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City of Pittsburgh, Pennsylvania

Proposal to Provide Implementation Services for JD Edwards EnterpriseOne 9.0.2 Payroll

A MOST LIVABLE CITY

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ORACLE Platinum Partner

City of Pennsylvania
Implementation Services for
EnterpriseOne 9.0.2 Payroll

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TRANSMITTAL LETTER

June 29, 2012

Mr. Chuck Half
City Innovation & Performance Manager - PittMAPS
Office of Mayor Luke Ravenstahl
City of Pittsburgh
512 City-County Building, 414 Grant Street
Pittsburgh, PA 15219

Dear Mr. Half,

Denovo is very pleased to present the City of Pittsburgh ("the City") with our proposal for JD Edwards EnterpriseOne Payroll implementation services. We are an Oracle "Platinum" Partner with a strong focus on providing progressive, comprehensive solutions for public sector customers, as well as the knowledge of the City/Allegheny current EnterpriseOne environment. Denovo understands your set of requirements and goals, and is uniquely qualified for this opportunity. We have the proven team and expertise to make this project a resounding success.

Denovo provides the level of experience and methodology required to effectively implement the EnterpriseOne Payroll using industry "best practices". With over one hundred (100) public sector JD Edwards projects successfully completed, we understand your requirements and environment and have the proven ability to provide the City a high quality and risk-adverse solution.

We look forward to working with the City on this important project. Please contact the undersigned, who is fully authorized to represent Denovo on all matters regarding this response.

Sincerely,

Chuck Haggis, Senior Director
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EXECUTIVE SUMMARY

Introduction

Denovo is very pleased to present the City of Pittsburgh ("the City") with our proposal for JD Edwards EnterpriseOne Payroll implementation services. We are an Oracle "Platinum" Partner with a strong focus on providing progressive, comprehensive solutions for public sector customers, as well as the knowledge of the City/Allegheny current EnterpriseOne environment. Denovo understands your set of requirements and goals, and is uniquely qualified for this opportunity. We have the proven team and expertise to make this project a resounding success.

Project Objectives

Denovo understands that the primary objective of this project is replacing the current Ceridian outsourced payroll solution with JD Edwards EnterpriseOne Payroll for the City's 3,300 employees in the City/County's JDE Shared Services environment. The desired Go-Live date is January 1, 2013 to correspond with the beginning of the next calendar year.

Proposed Scope of Work

The proposed scope of Denovo services includes:

- Project Management - Denovo agrees to assume overall responsibility for management and coordination of both initial phase of the City's EnterpriseOne Payroll implementation.
- JD Edwards EnterpriseOne 9.02 US Payroll and core Human Resources Employee Master implementation – Denovo accepts full implementation responsibility for implementing EnterpriseOne Payroll, along with the necessary EnterpriseOne HR employee master and associated setup information required for the daily and period Payroll processes required by the City.
- Data conversion from Ceridian to EnterpriseOne 9.0.2 – Denovo agrees to convert employee master and other HR data required for payroll processing from Ceridian into the appropriate EnterpriseOne HR and Payroll tables. Since the scheduled Go-Live for EnterpriseOne Payroll is currently planned for January 1, 2013 – the beginning of a new calendar year, we have assumed that conversion of payroll history will not be required.
- Development and unit testing of custom reports – Denovo has included the technical development of up to ten (10) payroll-related simple-to-medium complexity reports using the EnterpriseOne Enterprise Report Writer.

Project Schedule

It is anticipated that the project will begin on or about Monday, July 9, 2012. The Go-Live is planned for January 1, 2013, which is the beginning of the next calendar year. We have included two (2) weeks of post Go-Live support in our estimates.

Project Cost

We estimate that the total cost to the City of Pittsburgh for Denovo project management, functional consultants and development services will not exceed **$263,940** inclusive of consultant travel expenses.

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PROJECT APPROACH

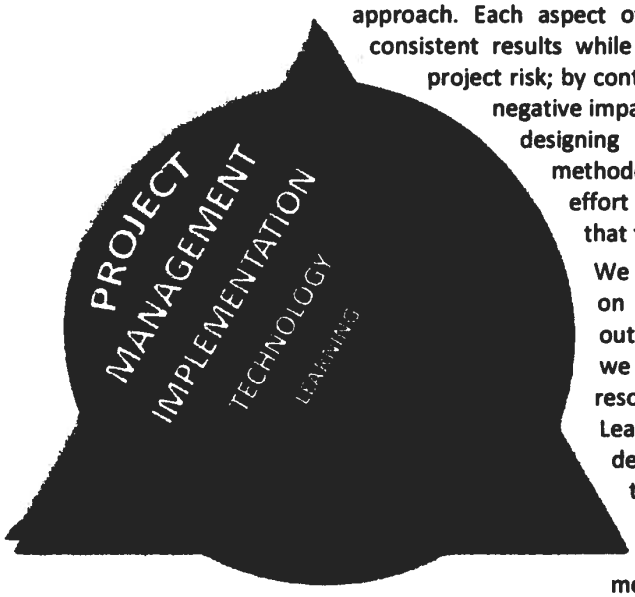
Overview

Our proposed project approach addresses scope, financial, and schedule constraints of migrating from the current outsourced Ceridian solution to the City/County's JD Edwards EnterpriseOne shared services Payroll solution. We will utilize Denovo's proven implementation methodologies, we and are confident that we will meet the stated project objectives in a timely, cost effective, and risk free manner.

Denovo's Methodologies

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

To support this approach, Denovo has encapsulated four different methodologies into Denovo's project approach. Each aspect of our approach 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 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, 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 City'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 City'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 the City.

Denovo's Approach to Implementation Projects

This section provides a summary of services Denovo provides within its methodologies. As the scope of this is unknown, some of the information provided herein, may not be necessary. As we work with you

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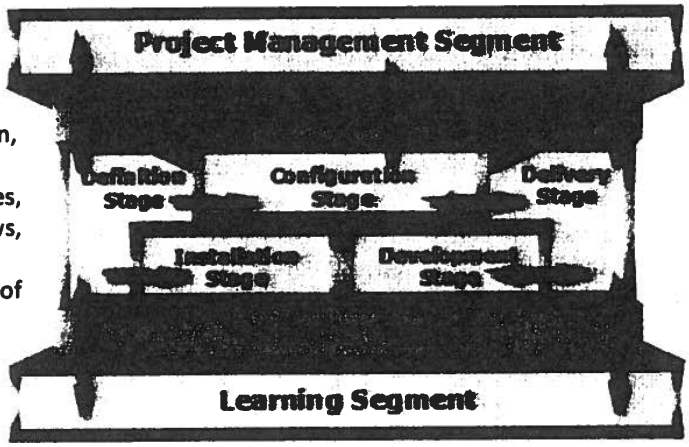
to fully understand the scope we will tailor our approach to support your specific project requirements. This is the "how" of what Denovo proposes to do to achieve your project's goals.

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 Denovo and the City's resources, meet to interact and exchange ideas and problem solve.
- Sessions are performed in a room where a Denovo resource is generally leading a discussion designed to educate the City'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)



The Implementation and Technology segments contain five stages. Two of the stages are shared by both segments. The first stage is the Definition stage, which is shared by both segments. It analyzes and defines how the software will be configured to meet the business needs, and all technology and development requirements. The second stage is the Installation stage, which is part of the Technology segment. Here we address the hardware architecture, the software installation and the creation of the system environments. The third stage is the Configuration stage, which is part of the Implementation methodology. Here we configure the testing environment for the software, test the configuration, validate the business processes and prepare all the business documentation as defined in the Definition stage. The fourth stage is the Development stage, which is part of the Technology segment. Here we develop all technical requirements associated with conversions, reports, applications, print forms, workflows, and integrations. It also contains unit testing, user acceptance testing, and development documentation. The fifth stage is the Delivery stage, which is shared by both segments. It performs a fully functional integrated system test, go-live scripting and testing, go-live execution, and post go-live support.

Project Management Segment

This segment lasts 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 of the following deliverables:

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- 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
    - 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

The work clusters associated with the Project Management segment includes:

Project Planning – The activities performed under this task includes defining the scope of the work to be performed, the project organization, and sponsor information (Senior the City Executive who is responsible to the City's management for the successful completion of the project), and an outline of the working relationship between the project team (the City, Denovo, and Oracle) and the City management and operations. This task also includes activities for defining the risk management policy and identifies project risks. Additional activities will define the high level project plan, including resource requirements and timeframe. And finally these activities will define the project budget and the tracking mechanism to be adopted throughout the City's project.

Project Infrastructure – These activities create the Program Management Office (PMO) Organization and Infrastructure. The PMO will be the management structure to many of the sub-projects, which will be associated with the City's Project. The main goal of the infrastructure is to create an environment that will identify, capture and significantly reduce risk to the project's success. It will be the PMO's responsibility to ensure communications between the various projects, track project progress, ensure interdependencies are met, escalate issues, and track and ensure timely resolution of issues.

Project Scheduling – These activities create a detailed project plan and schedule which is used to control the day-to-day activities the team will perform. Denovo utilizes Microsoft Project to create the plan, which will dictate a timeline or schedule to be followed and track assigned resources and progress. We will define the organizational structure of the resources, including define the roles and responsibilities of each team member. We will use the high-level plan, presented here, as a basis and work closely with the City to create a City-specific plan which leverages your strengths and the capabilities of Denovo.

PM Ongoing Activities – This is a series of activities utilized to manage the project's execution. This includes creating timely status reports, conduct timely project meetings, monitor issues and risk, manage cost and scope, etc.

Approvals and Sign-off – The project team will review all deliverables from this stage with the City's executive management to ensure communications, understanding, and project direction. During this

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step it may be necessary to refine some of the documentations of this stage to ensure the project is in-line with the desires of the City's management and expectations. The revised documents will be signed-off by the City's management and provide input to circle back to the Project Management Segment to refine the project plan, budget, schedule and timeline.

Solution Assurance – This is a series of tasks performed by a senior member of Denovo, not involved in the day-to-day activities of the project, to review the progress to date. This provides the team with a fresh perspective on the project's activities.

Close Project Stages and Segments – This is a series of activities designed to conclude that all required tasks have been completed and that all the intellectual property has been documented and retained. We also update and refine the Project Plan, Budget and Schedule. It also provides direction on handling outstanding issues to insure adequate follow through.

Implementation Segment

This segment defines the progression of the project. It is here the all 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 City'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 JDE 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 Walkthroughs
- Process Master Matrix
- EnterpriseOne Gap Analysis/Package Fit Analysis
- Future State Design Document
- Short-term Opportunities
- Long-term Opportunities
- Reengineering Recommendations for the Future State
- Future State Requirements Document
- the City Design Sign-off
- Refined Project Plan, Budget, Schedule, and Sign-off.

Net Change Sessions – This is a session that discusses the "Net Change" functionality of the software since the production release was installed. It is only applicable to upgrade projects and is based on the "Release Value Proposition" developed by Oracle.

Application Discovery Workshops – These workshops represents the effort, which must be undertaken, to understand the current business requirements, both active process flows and perceived business process gaps. We cannot design the future state (or To-Be) of the software without understanding the current state of the software and issues that the City is facing today. It is critical to document these requirements to ensure they are part of the design plan for the future, understand conversion and interface issues, and ensure a smooth transition from old processes and systems to the new.

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EnterpriseOne Process Workshops – We will plan for, set-up, and lead sessions so that the City's project team can gain a high-level understanding of how EnterpriseOne supports processes and demonstrate high-level potential solutions to some the City specific issues. This is necessary to gain an understanding of how the City will implement the new EnterpriseOne modules within the scope of this effort.

Configuration Labs – These labs come in two flavors; current state and future state configuration documentation. It is designed to capture the current state of the software configuration to better understand how the software supports the current state of the business process flows. It is then extended to define the future state of the software configuration, becoming the roadmap for the implementation team's activities during the configuration stage and the go-live execution.

Process GAP Workshops – Armed with the information from the Application and Technology Discovery Workshops, and the results of the EnterpriseOne Process Workshops, we will document and present the team's GAP Analysis results. This presentation will detail any areas where the project team feels that EnterpriseOne will have issues with supporting the City's processes unless the process can be reengineered. This report will become the high-level requirements document to a design effort for modifications.

Future State Design Labs – Relying on the outcome of the Process GAP workshops the project team will prepare the Future State Design Document. This lab consolidates the findings of our previous workshops and labs to document the business requirements, process flows, and data flows and demonstrate how the future the City processes will take advantage of the best practices capabilities built into the EnterpriseOne software, new processes which will streamline the City's processes and reduce cost or inefficiencies, and become the blueprint for how processes will work within EnterpriseOne. The results from the Future State Design labs will include:

Short-term Opportunities (fix broken processes) – One of the benefits of the Current State Business Requirements is identifying areas where simple fixes can be applied within the current systems and/or processes to resolve simple issues and begin reaping benefits before the upgraded EnterpriseOne system and related process enhancements are implemented.

Long-term Opportunities – These are more complex reengineering and/or process change initiatives, which will reap benefits, but should be implemented as part of a subsequent phase to the project. Here we will simply document the recommendations and the related benefits of the recommendation. Their implementation will either be a subsequent project phase or a Change Order to accommodate their integration in the current project phase.

Future State Design – The Future State Design will incorporate current processes, short-term improved processes, and recommended changed processes, to take advantage of the leading practices built into the EnterpriseOne software. This design will be the blueprint for processes flows within all The City's facilities once EnterpriseOne is fully implemented.

System Design Requirements Sessions – These sessions will review the results of all the Definition stage tasks as documented in the Requirements Design Document with the project management team. Here we will finalize the configuration, development, hardware/software requirements, security design and other relevant items discussed in the Requirements Design document for ultimate approval and sign-off. As part of this session, we will create a list of each unique Business Process Element. The Elements will be sub-processes, which will later be scripted (in the implementation segment) and tested as logical components to the integration of EnterpriseOne.

Configuration Stage

With a clear definition of what the new systems, processes, and procedures (the Future State Design) will do for the City, the Project Team will take the Requirements, Design, and Refined Project Plan from

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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 City's members of the Project Team and the City'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

The Configuration stage includes the following sub-tasks:

System Configuration Labs – A prototype environment is a configured EnterpriseOne system with all the appropriate switches set (under the covers within EnterpriseOne) to simulate the Future State Design, but may not be fully integrated to other elements of EnterpriseOne, legacy systems, or third party software. The prototype is designed to allow both the Project Team and the City's Management to see and understand how the finished Future State will operate, but is not a fully completed working integrated system. Activities performed in this high level task are performed in a lab environment. The System Configuration Labs will include the following sub tasks:

Configuration– EnterpriseOne software is extremely flexible by its design. Our team of specialists, working with City's team, who have deep knowledge of your current and future (as designed in the Definition Phase) needs, will configure components of the EnterpriseOne modules to the specification defined in the Configuration document from the Definition stage.

Script Configuration Elements – Scripts are used to describe the individual elements of the business process, configure them within the EnterpriseOne software, and then to test the configuration. This task will create scripts for each component of the business process without consideration for other components within or outside the business process. We are simply designing test scripts for individual applications and reports.

Configuration Testing – Once the scripts are completed we execute the scripts using the configuration in PY. This unit test is performed against the standard "Vanilla" EnterpriseOne programs. This insures that the delivered code is working as designed. All testing results are document and retesting is schedule when appropriate.

Issue Resolution - When the result of a test fails the underlying issue is identified and documented on the issue tracking log. The issue is reported back to Oracle and the appropriate action is taken through Oracle channels to receive any code changes via a software update (ESU). An action plan will be prepared to resolve the issue. Once the action plan is completed, the Configuration Testing is processed again until the test is completed successfully.

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Business Process Development – Once the base EnterpriseOne software has been successfully tested the next task involves expanding the testing to include activities that span the business processes. This involves expanding the scripts developed in the System Configuration labs into fully functional Business Process Test scripts; then testing these scripts to identify any problems. Whereas the Configuration Labs focused on "Vanilla" objects, the Business Process testing would include all objects used by the business process. The Business Process Development activities are performed in both a lab and workshop context.

Script Process Elements – Using the scripts developed in the System Configuration labs we expand them to include interactive testing of all the programs used by the business process. These scripts are prepared at the process element level.

Business Process Workshops (BPW) – This workshop is designed to be the User Acceptance Test. It is a complete review of how the software was designed to handle the business processes and a test of the system configuration across the entire business process. We are testing all objects used by the business process including "vanilla" and custom objects. All testing results are documented.

Business Process Procedures – Once the process element testing has been completed successfully, the testing script are converted into Process Element Procedures. Once all the Process Elements comprising a single Business Process have been completed the City will have complete documentation of the business process procedures.

Issue Resolution – When the result of a BPW test fails the underlying issue is identified and documented on the issue tracking log. The issue is either reported back to Oracle and the appropriate action is taken through Oracle channels to receive any code changes via a software update (ESU) or reported back to the development team address the issue. An action plan will be prepared to resolve the issue. Once the action plan is completed, the BPW Testing is processed again until the test is completed successfully.

Delivery Stage

The Delivery stage interacts simultaneously with both the Implementation and Technology segments; although we will only describe it here. We start this stage with a complete hands-on Integration test. It is this test that will confirm that each of the business process 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
- 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

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Go-live Strategy – In the Installation stage we have completed the creation of the PS, DV and PY environments. Now in preparation for the creation of the Production environment we will script out and test all the procedures that will be performed during the "Production Cut-over". This script has two components, the technology activities and the configuration review. The technology activities document the procedures (Scripts) the installation team will follow when creating Production. The configuration review will spot check key elements of the configuration and is performed by the functional team.

Establish "Cut-over" Strategy – In this task we will determine how to cut-over, when enough functionality is enough (if some processes are lagging others), who will and how to conduct training, how to ensure temporary interfaces are aligned with all critical components of the Strategy which will be developed, documented and agreed to by City's Management.

Detailed "Cut-over" Plan – A sub-project to the Rollout Plan will include all the tasks just related to the "Cut-over"; such as timing, relationships to other tasks, and criticality.

Detailed "Configuration" Review – a sub-project which details key elements of the configuration which must be reviewed for completeness once the installation team has completed building the Production environment.

Integrated Prototype – In the Configuration stage we have described an iterative process for building and testing prototypes for Business Elements. Once all of the prototypes for each of the individual Business Elements have been successfully tested, they must be integrated and tested as integrated systems which will affect multiple systems and data. This integrated prototype will be conducted in an extended Integration test.

Build Integrated Test Plan – We will create a test plan as a sub-project to the whole Integration Plan. This plan will be built upon the Integration plan, but will include data not known at the time that plan was built like, the number and complexity of reports, interfaces, enhancements, and workflows.

Develop Integrated Scripts – These scripts will focus on the passing of data and/or workflow from one Business Element to another, thus execution of the Integrated Scripts will allow testing and documenting issues on Integration, not the functionality of the Business Element (which should have been tested in the Configuration Stage).

Build Integrated Test Environment – This will be the environment used to test the cut-over and integrated test scripts. We will migrate the unit tested business elements from PY to a new environment in order to test the integration of the business process elements.

Execute Integrated Test Scripts – Acting upon the scripts will allow testing of the integration of the Business Elements. Completing the Test Script with predictable results will tell the team that the process works.

Capture Issue and Resolve Issues – As the test is completed we will capture issues that arise, take them back to the various sources of the issue, and work through configuration changes for the related Business Elements. This may cause the team to take one-to-many Business Elements out of ICRP back to CRP for reconfiguration and new Unit Testing before it/they can be reintroduced to the ICRP for another iteration of ICRP Test Script Execution.

Sign-off and Approve Integrated Test – A fully integrated and functioning system will be signed-off by the City's management before Stress Test.

Stress Test – Once the Integration Test is completed and a fully functioning and integrated prototype is signed-off and approved by City's management, we will systematically apply volumes of transactions to the test and stress test the response time of the hardware and network

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components performing the various Business Elements together. This will prove the Technology Architecture and ensure that acceptable response time is to be expected once the system is migrated to Production.

Go Live – Once integrated testing is signed off on we can execute the "cut-over" plan. This entails several tasks and is completed with a fully functioning production system.

System Readiness – A system readiness assessment will be executed by the entire project team to insure the team has completed all the tasks required to "cut-over'.

"Cut-over" – Execute the "Cut-over" plan and the configuration review.

System Sign-off – A fully functioning and responsive system will be finally production sign-off tested, and approved by City's management.

Post Go Live Support – Support to the users once go-live has occurred. Issue reporting and tracking continue through this task.

Technology Segment

This segment of the project, like the Project Management and the Learning segments, spans the life of the project and operates in unison to 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 City 's Upgrade 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 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
- 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
- City's Design Sign-off
- Refined Project Plan, Budget, Schedule, and Sign-off.

Planning – A sub-project plan to the Project Plan is created to detail all of the Tasks associated with this Phase. This sub-project plan must be integrated, as there will be a number of dependencies between the business-focused Phases of the Plan and the Technology-focused Stages in this Phase.

Net Change Sessions – This is a session that discusses the "Net Change" functionality to the toolset and CNC tools since the production release was installed. It is only applicable to upgrade projects and is based on the "Release Value Proposition" developed by Oracle.

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Technology Discovery Workshop – The project team will conduct a workshop to review the current technology environment and understand what technical issues the infrastructure team will have to plan on including in the Phase 2. These workshops focus on infrastructure architecture, the system security schema, and IT Policies. Additionally, we will include a review of the data warehousing requirements that the City may have.

Future State Technology Design Labs – Relying on the outcome of the Process Discovery workshops the project team will prepare the Future State Design Document. This lab consolidates the findings of our previous workshops and labs to document the infrastructure MTRs, infrastructure architecture design, system security schema design, recommended changes to IT policies, as well as, a review of the City's data warehousing requirements.

System Design Requirements Sessions (Tech) – These sessions will review the results of all the Tech Definition stage tasks as documented in the Technical Requirements Design Document with the project management team. Here we will finalize the development, hardware/software requirements, security design and other relevant items discussed in the Technology Requirements Design document for ultimate approval and sign-off. As part of this session, we will create a list of each technical requirement. The requirements will be consolidated into the implementation segment's results, which will later be scripted (in the implementation segment) and tested as logical components to the integration of EnterpriseOne.

Technology Requirements Workshops – The project team conduct workshops to gather the technology requirements of the software and it interactions with other systems and business processes.

Data Conversion Specifications –Specify data, location of data, format of data, frequency of data, one-to-many/many-to-one requirements, which, need to be understood, documented, and planned for.

Interface Specifications – Specify which legacy systems we need to build interfaces, what data, what frequency, and where will it go in EnterpriseOne.

Reporting Requirements / Output Matrix – Understand current reporting needs and data to feed reports. Create an output matrix of reporting data, frequency, and content.

Print Forms – Understand the various the forms which will need to have business requirements added to them for presentation to the City's "forms customers"; i.e. checks, purchase orders, invoices, etc.

Workflow Requirements – Identify and specify workflow requirements needed to support business activity.

Application Requirements – Specify current application requirements that will result in custom solutions to provide required functionality.

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:

Deliverables

- Accessible DV Environment
- Accessible PY Environment
- Accessible PS Environment
- Functioning Development Workstations

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- 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

Deployment Server – Here we setup the deployment server:

Configuring the Server Hardware

Installing the Latest Toolset

Installing the Latest Planner Update

Enterprise and Database Servers – Here we setup the Enterprise and the Database servers:

Configuring the Server Hardware

Installing the Platform Pack

Installing the Toolset

Creating the Pristine Environment (PS)

Creating the Development Environment (DV)

Creating the Prototype Environment (PY)

Setup Job Queues

Establishing the Security Schema and Menu Structure

Providing User Access to Project Team

Web Development Clients – Here we setup the Development Clients

Configure Workstations

JAS/Web Servers – Here we setup the Web servers. This entails:

Configuring the Server Hardware

Setup eGen Machine

Portals – Here we setup the Portals:

- Configure Portal hardware
- Install portal software
- Configure portal
- Configure Single Sign-on
- Generate portlets with EnterpriseOne client
- Deploy EnterpriseOne Portlets
- Install portal provider for EnterpriseOne
- Build test portal page group to test portlets

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

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for each technical development components; Print Forms, Reports, Applications, Integrations, Workflow and Data Conversions:

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 and milestones from this stage include:

Deliverables

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

Milestones

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

Technical Development

Data Conversion Development – Converting from the City's legacy systems to EnterpriseOne. Also in scope here are custom EnterpriseOne tables upgrading to a new release level of EnterpriseOne. In order for the team to capture and convert data from the City's legacy systems, this task must be completed, including:

Define Data Requirements – We will define all existing data elements in the City'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

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what data elements EnterpriseOne expects in order to properly process the City's processes. This data will be sourced either from the City's legacy systems or be captured anew (if necessary).

Map Data – Mapping the data involves tracking the City's legacy data to the right location within EnterpriseOne and identifying sources for EnterpriseOne required data which is not housed within a the City's legacy system. The completed map will then be automated (where data is on-line) to convert from legacy system(s) to EnterpriseOne.

Program Conversion – An automated process is built to handle the migration the data, per the Map, from legacy system(s) to EnterpriseOne.

Unit Test – using sample data to test the migration process from legacy system(s) to EnterpriseOne. This test will ensure that data is being moved intact (its content is not changing) to the appropriate spot within the EnterpriseOne files. Conversion Programs, which fail the test, will be returned to the team (in the Technology segment) to be modified until the unit test achieves an accurate and predictable result.

Integration Development – the City's existing interfaces and integrations between EnterpriseOne 3rd party/in-house (legacy) systems will need to be tested to ensure that they continue to work as they have in the past. All required interfaces will be identified as part of the Technology Definition stage. Those interfaces will be refined with the Future State Technology Architecture. Building Interfaces includes:

Define Requirements - We will identify the necessary connections to the City's legacy systems (where data needs to come from the City'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 City's legacy systems in order for them to continue to properly handle the City's processes.

Map Data - Mapping the data involves tracking the City's legacy data to the right location within EnterpriseOne and vice versa. The completed map will then be automated to share data from legacy system(s) to EnterpriseOne and vice versa.

Program Interfaces - An automated process to share the data, per the Map, from legacy system(s) to EnterpriseOne and vice versa.

Unit Test - Unit Testing against sample data from legacy system(s) to EnterpriseOne and vice versa. This test will ensure that data is being moved intact (its content is not changing) to the appropriate spot within the EnterpriseOne or legacy system files. Interfaces, which fail the test, will be returned to the development team (in the Technology segment) to be modified until the unit test achieves an accurate and predictable result.

Application Development – As is our philosophy and as is the request of the City, this project is planned to be an "as is" upgrade of EnterpriseOne. As part of the migration code of the EnterpriseOne 8.10 development work currently being used in production simply will not migrate over to EnterpriseOne 9.0 using the standard Oracle provided migration tools. When this case is true, the following is our high-level approach to support them:

Define Requirements – Defining the specifications on what features and functionality the enhancement is required to achieve, is the first step. This will most likely be some process, which the City's deems to be unique and critical to its business, which is not found, or easily configurable, within the vanilla EnterpriseOne modules. This step will document the functionality, define the data and timing necessary, describe any calculations, and name all interfaces (to and from) for sourcing and distributing data.

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Map Data – Identifying the source of the data to be used by the enhancement, any data elements not already maintained by EnterpriseOne, and determining an appropriate space and format within which to save and maintain data manipulated by this enhancement.

Program Enhancements – The enhancement 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 enhancement will be tested to ensure that its functionality satisfies the requirements and uses and maintains the data.

Reports Development – EnterpriseOne contains within its modules many reports that may be utilized by the City. There will be cases where the EnterpriseOne 8.10 custom reports will not migrate as part of the Oracle provided migration tools. This will require development of the original 8.10 object in the new 9.0 environment:

Define a Report Matrix – This 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.

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.

Learning Segment

The Learning segment is designed to support and facilitate the City's Upgrade project for the purposes of delivering training materials and training sessions. It also documents how the knowledge transfer will be facilitated between the Project's consulting resources and the City's resources.

Project Knowledge Transfer

To ensure that all project-related materials are centrally located in a shared location that can be accessed by the entire project team (at all times), as part of the Denovo implementation methodology (see the above Project Methodology Section), we deploy a number of tools to facilitate the knowledge transfer process; they are:

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 – Part of the MS Office suite of products used as a project management tool to phase tasks of engagements the size of the City, Denovo uses this tool to breakout sequential tasks and activities into logical start and end dates, dependencies, durations, resource assignments, and percentage complete. Depending on the City'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.

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MS PowerPoint will be leveraged to illustrate the higher level aspects of the project progress and to facilitate process understanding and training where appropriate.

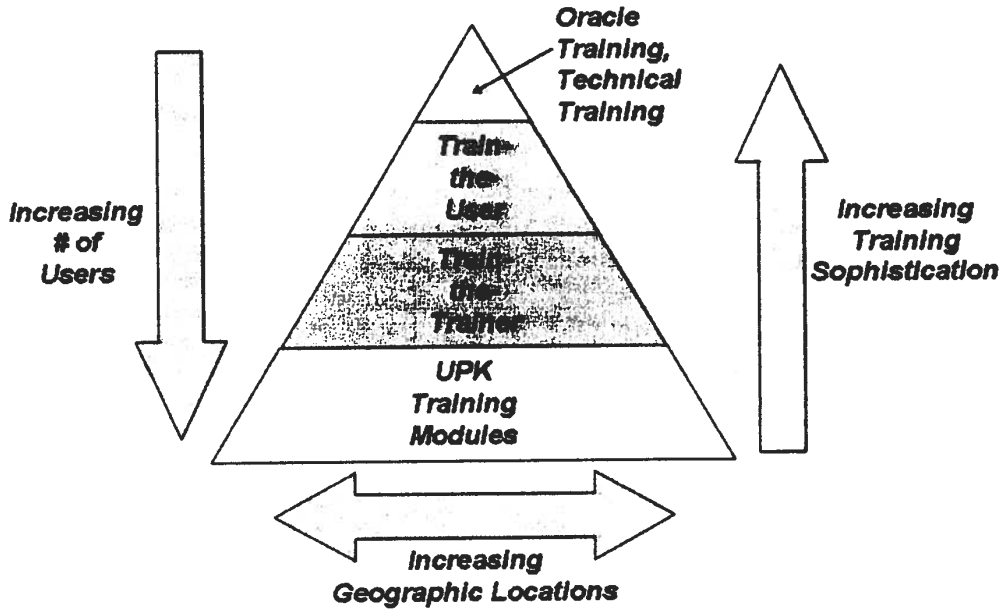
MS Outlook (Email, Calendar, Meeting, and Task Management) is a corporate wide tool used at Denovo to conduct correspondence about project-related activities.

In addition to the above tools, Denovo will use other standard software utilities (i.e., MS Word and EXCEL) to help manage and transfer knowledge to the City.

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

Training

Successfully rolling-out the EnterpriseOne (E1) v9.x Upgrade normally requires a multi-tiered training approach. Due to the nature of the changes – technology stack, business processes, and new functionality, Denovo recommends a tiered approach to the training:



Oracle Training – To support the City's training requirements we recommend you consider the standard course that Oracle provides. We find the sources especially helpful for the technical team in an Upgrade 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 project's major technical installations, the Denovo technical team will conduct one-on-one knowledge transfer and hands-on training for the City's technical team. We recommend that your technical team FIRST complete the on-line Guided Learning Paths for E1 System Administration and E1 Installation, prior to receiving the hands-on training. There are no formal training materials prepared for these sessions – this is "learn-by-doing".

Train-the-User – This approach is used where there are a small number of users for a specific functional area, and it makes economic sense for the Denovo team to directly train the end users.

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Each Application area has a limited amount of time estimated to conduct this type of training. Denovo suggests that the City licenses the Oracle User Productivity Kit (described in detail below) to facilitate this training.

Train-the-Trainer – When application knowledge needs to be disseminated to a fairly large team, it makes economic sense for the 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. Denovo suggests that the City licenses the Oracle User Productivity Kit (described in detail below) to facilitate this training.

The Oracle User Productivity Kit ("UPK") for J.D. Edwards EnterpriseOne – UPK is a licensed product, sold and supported by Oracle, which 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 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.

Learning Segment Work Clusters:

Deliverables and milestones from this segment include:

Deliverables

- Training and Documentation Solutions sub-project Plan
- Implementation Team Training Plan
- End User Training Plan
- End User Job Descriptions
- End User Training Curriculum
- End User Training Materials

Milestones

- Implementation Team Training Completed
- End User Training Completed

Train the Implementation Team – It is very important that City'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. Denovo will only train the City Team Resources on what they need to know; when they need to know it ... thus becoming more effective training that will stay with them longer.

Just-in-time Training – Conducted by members of the Denovo team with EnterpriseOne-specific materials for the areas which need training, when they need it.

End User Training – The method used to train the end user will be determined as part of the planning session for the project. Here we discuss some of the tasks which may be used to provide training the City's end user. The Training will be planned for and delivered by members of the Implementation team. The City and Denovo will work jointly to plan the training, with Denovo leading the Train-the-Trainer sessions and the City's personnel training the City's end users.

Here we discuss the involvement by all the Project team members. We typically expect that we will guide the City's resources, but that the City's resources will do much of this work as part of the learning process to more easily allow them to subsequently train the City's end users. End User Training will include:

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Establish Training Plans – determine who to train (all users or groups of users on certain topics?), on what (ideally break the topics down to small and controlled subjects so that training is "Just Enough" and does not cover areas that a user would likely never use), when (ideally "Just-in-time" that is as close to the user needing the information as is possible), and how (class-room style, Computer Based Training, Train the Trainer, internet-based training etc.).

Develop Job Descriptions – the best way to train users is by job description. Establish a job and train end users on how to do that job which includes processes and systems.

Create Desk Procedures – high-level cheat sheets of frequently needed procedures by Job Description.

Create End User Training Materials – based on Job Descriptions, Workflow, and Desk Procedures, more detailed Training Materials for a business area which would contain multiple Jobs and how they relate to each other. Ideally these Procedures would become support documentation post "cut-over".

Develop Curriculum for Training Classes – once Job Descriptions are agreed to, the content of classes and/or methods of training must be established.

Gather City's-specific Data for Training Environment – data needed for the Materials (i.e., forms, invoices, etc.), will be gathered and formatted appropriately. Create Materials for Training Classes – sample data, sample screens, real life scenarios with City's data must be gathered for preparation of Training Materials for each Curriculum.

Create Training Environment – both a technological Environment (covered in the Technology Design, Development, & Deployment Phase) and an aura of learning. People learn best in an environment of learning. If the environment is noisy, too hot or cold, too congested, or provides poor visibility, people will not be able to learn.

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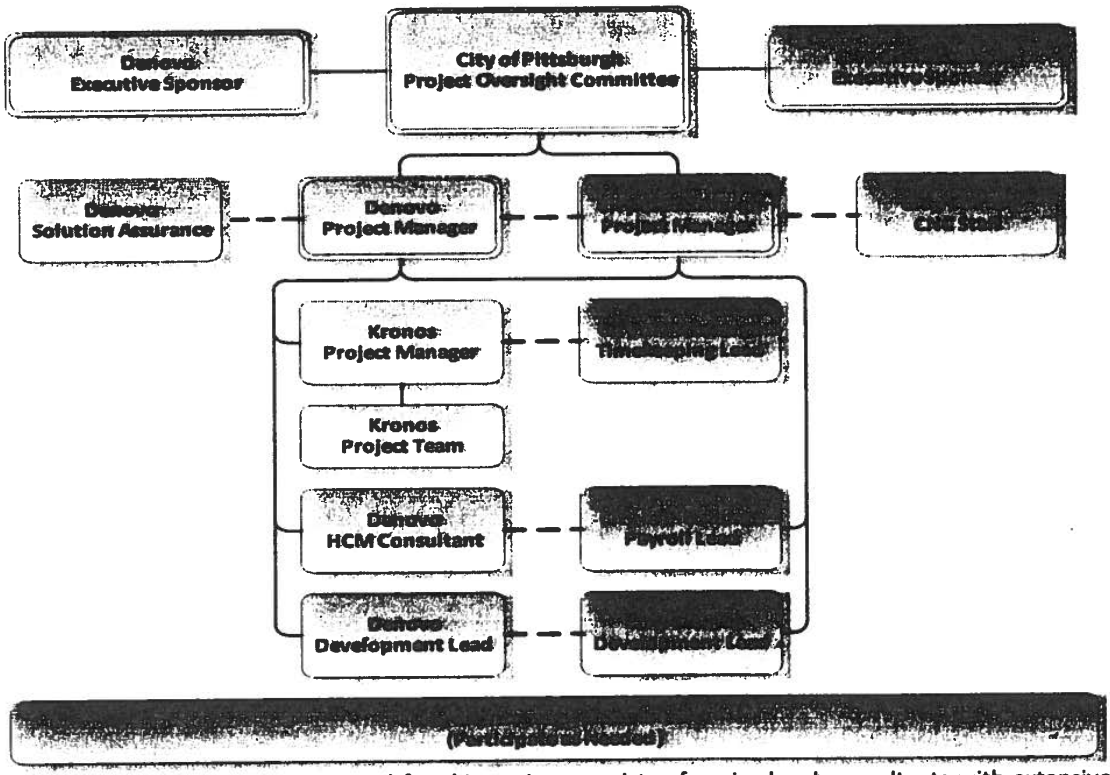
Project Organization and Responsibilities

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



The 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 Denovo team lead will be paired with the appropriate City counterpart to ensure that the delivered solution best meets City's requirements and that knowledge transfer from the Denovo Consultant is maximized. Resumes for key proposed Denovo consultants have been provided in the following section.

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

Project Responsibilities	Denovo	City
Complete Project Planning	Joint	Joint
Manage the Project	Responsible	Assist

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Project Responsibilities	Denovo	City
Develop and Execute Organizational Change Management (OCM) and Training Plan	Joint	Joint
Define, procure and install new hardware/software	Assist	Responsible
Create E1 9.0.2 environments (DV, PY, PD)		Responsible
Convert business data to E1 9.0	Responsible	Assist
Provide Technical Operational Support		Responsible
Technical Go-live support	Responsible	Assist
Design, build & test necessary interfaces	Responsible	Assist
Design, build & test reports	Responsible	Assist
Design, build & test conversion routines	Responsible	Assist
Train Payroll 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 City stakeholders	Assist	Responsible
Develop cutover plan	Responsible	Assist
Execute cutover plan	Responsible	Assist
Post Go-live support	Responsible	Assist

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

Type of Resource	Skills	Role/Activities	% of Time
Steering Committee (assumes 3)	Sr. Level management – the decision makers	Review project progress, resolve escalated issues	<10%
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 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 Denovo CNC Lead's direction)	50%
Payroll SME	Knowledgeable about payroll processes and City's payroll requirements	Team lead for design, testing and training of E1 Payroll processes. Becomes in-house Payroll primary trainer & expert	25%
Payroll Manager	Current Payroll manager	Oversight of Payroll decisions & results	5%

Project Timeline

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.
- 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 temporary 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.

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The following table outlines the anticipate timeline for implementing the proposed scope of work:

Phase/Module/Activities	2012-13						
	J	A	S	O	N	D	J
Contract Award							
Project Planning							
Project Kick-off							
Manage the Project							
Quality Assurance							
Requirements Gathering, Fit/Gap Analysis, Design							
Configuration & Testing							
Development							
Data Conversion							
Reports							
Run "Parallel" Payrolls (if required)							
Production Cutover							
Training							
Post Go-Live Support							
Project Complete							

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PRICING ESTIMATES

Denovo is pleased to provide the following pricing estimates, which are based on our stated scope of work and assumptions:

Project Stages	Consultants	Rates	Estimated Totals: Consult	Trips	Travel	Total	Total Hours	Months: Jul	Aug	Sep	Oct	Nov	Dec	Jan
EnterpriseOne Payroll Implementation		**3**												
PROJECT MANAGEMENT														
	QA/QC Manager		$6,200	1	$1,240	$7,440	**40**	10	5	5	5	5	6	4
	Project Manager		$41,540	6	$7,440	$48,980	**268**	48	40	40	40	40	40	20
IMPLEMENTATION DEFINITION/DISCOVERY/DESIGN														
	HCM Lead		$24,800	4	$4,960	$29,760	**160**	120	40					
CONFIGURATION AND TESTING														
	HCM Lead		$66,960	13	$16,120	$83,080	**432**		120	152	124	36		
DATA CONVERSION		**1**												
	HCM Lead		$2,480		$0	$2,480	**16**			8	8			
	Sr. Developer		$12,000		$0	$12,000	**120**			80	40			
REPORTING		**2**												
	HCM Lead		$2,480		$0	$2,480	**16**				8	8		
	Sr. Developer		$12,000	1	$1,240	$13,240	**120**				40	80		
PRODUCTION CUTOVER														
	HCM Lead		$27,900	3	$3,720	$31,620	**180**					36	80	64
TRAINING														
	HCM Lead		$30,380	2	$2,480	$32,860	**196**				20	80	80	16
TOTALS BY PROJECT STAGE			**$226,740**	**30**	**$37,200**	**$263,940**	**1548**	**178**	**205**	**285**	**285**	**285**	**206**	**104**

TOTALS BY CONSULTANT	Consultants	Rates	Estimated Totals: Consult	Trips	Travel	Total	Total Hours	Months: Jul	Aug	Sep	Oct	Nov	Dec	Jan
Consultant Labor & Travel	QA/QC Manager	**$155**	$6,200	1	$1,240	$7,440	40	10	5	5	5	5	6	4
	Project Manager	**$155**	$41,540	6	$7,440	$48,980	268	48	40	40	40	40	40	20
	HCM Lead	**$155**	$155,000	22	$27,280	$182,280	1,000	120	160	160	160	160	160	80
	Sr. Developer	**$100**	$24,000	1	$1,240	$25,240	240	0	0	80	80	80	0	0
TOTALS BY CONSULTANT			**$226,740**	**30**	**$37,200**	**$263,940**	**1548**	**178**	**205**	**285**	**285**	**285**	**206**	**104**

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Notes:

1. Assumes that most of the existing E1 upload interfaces (Z-File) can be used for data conversion
2. Includes up to 10 custom reports of simple-to-medium complexity
3. Our scope of work assumes that the County/City is responsible to provide all CNC Support

Basis and Conditions for Pricing

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

- We have assumed that all CNC/Technical efforts are outside this scope of work. We will provide these services as requested on a time and material basis.
- Consultant hourly rates exclude travel and incidental expense, which will be invoiced as per the actual expense incurred.
- The implementation of workflow components assumes the standard "out of the box" workflow content will be adequate for the City's requirements.
- Denovo assumes that all hardware and software acquisition and delivery (including the Oracle EnterpriseOne software) will be complete prior to commencing this engagement. Delays in acquiring necessary hardware and/or software may cause schedule slippage and potential increase in level of effort required, both by the City stakeholders and Denovo consultants.
- Estimates of both Denovo the City stakeholders are our best estimates based on stated requirements and our experience. Work performed by Denovo consultants will be invoiced on an hourly basis as per the rates included in our cost estimates.
- Denovo assumes that overall infrastructure support (including work space, printing capabilities and Internet connectivity) will be the responsibility of the City.
- Our assumption for the project for scheduling purposes is that it will commence on or about Monday, July 9, 2012. Delays from this start date will likely result in delays from the projected Go-Live date. 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.
- The City will ensure that requested participation of stakeholders occurs on a timely basis and at the levels requested.
- The standard work week for consultants will be Monday through Thursday, 10 hour days, where exceptions will occur for holiday weeks. This approach permits consultants the ability to travel home on late Thursday night or Friday morning and return on Sunday night. If the City requires a full five-day, on-site work week, travel costs could escalate.
- Denovo consultants will have appropriate access to the City systems to work remotely.
- Denovo developers will primarily work remotely and will not need extensive travel to the facilities.
- Custom development for reports and automated conversions are limited to the number and estimated complexity provided in the proposal. Interfaces are excluded from this scope of work.
- If the City is unable to meet its deadline commitments, this may result in an increase of Denovo efforts, based on the duration and extent of delays.
- Additional Denovo consulting services will be invoiced at the hourly rate included in our pricing table above.
- Travel expenses will be reimbursable by the City based on the City's travel policy and will be invoiced as part of our normal invoicing cycle for expenses incurred within that invoice cycle.
- Travel estimates provided in this proposal are based on key assumptions, including but not limited to:
    - ✓ Travel and daily rates are 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 Denovo consultants.

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- ✓ The number of trips and length of each trip included in these estimates will be adequate to complete the project.
- ✓ Travel estimates are based on travel to/from each consultant's home city to the City's facilities in Pittsburgh, Pennsylvania (or other the City facility in the vicinity.) Estimates exclude travel between the City facilities or any additional travel to other locations on behalf of the City.
- ✓ 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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