriseOne suites.	
Service Management Foundation (9.1)	Helps manage stakeholder service requests, track all history of constituent transactions, and manage internal procurement and inventory requirements for fleet, facility, and other asset maintenance.
Capital Asset Management (9.1)	Provides a more complete view of your assets from deployment through operations, maintenance, and retirement. The enhanced visibility into financial and operational performance allows you to maximize return on investment in physical assets so they perform better, last longer, and cost less to maintain. (Includes Plant & Equipment Maintenance & Preventative Maintenance)
Condition-Based Maintenance (9.1)	Enables you to make maintenance decisions based on actual equipment condition, rather than time or usage interval. This application provides the ability to identify equipment problems early, when they are less costly to correct, and perform maintenance only when needed, thereby increasing asset utilization, extending equipment life, and reducing maintenance costs.
Preventative Maintenance (9.1)	Provides the ability to plan, schedule, and manage preventative maintenance on your assets, thus increasing asset life, monitors downtime and provides other cost analysis tools for repair or replace decisions.
Resource Assignments (9.1)	Provides an intuitive and integrated workbench that simplifies assigning personnel, contractors, or equipment (based on availability, skills, and location) to work orders or specific work order instructions. With JD Edwards Resource Assignments, you can also effectively manage workloads through preparing schedules by maintenance crew or work shift and monitoring how well the assigned performs to schedule.
Other Products Proposed	
In addition to the proposed products EnterpriseOne solution, we have included a documentation and training	

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Suite/Module (Release)	Description
utility kit which will make our offering more comprehensive and provide useful tools for system maintenance and user support going forward.	
User Productivity Kit (Oracle's UPK) (11.1)	A collaborative content development platform that allows enterprises to drive user productivity and mitigate risk throughout all phases of the software ownership lifecycle. UPK delivers real value to the EnterpriseOne solution, including: system process documentation for fit-gap analysis - providing time and cost savings that jump-start your implementation or upgrade, User Acceptance test scripts to help test Oracle applications prior to Go-live, state-of-the-art instructional design tools to rapidly build and tailor documentation, instructor-led training materials, web-based training to fit organizational needs, and live-application performance support with transactional and procedural information to maximize user efficiency.
JD Edwards EnterpriseOne One View Reporting (9.1)	One View Reporting enables users to access and personalize transaction data into lists, charts, graphs and tables thus simplifying the consumption of information. Casual and power users alike will appreciate the simple yet robust, integrated reporting capabilities available with all JD Edwards EnterpriseOne applications.
Accela Automation – Licensing and Case Management	
Agencies across the world at the local, state, and federal level are charged with the regulatory tasks for licensing and case management functions. Given budget constraints and limited resources, agencies need to have technology solutions that will enhance their unique knowledge in helping to create the most effective and efficient methods for handling the processing of licenses, registrations, and applications from inception to approval.	
Manage Unlimited Licenses and Cases	Every agency's licensing and registration program has special needs associated with its unique regulations, statutory requirements, and internal procedures. Accela solutions provide the flexibility for managing and processing an unlimited number of licenses and registration types. The system allows you to easily create new case types and business rules to reflect the regulations of your jurisdiction.
Improve Customer Service	Your citizens expect timely customer service when they are trying to obtain the license or registration they need to operate their business. By automating many of the tasks associated with issuing a license— department reviews, sign-offs, inspections, and approvals—your staff can provide more efficient, accurate service.
Provide Business Express	Licensing & Case Management features can be deployed through your agency's Web site to provide the public with a transparent view of government information and 24/7 access to services like applying and paying for licenses, verifying license status, searching for providers, viewing reports and hearing calendars, obtaining estimates, and much more.

Datasheets with additional descriptions for these and the wide range of other JD Edwards EnterpriseOne and other Oracle solutions, as well as Accela products are available online at:

JD Edwards EnterpriseOne:
http://www.oracle.com/us/products/applications/jd-edwards-enterpriseone/index.html

Oracle UPK:
http://www.oracle.com/us/products/applications/upk/062963.html

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Accela Automation:
https://agis1.accela.com/index.asp

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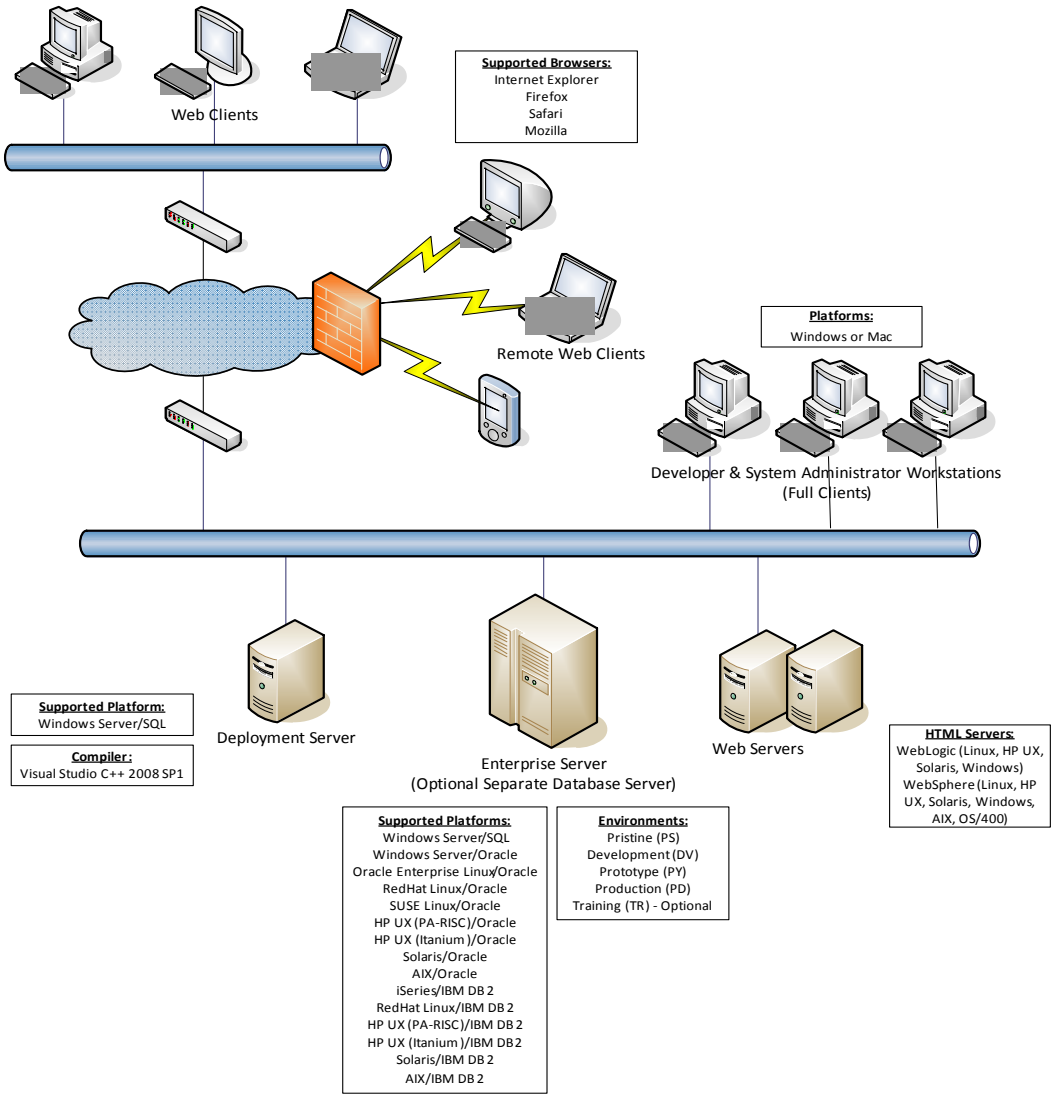
Section 5- Technology

Technology Overview

A very unique feature of JD Edwards EnterpriseOne which is NOT found on most other ERP solutions is that it is "platform agnostic", and will efficiently operate on any of the commercially-available hardware, database, and operating system platforms. The following diagram provides a graphical representation of the typical EnterpriseOne 9.1 system architecture:



NOTE: Check the latest Oracle Minimum Technical Requirements (MTRs) for supported versions

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Server Configuration

The above configuration illustrates the overall architecture for the EnterpriseOne 9.0 solution. The primary hardware components include the Enterprise Server, the Deployment Server, and Web Servers.

The **Enterprise Server** manages the database, services, and batch logic. This is the central server in an EnterpriseOne installation. While in many installations a single Enterprise Server is used for these functions, it is also common to split the database off from the batch logic and even separate the system services. When this occurs, a separate Database Server handling only the database and a new Batch Logic Server is required. The Enterprise Server can then be isolated to handle only EnterpriseOne services, security, and transaction processing and data replication tasks. It will be necessary to contact the County's hardware representative to size the enterprise server.

It is not possible to provide exact specifications for hardware sizing for the EnterpriseOne solution as part of this proposal. It is essential for the County to finalize its choice of hardware and database platforms to best meet their business requirements and capabilities. Once choice of platforms has been completed, Denovo will work with the County to complete a technical environment survey, which describes number of transactions, number of users, size of databases, interactive versus batch processing requirements, expected interfaces with third party systems, etc.

The **Deployment Server** is a key component in the EnterpriseOne architecture. This is a Windows-based only server that is the initial repository of all software that comes into an EnterpriseOne system. It is also where all original software CD's are loaded, packaged for deployment to all other servers and full clients in the configuration. It is highly recommended to contact the County's hardware representative to finalize sizing information in advance of purchasing and installing the deployment server. The deployment server is a relatively small Windows server.

The Web environment is comprised of a **Web Server (or Web Servers)** and workstations running standard Web browsers. The implementation of the Web interface is handled using IBM WebSphere Web Application Server, HTTP Server and IBM Portal, or Oracle Application Server. These products will run on all three supported hardware platforms, including Windows, UNIX and iSeries. It is highly recommended that the County contact their hardware vendor to obtain optimal sizing information.

General Workstations

A distinct advantage of the EnterpriseOne solution is that there is **no** client software required on end user workstations. All of the system processing occurs on the server side and not on the client. All that is required for any end users is a standard web browser, a network (or Internet/intranet) connection, and security setup to gain access to the EnterpriseOne system. Currently supported web browsers are included in the table later in this section.

The only exception where client software is required is for system administration and development. The Full Client is a system administrator or development workstation that is used to manage system administration tasks and development/customization to the software only. All applications are executed using standard web browsers on any work station.

Responses to Technical Questions

1. Is .NET used in all your applications or just your presentation layer?

.NET is not used in our applications or presentation layer.

2. Were your core applications developed in an environment other than .NET. If so, how did you move to the .NET architecture?

Core Server is written in C/C++ as well as Java (J2EE)

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3. What .NET language(s) are your core applications written in? (ASP, VB, C++, C#)

C++ but not managed C++ in .NET

4. Are you using .NET Web Services?

NO, but the product does support SOAP/RPC as service provider and consume and HTTP Post/Restful as a service consumer. Web Services are Java based

5. Do you run on the .NET framework?

No

6. What version(s) of .NET framework do you run on?

Not applicable

7. Do you support SQL Reporting Services?

Not directly and not recommended, the product provides a JDBC driver that preserves security and data formatting to 3rd party reporting systems.

8. Do you support SQL 2008 features?

Yes, we support SQL 2008.

9. Do you index your SQL tables?

Yes, tables are indexed

10. Do you have standardized XML import/exports?

Yes

11. Do you use Information Bridge Framework (IBF)?

No, not directly in the product but adapters may be available.

12. Are you using IBF for Office integration? If not, how do you import/export to Office products?

We are not using IBF, but can export to office via our grid and CSV output of various reports. There may be adapters that facilitate this framework, but not sure.

13. Do the proposed applications integrate with Microsoft Exchange Server?

There is a PIM Synchronization for E1 CRM.

a. Outlook Calendar integration

Via PIM Sync Services

b. Outlook Contacts & Global Address Book integration

Via PIM Sync Services

14. Are you using any WinFX technologies (Windows Presentation Foundation, Windows Workflow Foundation or Windows Communications Foundation)?

No

15. Do your applications support Windows 7 32 bit and 64 bit on client PC's?

Support 64-bit Client for Development, 32/64 bit clients via Web Browser on Windows 7**.**

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Section 6- Implementation and Support

Answer the following questions and provide the necessary documentation for each item listed below.
1. Describe the approach and resources needed to implement the proposed software. Attach a proposed implementation schedule with key activities and estimated milestones.

Detailed Project Plan

Our proposed project implementation plan has been carefully created with the following guiding principles in mind:

- Ensure the solution delivered meets stated requirements in an expeditious schedule, but not so ambitious that it potentially compromises the solution to achieve an aggressive schedule.
- Ensure that a high degree of risk mitigation is built into the project plan and schedule. Make sure that the schedule enables adequate opportunity to ensure that the solution is thoroughly tested, issues resolved, and stakeholder acceptance has been achieved.
- Deliver a solution that efficiently utilizes EnterpriseOne functionality by ensuring that the integrated nature of the software is not compromised. Ensure that all applications which interact at a transaction level are rolled out simultaneously.
- Ensure that all of the functionality addressed via the legacy systems being replaced is included in the first rollout to be able to discontinue their use (and eliminate the need for interfaces between these systems and EnterpriseOne.)
- Limit interruptions to day-to-day processes and systems.
- Manage level of stakeholder change to ensure system acceptance by the user community (system socialization.) Introduce change in manageable amounts.
- Provide the most economical approach for addressing the above principles.

Therefore, we are proposing a three (3) phased rollout of the proposed solutions as follows:

Phase 1	Phase 2
• Oracle Technology Foundation • E1 System Foundation • E1 General Accounting • E1 Accounts Payable • E1 Expense Management • E1 Fixed Assets • E1 Accounts Receivable • E1 Purchasing and Subcontract Management • E1 Requisition Self-Service • E1 Project Costing • Interfaces to legacy solutions for Phase 1 systems • Data conversion for Phase 1 systems • Custom reports for Phase 1 systems • UPK for Phase 1 systems	• E1 Payroll • E1 Human Resources • Kronos Interface with E1 Time and Labor • Other interfaces with benefit providers • Data conversion for Phase 2 systems • Custom reports for Phase 2 systems • UPK for Phase 2 systems **Phase 3** • HR Self-Services • Custom reports for Phase 3 system • UPK for Phase 3 system

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The first phase will encompass all of the base non-payroll and HR functionality to be rolled out and simplifies the rollout by initially limiting the County stakeholders to "daily" system users. Given the size and anticipated diversity of the County's staff and requirements, our initial plan is for a 4 month project from kick-off to Go-Live with an additional two (2) weeks post Go-Live support for the first phase. Based on a mid-May 2012 contract execution, we propose a June 4, 2012 project start date with an anticipated Phase 1 Go-Live of October 1, 2012.

The second phase, which includes the base payroll and human resources functionality, would run in parallel with the first phase, enabling a January 1, 2013 Phase 2 go-live, which optimally aligns with the beginning of the New Year.

A third phase, which includes all of the human resources (employee and manager) self-service capabilities, would begin after the second phase is completed. Rollout of this Phase 3 would be completed in early spring of 2013.

A detailed preliminary project Gantt chart for our proposed solution (with major milestones) has been provided on the following pages. Please note that the scope of work for the Accela Automation Licensing and Case Management components have not been included at this point in time.

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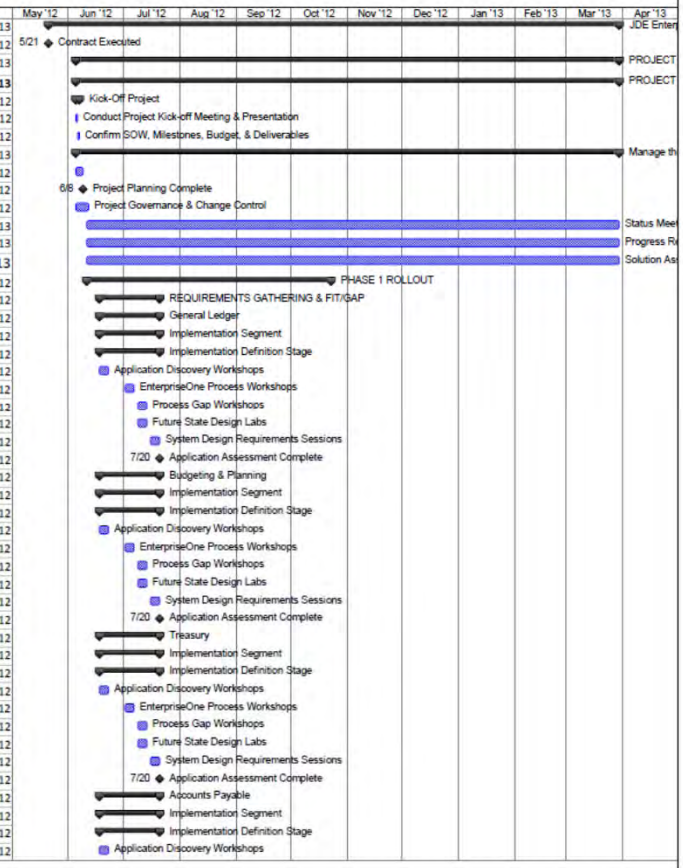
Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

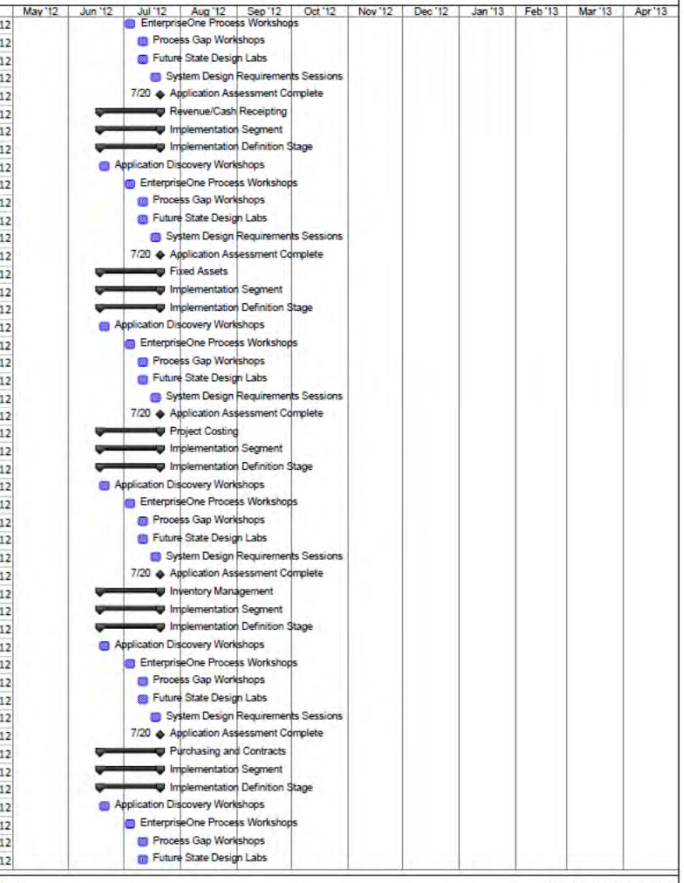
ID	Task Name	Duration	Start	Finish
1	JDE EnterpriseOne Implementation Project	225 days	Mon 5/21/12	Fri 3/29/13
2	Contract Executed	0 days	Mon 5/21/12	Mon 5/21/12
3	PROJECT ADMINISTRATION, REQUIREMENTS, & FIT/GAP	214 days	Tue 6/5/12	Fri 3/29/13
4	**PROJECT ADMINISTRATION**	**214 days**	**Tue 6/5/12**	**Fri 3/29/13**
5	Kick-Off Project	2 days	Tue 6/5/12	Wed 6/6/12
6	Conduct Project Kick-off Meeting & Presentation	1 day	Tue 6/5/12	Tue 6/5/12
7	Confirm SOW, Milestones, Budget, & Deliverables	1 day	Wed 6/6/12	Wed 6/6/12
8	Manage the Project	214 days	Tue 6/5/12	Fri 3/29/13
9	Project Plan and Schedule	4 days	Tue 6/5/12	Fri 6/8/12
10	Project Planning Complete	0 days	Fri 6/8/12	Fri 6/8/12
11	Project Governance & Change Control	5 days	Tue 6/5/12	Mon 6/11/12
12	Status Meetings	210 days	Mon 6/11/12	Fri 3/29/13
13	Progress Reports	210 days	Mon 6/11/12	Fri 3/29/13
14	Solution Assurance	210 days	Mon 6/11/12	Fri 3/29/13
15	PHASE 1 ROLLOUT	96 days	Mon 6/11/12	Mon 10/22/12
16	REQUIREMENTS GATHERING & FIT/GAP	25 days	Mon 6/18/12	Fri 7/20/12
17	General Ledger	25 days	Mon 6/18/12	Fri 7/20/12
18	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
19	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
20	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
21	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
22	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
23	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
24	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
25	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
26	Budgeting & Planning	25 days	Mon 6/18/12	Fri 7/20/12
27	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
28	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
29	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
30	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
31	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
32	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
33	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
34	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
35	Treasury	25 days	Mon 6/18/12	Fri 7/20/12
36	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
37	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
38	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
39	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
40	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
41	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
42	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
43	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
44	Accounts Payable	25 days	Mon 6/18/12	Fri 7/20/12
45	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
46	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
47	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12



Luzerne County Gantt-Base_v1_2013_0426 Page 1 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

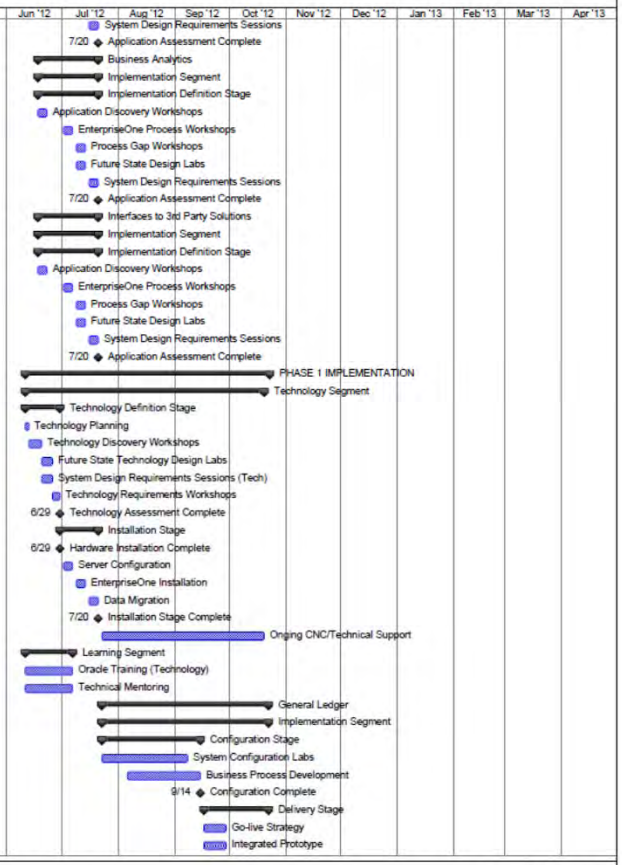
ID	Task Name	Duration	Start	Finish
48	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
49	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
50	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
51	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
52	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
53	Revenue/Cash Receipting	25 days	Mon 6/18/12	Fri 7/20/12
54	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
55	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
56	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
57	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
58	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
59	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
60	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
61	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
62	Fixed Assets	25 days	Mon 6/18/12	Fri 7/20/12
63	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
64	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
65	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
66	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
67	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
68	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
69	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
70	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
71	Project Costing	25 days	Mon 6/18/12	Fri 7/20/12
72	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
73	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
74	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
75	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
76	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
77	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
78	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
79	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
80	Inventory Management	25 days	Mon 6/18/12	Fri 7/20/12
81	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
82	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
83	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
84	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
85	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
86	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
87	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
88	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
89	Purchasing and Contracts	25 days	Mon 6/18/12	Fri 7/20/12
90	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
91	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
92	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
93	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
94	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
95	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12



Luzerne County Gantt-Base_v1_2013_0426 Page 2 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

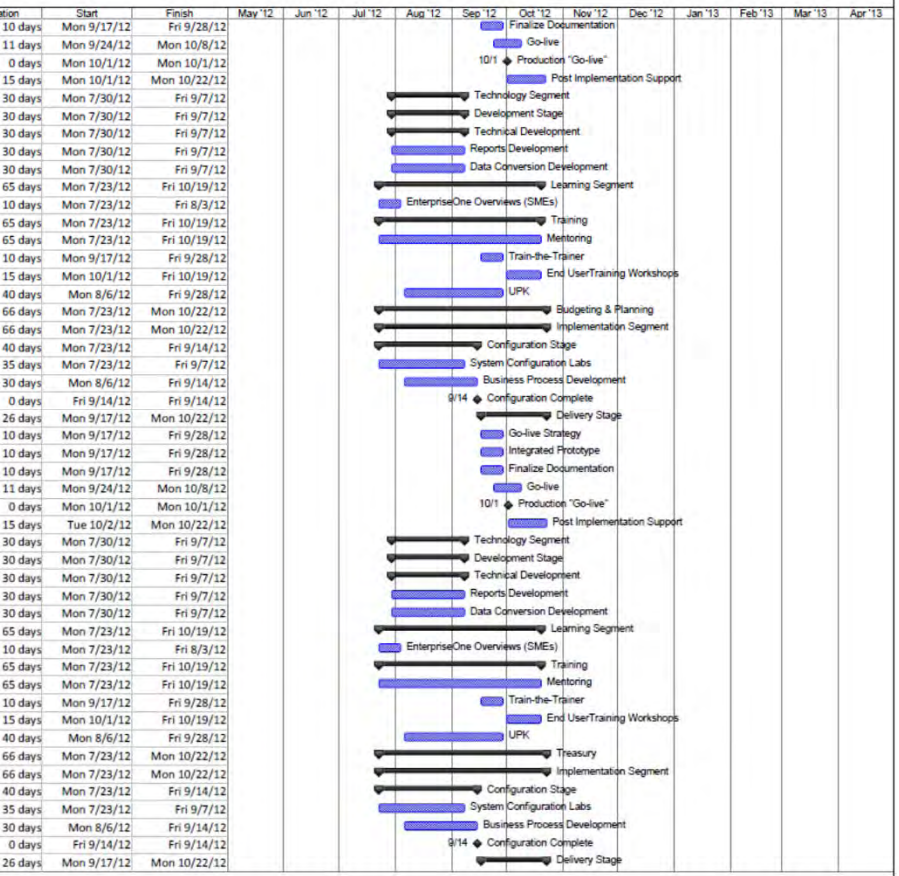
ID	Task Name	Duration	Start	Finish
96	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
97	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
98	Business Analytics	25 days	Mon 6/18/12	Fri 7/20/12
99	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
100	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
101	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
102	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
103	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
104	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
105	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
106	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
107	Interfaces to 3rd Party Solutions	25 days	Mon 6/18/12	Fri 7/20/12
108	Implementation Segment	25 days	Mon 6/18/12	Fri 7/20/12
109	Implementation Definition Stage	25 days	Mon 6/18/12	Fri 7/20/12
110	Application Discovery Workshops	5 days	Mon 6/18/12	Fri 6/22/12
111	EnterpriseOne Process Workshops	5 days	Mon 7/2/12	Fri 7/6/12
112	Process Gap Workshops	5 days	Mon 7/9/12	Fri 7/13/12
113	Future State Design Labs	5 days	Mon 7/9/12	Fri 7/13/12
114	System Design Requirements Sessions	5 days	Mon 7/16/12	Fri 7/20/12
115	Application Assessment Complete	0 days	Fri 7/20/12	Fri 7/20/12
116	**PHASE 1 IMPLEMENTATION**	**96 days**	**Mon 6/11/12**	**Mon 10/22/12**
117	**Technology Segment**	**95 days**	**Mon 6/11/12**	**Fri 10/19/12**
118	Technology Definition Stage	15 days	Mon 6/11/12	Fri 6/29/12
119	Technology Planning	2 days	Mon 6/11/12	Tue 6/12/12
120	Technology Discovery Workshops	5 days	Wed 6/13/12	Tue 6/19/12
121	Future State Technology Design Labs	4 days	Wed 6/20/12	Mon 6/25/12
122	System Design Requirements Sessions (Tech)	4 days	Wed 6/20/12	Mon 6/25/12
123	Technology Requirements Workshops	4 days	Tue 6/26/12	Fri 6/29/12
124	Technology Assessment Complete	0 days	Fri 6/29/12	Fri 6/29/12
125	Installation Stage	15 days	Fri 6/29/12	Fri 7/20/12
126	Hardware Installation Complete	0 days	Fri 6/29/12	Fri 6/29/12
127	Server Configuration	5 days	Mon 7/2/12	Fri 7/6/12
128	EnterpriseOne Installation	5 days	Mon 7/9/12	Fri 7/13/12
129	Data Migration	5 days	Mon 7/16/12	Fri 7/20/12
130	Installation Stage Complete	0 days	Fri 7/20/12	Fri 7/20/12
131	Onging CNC/Technical Support	65 days	Mon 7/23/12	Fri 10/19/12
132	Learning Segment	20 days	Mon 6/11/12	Fri 7/6/12
133	Oracle Training (Technology)	20 days	Mon 6/11/12	Fri 7/6/12
134	Technical Mentoring	20 days	Mon 6/11/12	Fri 7/6/12
135	General Ledger	65.1 days	Mon 7/23/12	Mon 10/22/12
136	Implementation Segment	65.1 days	Mon 7/23/12	Mon 10/22/12
137	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
138	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
139	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
140	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
141	Delivery Stage	25.1 days	Mon 9/17/12	Mon 10/22/12
142	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
143	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12



Lucerne County Gantt-Base_v1_2013_0426 Page 3 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

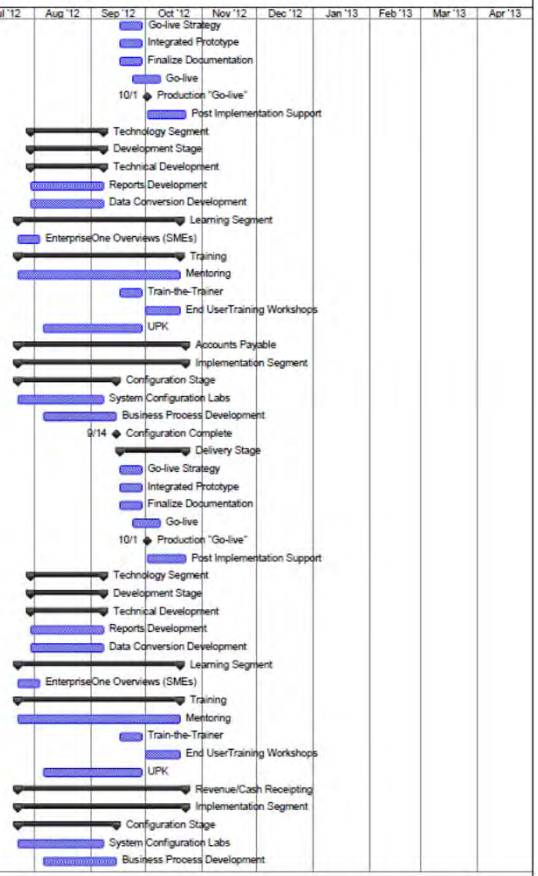
ID	Task Name	Duration	Start	Finish
144	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
145	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
146	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
147	Post Implementation Support	15 days	Mon 10/1/12	Mon 10/22/12
148	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
149	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
150	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
151	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
152	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
153	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
154	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
155	Training	65 days	Mon 7/23/12	Fri 10/19/12
156	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
157	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
158	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
159	UPK	40 days	Mon 8/6/12	Fri 9/28/12
160	Budgeting & Planning	66 days	Mon 7/23/12	Mon 10/22/12
161	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
162	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
163	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
164	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
165	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
166	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
167	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
168	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
169	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
170	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
171	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
172	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
173	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
174	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
175	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
176	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
177	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
178	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
179	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
180	Training	65 days	Mon 7/23/12	Fri 10/19/12
181	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
182	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
183	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
184	UPK	40 days	Mon 8/6/12	Fri 9/28/12
185	Treasury	66 days	Mon 7/23/12	Mon 10/22/12
186	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
187	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
188	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
189	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
190	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
191	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12



Luzerne County Gantt-Base_v1_2013_0426 Page 4 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

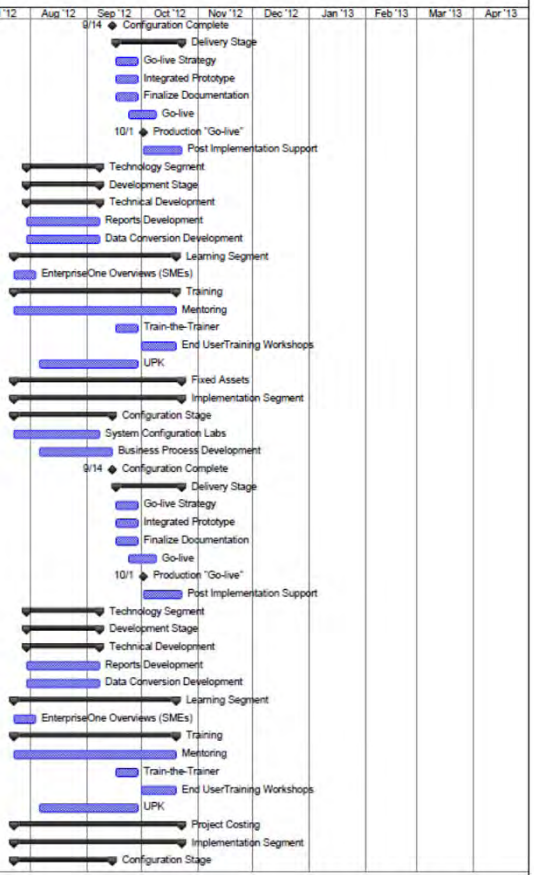
ID	Task Name	Duration	Start	Finish
192	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
193	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
194	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
195	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
196	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
197	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
198	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
199	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
200	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
201	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
202	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
203	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
204	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
205	Training	65 days	Mon 7/23/12	Fri 10/19/12
206	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
207	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
208	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
209	UPK	40 days	Mon 8/6/12	Fri 9/28/12
210	Accounts Payable	66 days	Mon 7/23/12	Mon 10/22/12
211	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
212	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
213	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
214	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
215	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
216	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
217	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
218	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
219	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
220	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
221	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
222	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
223	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
224	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
225	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
226	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
227	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
228	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
229	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
230	Training	65 days	Mon 7/23/12	Fri 10/19/12
231	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
232	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
233	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
234	UPK	40 days	Mon 8/6/12	Fri 9/28/12
235	Revenue/Cash Receipting	66 days	Mon 7/23/12	Mon 10/22/12
236	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
237	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
238	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
239	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12



Lucerne County Gantt-Base_v1_2013_0426 Page 5 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

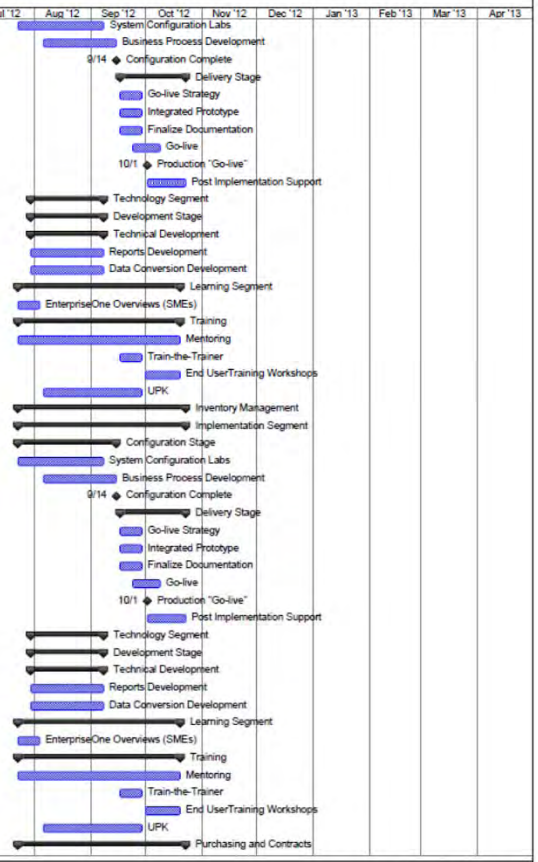
ID	Task Name	Duration	Start	Finish
240	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
241	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
242	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
243	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
244	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
245	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
246	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
247	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
248	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
249	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
250	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
251	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
252	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
253	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
254	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
255	Training	65 days	Mon 7/23/12	Fri 10/19/12
256	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
257	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
258	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
259	UPK	40 days	Mon 8/6/12	Fri 9/28/12
260	Fixed Assets	66 days	Mon 7/23/12	Mon 10/22/12
261	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
262	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
263	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
264	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
265	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
266	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
267	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
268	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
269	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
270	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
271	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
272	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
273	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
274	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
275	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
276	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
277	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
278	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
279	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
280	Training	65 days	Mon 7/23/12	Fri 10/19/12
281	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
282	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
283	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
284	UPK	40 days	Mon 8/6/12	Fri 9/28/12
285	Project Costing	66 days	Mon 7/23/12	Mon 10/22/12
286	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
287	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12



Luzerne County Gantt-Base_v1_2013_0426 Page 6 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

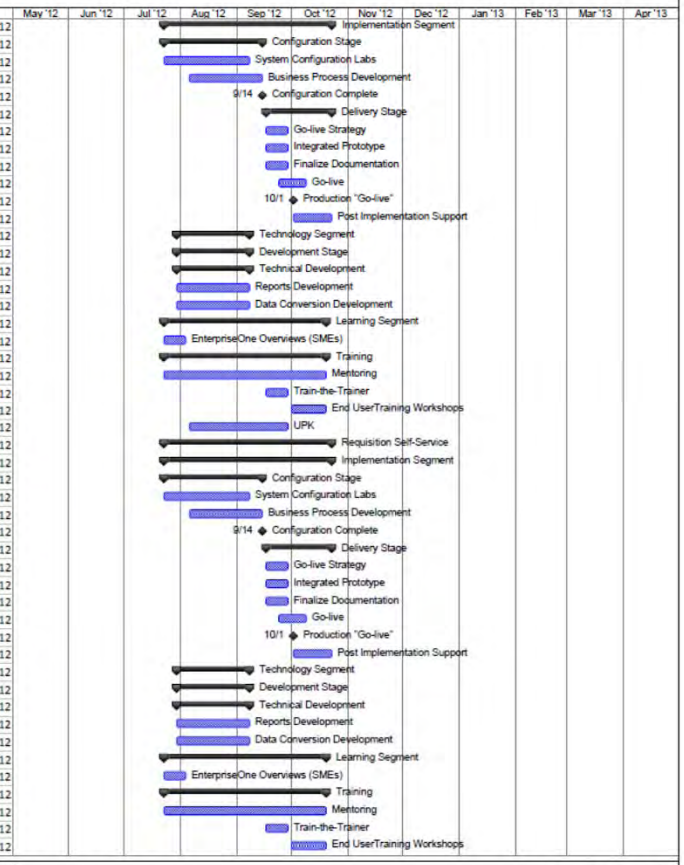
ID	Task Name	Duration	Start	Finish
288	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
289	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
290	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
291	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
292	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
293	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
294	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
295	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
296	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
297	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
298	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
299	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
300	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
301	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
302	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
303	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
304	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
305	Training	65 days	Mon 7/23/12	Fri 10/19/12
306	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
307	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
308	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
309	UPK	40 days	Mon 8/6/12	Fri 9/28/12
310	Inventory Management	66 days	Mon 7/23/12	Mon 10/22/12
311	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
312	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
313	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
314	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
315	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
316	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
317	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
318	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
319	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
320	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
321	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
322	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
323	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
324	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
325	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
326	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
327	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
328	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
329	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
330	Training	65 days	Mon 7/23/12	Fri 10/19/12
331	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
332	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
333	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
334	UPK	40 days	Mon 8/6/12	Fri 9/28/12
335	Purchasing and Contracts	66 days	Mon 7/23/12	Mon 10/22/12



Luzerne County Gantt-Base_v1_2013_0426 Page 7 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

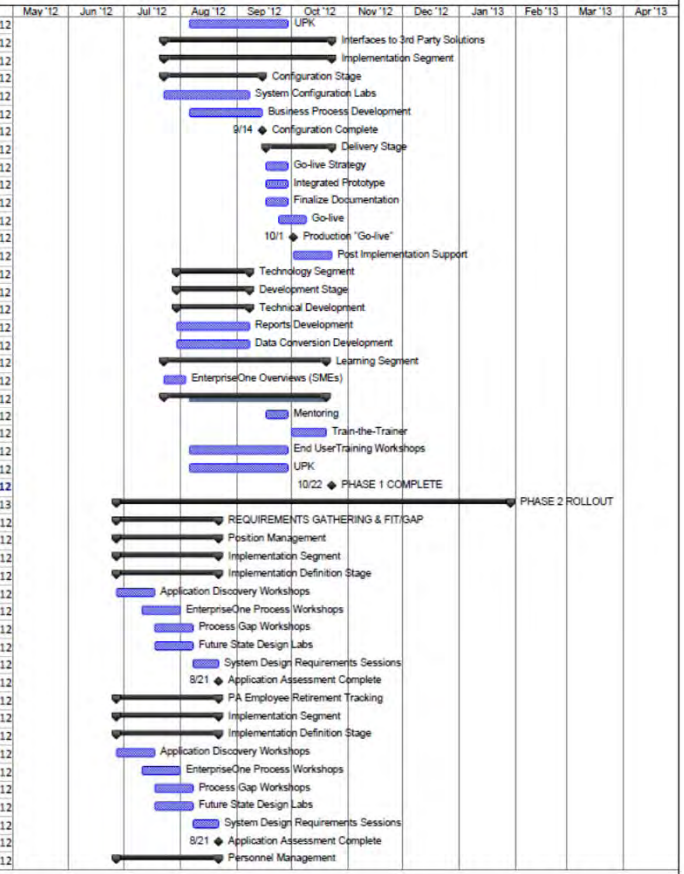
ID	Task Name	Duration	Start	Finish
336	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
337	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
338	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
339	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
340	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
341	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
342	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
343	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
344	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
345	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
346	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
347	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
348	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
349	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
350	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
351	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
352	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
353	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
354	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
355	Training	65 days	Mon 7/23/12	Fri 10/19/12
356	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
357	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
358	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12
359	UPK	40 days	Mon 8/6/12	Fri 9/28/12
360	Requisition Self-Service	66 days	Mon 7/23/12	Mon 10/22/12
361	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
362	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
363	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
364	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
365	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
366	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
367	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
368	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
369	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
370	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
371	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
372	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
373	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
374	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
375	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
376	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
377	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
378	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
379	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
380	Training	65 days	Mon 7/23/12	Fri 10/19/12
381	Mentoring	65 days	Mon 7/23/12	Fri 10/19/12
382	Train-the-Trainer	10 days	Mon 9/17/12	Fri 9/28/12
383	End UserTraining Workshops	15 days	Mon 10/1/12	Fri 10/19/12



Lucerne County Gantt-Base_v1_2013_0426 Page 8 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

ID	Task Name	Duration	Start	Finish
384	UPK	40 days	Mon 8/6/12	Fri 9/28/12
385	Interfaces to 3rd Party Solutions	66 days	Mon 7/23/12	Mon 10/22/12
386	Implementation Segment	66 days	Mon 7/23/12	Mon 10/22/12
387	Configuration Stage	40 days	Mon 7/23/12	Fri 9/14/12
388	System Configuration Labs	35 days	Mon 7/23/12	Fri 9/7/12
389	Business Process Development	30 days	Mon 8/6/12	Fri 9/14/12
390	Configuration Complete	0 days	Fri 9/14/12	Fri 9/14/12
391	Delivery Stage	26 days	Mon 9/17/12	Mon 10/22/12
392	Go-live Strategy	10 days	Mon 9/17/12	Fri 9/28/12
393	Integrated Prototype	10 days	Mon 9/17/12	Fri 9/28/12
394	Finalize Documentation	10 days	Mon 9/17/12	Fri 9/28/12
395	Go-live	11 days	Mon 9/24/12	Mon 10/8/12
396	Production "Go-live"	0 days	Mon 10/1/12	Mon 10/1/12
397	Post Implementation Support	15 days	Tue 10/2/12	Mon 10/22/12
398	Technology Segment	30 days	Mon 7/30/12	Fri 9/7/12
399	Development Stage	30 days	Mon 7/30/12	Fri 9/7/12
400	Technical Development	30 days	Mon 7/30/12	Fri 9/7/12
401	Reports Development	30 days	Mon 7/30/12	Fri 9/7/12
402	Data Conversion Development	30 days	Mon 7/30/12	Fri 9/7/12
403	Learning Segment	65 days	Mon 7/23/12	Fri 10/19/12
404	EnterpriseOne Overviews (SMEs)	10 days	Mon 7/23/12	Fri 8/3/12
405	Training	65 days	Mon 7/23/12	Fri 10/19/12
406	Mentoring	10 days	Mon 9/17/12	Fri 9/28/12
407	Train-the-Trainer	15 days	Mon 10/1/12	Fri 10/19/12
408	End UserTraining Workshops	40 days	Mon 8/6/12	Fri 9/28/12
409	UPK	40 days	Mon 8/6/12	Fri 9/28/12
410	**PHASE 1 COMPLETE**	**0 days**	**Mon 10/22/12**	**Mon 10/22/12**
411	PHASE 2 ROLLOUT	154 days	Wed 6/27/12	Mon 1/28/13
412	REQUIREMENTS GATHERING & FIT/GAP	40 days	Wed 6/27/12	Tue 8/21/12
413	Position Management	40 days	Wed 6/27/12	Tue 8/21/12
414	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
415	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
416	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
417	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
418	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
419	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
420	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
421	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
422	PA Employee Retirement Tracking	40 days	Wed 6/27/12	Tue 8/21/12
423	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
424	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
425	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
426	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
427	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
428	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
429	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
430	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
431	Personnel Management	40 days	Wed 6/27/12	Tue 8/21/12



Lucerne County Gantt-Base_v1_2013_0426 Page 9 Prepared by Denovo, LLC

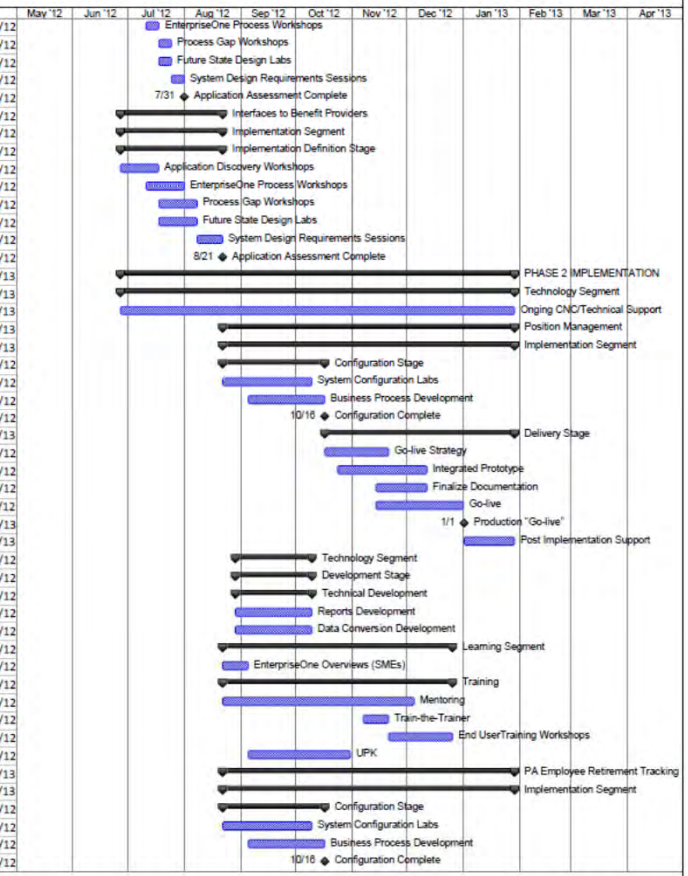
Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

ID	Task Name	Duration	Start	Finish
432	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
433	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
434	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
435	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
436	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
437	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
438	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
439	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
440	Performance Review	40 days	Wed 6/27/12	Tue 8/21/12
441	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
442	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
443	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
444	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
445	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
446	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
447	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
448	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
449	Time and Labor Interface with KRONOS	40 days	Wed 6/27/12	Tue 8/21/12
450	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
451	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
452	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
453	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
454	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
455	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
456	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
457	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
458	Payroll	40 days	Wed 6/27/12	Tue 8/21/12
459	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
460	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
461	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
462	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
463	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
464	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
465	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
466	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
467	Benefits Tracking	40 days	Wed 6/27/12	Tue 8/21/12
468	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
469	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
470	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
471	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
472	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
473	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
474	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
475	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
476	Business Analytics	25 days	Wed 6/27/12	Tue 7/31/12
477	Implementation Segment	25 days	Wed 6/27/12	Tue 7/31/12
478	Implementation Definition Stage	25 days	Wed 6/27/12	Tue 7/31/12
479	Application Discovery Workshops	5 days	Wed 6/27/12	Tue 7/3/12

Luzerne County Gantt-Base_v1_2013_0426 Page 10 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

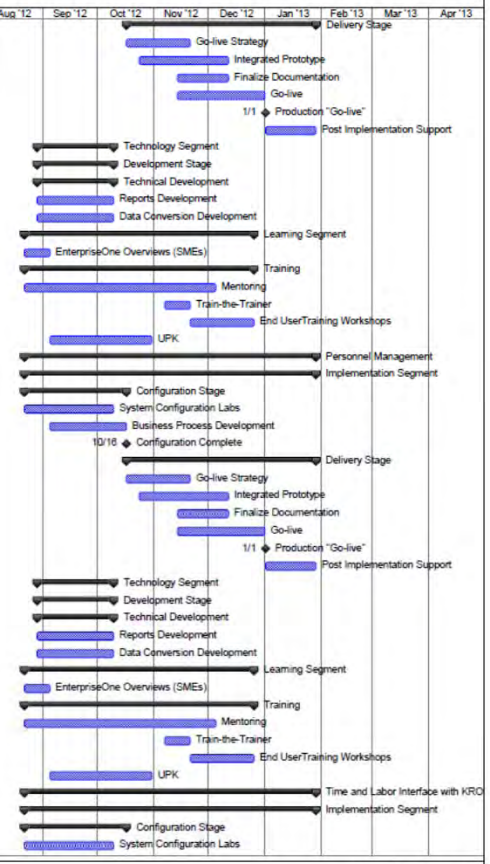
ID	Task Name	Duration	Start	Finish
480	EnterpriseOne Process Workshops	5 days	Wed 7/11/12	Tue 7/17/12
481	Process Gap Workshops	5 days	Wed 7/18/12	Tue 7/24/12
482	Future State Design Labs	5 days	Wed 7/18/12	Tue 7/24/12
483	System Design Requirements Sessions	5 days	Wed 7/25/12	Tue 7/31/12
484	Application Assessment Complete	0 days	Tue 7/31/12	Tue 7/31/12
485	Interfaces to Benefit Providers	40 days	Wed 6/27/12	Tue 8/21/12
486	Implementation Segment	40 days	Wed 6/27/12	Tue 8/21/12
487	Implementation Definition Stage	40 days	Wed 6/27/12	Tue 8/21/12
488	Application Discovery Workshops	15 days	Wed 6/27/12	Tue 7/17/12
489	EnterpriseOne Process Workshops	15 days	Wed 7/11/12	Tue 7/31/12
490	Process Gap Workshops	15 days	Wed 7/18/12	Tue 8/7/12
491	Future State Design Labs	15 days	Wed 7/18/12	Tue 8/7/12
492	System Design Requirements Sessions	10 days	Wed 8/8/12	Tue 8/21/12
493	Application Assessment Complete	0 days	Tue 8/21/12	Tue 8/21/12
494	PHASE 2 IMPLEMENTATION	154 days	Wed 6/27/12	Mon 1/28/13
495	Technology Segment	154 days	Wed 6/27/12	Mon 1/28/13
496	Onging CNC/Technical Support	154 days	Wed 6/27/12	Mon 1/28/13
497	Position Management	114 days	Wed 8/22/12	Mon 1/28/13
498	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
499	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
500	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
501	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
502	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
503	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
504	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
505	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
506	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
507	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
508	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
509	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
510	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
511	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
512	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
513	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
514	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
515	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
516	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
517	Training	90 days	Wed 8/22/12	Tue 12/25/12
518	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
519	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
520	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
521	UPK	40 days	Wed 9/5/12	Tue 10/30/12
522	PA Employee Retirement Tracking	114 days	Wed 8/22/12	Mon 1/28/13
523	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
524	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
525	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
526	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
527	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12



Lucerne County Gantt-Base_v1_2013_0426 Page 11 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

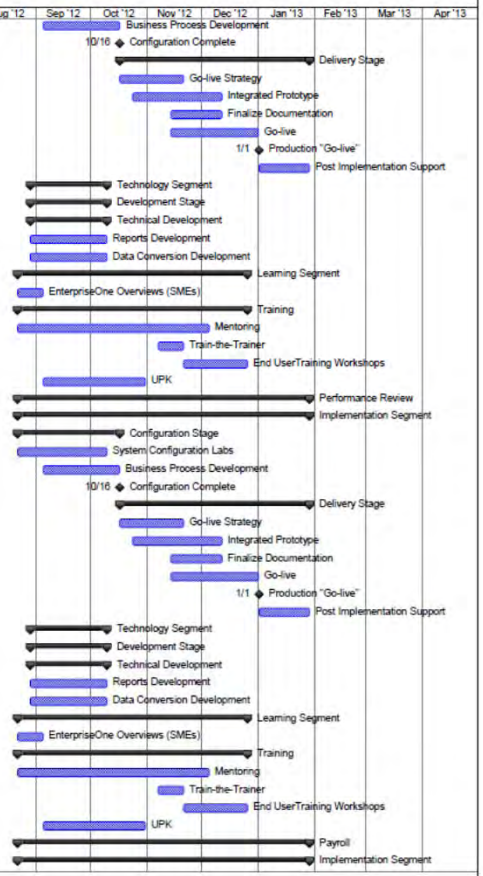
ID	Task Name	Duration	Start	Finish
528	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
529	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
530	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
531	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
532	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
533	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
534	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
535	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
536	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
537	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
538	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
539	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
540	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
541	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
542	Training	90 days	Wed 8/22/12	Tue 12/25/12
543	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
544	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
545	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
546	UPK	40 days	Wed 9/5/12	Tue 10/30/12
547	Personnel Management	114 days	Wed 8/22/12	Mon 1/28/13
548	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
549	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
550	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
551	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
552	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
553	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
554	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
555	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
556	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
557	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
558	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
559	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
560	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
561	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
562	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
563	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
564	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
565	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
566	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
567	Training	90 days	Wed 8/22/12	Tue 12/25/12
568	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
569	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
570	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
571	UPK	40 days	Wed 9/5/12	Tue 10/30/12
572	Time and Labor Interface with KRONOS	114 days	Wed 8/22/12	Mon 1/28/13
573	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
574	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
575	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12



Luzerne County Gantt-Base_v1_2013_0426 Page 12 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

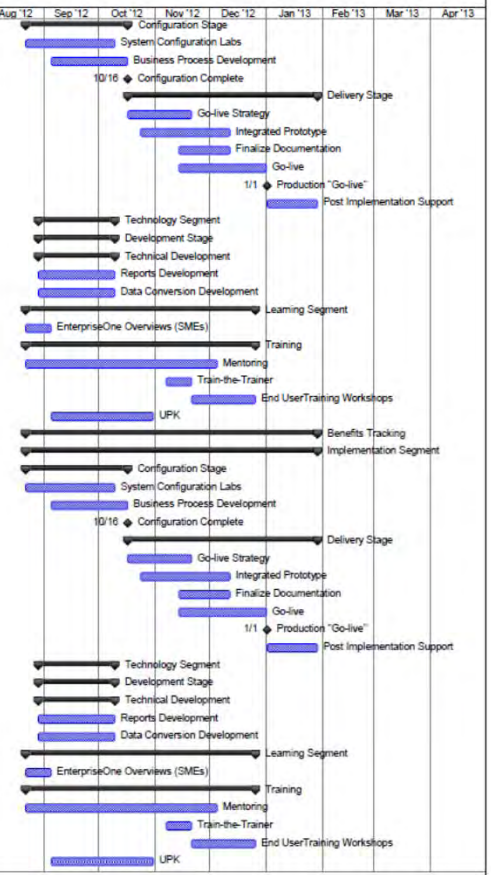
ID	Task Name	Duration	Start	Finish
576	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
577	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
578	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
579	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
580	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
581	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
582	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
583	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
584	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
585	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
586	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
587	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
588	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
589	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
590	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
591	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
592	Training	90 days	Wed 8/22/12	Tue 12/25/12
593	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
594	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
595	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
596	UPK	40 days	Wed 9/5/12	Tue 10/30/12
597	Performance Review	114 days	Wed 8/22/12	Mon 1/28/13
598	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
599	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
600	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
601	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
602	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
603	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
604	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
605	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
606	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
607	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
608	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
609	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
610	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
611	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
612	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
613	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
614	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
615	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
616	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
617	Training	90 days	Wed 8/22/12	Tue 12/25/12
618	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
619	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
620	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
621	UPK	40 days	Wed 9/5/12	Tue 10/30/12
622	Payroll	114 days	Wed 8/22/12	Mon 1/28/13
623	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13



Lucerne County Gantt-Base_v1_2013_0426 Page 13 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

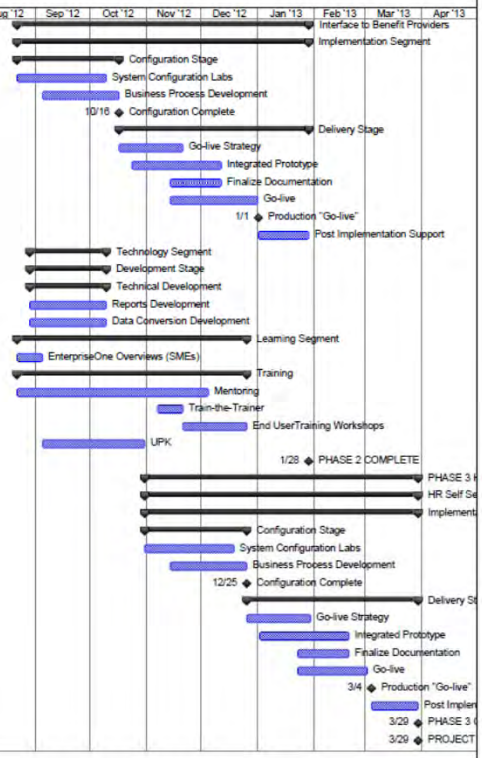
ID	Task Name	Duration	Start	Finish
624	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
625	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
626	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
627	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
628	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
629	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
630	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
631	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
632	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
633	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
634	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
635	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
636	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
637	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
638	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
639	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
640	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
641	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
642	Training	90 days	Wed 8/22/12	Tue 12/25/12
643	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
644	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
645	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
646	UPK	40 days	Wed 9/5/12	Tue 10/30/12
647	Benefits Tracking	114 days	Wed 8/22/12	Mon 1/28/13
648	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
649	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
650	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
651	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
652	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
653	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
654	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
655	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
656	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
657	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
658	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
659	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
660	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
661	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
662	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
663	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
664	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
665	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
666	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
667	Training	90 days	Wed 8/22/12	Tue 12/25/12
668	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
669	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
670	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
671	UPK	40 days	Wed 9/5/12	Tue 10/30/12



Luzerne County Gantt-Base_v1_2013_0426 Page 14 Prepared by Denovo, LLC

Luzerne County, Pennsylvania
JD Edwards EnterpriseOne
Implementation Project
Preliminary Gantt Chart

ID	Task Name	Duration	Start	Finish
672	Interface to Benefit Providers	114 days	Wed 8/22/12	Mon 1/28/13
673	Implementation Segment	114 days	Wed 8/22/12	Mon 1/28/13
674	Configuration Stage	40 days	Wed 8/22/12	Tue 10/16/12
675	System Configuration Labs	35 days	Wed 8/22/12	Tue 10/9/12
676	Business Process Development	30 days	Wed 9/5/12	Tue 10/16/12
677	Configuration Complete	0 days	Tue 10/16/12	Tue 10/16/12
678	Delivery Stage	74 days	Wed 10/17/12	Mon 1/28/13
679	Go-live Strategy	25 days	Wed 10/17/12	Tue 11/20/12
680	Integrated Prototype	35 days	Wed 10/24/12	Tue 12/11/12
681	Finalize Documentation	20 days	Wed 11/14/12	Tue 12/11/12
682	Go-live	34 days	Wed 11/14/12	Mon 12/31/12
683	Production "Go-live"	0 days	Tue 1/1/13	Tue 1/1/13
684	Post Implementation Support	19.9 days	Tue 1/1/13	Mon 1/28/13
685	Technology Segment	30 days	Wed 8/29/12	Tue 10/9/12
686	Development Stage	30 days	Wed 8/29/12	Tue 10/9/12
687	Technical Development	30 days	Wed 8/29/12	Tue 10/9/12
688	Reports Development	30 days	Wed 8/29/12	Tue 10/9/12
689	Data Conversion Development	30 days	Wed 8/29/12	Tue 10/9/12
690	Learning Segment	90 days	Wed 8/22/12	Tue 12/25/12
691	EnterpriseOne Overviews (SMEs)	10 days	Wed 8/22/12	Tue 9/4/12
692	Training	90 days	Wed 8/22/12	Tue 12/25/12
693	Mentoring	75 days	Wed 8/22/12	Tue 12/4/12
694	Train-the-Trainer	10 days	Wed 11/7/12	Tue 11/20/12
695	End UserTraining Workshops	25 days	Wed 11/21/12	Tue 12/25/12
696	UPK	40 days	Wed 9/5/12	Tue 10/30/12
697	**PHASE 2 COMPLETE**	**0 days**	**Mon 1/28/13**	**Mon 1/28/13**
698	PHASE 3 HR Self-Services	108 days	Wed 10/31/12	Fri 3/29/13
699	HR Self Services	108 days	Wed 10/31/12	Fri 3/29/13
700	Implementation Segment	108 days	Wed 10/31/12	Fri 3/29/13
701	Configuration Stage	40 days	Wed 10/31/12	Tue 12/25/12
702	System Configuration Labs	35 days	Wed 10/31/12	Tue 12/18/12
703	Business Process Development	30 days	Wed 11/14/12	Tue 12/25/12
704	Configuration Complete	0 days	Tue 12/25/12	Tue 12/25/12
705	Delivery Stage	68 days	Wed 12/26/12	Fri 3/29/13
706	Go-live Strategy	25 days	Wed 12/26/12	Tue 1/29/13
707	Integrated Prototype	35 days	Wed 1/2/13	Tue 2/19/13
708	Finalize Documentation	20 days	Wed 1/23/13	Tue 2/19/13
709	Go-live	28 days	Wed 1/23/13	Fri 3/1/13
710	Production "Go-live"	0 days	Mon 3/4/13	Mon 3/4/13
711	Post Implementation Support	19.9 days	Mon 3/4/13	Fri 3/29/13
712	**PHASE 3 COMPLETE**	**0 days**	**Fri 3/29/13**	**Fri 3/29/13**
713	**PROJECT COMPLETE**	**0 days**	**Fri 3/29/13**	**Fri 3/29/13**



Luzerne County Gantt-Base_v1_2013_0426 Page 15 Prepared by Denovo, LLC

We believe that based on a timely project award and authorization to proceed, our proposed schedule can be achieved without adding significant risk and would provide unique advantages:

- Provides the opportunity for quick and multiple wins – delivers a return on investment (ROI) quickly and continues to deliver incremental ROI for the next several months.
- Reduces the amount of change users have to adapt to at any one time – staggers the learning curve requirements.
- Provides the opportunity to demobilize some consultants earlier than other options - represents the most cost effective solution for the County.
- Provides flexibility in the rollout of non-Phase 1 applications – ability to adjust rollout of these functions based on stakeholder schedules and "readiness."
- Reduces the impact to team members at any one point in time by reducing the scope of what is being implemented.
- Limits the complexity of software solutions being supported at one time for any "Go-Live" – simplifies post "Go-Live" support requirements.

The proposed approach does not create any unique risks. However, there are a few major risks that accompany any ERP software implementation with projects of similar scope that must be addressed in a risk-management plan, including:

1. Even though several weeks have passed since "go-live", the new ERP solution has not been accepted by several stakeholders. Users resist the system and do not take ownership.
   Primary Causes: A lack of top-down management support and lackluster stakeholder involvement.

   Mitigation: Ensure that management top-down support for the project has been obtained and communicated (repeatedly if necessary) to all stakeholders enterprise-wide. Develop and execute an organizational change management plan, which is created during project planning. Project managers must ensure that key stakeholders participate when requested and at expected levels of participation.

2. Original project objectives have not been met.
   Primary Causes: The objectives have not been mutually agreed upon, have not been clearly communicated, and or are not reinforced through the life of the project.

   Mitigation: As part of project chartering exercises, the objectives are restated and agreed by the entire project management team (including project sponsors and the steering committee.) One of the key topics of the project kick-off meeting is a restatement of all objectives. As elements of the project status report and meetings, an assessment of how objectives are being met is articulated, and the quality assurance review plan is measures our effectiveness of meeting objectives.

3. The cost of the project has grown and the implementation rollout schedule is being delayed.
   Primary Causes: Number one reason is project scope creep, which is caused largely by the project team and/or the customer lose sight of the original project objectives. Another reason is the inability to get key decisions made or project tasks completed in a timely manner. Other causes can be an overly aggressive project schedule or an attempt to implement too much scope in the allotted window of time.

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Mitigation: Develop a solid project plan coupled with strong project management to adhere to the plan. Ensure that both the Denovo and County's project manager have the skills to guide the project to achieve the original project objectives. Enforce completion of project tasks by the deadline, and force the creation of a corrective action plan for getting project elements back on scope. It is possible to implement EnterpriseOne in phases without expanding the cost. Implement core functionality followed by the extended functionality in managed increments. This also produces "quick wins", which provide a quick return on County's investment.

4. The solution has quality and performance issues.
   Causes: The software solution is not mature, the infrastructure that it is being implemented on is inadequate/the hardware has been undersized, and/or the hardware and software configuration has been not been optimally designed and implemented.

   Mitigation: Start by ensuring that County's infrastructure is solid and the solution being implemented is proven. Our scope includes a brief infrastructure audit as part of our technical project plan and the proposed EnterpriseOne 9.1 solution is mature and not "bleeding edge".

Denovo's Implementation Methodology

Denovo's ***Process before Technology***™ philosophy permeates our organization. Our Delivery team focuses on the processes that County uses and tailors the project's delivery plan to enhance the County's ability to perform day to day operations. This approach focuses the project on functionality that adds value to County, while ignoring meaningless "Bells and Whistles" that can bog down the project.

To support this approach, Denovo has encapsulated four different methodologies into our project approach. Each aspect is designed to ensure consistent results while identifying and significantly containing project risk; by containing project risk we better control any negative impact the risk may present to the project. In designing our approach, leading project methodology theories were employed and great effort was taken to layer the methodologies so that they supported each other.

We begin with Project Management, based on the project management principles outlined by the Project Management Institute; we spend time defining the project scope, resources and communication paths. In our Learning methodology we focus on developing and executing training plans to transfer the project team's knowledge to the system users. In the Implementation and Technology methodologies, based on the Deming Cycle of Plan, Do, Study and Act as well as elements of the Software Engineering Institute's Capabilities Maturity Model (CMM) framework, we break down the steps of a successful software project into simple, manageable tasks executed in defined workshops, sessions and labs that insure a rapid deployment. Denovo's approach is supported with tools developed on a hosted SharePoint site configured specifically for the County's project.

Although these methodologies are designed to be complete and robust, we do not dogmatically require that all elements of the methodology be employed for all projects. By selecting only the required elements to make the County's project successful, we create a custom solution that cost effectively achieves your goals with a consistently high level of quality. This process also allows our methodology to be aligned with methodologies utilized by County.

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Denovo's Standard Approach to Implementation Projects

This section provides a summary of services Denovo provides within its methodologies. As we work with you to fully understand the scope we will tailor our approach to support your specific project requirements. Each methodology is an assembly of "work clusters". Each work cluster contains activities to achieve the deliverables of the work clusters. These activities are usually performed in the contexts of a Workshop, Session or Lab. The basic differences between these contexts are:

- Workshops are performed in a room where members of the consulting team, both City/Denovo and the County's resources, meet to interact and exchange ideas and problem solve.
- Sessions are performed in a room where a City/Denovo resource is generally leading a discussion designed to educate the County's resources.
- Labs can be performed in a common room, but not necessarily. It is generally designed for researching and gathering data independently. Compiling this data and documenting it for further discussion amongst the project team members at a later workshop or session.

Denovo's approach when developing project plans is to identify the project goals, determine which methodologies will be drawn upon, and select which work cluster to assign to the project team. This collection of work clusters is placed in "project segments"; the segment is named by the methodology from which the work clusters originated. These segments are comprised of:

- Project Management
- Implementation (configuration, testing & documentation)
- Technology (installation, interfaces, conversions, print forms, workflows, reports & modifications)
- Learning (training, transfer of knowledge, & documentation).

Project Management Segment

This segment is active for the life of the project and guides the other segments to significantly contain risk by executing well designed Communication plans, Issue Tracking, and Change Control Management. The Project Management segment accomplishes the following objectives:

- Define and document the project scope
- Prepare the project plan
- Prepare the project budget
- Prepare an effective communication plan including:
- Define project meetings
- Define issue tracking and handling
- Define change control policy
- Define status reporting
- Establish the project SharePoint site.
- Provide daily monitoring of project activity:
- Resolve issues

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- Prepare timely status reports
- Conduct regularly scheduled project meetings
- Document change of scope requirements
- Manage the project plan timeline
- Manage the project budget
- Maintain project records and documentation
- Perform regularly scheduled Quality Reviews.

Deliverables from various project management activities include:

- Kick–off meeting – Will occur within one week of contract execution
- Project Plan – Resource plan and task schedule in Microsoft Project
- Issues Management Plan - Details how Issues management will be handled on this project
- Project Change Control Plan - Details how Project Change Control practices will be applied to the project. Proposals should discuss how any modification or deviation from the standard functionality, or changes to the time or cost will be subject to the change control procedures via contract modification.
- Risk Management Plan – Identifies potential risk and details how Risk Management practices will be applied to the project
- Communication Plan – Provides collection and distribution structures, description of information to be distributed, method for updating the plan, and schedule listing when information will be produced.
- Bi-Weekly Status Reports – Written Bi-Weekly Status Report to be submitted on an agreed schedule. We will propose to County a format for these reports and will accept format and content suggestions, as needed, to maintain their acceptability.
- Configuration Management Plan – Applies inherent configuration management tools within the EnterpriseOne software specifically with this project's requirements and objectives.
- Test Management Plan

Technology Segment

As with the Project Management and the Learning segments, this segment spans the life of the project and operates in unison with the application-focused Implementation segment. This segment contains all the technology components where the Implementation segment contains business functionality being rolled out utilizing technology as an enabler.

Tech Definition Stage

For installation and development aspects of the County's Implementation project, the City/Denovo approach starts off with this initial stage, where both client and consulting resources share information and agree on a strategy and framework to successfully implement the solution. This stage provides communication tools and work documents to orient all team members to the scope of the technical work to be performed. The deliverables from this stage include:

- Current State Technology Assessment

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- Architecture Design Document (EnterpriseOne configuration with the County's overall infrastructure and integration points to legacy systems.)
- Systems Integration Plan (finalizes scope third party integration with EnterpriseOne and approach for each system.)
- Data Conversion Plan (finalizes data conversion entities and approach for data conversion)
- Technical Development Specifications (Conversions, Integrations, Workflows, Reports, Applications, Print Forms)
- Reporting Requirements Output Matrix
- Technical Development Matrix
- Security Assessment and Plan
- Future State Technology Architecture
- Future State Requirements Document
- the County's Design Sign-off
- Refined Project Plan, Budget, Schedule, and Sign-off.

Installation Stage

This segment is used to get the hardware installed and running in preparation for the Configuration stage. In many cases it is started during the Definition stage right after the Future Technology Architecture is approved and procured. It handles all the installation steps up the creation of the Production environment. Those activities are included in the Delivery Stage. Deliverables and milestones from this stage include:

Deliverables:

- Accessible DV, PY, & PS Environments
- System Access from Web Browser
- System Access form Portal
- Portal installation and configuration document.

Milestones:

- Hardware and Software Installation Complete
- Portal installation/configuration complete
- Able to view and navigate EnterpriseOne portlets from portal server.

Development Stage

This stage of the Technology segment will interact heavily with the Configuration stage. All objects being designed, developed (programmed), and tested for use in the software will be developed as tasks in this stage. The business analysts designing the necessary functionality will do so as part of a task in the Implementation Definition stage, but the programmers who must design and construct these elements will do so in the Technology segment. The Development stage will include the following tasks for each technical development component (Print Forms, Reports, Applications, Integrations, Workflow and Data Conversions):

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- Design – taking the business functional design from the Business Analyst in the Implementation Definition stage and turning it into a technical design.
- Construction – programming or configuring software to satisfy the Design.
- Unit Test – testing just the functionality of the object without interfaces or integration to other components of EnterpriseOne.
- Deployment – Rolling out the fully tested EnterpriseOne and related Software Objects to users. This may involve deploying software from the host to deployment servers, client PCs, and/or providing Internet access.
- User Acceptance Test – This task is only performed when the project does not include a BPW. This is a Business Process test, usually performed by a member of the functional project team to insure the custom development integrates with the rest of the business process.

Documentation – documentation of files, technical functions, and flows within the program.

Deliverables:

- Program Documentation
- Unit Test Result Documents
- Migration and/or Development Plans
- Print Forms, Reports, Applications, Integrations, Workflow, and Data Conversion

Milestones:

- Object Development Complete
- Print Forms, Reports, Applications, Integrations, Work Flow, and Data Conversions

Technical Development

Typical development lifecycle steps include:

- Define Requirements - Defining the specifications on what features and functionality (i.e., contents, format, and calculation) the report must contain is the required first step. This step will document the functionality, define the data (and sources of the data), timing of reporting (i.e., must be run before or after some event like Month-end), and describe any calculations.
- Map Data - Identifying the source of the data to be used by the report, any data elements not already maintained by EnterpriseOne, and determining an appropriate means, space, and format with which to save and maintain data needed by this report.
- Program Reports – The report will be programmed to meet the functional specifications as defined by the requirements analysis and to utilize the data from the Data Map.
- Unit Test – The report will be tested to ensure its functionality satisfies the Requirements and uses the data mapped. If data is identified which is not maintained by EnterpriseOne, the maintenance source of data will also be tested.

Development efforts include Reports, Data Conversion, Integration, and Applications.

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Reports Development - EnterpriseOne is provided with hundreds of standard reports which will meet most of the County's reporting requirements. However, many customers have unique reporting needs where additional reports will be developed to better support the County's business. We begin, by creating the Report Requirements Matrix, which is a listing of all currently used and/or needed reports, their primary fields, frequency of use, and owner (who uses them). This Report Matrix will be critical to categorize, prioritize, possibly eliminate and/or consolidate all reports before we begin development.

Data Conversion Development - This effort includes the data conversion from the County's legacy systems to EnterpriseOne. In order for the team to capture and convert data from the County's legacy systems, we must define all existing data elements in the County's legacy systems, determine if they are needed within EnterpriseOne, if so where would they reside, and in what format (will codes change and/or field sizes change). The converse must also be defined, such as what data elements EnterpriseOne expects in order to properly process the County's processes.

Integration Development - Should there be a need for interfaces, they will be identified and a scope of work and estimates for consultant will be developed as part of the Technology Definition stage. We will identify the necessary connections to the County's legacy systems (where data needs to come from the County's systems to EnterpriseOne), the data to be shared, and in what format (check to see if codes will change and/or field sizes will change). The converse must also be defined, such as what data elements EnterpriseOne needs to pass to the County's legacy systems in order for them to continue to properly handle the County's processes.

Application Development – We do not anticipate that custom development will be required to provide the desired functionality. As is our philosophy we do not customize the "vanilla" programs provided form Oracle. Should we determine during execution of the project that some development will be required, we will develop a proposed scope of work with estimates prior to proceeding.

Implementation Segment

This segment defines the progression of the project. It is here where the staging of the Implementation and Technology segments occurs in preparation for the integrated testing. This segment also has to coordinate with the Learning segment to provide the system support to execute the training sessions and present the training materials for both project team members and users training sessions.

Implementation Definition Stage

For application and functional aspects of the County's project, the Denovo approach starts off with this initial stage, where both client and consulting resources share information and agree on a strategy and framework to successfully implement the project. The Definition stage generally takes from two weeks to four months depending upon the complexity of the environment, the amount of development analysis, change requirements to the technology infrastructure, and the number of JD Edwards systems being configured. This stage provides communication tools and work documents to orient all team members to the scope of the work to be performed. The deliverables from this stage include:

- Current State Business Requirements
- EnterpriseOne Process Walk-throughs
- Process Master Matrix
- EnterpriseOne Gap Analysis/Package Fit Analysis
- Future State Design Document

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- Re-engineering Recommendations for the Future State
- Future State Requirements Document
- County Design Sign-off
- Refined Project Plan, Budget, Schedule, and Sign-off.

Configuration Stage

With a clear definition of what the new systems, processes, and procedures (the Future State Design) will do for County, the Project Team will take the Requirements, Design, and Refined Project Plan from the Definition stage and begin the iterative process (repeat of Configuration and Acceptance Test until the process element is functioning accurately per the Future State Design) of developing the Future State. This process involves building prototypes with the configured EnterpriseOne software, testing those prototypes, and gaining acceptance from both the County's members of the Project Team and the County's Executive Management, that the previously approved Design, as it is being developed, indeed meets their expectations, or reconfigure the software and repeat the Acceptance Test. The entire Configuration stage will be conducted within a controlled environment referred to as the Prototype environment (PY). The Configuration stage will be controlled by the Project Team and will contain various components of the Future State Design in various stages of design, test, and acceptance. Deliverables and milestones from this stage include:

Deliverables:

- Configuration Element Test Scripts
- Configuration Test Result Documentation
- BPW Test Scripts
- BPW Test Result Documentation
- Business Process Procedures Documentation.

Milestones:

- PY Environment Functional
- Executed Configuration Test
- Closed Issues and Resolutions from Configuration Test.

Delivery Stage

The Delivery stage occurs simultaneously with both the Implementation and Technology segments. We start this stage with a complete hands-on Integration test. It is this test that will confirm that each of the business processes will interact with the other business processes. We also perform our stress testing here to insure there will be adequate hardware performance. Once this testing is complete we are ready to deliver the environment to Production. Also included in this stage is post Go-live support. Deliverables and Milestones from this stage include:

Deliverables:

- Completed Go-live Cut-over Scripts
- Completed Configuration Review Scripts

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- Completed Integrated Test Scripts
- Completed Stress Test Scripts
- Completed Integrated Test Result Documentation
- Completed Stress Test Result Documentation

Milestones:

- Functional Integrated Test Environment
- Closed Issues and Resolutions from Configuration Test
- Sign-off and Approved Integrated Test
- Sign-off and Approved Stress Test
- System Sign-off
- Production System Functional

Learning Segment

2. Describe your overall user training approach.

The Learning component is based upon a proven methodology and realistic time considerations. It incorporates those essential concepts that ensure knowledge transfer. The approach is designed to support and facilitate the County's transition to an ERP system; that is, the learning component is designed to help end users do their jobs using an ERP application. This training component also documents how knowledge transfer will be facilitated between the Project's consulting resources and the County's resources.

Project Knowledge Transfer

It is essential that all project-related materials be accessible by the entire project team and change control implemented. Therefore, we routine deploy a number of tools to facilitate knowledge transfer, including:

- *Microsoft (MS) SharePoint* – A logically structured, easy to use document repository and document management tool leveraged to centrally store all project-related materials.
- *MS Project* – Used as a project management tool to breakout sequential tasks and activities into logical start and end dates, dependencies, durations, resource assignments, and percentage complete. Depending on the County's need for detail, MS Project can be managed at multiple levels of summary and detail and can even be integrated into the MS SharePoint product for ease of access and visual flow of the project process.
- *MS PowerPoint* – This tool will be leveraged to illustrate the higher level aspects of the project progress and to facilitate process understanding and training where appropriate.
- *MS Outlook* – Outlook (Email, Calendar, Meeting, and Task Management) is a corporate wide tool used at City/Denovo to conduct correspondence about project-related activities.

Upon completion of the project, the entire portfolio of project-related materials will be packaged and delivered to County for reference and historical access.

Training

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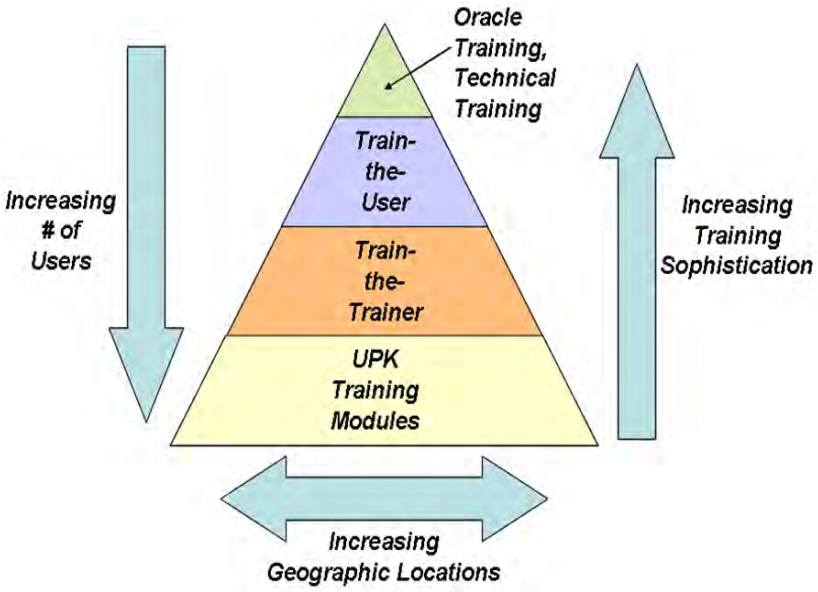
Successfully rolling-out the EnterpriseOne product normally requires a multi-tiered training approach, as illustrated in the following pyramid diagram:



Oracle Training – To support the County's training requirements we recommend you consider the standard courses that Oracle provides. We find the sources especially helpful for the technical team in an Implementation project such as this. Oracle provides a combination of instructor-led classroom training and on-line classes (via "Guided Learning Paths"). Further details can be found at http://education.oracle.com

Technical Training – During the course of the project's major technical installations, the City/Denovo technical team will conduct one-on-one knowledge transfer and hands-on training for the County's technical team. We recommend that your technical team FIRST complete the on-line Guided Learning Paths for EnterpriseOne System Administration and EnterpriseOne Installation, prior to receiving the hands-on training. There are no formal training materials prepared for these sessions – this is "learn-by-doing".

Mentor Training – This approach is used where there are a small number of users for a specific functional area, and it makes economic sense for the City/Denovo team to directly train the end users. Each Application area has a limited amount of time estimated to conduct this type of training.

Train-the-Trainer – When application knowledge needs to be disseminated to a fairly large team, it makes economic sense for the City/Denovo team to train a designated "power user" in each affected department, who in turn trains the users in that area. Each Application area has a limited amount of time estimated to conduct this type of training. City/Denovo suggests that County license the Oracle User Productivity Kit (described in detail below) to facilitate this training.

Oracle User Productivity Kit ("UPK") for JD Edwards EnterpriseOne – UPK is a licensed product, sold and supported by Oracle, that has specific content built into it for the EnterpriseOne applications to provide Internet-based training and documentation management. UPK is a comprehensive, cost-effective, customizable solution designed to help organizations quickly create the critical documentation, training, and

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support materials needed to improve the project team and user productivity throughout the lifecycle of the software. UPK provides system process documentation, user acceptance test scripts; comprehensive instructor led training materials, web-based training materials, role-based performance support and complete documentation. Also provided is the UPK Developer, which serves as a single source development and customization tool to enable rapid content creation and customization.

Training materials deliverables will include:

- Training and documentation solutions sub-project plan
- Configuration team training plan
- End user training plan
- End user role descriptions
- Course Curriculum
- Course Design in the form of a Course Outline for end user training
- Course Design in the form of a story board for online trainings
- Participant Guide, which includes course agenda, course objectives, course modules, module overview, topic description, and exercises/solutions
- Quick Reference Guides or Job Aids
- Train-the-Trainer Participant Guide

City/Denovo will create a customized prototype design based upon the needs of your users. We will submit this design for your approval. Once the design has been approved, this will become the project standards for all documentation that is produced.

Training milestones:

- Training Plan completed
- Curriculum approved
- Design documentation completed
- Materials developed and completed
- End user training completed

Train the Implementation Team – It is very important that the County's members of the integration team have a basic knowledge of EnterpriseOne so that they can be an active member of the team in configuring and testing the system. City/Denovo will provide County Team Resources "just in time" training to ensure that team members retain the information required to make important design decisions. These sessions are conducted by members of the City/Denovo team with EnterpriseOne-specific materials.

Material Review and Approval Process

All training materials deliverables will go through a review and approval process. Each document will be submitted to the County's subject matter experts for one or two formal content reviews. After the development is complete, the materials will go through a final training team editing/proofreading.

End User Training Delivery

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All training will be delivered on site either in a mentoring session or a formal classroom setting. A schedule will be created and signed off by the project team.

Train the Trainer approach

The Training will be planned for and delivered by members of the Implementation team. In general we see County and City/Denovo working jointly on planning the training, with City/Denovo leading the Train-the-Trainer sessions and the County's personnel training the County's end users. Here we discuss the involvement by all the Project team members. We typically expect that we will guide the County's resources, but that the County's resources will do much of this work as part of the learning process to more easily allow them to subsequently train the County's end users.

Mentor approach

For courses that impact a small number of end users, the City/Denovo team will train the end users. In this situation the City/Denovo team will do all of the work.

City of Pittsburgh/Denovo vs. Luzerne County Responsibilities

Extensive involvement of key County stakeholders is essential to ensure that the delivered solution meets stated requirements and that knowledge transfer between City/Denovo consultants and stakeholders is maximized. City/Denovo is proposing to undertake the overall responsibility for completing this project. However, there are some areas and tasks where we rely on County stakeholders. The breakdown of responsibility is listed in the following table:

Project Responsibilities	City/Denovo	Luzerne County
Complete Project Planning	Joint	Joint
Manage the Project	Responsible	Assist
Develop and Execute Organizational Change Management (OCM) and Training Plan	Responsible	Assist
Define, procure and install new hardware/software	Assist	Responsible
Install EnterpriseOne 9.0	Responsible	Assist
Create E1 9.0 environments (DV, PY, PD)	Responsible	Assist
Convert business data to E1 9.0	Responsible	Assist
Train County Technical & CNC resources	Responsible	Attend
Provide Technical Operational Support	Assist	Responsible
Technical Go-live support	Responsible	Assist
Design, build & test necessary interfaces	Responsible	Assist
Design, build & test reports	Responsible	Assist

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Project Responsibilities	City/Denovo	Luzerne County
Design, build & test conversion routines	Responsible	Assist
Train IT, HR, Financials project staff	Responsible	Attend
Analyze current business processes	Responsible	Assist
Recommend TO-BE processes	Responsible	Assist
Configure application modules	Responsible	Assist
Develop prototype test scripts	Responsible	Assist
Execute prototype test scripts	Assist	Responsible
Finalize software configuration	Responsible	Assist
Develop integration test scripts	Responsible	Assist
Execute integration test	Assist	Responsible
Develop user acceptance test scripts	Responsible	Assist
Execute integration test	Assist	Responsible
Create end user training materials	Assist	Responsible
Train "Train the Trainer"	Responsible	Attend
Train remainder of County stakeholders	Assist	Responsible
Develop cutover plan	Responsible	Assist
Execute cutover plan	Responsible	Assist
Post Go-live support	Responsible	Assist

Requested Levels of Luzerne County Stakeholder Participation

As previously noted, extensive involvement of key County stakeholders is essential to ensure that the delivered solution meets stated requirements and that knowledge transfer between City/Denovo consultants and stakeholders is maximized. As previously described, there are some areas and tasks where we rely on County stakeholders. The responsibilities and expected level of participation of County stakeholders is outline below:

Type of Resource	Skills	Role/Activities	% of Time
Steering Committee (assumes 5)	Sr. Level management – the decision makers	Review project progress, resolve escalated issues	2%

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Type of Resource	Skills	Role/Activities	% of Time
Project Sponsor	Proven director level – able to oversee large projects	Monitor project progress, resolve escalated issues or escalate to the Steering Committee	4%
Project Manager	Proven IT project manager	Co-manage all aspects of the project with City/Denovo's PM, resolve escalated issues or escalate to the Project Sponsor(s)	90%
OCM Coordinator	Good communications and execution skills	Define and execute the Organization Change Management plan	10%
IT Manager	Current IT management	Oversight of technology decisions & results	4%
IT Technology SME	Experience with IT system technical support	Learns system support capabilities, provides project CNC support (under City/Denovo CNC Lead's direction)	50%
Finance Manager	Current Finance manager	Oversight of Financial decisions & results	4%
Accounting SME	Knowledgeable about current GL and County's accounting requirements	Team lead for design, testing and training of E1 General Accounting. Becomes in-house GL primary trainer & expert	20%
AP SME	Knowledgeable about current AP and County's AP requirements	Team lead for design, testing and training of E1 General Accounting. Becomes in-house GL primary trainer & expert	20%
Budget SME	Knowledgeable about current budgeting process and County's budgeting requirements	Team lead for design, testing and training of E1 Budgeting & Planning. Becomes in-house Budgeting primary trainer & expert	15%
AR SME	Knowledgeable about current AR & Billing process and County's AR requirements	Team lead for design, testing and training of E1 Accounts Receivable. Becomes in-house AR primary trainer & expert	20%
Program Manager	Current Capital Projects Program manager	Oversight of Project Accounting decisions & results	4%
Projects SME	Knowledgeable about current projects process and County's project requirements from an operations perspective	Team lead for design, testing and training of E1 Projects processes. Becomes in-house Projects operational primary trainer & expert	10%
Project Accounting SME	Knowledgeable about current projects process and County's project requirements from an operations perspective	Team lead for design, testing and training of E1 Projects processes. Becomes in-house Projects operational primary trainer & expert	20%

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Type of Resource	Skills	Role/Activities	% of Time
Grants SME	Knowledgeable about current grants process and County's grant management requirements	Team lead for design, testing and training of E1 Grant Management processes. Becomes in-house Grants primary trainer & expert	15%
Fixed Assets SME	Knowledgeable about current fixed assets process and County's fixed assets requirements	Team lead for design, testing and training of E1 Fixed Assets processes. Becomes in-house Fixed Assets primary trainer & expert	15%
HR Manager	Current Human Resources manager	Oversight of Human Resources decisions & results	5%
Payroll SME	Knowledgeable about payroll processes and County's payroll requirements	Team lead for design, testing and training of E1 Payroll processes. Becomes in-house Payroll primary trainer & expert	25%
HR SME	Knowledgeable about current HR processes and County's HR requirements	Team lead for design, testing and training of E1 Human Resources processes. Becomes in-house Human Resources primary trainer & expert	30%
Payroll Manager	Current Payroll manager	Oversight of Payroll decisions & results	5%
Purchasing Manager	Current Purchasing & Contracts manager	Oversight of Purchasing & Contracts decisions & results	5%
Purchasing SME	Knowledgeable about current Purchasing & Contracts processes and County's Purchasing & Contracts requirements	Team lead for design, testing and training of E1 Purchasing & Contracts processes. Becomes in-house Purchasing & Contracts primary trainer & expert	20%

Service and Support Philosophies

3. Describe your company's service & support philosophy, how it is carried out and how success is measured.

One of the reasons that the City of Pittsburgh/Allegheny County and Denovo work closely together is that our overall philosophies on customer services are fully aligned. We maintain a more stringent level of performance than our customer and our Service Level Agreements (SLAs) require.

There are a number of ways that we use to measure success, including:

1) Number of violations to Service Level Agreements (SLAs). We voluntarily monitor customer service requests and report violations to our customers, as our bar for service is "zero SLA infractions". When the number of violations exceeds those permitted in the SLAs, we automatically provide the appropriate financial credit to our customers.
2) Number of customer complaints reported. Our policy is to immediate act on customer complaints to make sure that we rectify the issue immediately. Our goal is "zero complaints."
3) Number of new opportunities generated through current customer referrals. Our best source of new business is referrals from existing customers.

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Ongoing Services and Support

4. The vendor must provide ongoing services and support, such as a toll free customer service number, annual training classes, online customer service web site and online software maintenance.
5. Provide a thorough description of help desk services including dial-in, web support and ongoing maintenance.
6. How do you service and troubleshoot problems for your current clients
8. The vendor must provide software updates and enhancements on a regular basis. The vendor must communicate provisions and identify associated costs?

As an added benefit of joining the City/Allegheny County JDE shared service operations (SSO) center Luzerne County receives the following ongoing services components as part of the monthly subscription price (no additional costs):

- Client Management Services – We provide an engaged senior manager who ensures that service level agreements (SLAs) are being met or exceeded.
- Help Desk Support Services – We maintain a "round-the-clock" call center for collection and management of all routine and emergency service requests.
- Application and Business Process Support Services – Our application support consultants will provide support services for stakeholder issues for continuous day-to-day operations improvement.
- Managed Technical Services – Offers Luzerne County a single point of responsibility for management and maintenance of your EnterpriseOne and related systems.
- Backup and Recovery Services – We offer a reliable method of ensuring that data from your EnterpriseOne system will be routinely backed up and high availability of the system is ensured.
- Application Development Support Services – Our senior developers will assist in the trouble-shooting of issues with reports, interfaces, and modifications as well as provide development for approved additional services.
- Stakeholder Mentoring Services – Our functional and technical consultants provide one-on-one and workshop style mentoring of Luzerne County stakeholders, thus ensuring that system users have competency levels with EnterpriseOne to complete system tasks correctly and efficiently.
- Strategic Planning Assistance – We offer a continual source of support for planning the road map for your EnterpriseOne system.
- EnterpriseOne, Operating Systems, and Other Related Business Application Upgrade Services. We provide periodic upgrading of your EnterpriseOne system as tested current releases become available.

Our baseline response times as typically defined in our Service Level Agreements (SLAs) are as follows:

Case Category	Minimum Response Times	
	Callback to Originator	Completion
System Management and Maintenance		
Normal Customer Care (Normal Business Hours)	2 hours	See Note 1
Emergency Assistance (24/7/365)	1/2 hour	See Note 2
Upgrade and Implementation Services	See Note 3	See Note 3

Notes:

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1. Completion/resolution depends on requests. The assigned consultant will work with Luzerne County's call originator to define the deadline, which will be entered into the call log for verification.
2. Work will proceed continuously on issue until resolution is achieved.
3. Requests will be handled on a case-by-case basis, with deadlines established jointly between the client manager and Luzerne County's manager of information services.

Denovo escalation procedures are defined for each project and customer. During the implementation project, the escalation process is defined during the creation of the project charter. Typically, the issue list created and maintained by Denovo Project Manager and is posted to the project site on SharePoint.

Issue Management Process

1. Issue Identified by project team member and consultant
2. Issue Report Form submitted to Luzerne County Project Manager and Denovo Project Manager
3. Denovo Project Manager adds issue to list and assigns resource for resolution
4. Assigned resource develops recommended resolution and updates Issue Report Form
5. Recommended resolution presented to project team member and consultant
6. If approved, recommended solution presented to Luzerne County and Denovo Project Manager (scope change analysis)
7. If additional level of management evaluation and determination is required, recommended solution then presented to the Steering Committee for final determination
8. If resolution involves change to current policies and procedures or departmental responsibility, the recommended revision may be presented to the Executive committee for final disposition
9. If approved solution implemented

Escalation

The escalation process should be used when no acceptable resolution is developed and/or a team member is not satisfied with the issue resolution process

1. Contact Luzerne County Project Manager (contacts Denovo Project Manager)
2. Denovo Project Manager contacts Luzerne County Steering Committee and Denovo Executive Sponsor.
3. Steering committee acts on issue resolution or escalates to the Executive Sponsors for final disposition.

The procedure for issue escalation as part of Denovo's typical managed services approach is illustrated in the following flow diagram:

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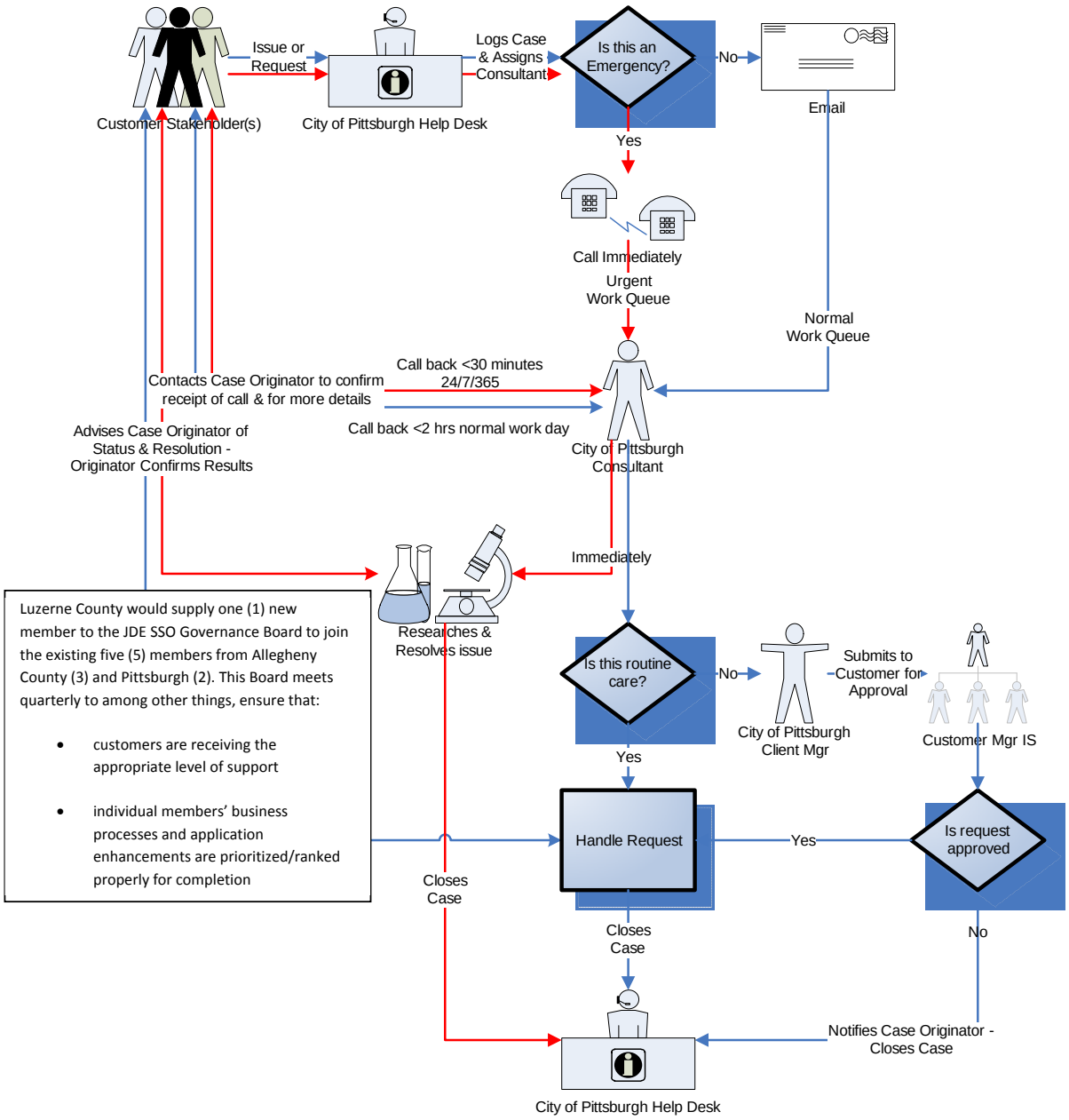
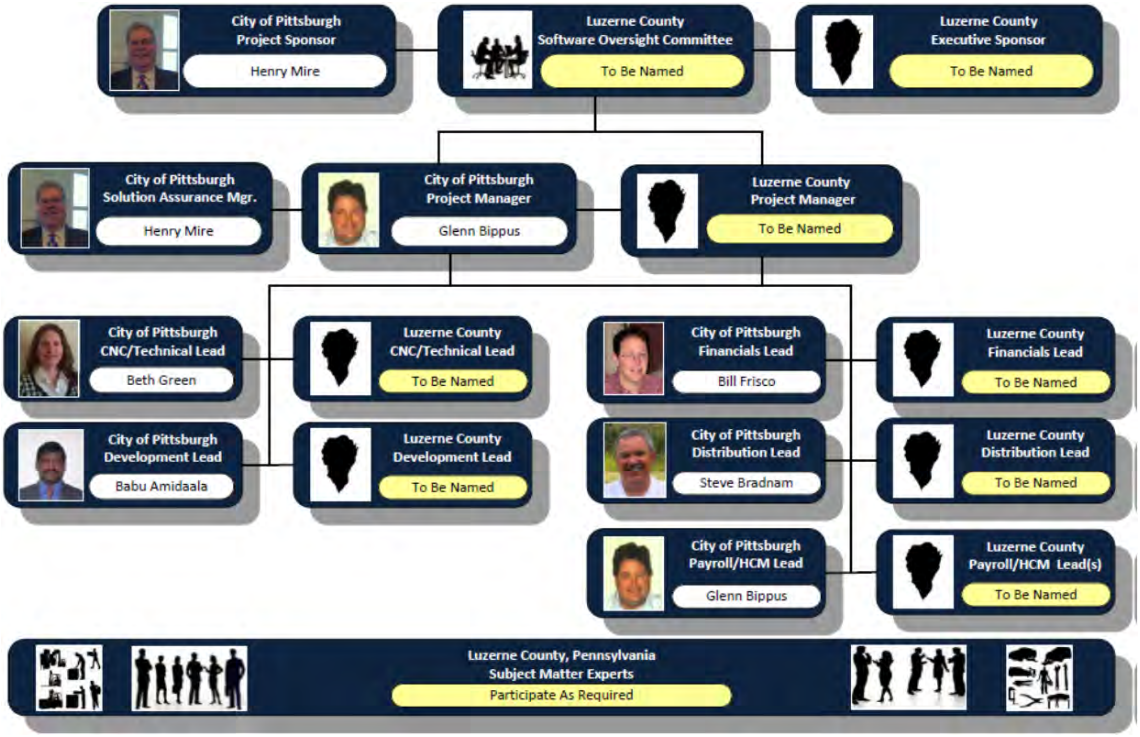


City/County JDE Shared Service Operations (SSO) Center Standard Process

Project Staffing

7. Provide resumes of proposed project team demonstrating recent project management engagements

Our proposed project organizational chart aligns our consultants with County key stakeholders. This approach maximizes knowledge transfer of County business requirements to City/Denovo consultants, and equally important, system knowledge from our consultants to County stakeholders, as illustrated below:



The City/Denovo project team proposed for this project consists of senior-level consultants with extensive EnterpriseOne implementation experience for water/sewer organizations and other public sector customers. Each City/Denovo team lead will be paired with the appropriate County counterpart to ensure that the delivered solution best meets County's requirements and that knowledge transfer from the City/Denovo Consultant is maximized. Resumes for key proposed City/Denovo consultants have been provided in the following section.

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Project Team Resumes

Henry Mire (Project Director, QA/QC Manager)

Executive Summary:

Henry Mire is Senior Project Director and Project Manager with extensive J.D. Edwards Financials, Projects, Grant Management, Distribution and Manufacturing Business Analyst, Project Manager and Director with over 20 years of experience. He has managed, as well as assumed a functional role, all aspects of the Financial, Distribution and Manufacturing implementations that includes (but is not limited to) financial reports, conversions, interfaces, and modification specification writing. In doing so, he worked with development and configurable network computing (CNC) staffs to coordinate activities that impact the projects (e.g., environment package builds, deployments, and promotions). A proven and respected mentor and leader, he works well in all client environments.

Industries and Expertise:

Industries:	Public Sector, Automotive, Consumer Products, Engineering & Construction, Industrial Manufacturing, Media & Entertainment, Oil & Gas
ERP Systems:	Oracle JD Edwards EnterpriseOne 9.0, 8.12, 8.11, 8.10, OneWorld Xe, World A7.3, A5.2
JDE Expertise:	Project Costing, Contract/Service Billing, Grant Management, GASB34 and CAFR, General Accounting, Budgeting, Accounts Payable, Accounts Receivable, Fixed Assets, Procurement, Project and Government Contract Accounting, Financial Management and Compliance Console, Security Workbench, Oracle User Productivity Kit (UPK), Oracle BI Publisher

Key Clients and Projects:

Clayton County Water Authority (Public Sector) **Morrow, GA**

Project Manager

- Upgrade from EnterpriseOne (OneWorld) Xe to 9.0.2
- Implementation of HR Self Services

Housing Authority of New Orleans (Public Sector) **New Orleans, LA**

Project Manager

- Full-suite Implementation of EnterpriseOne 9.0

Matrix Service Company **Tulsa, OK**

Director, Specialized Services

- Project Director for Oracle EnterpriseOne Capital Assess Management and Equipment Maintenance project for this $1B industrial construction company

Performance Contracting Group, Inc. (PGCI) **Lenexa, KS**

Director, Specialized Services

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- Project Director for Oracle EnterpriseOne Capital Assess Management and Equipment Maintenance project for this $1B industrial construction company.

FXI Foamex **Philadelphia, PA**

Director, Specialized Services

- Project Director for Oracle EnterpriseOne Capital Assess Management and Equipment Maintenance project for this $1B industrial construction company.

H&E Equipment Services, LLC **Baton Rouge, LA**

Project Director

- Project Director of the ERP implementation for this $1.2B company, ranked 11 on RER's top 100 equipment rental companies and supplier of equipment for construction, earthmoving, compaction, paving and material handling customers.

AMI **Akron, OH**

Senior Manager

- Developed a Strategic Information Systems Plan for this $1.2B manufacturer of vinyl and metal windows and siding.

RockTenn **Norcross, GA**

Senior Manager

- Lead the EnterpriseOne strategic planning and detail design for the restructuring on the Chart of Accounts and organizational rollup of a $2.3B provider of paperboard marketing and packaging solutions for consumer product companies.

NOTE: Several additional JD Edwards projects were successfully completed by Henry across a wide range of industry sectors.

Education:

- BS, Computer Science, Louisiana State University, Baton Rouge, LA

Affiliations:

- AICPA Member and CPA Candidate
- Riverside PMI Chapter Member

Certifications and Affiliations:

- **Oracle JD Edwards EnterpriseOne 8.12, 9.0 Certifications –** Financials Management Implementation Consultant, Financials Management Support Consultant

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Steve Bradnam (Senior Distribution Consultant)

Executive Summary:

Steve Bradnam is a Project Manager/Senior Consultant with extensive experience with almost all JD Edwards (JDE) software applications, having participated in many software implementations and upgrades, including the latest versions. Steve's implementations experience includes both project management and functional expertise. He has over 22 years of experience with JDE software, including over 12 years with EnterpriseOne.

Steve has successfully managed several multi-million dollar implementations over a wide range of industries, including public sector, transportation, utilities, construction, real estate, financials, and manufacturing. He also has extensive knowledge of EnterpriseOne database tables and relationships and is experienced in complex report writing, including table design and event rules.

Industries and Expertise:

Industries:	Public Sector, Transportation, Environmental Services, Engineering & Construction, Financial Services, Industrial Manufacturing, Professional Services, Real Estate & Construction, Travel & Transportation, and Utilities
JD Edwards Expertise:	Sales Order Processing, Purchasing and Subcontracts, Requisition Self-Service, Inventory Management, Real Estate Management, Accounts Receivable, Accounts Payable, General Ledger, Project Costing, Grant Management, Contract/Service Billing, Manufacturing, Human Resources/Payroll

Key Clients and Projects:

Federal Home Loan Bank – Pittsburgh (Public Sector) **Pittsburgh, PA**

Senior Financials and Distribution

- EnterpriseOne 9.0 implementation project
- Responsible for Financials, Purchasing and Subcontracts Management, Requisition Self-Service

Magee Plastics **Warrendale, PA**

Senior Distribution and Manufacturing Consultant

- Upgraded from World to EnterpriseOne 9.0
- Responsible for all financial, distribution and manufacturing applications

City of Santa Fe (Public Sector) **Santa Fe, NM**

Senior Distribution Consultant

- Upgraded from World to EnterpriseOne 8.12.
- Responsible for Procurement, Inventory Management, and Sales Order Processing.

Minneapolis/St. Paul Metropolitan Airports Commission (Public Sector, Transportation) **Minneapolis, MN**

Senior Distribution Consultant

- Upgraded from World to EnterpriseOne 8.12.

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- Responsible for Procurement, Accounts Payable, Fixed Assets, Inventory Management, Work Orders and Equipment Maintenance.

Hawkeye **Hauppauge, NY**

Senior Distribution Consultant

- Implementation of EnterpriseOne 8.10
- Responsible for Equipment Management, Purchasing, Work Orders, Inventory and Service Billing

Goldman Sachs **Jersey City, NJ**

Senior Financials and Distribution Consultant

- EnterpriseOne 8.10 implementation project
- Implemented Financials and Distribution suites
- Project also included several custom user interfaces and completely custom change management module.

Veolia Water Systems NA **Pittsburgh, PA**

Senior Financials and Distribution Consultant

- Lead Consultant for the implementation of JD Edwards EnterpriseOne for this project oriented company.
- Modules installed included Job Cost, Service and Contract Billing, Purchasing, and Accounts Payable.
- Tasks included definition of a standard account coding structure and use of the Job Cost and Billing Modules to track project costs and revenues.

Great Lakes Transportation (Transportation) **Pittsburgh, PA**

Senior Financials and Distribution Consultant

- EnterpriseOne implementation
- Consultant for Financials (G/L, A/P, Fixed Assets), Distribution (Purchasing, Inventory Management), Work Orders, and Equipment Maintenance

Orange County Sanitation District (Public Sector) **Fountain Valley, CA**

Senior Projects Consultant

- Lead Functional Consultant for JD Edwards EnterpriseOne Job Cost and Change Management
- Implemented integrated Project Management capabilities within EnterpriseOne for Project Managers and Project Accountants.

Allegheny County (Public Sector) **Pittsburgh, PA**

Senior Distribution Consultant

- EnterpriseOne 8.0 Implementation project.
- Purchasing & Subcontract Management and Inventory Management consultant

City of Culver City (Public Sector) **Culver City, CA**

Senior Distribution Consultant

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- Sr. Distribution consultant for JD Edwards EnterpriseOne Encumbrances

NOTE: Several additional JD Edwards projects were successfully completed by Steve across a wide range of industry sectors.

Education:

- East Herts College, BS Business, 1979

Certifications and Affiliations:

- **Oracle JD Edwards EnterpriseOne 8.12, 9.0 Certifications –** Financials Management Implementation Consultant, Distribution Implementation Consultant, Financials Management Support Consultant, Distribution Support Consultant

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Glenn Bippus (Project Manager and Senior Human Capital Asset Management Consultant)

Executive Summary:

Glenn Bippus is a Senior Project Manager and Senior Oracle JD Edwards (JDE) EnterpriseOne Consultant with over 20 years of hands-on experience with financial and project management systems applied to successful JDE EnterpriseOne software implementations. He has practical work experience in both accounting and project controls organizations, and brings a broad functional and technical knowledge of JDE World and EnterpriseOne to the clients he serves. His diverse background and system expertise of the Financial Management, Project Management, and Workforce Management suites enables him to construct creative solutions to address each client's specific needs.

Glenn has extensive experience and success as a project manager, with practical knowledge and experience with PMI methodologies. He was the project manager of the EnterpriseOne implementation for a large airport commission.

Industries and Expertise:

Industries:	Transportation, Public Sector, Education and Research, Aerospace, Real Estate, Homebuilder, Finance, Engineering/Construction, Distribution, Professional Services, Infrastructure, and Utilities.
ERP Systems:	Oracle JD Edwards EnterpriseOne 9.0, 8.12, 8.11, 8.10, ERP 5 (8.0), OneWorld Xe, 7.3.3.3, World A7.3, A5.2
JDE Expertise:	Human Resources, Benefits Administration, Payroll & Interface to 3rd Party Systems, ESS and Time Entry, Project Costing, Contract/Service Billing, Grant Management, GASB34 and CAFR, General Accounting, Budgeting, Accounts Payable, Accounts Receivable, Asset Management, Inventory, Fixed Assets, Procurement, Work Orders, Financial Management and Compliance Console, Security Workbench, Object Management Workbench (OMW), Enterprise Report Writer, Form Design Aid, Oracle User Productivity Kit (UPK), Oracle BI Publisher
PC Software:	Excel, Word, PowerPoint, MS Project, Primavera Project Portfolio Suite, Visio, Adobe Acrobat, Photoshop, CreateForm! (checks and forms), Ceridian/ADP Interface for Tax Filing and Payment Processing
Database Utilities:	SQL - Microsoft, Oracle and AS400

Key Clients and Projects:

Alaska Aerospace Corporation (Public Sector) **Anchorage, AK**

Senior Project Costing, Contract/Service Billing, and Workforce Management Consultant

- EnterpriseOne 9.0 implementation project
- HCM Consultant responsible for Human Resources, Benefits Administration, Time Entry, Payroll, Employee and Manager Self-Service

New York State Bridge Authority (Public Sector) **Highland, NY**

Project Manager and Senior Workforce Management Consultant

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- EnterpriseOne Xe to EnterpriseOne 9.0 upgrade project
- HCM Consultant responsible for Human Resources, Benefits Administration, Time Entry, Payroll

Minneapolis/St. Paul Metropolitan Airports Commission (Public Sector) **Minneapolis, MN**

Project Manager and Senior Workforce Management Consultant

- World A73 to EnterpriseOne 8.12 migration/implementation
- HCM Consultant responsible for Payroll, Human Resources, Benefits Administration, Employee and Manager Self-Service, and automated time collection (Workforce)

City of Oceanside (Public Sector) **Oceanside, CA**

Senior Workforce Management Consultant

- Updated and installed new functionality of JDE EnterpriseOne 8.10 Human Resources, Benefits and Payroll applications

Hawkeye Companies **Hauppauge, NY**

Senior Workforce Management Consultant

- Installed EnterpriseOne 8.10 Human Resources, Benefits and Payroll applications for four companies consisting of 1,500 employees

InfrastruX Energy Services **Dallas/Fort Worth, TX**

Project Manager, Senior Workforce Management Consultant

- EnterpriseOne 8.10 implementation project
- HCM Consultant responsible for Employee Self-Service for HR, Benefits, Payroll and Time Entry

National Radio Astronomy Observatory (Public Sector) **Charlottesville, VA**

Project Manager, Senior Financials Consultant, Senior Workforce Management Consultant

- EnterpriseOne 8.10 implementation project
- HCM Consultant responsible for Employee Self-Service for HR, Benefits, Payroll, Time Entry and custom Electronic Timekeeping system

North County Transit District (Public Sector) **Oceanside, CA**

Senior Project Costing, Contract/Service Billing, Grant Management Consultant

- EnterpriseOne 8.0 Implementation project.
- Project Costing, Contract/Service Billing, Grant Management and Fixed Assets consultant

Allegheny County (Public Sector) **Pittsburgh, PA**

Project Manager, Senior General Ledger, Project Costing, Grant Mgmt, Fixed Assets Consultant

- EnterpriseOne 8.0 Implementation project.
- Project Costing, Contract/Service Billing, Grant Management and Fixed Assets consultant

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NOTE: Several additional JD Edwards projects were successfully completed by Glenn across a wide range of industry sectors.

Education:

- **University of Pittsburgh**, MBA, 1995
- **Robert Morris University**, BS Finance, 1985

Certifications and Affiliations:

- **Oracle JD Edwards EnterpriseOne 8.12, 9.0 Certifications –** Financials Management Implementation Consultant, Financials Management Support Consultant

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Bill Frisco (Senior Financials Consultant)

Executive Summary:

Bill Frisco is a Senior Oracle JD Edwards (JDE) EnterpriseOne Consultant with over 18 years of hands-on experience with financial, project management, and property management systems applied to successful JDE EnterpriseOne software implementations. He has practical work experience in both estimating and project controls organizations, and brings a broad functional and technical knowledge of JDE World and Enterprise to the clients he serves. His diverse background and system expertise of the Financial Management, Project Management, Distribution, and Real Estate Management suites enables him to construct creative solutions to address each client's specific needs.

Bill has specific experience on the implementation of EnterpriseOne Financials and Real Estate Management for public sector and the transportation industries, and was responsible on their for a large airport commission.

Industries and Expertise:

Industries:	Transportation, Public Sector, Retail, Aerospace, Real Estate, Homebuilder, Finance, Engineering/Construction, Distribution, Professional Services, Infrastructure, and Utilities.
ERP Systems:	Oracle JD Edwards EnterpriseOne 9.0, 8.12, 8.11, 8.10, OneWorld Xe, World A7.3, A5.2
JDE Expertise:	Project Costing, Contract/Service Billing, Grant Management, GASB34 and CAFR, General Accounting, Budgeting, Accounts Payable, Accounts Receivable, Real Estate Management, Asset Management, Inventory, Fixed Assets, Procurement, Project and Government Contract Accounting, Financial Management and Compliance Console, Security Workbench, Object Management Workbench (OMW), Enterprise Report Writer, Form Design Aid, Oracle User Productivity Kit (UPK), Oracle BI Publisher
PC Software:	Excel, Word, PowerPoint, MS Project, Primavera Project Portfolio Suite, Visio, Adobe Acrobat, Photoshop, CreateForm! (checks and forms)
Database Utilities:	SQL - Microsoft, Oracle and AS400

Key Clients and Projects:

Clayton County Water Authority (Public Sector) **Morrow, GA**

Senior Financials Consultant

- Upgrade from EnterpriseOne Xe to EnterpriseOne 9.0.2

Housing Authority of New Orleans (Public Sector) **New Orleans, LA**

Senior Financials, Project Costing, and Grant Management Consultant

- Full-suite Implementation of EnterpriseOne 9.0

Alaska Aerospace Corporation (Public Sector) **Anchorage, AK**

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Senior Financials, Project Costing, Contract/Service Billing, and Project Government & Contract Accounting Consultant

- EnterpriseOne 9.0 implementation project
- Consultant responsible for Financials, Project Costing, Contract & Service Billing, and Project, Government & Contract Accounting

New York State Bridge Authority (Public Sector) **Highland, NY**

Senior Financials Consultant

- EnterpriseOne Xe to EnterpriseOne 9.0 upgrade project
- Financials Consultant

Minneapolis/St. Paul Metropolitan Airports Commission (Public Sector) **Minneapolis, MN**

Senior Financials, Project Management, and Real Estate Management Consultant

- World A73 to EnterpriseOne 8.12 migration/implementation
- Financials, Project Management, and Real Estate Management consultant

InfrastruX Energy Services **Dallas/Fort Worth, TX**

Senior Financials Consultant

- EnterpriseOne 8.10 implementation project
- Financials Consultant responsible for 2,000 employee merger between TXU Electric Delivery and InfrastruX

Tiffany & Company **New York, NY**

Senior Financials Consultant

- EnterpriseOne 8.10 implementation project
- Lead Financials consultant

National Radio Astronomy Observatory (Public Sector) **Charlottesville, VA**

Senior Financials Consultant

- EnterpriseOne 8.10 implementation project
- Lead Financials consultant

Allegheny County (Public Sector) **Pittsburgh, PA**

Senior Financials Consultant

- EnterpriseOne 8.0 Implementation project.
- Financials consultant

NOTE: Several additional JD Edwards projects were successfully completed by Bill across a wide range of industry sectors.

Education:

- **Indiana University of Pennsylvania**, BS, Management Information Systems

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Certifications and Affiliations:

- **Oracle JD Edwards EnterpriseOne 8.12, 9.0 Certifications –** Financials Management Implementation Consultant, Financials Management Support Consultant

HALF0003704

Beth Green (Senior CNC/Technical Consultant)

Executive Summary:

Beth Green is a Senior Oracle JD Edwards CNC consultant with fourteen years of experience in the IT industry. She has established a solid reputation for success, having spent the last ten years working on an extensive, diverse roster of JD Edwards EnterpriseOne projects. Beth's background includes multiple 8.12 and 9.0 implementations from Go-live to post productions support utilizing 8.96, 8.97 and 8.98 tools while working in Windows and AS/400 environments, certified in Microsoft Servers & Exchange as well as Novell Administration.

Industries and Expertise:

Industries:	Public Sector, Real Estate, Manufacturing/Distribution, Health Sciences/Biosciences, Pharmaceutical, Natural Resources, Automotive, Professional Services, Media and Entertainment, Chemicals, Engineering and Construction,
ERP Systems:	Oracle JD Edwards EnterpriseOne 9.0, 8.12, 8.11, 8.10, World A7.3, A5.2
Software/Languages:	JD Edwards EnterpriseOne, Microsoft Office, WebSphere Application Server, Oracle Application Server, Oracle WebLogic
Hardware/OS:	NT Server, NT Workstation, Windows 2000, 2003, XP, Vista, 7, Windows 98, AS/400, Novell IntraNetWare 4.11
Databases:	SQL, Oracle, DB2
Training:	OneWorld, Common Foundation, Architecture & CNC, Configuration Planning and Setup, Installation, System Administration, 8.97 Immersion Work shop, EnterpriseOne 9.0 Upgrade Work shop
Microsoft:	WebSphere Application Server v5 Installation and Configuration, Windows NT Workstation 3.51, 4.0, Windows NT Server 4.0, SQL Server 7.0 System Administration, Exchange Server 5.0 Administration

Key Clients and Projects:

Clayton County Water Authority (Public Sector) **Morrow, GA**

Senior C Consultant

- Upgrade from EnterpriseOne Xe to EnterpriseOne 9.0.2

Housing Authority of New Orleans (Public Sector) **New Orleans, LA**

Senior CNC/Technical Consultant

- Full-suite Implementation of EnterpriseOne 9.0.2: Tools Release 8.98.4
- Dell Servers (Windows Server 2008 on Windows SQL 2005, WebLogic)
- UPK, BI Publisher

Alaska Aerospace Corporation (Public Sector) **Anchorage, AK**

Senior CNC/Technical Consultant

HALF0003705

- Full-suite Implementation of EnterpriseOne 9.0: Tools Release 8.98.2
- Dell Servers (Windows Server 2008 on Windows SQL 2005, WebSphere)
- UPK, BI Publisher

Adams County Colorado (Public Sector) **Brighton, CO**

Senior CNC/Technical Consultant

- System Upgrade of EnterpriseOne Xe to EnterpriseOne 9.0 and provide ongoing support; Tools Release 8.97
- IBM iSeries (AS/400 Enterprise Server with DB2 database, WebSphere 6.0.2 on Windows 2003)
- UPK, BI Publisher

American Licorice **Union ABCWUA, CA**

Senior CNC/Technical Consultant

- System Upgrade of EnterpriseOne Xe to EnterpriseOne 9.0; Tools Release 8.98
- HP Servers (Windows Server 2003 on SQL 2005 Database, WebSphere 6.1)

King County Library Systems (Public Sector) **Issaquah, WA**

Senior CNC/Technical Consultant

- System Upgrade of EnterpriseOne 8.0 to EnterpriseOne 9.0; Tools Release 8.98
- HP Servers (Windows Server 2003 on SQL 2005 Database, WebSphere 6.1)
- UPK, BI Publisher

R.L. Polk **Southfield, MI**

Senior CNC/Technical Consultant

- System Upgrade from EnterpriseOne Xe to EnterpriseOne 8.10; Tools Release 8.96
- IBM iSeries (AS/400 Enterprise Server with DB2 database, WebSphere 6.0.2 and Citrix on Windows 2003)

TNT Fireworks **Florence, AL**

Senior CNC/Technical Consultant

- System Upgrade from EnterpriseOne Xe to EnterpriseOne 8.11; Tools Release 8.97
- IBM iSeries (AS/400 Enterprise Server with DB2 database, WebSphere 6.2 and Citrix on Windows 2003)

State of Nebraska (Public Sector) **Lincoln, NE**

Senior CNC/Technical Consultant

- System Upgrade from EnterpriseOne 8.10 to EnterpriseOne 9.0; Tools Release 8.97
- IBM iSeries (AS/400 Enterprise Server with DB2 database, WebSphere 6.2 and Citrix on Windows 2003)

NOTE: Several additional JD Edwards projects were successfully completed by Beth across a wide range of industry sectors.

Education:

- **BS in Business Administration – MIS**

Louisiana Technical University

Certifications and Affiliations:

- JD Edwards EnterpriseOne 8.98: CNC/Technology (Tools 8.98) Certified Consultant
- Microsoft: WebSphere Application Server v5 Installation and Configuration, Windows NT Workstation 3.51, 4.0, Windows NT Server 4.0, SQL Server 7.0 System Administration, Exchange Server 5.0 Administration.

Microsoft Certified Professionals

9. Describe the number of Microsoft Certified professionals on staff. (MCSE, MCSD, MCDBA, MCT)

The City of Pittsburgh/Allegheny and Denovo have a large number of Microsoft Certified professionals on staff. We also have a large number of certified personnel that can support any of the other available platforms that the EnterpriseOne solution will run on.

Hardware/Operating System/Database Platform

10. Describe the hardware/software platform you would recommend to support the proposed application.

The City of Pittsburgh/Allegheny County service center is experienced in supporting the JD Edwards EnterpriseOne solution on virtually any of the Oracle-supported platforms. Our proposed pricing is not dependent on a specific hardware and database platform. We realize that Luzerne County prefers and Windows/SQL environment and would therefore view this as the likely platform we would use, but we are also able to support Oracle and iSeries platforms as well.

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Section 7- Cost Information

Please review the specific software applications described in Section 2. General Requirements. The following costs associated with these applications must be included in your response:

- *Application software license fees*
- *Modification costs if denoted to satisfy a requirement*
- *Implementation, Training and Support Services Costs*
- *Annual Software Maintenance costs for 5 years*
- *Other anticipated costs (i.e., travel, data file conversions, etc.)*
- *Software Interface costs for KRONOS Time Clocks*

The five year agreement that the City of Pittsburgh and Allegheny County has with Oracle enables other Pennsylvania-based public sector agencies to utilize the JDE ERP solution on a highly-discounted employee and named user monthly subscription basis. This allows Luzerne County, as a qualifying agency, to use the software without the traditional upfront software license and hardware acquisition costs, and provides flexibility to adjust user and employee headcounts based on your evolving environment. In addition, the agreement supports a predictable cost model for the SSO when the total operating budgets of collaborating agencies expands beyond $1.6 Billion and when Oracle introduces new products to replace or complement JDE ERP.

This cost includes the infrastructure, hardware, and services necessary to support the system, all system upgrades and rollout of additional JDE ERP modules and other Oracle systems as Luzerne County needs it. Since the shared services model is designed to be “cost recovery solution” versus a profitable business, Luzerne County and other participating agencies may realize the added advantage of a decrease in cost per user as the number of agencies taking advantage of this service grows. Luzerne County JDE ERP users just need an Internet connection through your network to the JDE ERP Data Center located, at present, in the Allegheny County Office Building.

The typical “upfront” costs for implementing an ERP solution and specifically JDE ERP are also drastically reduced. By using a standard “Pennsylvania local-government” footprint, the project focuses on addressing unique requirements of each agency which typically a small percentage of the total requirements and effort for a typical implementation. The elapsed time necessary to implement is also, significantly reduced, enabling Luzerne County to quickly realize the benefits of the JDE ERP solution and continue to enjoy a return on its investment for many years to come. All of these tangible benefits are provided at a significantly lower total cost of ownership than a traditional on-premise hosted financial and human capital solution or the emerging “cloud” based solutions.

Luzerne County would be an equal member with the City and County according to the “MEMBER AGREEMENT, INFORMATION TECHNOLOGY SHARED SERVICE CENTER” included with this response. The general purpose of the SSO agreement is to provide for an organization through which the parties may jointly and cooperatively provide for the establishment, operation and maintenance of information technology facilities and systems for the use and benefit of the parties and others.

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Software as a Service Costs

The following table outlines our preliminary estimated unit and extended costs per month and year:

Phase/Software	Basis	Units (Monthly)	Monthly Unit Cost	Total Monthly Cost	Total Yearly Cost
PHASE 1 ROLLOUT - CORE FINANCIALS & PROCUREMENT					
EnterpriseOne Financials	Application User	80	$0.15	$12.00	$244.00
EnterpriseOne Project Costing	Application User	5	$1.00	$5.00	$60.00
EnterpriseOne Inventory Management	Application User	5	$0.15	$0.75	$9.00
EnterpriseOne Procurement and Subcontract Management	Application User	10	$0.15	$1.50	$18.00
EnterpriseOne Requisition Self Service	Application User	25	$0.50	$12.50	$150.00
EnterpriseOne System Foundation	Application User	400	$0.50	$200.00	$240.00
Oracle Technology Foundation for EnterpriseOne	Application User	1500	$0.15	$225.00	$2,700.00
User Productivity Kit Standard	UPK Developer	4	$0.35	$1.40	$16.80
User Productivity Kit Standard	Employee	1500	$0.15	$225.00	$2,700.00
PHASE 2 ROLLOUT - CORE PAYROLL & HUMAN CAPITAL MANAGEMENT					
EnterpriseOne Human Resources	Employee	1500	$1.00	$1,500.00	$18,000.00
EnterpriseOne Payroll	Employee	1500	$1.00	$1,500.00	$18,000.00
EnterpriseOne Time and Labor	Employee	1500	$1.00	$1,500.00	$18,000.00
PHASE 3 ROLLOUT - EMPLOYEE & MANAGER SELF-SERVICES					
EnterpriseOne Self-Service Human Resources	Employee	1500	$0.75	$1,125.00	$13,500.00
TOTALS BY PHASE:					
PHASE 1 ROLLOUT - CORE FINANCIALS & PROCUREMENT				$683.15	$6,137.80
PHASE 2 ROLLOUT - CORE PAYROLL & HUMAN CAPITAL MANAGEMENT				$4,500.00	$54,000.00
PHASE 3 ROLLOUT - EMPLOYEE & MANAGER SELF-SERVICES				$1,125.00	$13,500.00
GRAND TOTAL SOFTWARE, DATA CENTER, AND HELP DESK SERVICES				$6,308.15	$73,637.80

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Implementation Costs

The following table outlines anticipated one-time implementation costs by phase and stage:

Phase/Stage	Consultant(s)	Notes	Estimated Cost
PROJECT MANAGEMENT	Project Manager, QA/QC Manager		$121,600
IMPLEMENTATION DEFINITION/DISCOVERY/DESIGN	Financials Lead, Distribution Lead, HCM Lead, CNC Lead		$67,900
PHASE 1 ROLLOUT - CORE FINANCIALS & PROCUREMENT		1	
CONFIGURATION AND TESTING	Financials Lead, Distribution Lead, CNC Lead	2	$102,500
DATA CONVERSION	Financials Lead, Distribution Lead, Sr. Developer, CNC Lead		$40,600
INTERFACES	Financials Lead, Distribution Lead, Sr. Developer, CNC Lead	3	$73,200
REPORTING	Financials Lead, Distribution Lead, Sr. Developer, CNC Lead	4	$31,500
TRAINING	Financials Lead, Distribution Lead		$39,700
CUTOVER & GO-LIVE SUPPORT	Financials Lead, Distribution Lead, CNC Lead		$59,500
PHASE 2 ROLLOUT - CORE PAYROLL & HUMAN CAPITAL MANAGEMENT		**5**	
CONFIGURATION AND TESTING	HCM Lead, CNC Lead		$126,300
DATA CONVERSION	HCM Lead, Sr. Developer, CNC Lead		$39,700
INTERFACES	HCM Lead, Sr. Developer, CNC Lead	6	$46,200
REPORTING	HCM Lead, Sr. Developer, CNC Lead	7	$28,000
TRAINING	HCM Lead		$14,100
PHASE 3 ROLLOUT – EMPLOYEE & MANAGER SELF-SERVICES		**8**	
CONFIGURATION AND TESTING	HCM Lead, CNC Lead		$72,900
TRAINING	HCM Lead		$28,300
TOTALS BY PHASE:			
TOTAL PROJECT MANAGEMENT			$121,600
TOTAL IMPLEMENTATION DEFINITION/DISCOVERY/DESIGN			$67,900
PHASE 1 ROLLOUT - CORE FINANCIALS & PROCUREMENT			$347,000

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Phase/Stage	Consultant(s)	Notes	Estimated Cost
PHASE 2 ROLLOUT - CORE PAYROLL & HUMAN CAPITAL MANAGEMENT			$254,300
PHASE 3 ROLLOUT – EMPLOYEE & MANAGER SELF-SERVICES			$101,200
GRAND TOTAL IMPLEMENTATION SERVICES			**$892,000.00**

Notes:

1. Includes all core Financials (G/L, A/P, A/R Fixed Assets, Budgeting and planning), Project Costing, Purchasing & Contract Management, and Inventory Management
2. CNC Hours include Security Design
3. Based on up to six (6) batch based (Z-file) interfaces of medium complexity
4. Includes up to 10 custom reports of simple-to-medium complexity
5. Includes Time & Labor Interface with Kronos, Payroll, and Human Capital Management (Employee Master, Position Control, Performance Management, Competency Management)
6. Based on up to three (3) batch based (Z-file) interfaces of medium complexity
7. Includes up to 10 custom reports of simple-to-medium complexity
8. Includes HR Self-Services, up to 4 services (including Time and Labor, Life Change Events, Employee Inquiries (such as PTO and benefits), and Leave Requests)
9. The rate used to develop these costs includes assumed travel estimates based on at least 50% of consultant efforts being performed by local Pittsburgh consultants and/or County/City resources and that travel to Luzerne County's facilities in Wilkes-Barre will be limited to requirements gathering, testing, training, and post-go-live support activities.
10. Because "Licensing" needs for the County require further review than what is in the RFI, additional placeholder values, not included in any of the pricing above, for Accela Automation are: $100,000 for 25 user licenses; $200,000 for implementation with full revenue/credit integration into JDE ERP; and $4,000 per month for ongoing data center hosting and Help Desk support by Accela.

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Financing Options

• The county prefers a payment schedule that commences after January 1, 2013.

Through it Oracle, Accela, and Denovo commercial partnerships, the City of Pittsburgh/Allegheny County provides creative financing options which may enable the ability to defer payments until a later date. We will work with Luzerne County to define the most suitable approach to meet your needs.

Basis and Conditions for Pricing

A summary of our reservations, conditions, and constraints as related to estimates and statements regarding this project follows:

- Estimates provided in this proposal are based on the desired functionality based on our understanding of Luzerne County' requirements and our experience in implementing this functionality for other counties and/or public sector agencies. Once we complete the Requirements Gathering and Fit Gap segment of the project, we will be able to provide more concise estimates for the remainder of Phase 1 activities and other Phases as well.
- The proposed scope of work as estimated in this document is limited to the tasks described in our proposal and specifically excludes:
    - A JDE ERP training management solution, including related software and implementation services.
    - Development of UPK content by consultants. Consultant-led UPK training of Luzerne County stakeholders is included in scope.
    - Training of Luzerne County stakeholders for system maintenance (technical support) and use of system development tools. It is assumed that the City/County will provide these services on an ongoing basis.
- Standard payment terms are net 30 days.
- Estimated price includes limited scope for our senior developer(s) as described in the "Notes" section immediately following our implementation estimates.
- Estimates of both our consultants are our best conservative estimates based on stated requirements and our experience.
- Our estimates include up to three (3) weeks of post go-live support for the rollout of the first phase scope and up to two (2) weeks support for the scope of the remaining phases. Additional support services are available at the hourly rates quoted herein.
- Our assumption for the project for scheduling purposes is that it will commence in June 2012. Delays will likely result in delays from our proposed Go-Live date(s).The elapsed duration of the project could change if it is necessary to modify the launch date to comply with fiscal year or quarter end dates or other events force delays in completing the project.
- Luzerne County will ensure that requested participation of stakeholders occurs on a timely basis and at the level requested.
- The standard work week for consultants will be Monday through Thursday, 10 hour days, where exceptions will occur for holiday weeks. This approach is designed to provide a day each week where Luzerne County stakeholders can perform their "day" jobs without interruption from consultants. If the Luzerne County requires a full five-day, on-site work week, travel costs could escalate.
- Consultants will have appropriate access to Luzerne County systems to work remotely.
- If the Luzerne County is unable to meet its deadline commitments, this may result in an increase of consultant efforts, based on the duration and extent of delays.

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- Our warranty to the Luzerne County is limited to consultants' work performed and excludes deficiencies in the Oracle software, hardware, infrastructure, and other third party software. Efforts to resolve issues not related to the work of our consultants will be invoiced at the hourly rates included in the pricing proposal as well as actual costs incurred for associated travel.
- Our intent is to utilize our qualified consultants who are either located locally or regionally close to Pittsburgh, although we have assumed a mix of local and non-local travel costs. Travel estimates provided in this proposal are based on key assumptions, including but not limited to:
  - ✓ Travel costs for local consultants (within a 60 mile radius of Pittsburgh) will be limited to personal vehicle mileage to/from consultant's home and Luzerne County or City/County facilities in downtown Pittsburgh (at current IRS allowable rates) and personal vehicle parking charges in downtown.
  - ✓ Travel costs for non-local consultants may include airfare, lodging, rental car (for up to 2 consultants), daily per diem (at the current GSA published rate for Pittsburgh), mileage to/from consultant's home and local airport (at current IRS allowable rates) and airport parking or taxi, and rental car parking charges.
  - ✓ The costs for consultant travel will not significantly increase over the life of the project.
  - ✓ Travel and daily rates for non-local care based on a weekly effort of four (4) ten (10) hour days per week.
  - ✓ Hotel costs at the GSA published rate for FY2012 will be available to non-local consultants.
  - ✓ The number of trips and length of each trip included in these estimates will be adequate to complete the project.
  - ✓ Travel estimates for non-local consultants are based on travel to/from each consultant's home city to the Luzerne County' and/or City/County facilities located in the City of Pittsburgh.
  - ✓ Travel estimates for local consultants assume that the average commute to/from Luzerne County and their home is 22 miles.
  - ✓ Estimates exclude travel between Luzerne County facilities or additional travel to other locations on behalf of Luzerne County.
  - ✓ Non-local consultants will have the ability to plan trips in advance to take advantage of best available coach class airfare.
  - ✓ Airfare and car rental rates will not substantially increase over the life of the project.

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Section 8 - License Agreement

Provide a sample of the proposed License Agreement.

(Not included at this time)

The City of Pittsburgh has a five (5) year renewable agreement to share JDE ERP services with Allegheny County. This Intergovernmental Cooperation Agreement was executed by Allegheny County Executive, Mayor of Pittsburgh, Allegheny County Controller, and City Controller in 2011. The City of Pittsburgh along with Allegheny County has a five (5) year renewable agreement through DLT Solutions, Inc. to use, itself, and sell to other public sector agencies in the Commonwealth of Pennsylvania, Oracle JDE ERP licenses.

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