NIS PROJECT IMPLEMENTATION PLAN

Submitted to the Nebraska Information Technology Commission
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TABLE OF CONTENTS

1.0 PROJECT CHARTER

1.1 Project Goal

The Nebraska Information System (NIS) project will modernize State government administrative business processes. These streamlined processes will be supported by a comprehensive packaged system that integrates information for Decision Making, analysis, and action.

1.2 Business Need and Environment

The State of Nebraska administrative business processes are largely the products of 1960s-era design. These processes are supported by information systems that are nearly as outdated. The NIS project was initiated to modernize State business practices and to replace existing centralized financial management and payroll systems. NIS scope includes business processes and systems that support the following functions: Budget & Accounting (General Ledger, Budget Preparation, Financial Control, Performance Measurement); Human Resources (Payroll, Personnel); Purchasing & Payables (Purchasing & Receiving, Inventory, Accounts Payable, Grant Management); Revenues (Accounts Receivable, Grant Accounting); and Fixed Assets.

1.3 Project Objectives and Constraints

1.3.1 Objectives

- Incorporate fully integrated "best business practices" into State government.
- Add functionality in human resources, procurement and finance areas.
- Improve the quality and accessibility of information for Decision Making.
- Reduce redundant data entry, storage, and processing
- Improve employee effectiveness and productivity.
- Enable electronic commerce.
- Enhance public access to government information.
- Eliminate duplicative administrative systems in State agencies, boards, and commission.
- Retire existing enterprise administrative systems.

1.3.2 Constraints

- The project budget is limited to $29.7 Million.
- Financial business functions are scheduled to "go live" on July 1, 2002.
- Payroll is scheduled to "go live" on January 1, 2003.
- The normal project workweek is forty hours in duration.
- State NIS will replace existing applications such as NAS (accounting), NEIS (payroll), SWI (inventory) budgeting, purchasing and other enterprise systems.

1.0 PROJECT CHARTER

1.4 Solution Background

The NIS will provide a comprehensive solution that integrates information regarding Financials/Purchasing, Human Resources/Payroll, Capital Projects/Grants/Fixed Assets, Budget Preparation, and Inventory for Decision Making, analysis, and action. This solution will be achieved through the deployment of J. D. Edwards OneWorld software to enable self-service for the employees, vendors, citizens and customers of the State of Nebraska.

The integrated solution will be achieved through a series of activities to include:

- Organization Change Readiness Assessment
- High Level Implementation Strategy
- Training Assessment
- Future Fit/Gap Analysis
- Operational Model
- Deployment Education and Training Plan
- Data Conversion and Custom Development Specification
- Authorization Specification
- Comprehensive Test Strategy
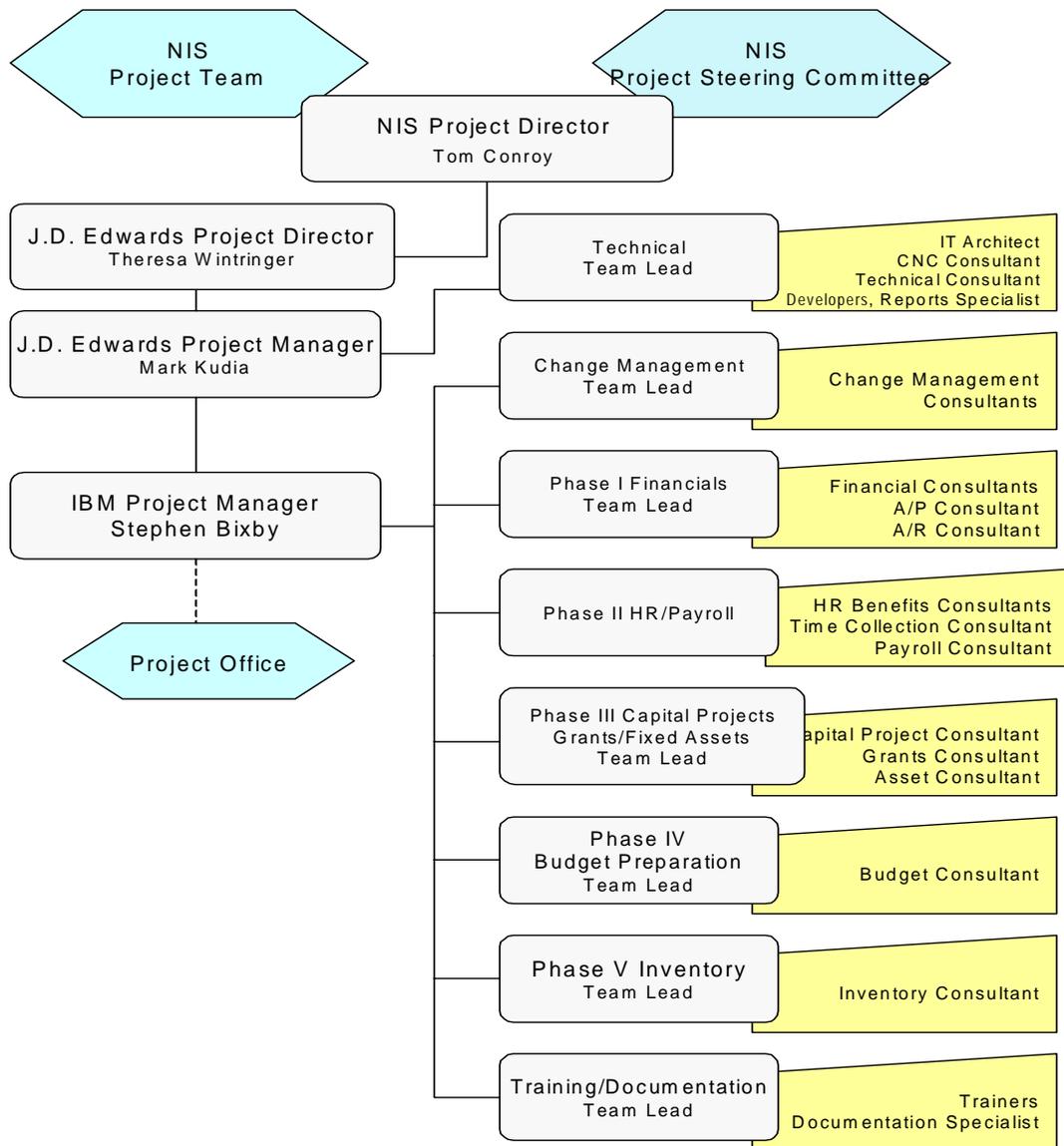- Integration Test Plan
- Deployment Plan

1.0 PROJECT CHARTER

1.5 Project Stakeholders

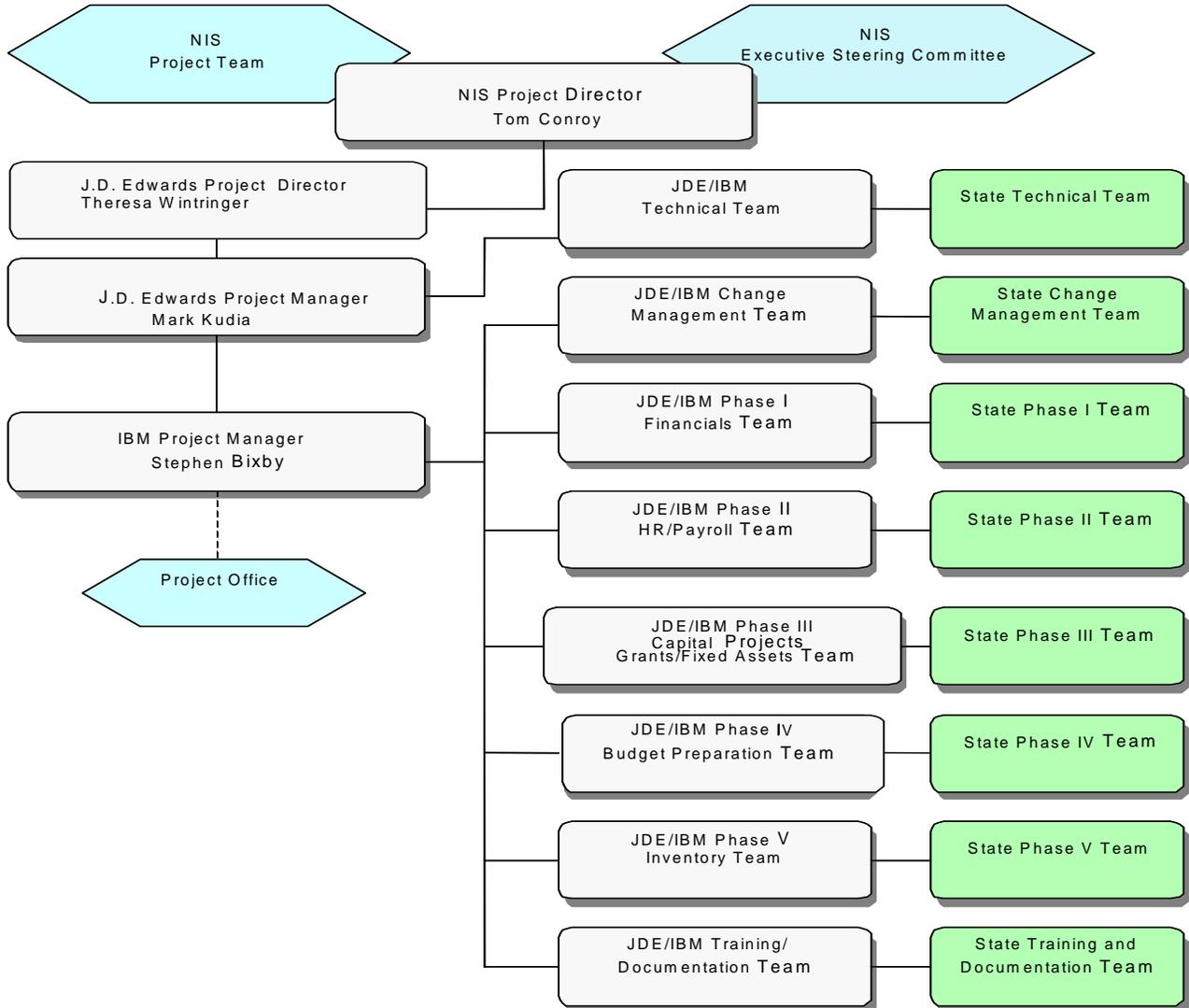| Name	Organization	Job Title	Responsibility
Lori McClurg	State of Nebraska Department of Administrative Services	Project Sponsor	Authorize the application of organizational and financial resources to the project and to cancel the project
Tom Conroy	State of Nebraska Department of Administrative Services	Project Director	Lead the project to achievement of the objectives on schedule and within budget
Theresa Wintringer	J. D. Edwards	Project Director	Lead the project to achievement of the objectives on schedule and within budget
Mark Kudia	J. D. Edwards	Project Manager	Lead the project to achievement of the objectives on schedule and within budget
Stephen Bixby	IBM	Project Manager	Lead the project to achievement of the objectives on schedule and within budget
Steering Committee	State of Nebraska	Directors	Provide advice and monitor progress
Process Decision Team	State of Nebraska	Senior Managers	Determine business process design approaches for State Government
Project Team Members	State of Nebraska, J.D. Edwards & IBM		Achieve the NIS objectives on schedule and within budget
Citizens			Realize the benefits of the NIS system.
State Employees	State of Nebraska		Fully utilize the new business processes and system. Utilize the employee self service features of the system.
State Vendors			Utilize the vendor self service and electronic commerce features of the system.
State Customers			Utilize the electronic commerce features of the system

2.0 PROJECT ORGANIZATION

The following two charts illustrate the project organization for both the J.D. Edwards/IBM Team as well as the J.D. Edwards/IBM/State of Nebraska Team.

J.D. Edwards / IBM Project Organization Chart

NIS Project Team

NIS Project Steering Committee

NIS Project Director
Tom Conroy

J.D. Edwards Project Director
Theresa Wintringer

J.D. Edwards Project Manager
Mark Kudia

IBM Project Manager
Stephen Bixby

Project Office

Technical Team Lead
- IT Architect
- CNC Consultant
- Technical Consultant
- Developers, Reports Specialist

Change Management Team Lead
- Change Management Consultants

Phase I Financials Team Lead
- Financial Consultants
- A/P Consultant
- A/R Consultant

Phase II HR/Payroll
- HR Benefits Consultants
- Time Collection Consultant
- Payroll Consultant

Phase III Capital Projects Grants/Fixed Assets Team Lead
- Capital Project Consultant
- Grants Consultant
- Asset Consultant

Phase IV Budget Preparation Team Lead
- Budget Consultant

Phase V Inventory Team Lead
- Inventory Consultant

Training/Documentation Team Lead
- Trainers
- Documentation Specialist

2.0 PROJECT ORGANIZATION

J.D. Edwards / IBM Project Organization Chart with Nebraska Teams

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┌─────────────────┐                                    ┌─────────────────────────┐
│  NIS            │         NIS Project Director        │  NIS                    │
│  Project Team   │         Tom Conroy                  │  Executive Steering     │
│                 │                                     │  Committee              │
└─────────────────┘                                    └─────────────────────────┘
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NIS
Project Team

NIS Project Director
Tom Conroy

NIS
Executive Steering Committee

J.D. Edwards Project Director
Theresa Wintringer

JDE/IBM
Technical Team

State Technical Team

J.D. Edwards Project Manager
Mark Kudia

JDE/IBM Change
Management Team

State Change
Management Team

IBM Project Manager
Stephen Bixby

JDE/IBM Phase I
Financials Team

State Phase I Team

Project Office

JDE/IBM Phase II
HR/Payroll Team

State Phase II Team

JDE/IBM Phase III
Capital Projects
Grants/Fixed Assets Team

State Phase III Team

JDE/IBM Phase IV
Budget Preparation Team

State Phase IV Team

JDE/IBM Phase V
Inventory Team

State Phase V Team

JDE/IBM Training/
Documentation Team

State Training and
Documentation Team

3.0 GOALS AND OBJECTIVES

The Nebraska Information System (NIS) project will modernize State government administrative business processes. These streamlined processes will be supported by a comprehensive packaged system that integrates information for Decision Making, analysis, and action.

Project Objectives

- Incorporate fully integrated "best business practices" into State government.
- Add functionality in human resources, procurement and finance areas.
- Improve the quality and accessibility of information for Decision Making.
- Reduce redundant data entry, storage, and processing
- Improve employee effectiveness and productivity.
- Enable electronic commerce.
- Enhance public access to government information.
- Eliminate duplicative administrative systems in State agencies, boards, and commission.
- Retire existing enterprise administrative systems

4.0 SCOPE

4.1 Scope of the Project

The State's goal is to modernize State government administrative business processes and support them with a comprehensive packaged system that integrates information for Decision Making, analysis and action. The scope of the project will consist of 75 agencies and the State colleges. Business functions to be supported include Budget & Accounting (General Ledger, Budget Preparation, Financial Control, Performance Measurement); Human Resources (Payroll, Personnel); Purchasing & Payables (Purchasing & Receiving, Inventory, Accounts Payable, Grant Management); Revenues (Accounts Receivable, Grant Accounting); and Fixed Assets.

The implementation of functionality of OneWorld is in five phases. These phases are:

1. Financials/Purchasing
2. Human Resources/Payroll
3. Capital Projects/Grants/Fixed Assets
4. Budget Preparation
5. Inventory

These five phases will overlap and will be implemented within 18 months of the start of the project, plus 3 months of post implementation support. The plan assumes a July 1, 2001 start date. The project deliverables are noted in Section 6 (Key Deliverables) and Section 14 (Detailed Project Work Plan). Please refer to these sections that further define the scope of this project.

5.0 PROPOSED IMPLEMENTATION APPROACH

5.1 Project Approach

The J.D. Edwards/IBM project team is committed to working with the State of Nebraska on the implementation of the Nebraska Information System (NIS). We will work alongside the State's designated project team members to assist the State in achieving its goal to modernize State government administrative business processes and support them with a comprehensive packaged system that integrates information for Decision Making, analysis and action.

Our project is structured around IBM's comprehensive ERP implementation methodology - Method BLUE, which meets the need of the government environment for documented requirements, specific deliverables and milestones, and a life cycle approach. Method BLUE was designed by IBM specifically to address the challenges and issues that arise in ERP projects and to mitigate the inherent risks. Method BLUE is a broad and inclusive approach that supports not simply the enablement of business functions but also the process, organization and technology changes that accompany large scale, enterprise wide projects.

The analysis, design and development of interfaces are included in the implementation methodology. Our approach to interfaces is covered in more detail in Section 7 (Process Evaluation and Design).

Testing is an important component of our implementation methodology that threads throughout all of our activities. Testing is so critical that it is refined from the initial requirements definition through deployment.

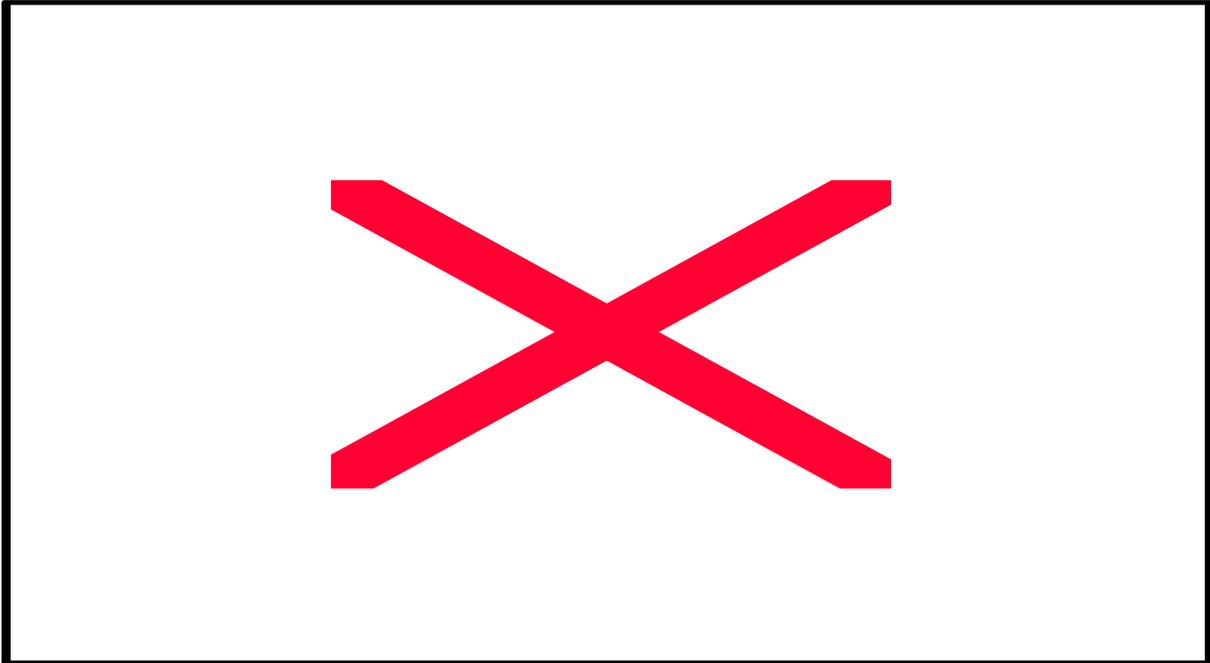# 5.0 PROPOSED IMPLEMENTATION APPROACH

5.2 Method BLUE

Implementation Activities of Method BLUE

Method BLUE is a broad and inclusive approach that supports not simply the enablement of a client's business functions but also the process, organizational and technological changes that our clients typically face. It is a two-dimension structure made up of Phases and Domains. A Domain is a logical grouping from a methodology point of view. A Phase is a logical grouping, from a sequence point of view.

Note: From this point forward, Method BLUE phases will be referred to as "activities" to distinguish them from the five phases of the NIS project.

Domains   **Activities**

5.0 PROPOSED IMPLEMENTATION APPROACH

5.2.1 Method BLUE Domains

The Domains of Method BLUE span the phases and help prepare the entire organization for the normal transitions that are typical of a large complex implementation project. Research shows that successful ERP implementations are viewed as business initiatives, not IT initiatives, and Method BLUE supports a business driven implementation.

Domain	Purpose
Engagement	Focus on managing the project, the project team and Client relationship to enable achievement of the Client's objectives. The Engagement domain is supported by the IBM Project Management Methodology which is discussed in Section 13 (Project Management Plan).
Business	Handle the business issues in the engagement as well as facilitate a business driven approach to the selection of package applications, to the design of the future business processes, and to the design of the application. Specific tasks related to the Business Domain are discussed in this section.
Application	Design, configure and integrate a package solution that meets the requirements of the business. Specific tasks related to the Application Domain are discussed in this section.
Organization	Focuses on change leadership, organizational alignment, organizational structure, measurement systems, training needs, job roles and responsibilities, communications, risk mitigation, and transition management. The Organization domain is supported by the IBM Organization Change Management Methodology which is described in detail in Section 9 (Change Management).
IT-Infrastructure	Evaluate the client's current IT Infrastructure, develop a gap analysis and proposed solution, develop new IT infrastructure, processes, resources and implementation plan.

5.0 PROPOSED IMPLEMENTATION APPROACH

5.2.2 Method BLUE Activities

The Method BLUE activities represent a linear flow to an ERP implementation. The State of Nebraska has already completed several of these activities. The J.D. Edwards/IBM Team will start with the Design Activity for the implementation of NIS. Below is a list of tasks to be performed by activity. This is not an all-inclusive list but rather a representative sample of tasks. The Design, Configure and Deploy methodology activities will be followed for each functional implementation phase as described in Section 4 (Financials/Purchasing, HR/Payroll, Capital Projects/Grants/Fixed Assets, Inventory, and Budget).

Prepare

The Prepare Activity is the first part of an ERP implementation. It is a key activity in organizing the team and further defining the scope and approach of the project. This activity has already been completed at a high level for the NIS project. This activity continues during the initiation of each functional phase. There will be tasks associated with starting each phase - conducting a Kickoff Meeting, updating the Work Plan and engaging the appropriate subject matter experts. During the Kickoff Meeting project team members from J.D. Edwards, IBM and the State review the objectives of the functional phase (i.e. Implementation of the General Ledger, Accounts Payable, and Purchasing modules), review the implementation methodology and specific tasks to be performed, review roles and responsibilities, and review the schedule. At the start of each functional phase, the project plan is updated with any new information.

Focus/Select

The Focus and Select Activities are the second and third activities of Method BLUE. During these activities in the total lifecycle of an ERP project, the ERP solution would be defined and selected. These activities have been completed for NIS.

Design

For the J.D. Edwards/IBM Team the NIS project will start with the Design Activity. The purpose of this activity is to document the business process and determine technical and personnel requirements.   In addition, the gaps in functionality and possible solutions to the gaps are documented. This activity is critical in establishing documentation that will be used as input in the Configure Activity.

5.0 PROPOSED IMPLEMENTATION APPROACH

Activities include:

- Train Project Team: Functional project team training is defined, scheduled and completed.
- Document "To-Be" Process Flows: The "to-be" flows will establish the process model for the new system, and will enable the development of Proof of Concept demonstrations for the State's assessment. During this task the project team will validate and prioritize the State's detailed requirements that have been identified. This validation will be accomplished through workshops and interviews. The interviews concentrate on the business functions of the end user, initiators of the business function, information required by that function, actions against that information, and information created or updated by that business function. Existing business models and the State's new business model are used as a basis for this task.
- Conduct Detailed Fit & Gap Sessions: These sessions will provide the input for modifications, reports, interfaces and data conversions. During this task the project team will perform a gap analysis between the State's existing business models and the selected ERP software functionality. IBM will document recommendations to adjust the State's business models to take advantage of the best business practice templates and the implied process flow through the ERP application modules. The IBM/JDE Team will resolve any remaining gaps to the satisfaction of the NIS Project Director.
- Develop and Conduct Proof of Concept Demonstration: Obtaining "buy-in" to the final system tailoring requirements will be best achieved at this juncture via demonstrations to appropriate State personnel. During this task the project team will validate the defined process models and review the preliminary new Business Process Models with end users, review the proposed process flow and procedures, capture business rules for the processes within the model, and identify dependencies between business areas. The project team will validate the new business models.
- Document Fit / Gap and Requirements: These requirements will become the specification of record for the subsequent configuration work. State-validated new business process models are incorporated within the second iteration of the Requirements Document and serve as the revised baseline document for tailoring the ERP application modules. Informal implementation notes are developed as guides to the Conference Room Pilot (CRP) setup and tailoring.
- Build Implementation Work Plan: At this point in the methodology, the necessary information for construction of the work plan is available and the work plan is now established. This detailed Work Plan and other project specific documentation are prepared and delivered to the NIS Project Director for review and approval. This Plan will establish the foundation for hundreds of tasks that comprise the project, as well as procedures and standards.
- Conduct Business Impact Workshops: Identify and document the major business impacts associated with the OneWorld implementation.
- Develop training strategy: Determine end-users training requirements and refine high level training strategy to meet requirements.
- Develop Risk Mitigation Plan: Develop Risk Mitigation Projects (RMPs) and Risk Mitigation Action Plans for each selected Area of Focus (AOF) identified during the Business Impact Workshops.

5.0 PROPOSED IMPLEMENTATION APPROACH

- ◆ Develop network and workstation architecture: Application architecture, high-level interface diagram, conceptual processes, and initial capacity requirements are developed.
- ◆ Develop initial security profiles: Review roles, package security and start to align package features to the State user roles. Grouping of roles and jobs into security profiles can take place. A table of processes and all the information requirements will be developed. This will help to clarify who will be performing various functions in the new organization structure and which access requirements would be appropriate to maintain security. These security profiles will be tested in the Deploy Activity.
- ◆ Review and refine the Interface design: Update the interface strategy based on additional analysis.
- ◆ Review and refine the Data Conversion strategy: Update the data conversion strategy based on additional analysis.

Configure

During the Configure Activity, system processes are modified, interfaces are developed and conversion programs are constructed. This activity is essentially the development activity of the project that relies on the input specifications from the prior Design Activity. This activity also establishes a set of test plans based on system requirements and focuses on the development of end user training materials.

Activities include:

- ◆ System Development: This activity includes the development of all package modifications and the performance of all required tailoring activities. During this task the project team will tailor the OneWorld applications to provide the functions of the approved New Business Process Models incorporating the State's requirements for customization, extensions or additional reporting.

  Second, the project team will determine what test data from the ERP data sets and the State's converted data will be required for the Conference Room Pilot and will prepare the test scripts to be executed during the Conference Room Pilot.

  Next, the project team will demonstrate the tailored system to Nebraska's end user representatives. These representatives are not members of the core project team and will be drawn from agencies around the State to provide an objective evaluation of the functionality of the system. The presentation will consist of a demonstration on the use of the tailored system to complete a set of business processes.

  The purpose of this task is to gain the end user representatives' concurrence on the tailoring of the applications and reports. End users will provide feedback on the business processes and suggest additional tailoring requirements. All recommended additional tailoring changes shall be discussed and agreed to by the NIS Project Director prior to the project team undertaking additional tailoring tasks.

  The project team will update the Requirements Document to incorporate the modifications/observations from the Conference Room Pilot. Feedback from the end user representatives who have participated in the Conference Room Pilot is

5.0 PROPOSED IMPLEMENTATION APPROACH

incorporated. The project team will also document the setup and implementation baseline. The updated, third iteration of Requirements Document and the Setup and Implementation Baseline documents will serve as the basis for final application tailoring adjustments, system test, and acceptance test.

♦ Interface Development: This activity includes the detail design, development and testing of all interface programs and procedures. State IT resources will, with assistance from the project team:
  ▪ Analyze and define the sending and target system environments
  ▪ Review the inventory of data files relative to the system interfaces
  ▪ Determine skill requirements for undertaking system interface development
  ▪ Prepare and document, in the Scope Definition for Interfaces Document, a recommendation for the system interface approach

State IT resources, with assistance from the J.D. Edwards/IBM project team, will create the data file inventory that will:

♦ Identify each interface
♦ Define its purpose
♦ Cross reference interfaces to systems
♦ Identify data entities to be exchanged and type of exchange (one-way, two-way)
♦ Determine timing considerations for data exchange (batch, on-line, real time)
♦ Determine amount of data to be exchanged
♦ Specify the type of file (e.g., VSAM, IMSVS, Oracle, Access, Excel, FoxPro, etc.)

State IT resources, with assistance from the J.D. Edwards/IBM project team, will conduct a technical analysis and design of the system interfaces as represented in the Scope Definition for Interfaces document. System interfaces will be analyzed and a technical solution designed. If the solution requires any additional interfaces, then it will be addressed through the project change control process.

Data maps will be created to identify the relationship between fields from the sending system to the target system.

State IT resources, with assistance from the J.D. Edwards/IBM project team, will design, code and unit test the required system interfaces in accordance with the defined specifications.

♦ Develop Data Conversion Programs: This activity includes the detail design, development and testing of conversion programs. State IT resource, with assistance from the J.D. Edwards/IBM project team, will:

  ▪ Analyze and define the current and target system environments
  ▪ Review the inventory of data files
  ▪ Determine skill requirements for undertaking data conversion development
  ▪ Prepare and document, in the Scope Definition for Data Conversions, the recommendation of the data conversion approach to be followed

5.0 PROPOSED IMPLEMENTATION APPROACH

State IT resources, with assistance from the J.D. Edwards/IBM project team, will create the data file inventory that will:

- Identify each file
- Define its purpose
- Cross reference files to application modules
- Identify its significance to the application
- Classify each file for conversion purposes
- Determine size and number of records per file
- Determine the number and name of data elements in each file
- Specify the type of file (e.g. VSAM, IMSVS, Oracle, Access, Excel, FoxPro, etc.)

In addition, State IT resources, with assistance from the J.D. Edwards/IBM project team, shall lead a technical analysis and design of the conversions documented in the Scope Definition Document. Data conversions will be analyzed and a technical solution designed. If the solution requires custom coding, a program specification will be created. If the solution utilizes conversion tool-kits or utilities, the parameters and logic rules will be defined in the specification.

Data maps will be created to identify the relationship between fields from the old system to the new system. Conversion rules will be established, to the extent possible, for handling missing key fields, redundant or inconsistent data, and conversion of dates.

Specifications will also be provided for any ASCII Flat file or the ASCII comma delimited file (CSV) formats needed for loading current data into the ERP database. In summary, if data resides within a desktop application and needs to be used to populate the new ERP database these file formats may be used within the conversion effort.

Upon completing the conversion specifications, the State IT resources with the assistance from J.D. Edwards/IBM project team, will design, code and unit test the required data conversions in accordance with the specifications.   Any additional conversion specifications will be addressed through the project change control process.

- Test Plan Creation: During this activity the System Test Plan, Parallel Test Plan and Client   Acceptance   Test   Plan   are   created.

  The project team will document the test methodology and procedures for testing the OneWorld software. Using the test scenarios developed as part of CRP, these Test Plans will include both specific function and broad application scenario testing. The System and Acceptance Test Plans will include test scenarios which group related functionality of each application. Scenario testing demonstrates the integration of new functionality with previously implemented functionality and verifies the completeness and   correctness   of   data   conversion   and   system   interfaces.

- Develop End User Training: This activity is where the actual training content to be used in the Deploy Activity is developed. The project team will develop and edit the training materials and user documentation.

5.0 PROPOSED IMPLEMENTATION APPROACH

Deploy

During the Deploy Activity "go-live" activities are performed to migrate the application from a development environment to a production environment. Infrastructure is rolled-out, support structures are put in place, and processes for monitoring success are established.

Activities include:

- Conduct Testing: This activity will include the State project team performing Client Acceptance testing.

  IBM will conduct the system test in accordance with the System Test Plan. The test will be used to validate the application tailoring and will consist of rerunning Conference Room Pilot Scripts for functions that were re-tailored. In addition, the J.D. Edwards/IBM project team will work with the State to create and execute a set of technical test scripts related to security and concurrent user access. Additional integration test cases may be developed and executed, based on Conference Room Pilot results. ERP test data sets and State converted data will be used for testing.

  The J.D. Edwards/IBM project team will provide Acceptance Test support to the State's Test team.

  The J.D. Edwards/IBM project team will conduct a System Integration Test that integrates the State's converted data and system interfaces with the new OneWorld applications. The integration test scenarios from the Acceptance Test Plan will be re-executed in the production environment during the System Integration Test.

  Finally, in conjunction with the State's team, the project team will conduct a series of Parallel tests when appropriate to validate and compare results from the legacy systems and the new systems. All differences will be documented and when needed, adjustments will be made to the new application.

- Develop "Go-Live" Plan: The cut over plan will be developed to facilitate a smooth transition to the new system.

  This task will be performed in preparation for moving into production and is performed by the project team. The plan will document specific target dates for Legacy "cutoff", data conversion execution, back-up and fail-safe scenarios, as well as the criteria to assess the readiness of the system for "going live." The plan will capture key project issues and State concerns and make recommendations for issue resolution as part of the "go-live" process.

- Training: End user training on the OneWorld application and corresponding processes will be delivered. Training will be role based and process focused. This means that end users will learn how to perform system tasks within the context of the business process.

  Application classes will be conducted in a "just-in-time" nature prior to "go-live". The J.D. Edwards/IBM project team will train the State trainers for their role in delivering

5.0 PROPOSED IMPLEMENTATION APPROACH

the end-user training. This approach facilitates the appropriate transfer of knowledge and allows State instructors to assume responsibility for ongoing support of the JDE OneWorld application.

◆ Deploy System: Production components will be deployed. The Help Desk environment will also be established. The project team will migrate the OneWorld software on the State's server/host platform to the production environment and provide instruction to the State's technical staff on how to load the software on to client workstations.

The project team will assist the State in establishing an NIS help desk and training Help Desk personnel to provide operational support to system users. The project team will provide the following types of guidance and support tasks:

- Assist in the identification and definition of Help Desk requirements by conducting an on-site assessment
- Assist the State in the development of a Help Desk Development Plan
- Assist the State in providing a single point of response for the end user community to obtain Help Desk assistance
- Assist in conducting a readiness review prior to opening the NIS Help Desk for business
- Assist the State in defining the training requirements for the NIS Help Desk staff in the development, use, and administration of the Help Desk and in the development of appropriate Help Desk procedures as they relate to the OneWorld applications.

Beginning on the first day of "go-live" and continuing for three months, the J.D. Edwards/IBM project team will provide on-site post implementation system support for each implementation phase. This support is provided to ensure 'real time' problem identification and resolution, including the analysis and correction of warranty or other items. In addition, this support will address required system tuning tasks, and will facilitate additional knowledge transfer to State implementation personnel. Additional post go-live support will be addressed through the project change control process.

◆ Establish System Management Procedures: System Management procedures will be developed and transitioned to the State.

The technical team will provide the State's technical staff with instruction on back up and restore activities, as well as other standard system maintenance activities. The project team will also assist in the Business Recovery Plan development for the financial, human resource and payroll applications.

The technical team will work with the State to define the system and user security requirements including a strategy for developing security codes and classes. The project team will also recommend an approach for the administration of the security function. The project team will set up one of each type of user profile, while training State security resources to setup, assign, and maintain the security for the OneWorld application.

5.0 PROPOSED IMPLEMENTATION APPROACH

◆ Optimize Performance: For this activity, a performance baseline will be established so that performance can be monitored and tuning effects can be measured.

The J.D. Edwards/IBM project team will provide performance tuning of the application for the host and workstation platforms. Performance testing and tuning will be provided at key checkpoints within each implementation phase. The J.D. Edwards/IBM project team will assist in the performance of testing and tuning activities during execution of the System Test as well as during "go-live."

Knowledge Transfer

We believe that a key to the success of this project is to provide the State of Nebraska with enough knowledge to be in the position to support and enhance the new OneWorld system. Knowledge transfer is woven into each Phase of the project with State resources participating in all key project activities. The J.D. Edwards and IBM consultants mentor, teach, and train during all phases and aspects of the project. Critical elements to the knowledge transfer program include the following:

◆ Just in Time Project Training
◆ Integrated Project Teams
◆ Use of Technology to Enable Learning
◆ Post-Implementation Support
◆ Prototype Walkthrough
◆ Train the Trainer

The State's personnel will gain knowledge and insight into business process design and redesign, OneWorld application functionality, implementation methodology, configuration, programs and infrastructure, training development and training delivery. The State will become increasingly self-sufficient in implementation and maintenance tasks over time.

6.0 KEY DELIVERABLES AND DATES

The following Key Deliverables will be submitted to the State of Nebraska for each functional phase of the project.

6.1 Initial Project Plan

Purpose: IBM will provide an Initial Project Work Plan to the State of Nebraska. This plan will be updated as part of the project management activities.

Content: The deliverable material will consist of the following, as appropriate:

- Task level project work plan including resource assignments.

6.2 Status Report

Purpose: IBM will provide a monthly Status Report during the project to describe the activities, which took place during the last month. Significant accomplishments, milestones, and problems will be described. This document will be approximately 2 to 3 reproducible hard copy pages in length and will be submitted in Microsoft Word file format.

Content: The deliverable material will consist of the following, as appropriate:

- Activities performed during the reporting period
- Activities planned for the next reporting period
- Summary of IBM hours
  - Hours originally estimated
  - Hours expended during this reporting period
  - Hours expended to date
  - Estimate remaining hours
- Project change control summary
- Project management metrics
- Problems, concerns, and recommendations
- Other items of importance
- Updated project work plan
- Issues List

6.3 Organization Change Readiness Assessment

Purpose: The purpose of this deliverable material is to describe the scope of change required of the organization and analyze its ability to adapt and succeed. The Organization Change Readiness Assessment provides a better understanding of the State of Nebraska's ability to change and helps to answer questions such as, "where and how severe are the problems?" This deliverable material considers the project objectives set by senior leaders and provides much of the input into the change management plan.

Content: The deliverable material will consist of the following, as appropriate:

6.0 KEY DELIVERABLES AND DATES

A report that gauges the State of Nebraska's commitment and ability to accept and sustain the changes. The report covers the following:

- ◆ Sponsorship
  - ▪ Identification of sponsors and their commitment
  - ▪ Identification of other key stakeholders
- ◆ Issues Management
  - ▪ Identification of relevant issues to change: barriers and attitudes to change [rooted in norms of behavior], values and mind-sets [formed due to experiences with past implementation] and/or organization culture
  - ▪ Review of scope of change by area in the organization

6.4 High Level Implementation Strategy

Purpose: The purpose of this deliverable material is to provide key information to the implementation team and the State of Nebraska in planning the implementation of the selected solution as well as facilitating the transition to the implementation project team. It forms the basis for the work to be accomplished during the Analysis, Validate and Build activities. This deliverable material defines the key components needed by the implementation team to develop the detail work plan for implementation. The following information is assessed or estimated to produce this work product:

- ◆ Application groupings for release planning
- ◆ Preliminary application customizations
- ◆ Initial integration and interface points between the vendor software and the existing The State of Nebraska applications
- ◆ Database components requiring data conversion
- ◆ Potential organizational change points that may require procedural changes
- ◆ Potential role resource types and descriptions for the implementation team.

This deliverable material is provided as an ABT Workbench Project Work Plan.

Content: The deliverable material will consist of the following, as appropriate:

- ◆ A high-level time-line and key target dates.

6.0 KEY DELIVERABLES AND DATES

6.5 Training Assessment

Purpose: The purpose of this deliverable material is to:

- Provide an assessment of the End User community and evaluate the technical readiness for the new system.

This deliverable material consists of a series of documents organized as a report document of approximately 5 – 10 pages.

Content: This deliverable material will consist of the following as appropriate:

An assessment of the technical readiness of the End User community, and a plan for the development of End User prerequisite training material containing the following:

- Terminology to be used in the training material.
- A list of training topics to be covered and their initial sequence in training modules.
- The delivery method to be used.
- A list of End User support material to be developed.
- Media specifications for training materials.
- Standards to be used for the different types of training material.
- Identification of development resources.

6.6 Future Fit/Gap Analysis

Purpose: The purpose of this deliverable material is to describe in detail the functions, transactions, screens, reports etc. that have been selected from application to support the execution of the work steps of the business process. The analysis will also highlight the gaps where work steps are not fully supported. They will include proposals on what might change (the process or the package), and the implications of such a change.

This report will consist of a series of documents organized as a report document of approximately 10 – 20 pages.

Content: This deliverable material will consist of the following as appropriate:

- Name: The business process (or package module) being analyzed.
- Summary Results: A scale or narrative conclusion as to the suitability of the package to the intended business process purpose. Detailed Results: A series of points, questions, or capabilities that were tested against the package, and the results of these tests. The results should be detailed enough to be self-explanatory. The results should articulate any issues that will result from the implementation of the package, such as the need for new skills, a change in the process flow, or a change to the package.
- Gap Analysis and Strategy: Each gap is described fully in this section with a preliminary strategy explaining how it might be addressed. These explanations need

6.0 KEY DELIVERABLES AND DATES

to be of sufficient detail to be used by other project team members who are responsible for resolving the gap. The effort should be estimated if possible.

6.0 KEY DELIVERABLES AND DATES

6.7 Operational Model

Purpose: The primary purpose of this deliverable material is to provide models for Nebraska's new Business Models and Application Architecture.

The Model identifies the new business practices including the workflows, and the best practices adopted by the State.

In addition CNC considerations identify workstation components and configurations that are required to meet the service level objectives at each location. Those considerations provide a basis for the IT Technical Implementation Plan and identifies the infrastructure components that need to be included in the IT Infrastructure.

The Model of Server Technical Architecture provides input into the technology selection, the vendor hardware cost estimates, and the detailed technology implementation plan. It facilitates discussion with the users on how each system will be used including the migration strategy, and helps establish the service level capabilities for each environment. The server architecture also defines the operational processes and procedures that are required to build and maintain the different vendor server environments.

This deliverable material will consist of a series of documents organized as a report document of approximately 10 – 20 pages.

Content: The deliverable material will consist of the following, as appropriate:

* The Model identifies the new business practices including the workflows, and the best practices adopted by the State.
* Descriptions of the Server technology required for each major implementation milestone of the vendor project. The descriptions include the reason for the technical infrastructure, the recommended environments, the strategy for the project, future considerations, and practical use of the environments.
* A diagram of the number, size and configuration of the servers. The diagram includes a picture of the physical servers, (i.e. development, testing, training, production, support server, etc.), and connectivity between servers.

6.0 KEY DELIVERABLES AND DATES

6.8 Deployment Education and Training Plan

Purpose: The purpose of this deliverable material is to:

- Provide the rollout plan for the End User training, including the training of the instructors, the pilot classes and the updating of the training material, if necessary. The rollout plan should take into consideration the different locations to be used for delivery, and the logistics surrounding the classes.

This deliverable material consists of a series of documents organized as a report document of approximately 10 – 20 pages.

Content: This deliverable material will consist of the following as appropriate:

The plan for the development of End User training material contains the following:

- Terminology to be used in the training material.
- A list of training topics to be covered and their initial sequence in training modules.
- The delivery method to be used.
- A list of End User support material to be developed.
- Media specifications for training materials.
- Standards to be used for the different types of training material.
- Identification of development resources.

The rollout plan for the End User education and training delivery contains:

- A list of locations available for training, and their specifications (classroom, size, number of PCs, available dates, technical set-up, etc.).
- The number of End Users to attend each training module and how many times each module should run.
- An identification of who the instructors are for each training module.
- Dates and locations for the TTT (Train-the-Trainer) classes.
- Scheduling of the pilot classes, and setting aside time for updating the training material, if necessary.
- Scheduling of the End User training classes.
- A plan for restoring the exercise data before each class starts.
- Arrangements for giving End Users hands-on access and support after they have attended the training and before the system goes live.
- How, when and where the follow-on training will take place after going live.

6.0 KEY DELIVERABLES AND DATES

6.9 Data Conversion and Custom Development Specifications

Purpose: The purpose of this deliverable material is to:

- Understand the future data requirements and the current data formats to map these identifying and documenting the conversion requirements for both data conversion and interfaces (inbound & outbound)
- Identify and document the format of the Extract File to be used during the data extract and load for data conversions and interfaces (inbound and outbound)
- Analyze the conversion for the data and decide where the conversion should take place, if any - for each data object. I.e. should the conversion be performed during data extraction or should it be done during loading to the Package system
- Analyze the conversion for interfaces (inbound and outbound) in the same way as for data conversions, where the data is extracted from the source system and loaded into the target system
- Identify the cleansing requirements of the Current (Legacy or Source system) data, and documenting the cleansing rules
- Detail any Package Extensions and Reports that have been identified during the Fit/Gap sessions that may result in custom development specifications.

This deliverable material will consist of a series of documents organized as a report. The number of pages is dependent upon the number of individual specifications, estimated at 3 pages per specification.

Content: This deliverable material will consist of the following as appropriate:

- Package Extension specifications
- Report specifications
- Conversion Rules for data conversion(s) and interfaces(s) (inbound and outbound).
- Extract File Format to be used for each of data conversions and the interfaces (inbound and outbound).
- Data Cleansing Rules including selection for each of the data objects.

6.10 Authorization Specification

Purpose: The purpose of this deliverable material is to document the results of the test of the package application's user security profiles.

This is a one-page document for each of the security profiles to be tested.

Content: The deliverable material will consist of the following, as appropriate:

- A sign off sheet that indicates the name and type of security profile tested, the functions tested, the expected results and the actual results
- The user security profiles were defined in the Security Workshops conducted in the Deployment activities, where security policy issues are examined as the basis for

6.0 KEY DELIVERABLES AND DATES

profiles. These policy bases will include requirements such as HIPAA, and Statute 81-1117.021

6.0 KEY DELIVERABLES AND DATES

6.11 Comprehensive Test Strategy

Purpose: The purpose of this deliverable material is to collect and define in one place the testing requirements across all domains that occur in an implementation project. This work product will coordinate the timing of the different tests to support the implementation deadline. As such, it provides a mechanism for ensuring that:

♦ The testing effort is applied throughout the project cycle to maximize test coverage.
♦ The test program facilitates and demonstrates progress towards the completion of the project.
♦ There are clear objectives for the testing process.

This is a document between 30 and 70 pages in length.

Content: The deliverable material will consist of the following, as appropriate:

♦ Overview
♦ System Processes
♦ System Test
♦ Test Requirements
♦ Development of Scenarios
♦ Test Procedures
♦ Test Case Descriptions
♦ Tracking Test Activity
♦ Client Acceptance Test (Section 6.13)
♦ Integration Test (Section 6.12)
♦ Parallel Test
♦ Component Test
♦ Stress Test
♦ Disaster Recovery Test
♦ Environmental Requirements

6.0 KEY DELIVERABLES AND DATES

6.12 Integration Test Plan

Purpose: The purpose of this deliverable material is to document the details of the integration test plan. This plan may be maintained separately or as a part of the *Project Work Plan*.

This is a document of approximately 10-15 pages, with an associated timeline.

Content: The deliverable material will consist of the following, as appropriate:

- The preparation procedures required for initiating the test environment, including:
  - Responsibilities for the data migration, extracting the client data according to the *Data Load Plan* to be used for the cut-over
  - Transporting the final configured package and developed programs to the QA system environment
  - Setting up the user IDs to be used during testing
- Preparing the legacy systems (existing systems, third party packages, etc.) that will be interfaced to during the Integration Test
- The schedules and procedures for perform the integration test, including scheduling test cases for testing contingency situations.
- The planning concerning staffing for performing the tests including:
  - The job roles and responsibilities
  - The training requirements for the new Client people on board.
- A method to allow for the iterative nature of testing in the plan, so that test cases and test scenarios, where errors have occurred can be re-tested within the time-scale.
- Definition of priority codes for errors, indicating their severity and whether the problem must be resolved prior to resuming the testing, prior to cut-over, if a work-around can be put in place, etc.
- A means to schedule the availability of testers in the event of test case failure that needs resolving before re-testing can commence.

6.0 KEY DELIVERABLES AND DATES

6.13 Client Acceptance Test Plan

Purpose: The purpose of this deliverable material is to document the details of the client acceptance test plan. This plan may be maintained separately or as a part of the *Project Work Plan*.

This is a document of approximately 10-15 pages, with an associated timeline.

Content: The deliverable material will consist of the following, as appropriate:

- The schedules and procedures for performing the client acceptance test, including scheduling test cases for testing contingency situations.
- The planning concerning staffing for performing the tests including:
  - The job roles and responsibilities
  - The training requirements for the new people on board.
- A method to allow for the iterative nature of testing in the plan, so that test cases and test scenarios, where errors have occurred can be re-tested within the timescale.
- Definition of priority codes for errors, indicating their severity and whether the problem must be resolved prior to resuming the testing, prior to cut-over, if a work-around can be put in place, etc.
- Test scenarios to encompass the following areas:
  - Functional tests
  - Job Role tests
  - Operability tests
  - Recovery tests
- A means to schedule the availability of testers in the event of test case failure that needs resolving before re-testing can commence.

6.14 Parallel Testing

Purpose: The purpose of this deliverable material is to conduct testing using system generated input, when possible, to minimize data entry workload and to avoid erroneous data entry errors. This also allows several parallel tests to be conducted in a shortened timeframe.

This is a document of approximately 10-15 pages, with an associated timeline.

Content: The deliverable material will consist of the following, as appropriate:

- The schedules and procedures for conducting parallel test to include criteria for system acceptance.
- The conditions and methods under which the tests will be conducted such as running a series of Conference Pilot Scripts or system test scenarios and functions against the parallel data set.
- The planning concerning staffing for performing the test including:
  - The job roles and responsibilities
  - The training requirements for the new people on board.

6.0 KEY DELIVERABLES AND DATES

- ◆ A method to allow for the iterative nature of testing in the plan, so that test cases and test scenarios, where errors have occurred can be re-tested within the timescale.
- ◆ Definition of priority codes for errors, indicating their severity and whether the problem must be resolved prior to resuming the testing, prior to cut-over, if a work-around can be put in place, etc

The JDE/IBM project team will provide parallel test support to the State's test team. The results of each parallel will be compared (systematically, if feasible; visual, when necessary) to the actual results produced by the Legacy System.

If major process changes are being implemented in a functional area, parallel testing is sometimes not feasible. The results of the Acceptance and Integration Testing then become the final checkpoint before go-live. NIS system parallel testing will be conducted for payroll as well as for other high impact system functions.

6.0 KEY DELIVERABLES AND DATES

6.15 Deployment Plan

Purpose: The purpose of this deliverable material is to guide the management team through system deployment. It provides a detailed schedule of events, expected duration, persons responsible, and event dependencies that are required to support the cutover to the new system.

Content: This document is a subset of the overall project work plan. It deals specifically with the latter part of an engagement and manages those tasks aimed at preparing The State of Nebraska to move forward with implementing the new system. The format for this deliverable material is the project work plan with elements that may include:

- Education and Training Schedule
- Deployment Sequence
- Conversion Criteria/Timing
- Hardware Acquisition
- Hardware/Software Installation and Configuration
- Installation Support Requirements
- Pre-Implementation Activities
- Post Implementation Activities including Help Desk and Support

6.0 KEY DELIVERABLES AND DATES

The follow matrix indicates the estimated delivery date for each key deliverable by activity:

Activity	Deliverable	Phase I	Phase II	Phase III	Phase IV	Phase V
Project Mg.						
1	Initial Work Plan	07/25/01	11/29/01	01/15/02	12/14/01	07/02/02
2	Status Reports	On-going	On-going	On-going	On-going	On-going
Prepare						
3	Organization Change Readiness Assessment	07/31/01	11/30/01	01/15/02	12/14/01	07/12/02
4	Training Assessment	07/31/01	11/30/01	01/15/02	12/14/01	07/12/02
5	High Level Implementation Strategy	07/09/01	11/08/01	01/03/02	12/05/01	09/04/02
Design						
6	Future Fit/Gap Analysis	09/20/01	02/15/02	03/06/02	12/27/01	08/26/02
10	Authorization Specification	08/21/01	01/16/02	02/04/02	12/20/01	07/31/02
7	IT Operational Model	02/11/02	06/26/02	04/05/02	03/06/02	09/30/02
9	Data Conversion and Development Specifications	11/02/01	10/01/02	04/05/02	03/06/02	10/02/02
Configure						
8	Deployment Education and Training Plan	04/02/02	11/18/02	07/01/02	05/21/02	11/20/02
11	Comprehensive Test Strategy	04/29/02	11/13/02	06/25/02	05/17/02	11/18/02
12	Integration Test Plan	05/13/02	11/25/02	07/09/02	05/27/02	11/25/02
13	Client Acceptance Plan	05/24/02	12/24/02	07/26/02	05/30/02	12/02/02
Deploy						
14	Deployment Plan	06/05/02	01/03/03	08/01/02	06/03/02	12/03/02

7.0 PROCESS EVALUATION & DESIGN

During the Design Activity, detailed Fit and Gap sessions are held. These sessions provide the input for tailoring, modifications, reports, interfaces and data conversions. This task consists of the J.D. Edwards/IBM Team performing a gap analysis between the State's existing business models and the functionality of OneWorld. We will document recommendations to adjust the State's business models to take advantage of the best business practice templates and the implied process flow through OneWorld. These recommendations will be documented in the Process Models section of the Requirements Document and will become the specification of record for the subsequent configuration work. These recommendations will be reviewed and analyzed by the project team and initial business process decisions will be made and incorporated into the Conference Room Pilot (CRP) model.

How the detailed fit/gap analysis tasks are incorporated into the overall implementation tasks is discussed in more detail in Section 5 Proposed Implementation Plan, which includes a detailed discussion of IBM's implementation methodology - Method BLUE.

During the Design Activity, working with the State, we will analyze the existing State chart of accounts and make recommendations on improvements to facilitate reporting and retrieval by establishing category codes and to ensure compliance with accounting standards to support NIS. In order to provide a base chart of accounts, the first functional phase (Phase I - Financials/Purchasing) that will be started is for basic financial and purchasing processing. One of the first tasks of Phase I - Financials/Purchasing is the development of a new chart of accounts that will encompass all of the base functionality to be implemented in the system including budgeting, payroll, grant management, capital projects, inventory and fixed assets.

During the Design activity of each functional phase, the Technical Team will discuss numerous options as they relate to application interfaces from the State's existing systems. Based on the phasing approach agreed upon for the implementation, the team will identify solution alternatives and develop a strategy to address the multiple central and departmental/agency conversions that will affect each project phase. The team will provide a solution to the State that provides the lowest risk alternative for each of the interfaces identified for the project.

Depending on the strategy to be employed, interfaces will be developed and unit tested during the validation step of each phase. Where new programs are to be employed detail design, development and unit testing of the conversion program will occur during this step.

As the State is the most familiar with existing data structures and usage, it is extremely cost effective for the State to provide the resources required for application interfaces. Working under the direction of the Technical consultant, the State will provide the resources to extract and format the existing data to be interfaced to the new target application.

7.0 PROCESS EVALUATION & DESIGN

The J.D. Edwards/IBM Project Team will assist and lead the State resources in the following activities:

- Analyzing and defining the sending and target system environments
- Reviewing the inventory of data files relative to the system interfaces
- Determining skill requirements for undertaking system interface development
- Preparing and documenting, in the Scope Definition for Interfaces Document, a recommendation for the system interface approach
- The J.D. Edwards/IBM Project Team will assist and lead the State resources, to create the data file inventory that will:
  a. Identify each interface
  b. Define its purpose
  c. Cross reference interfaces to systems
  d. Identify data entities to be exchanged and type of exchange (one way, two way)
  e. Determine timing considerations for data exchange (batch, on-line, real time)
  f. Determine amount of data to be exchanged
  g. Specify the type of file (e.g., IDMS, VSAM, IMS, Oracle, Access, Lotus spreadsheet, etc.)

The J.D. Edwards/IBM Project Team will assist the State resources, and lead a technical analysis and design of the system interfaces as represented in the Scope Definition for Interfaces document. System interfaces will be analyzed and a technical solution designed. If the solution requires custom coding, a program specification will be created.

The Team will assist State resources in developing Data maps to identify the relationship between fields from the sending system to the target system.

The J.D. Edwards/IBM Project Team will assist the State resources, and lead the design, code and unit test the required system interfaces in accordance with the defined specifications.

8.0 EDUCATION & TRAINING

8.1 Employee Education

High quality training for the State of Nebraska's project team participants, technical support personnel and end users is a critical element of the J.D. Edwards/IBM implementation approach. The success of our training program will enhance the ease of use of the new system by State personnel, increase personnel productivity, and optimize both day-to-day and long-term system utilization. A well-instructed and well-received training program will also enhance the end users' overall acceptance of the system.

Our proposed training program will maximize use of existing J.D. Edwards OneWorld training courseware, reference manuals and training materials. These materials will be tailored, as appropriate, and supplemented with lab exercises to provide State of Nebraska system users with job-specific training. The training program will provide State personnel with a cost-effective approach for providing training to the State's project team, end users and technical support personnel. All instructors, from both J.D. Edwards and IBM, will be highly skilled and qualified to teach the classes to which they are assigned.

During the project, the Training/Documentation team lead, working with the State's Training Manager, will develop a training delivery schedule (i.e., Training Plan) which addresses the instructional requirements of the State's Project Team; the State's technical support personnel; the State's end-user community; and the State provided training instructors, who will be drawn from State personnel to facilitate our modified 'Train-the-Trainer' approach. The NIS Training Plan will provide a complete course listing, a recommended course of study for each student group, define the mode of instruction, recommend optimal class size and student-to-instructor ratios, number of required instructors, and the course curriculum required to provide for an effective knowledge transfer to each student group. The Training/Documentation Team Lead will author the NIS Training Plan for review and approval prior to commencing student instruction or the development of State specific training materials.

To facilitate development of the NIS Training Plan, the Training/Documentation Team Lead will conduct a Training Needs Assessment during the Design Activity of each project phase to better understand and document the specific needs of each of the State's student populations. The information gathered during this review will allow the J.D. Edwards/IBM team to finalize a training approach, curriculum requirements and final end-user rollout plan which successfully addresses the instructional requirements of each segment of State personnel and to document this finalized approach in the NIS Training Plan. We are confident our training program will provide State of Nebraska personnel with the skills, knowledge and 'hands-on' experience to effectively operate the new system. Our primary objective will be to provide each student with the operational knowledge of the system required supporting his or her specific work assignments.

8.0 EDUCATION & TRAINING

Our training approach will utilize a State provided facility (with the exception of technical training) as the most cost effective training to present course instruction; thereby eliminating the costs associated with requiring State personnel to travel to a J.D. Edwards training facility. Classes will be scheduled to coincide with major project milestones, thus effectively providing each student group with 'just-in-time' instruction. Providing training just prior to the student's application of the information in their everyday work environment has been demonstrated to be the most effective instructional approach and promotes high student retention levels.

8.0 EDUCATION & TRAINING

8.2 Introduction to Training Methodology

The following is a description of our training methodology and the approach that we recommend for NIS implementation. The J.D. Edwards/IBM approach to address NIS training needs will include a combination of classroom and computer-based training (CBT) using the J.D. Edwards Custom User Education tool. Our Training Needs Assessment, described in Section 6.5, is the mechanism utilized to insure proper training is cost effectively delivered to the right location, to the correct audience, with the best possible results.

We will utilize a combination of computer based and classroom training based on our Training Needs Assessment.

The courses will utilize a combination of J.D. Edwards standard training material and content developed specific to the State's environment.

The courses will be delivered by a combination of Vendor supplied end user training and Train the Trainer end user training. The strengths of a Train the Trainer approach greatly enhances the success of a project and will enhance the level of project ownership by the State. Additionally, since training is an ongoing element in any implementation, a Train the Trainer approach will prepare the State to address on-going training needs.

We will leverage J.D. Edwards' training facilities for technical classes to take advantage of the individual client server configuration environments available in J.D. Edwards' training facilities. This provides greater "real-life" training opportunities for each technical resources attending training. To increase flexibility in the training schedule and reduce overall cost associated with training, we recommend on-site custom training for all of the application related training classes. During the Training Needs Assessment, we will formalize the approach for each class based on implementation requirements.

8.0 EDUCATION & TRAINING

8.3 Types of Training

The J.D. Edwards/IBM team will train four categories of students who require specifically oriented curricula. In response to this requirement, J.D. Edwards and IBM have developed and priced a training approach which successfully addresses the instructional needs of each defined student group, their designated job assignments and/or project role and responsibilities. This targeted training curriculum will facilitate effective performance of their assigned job tasks. We propose four types of training:

Approach to Training Requirements			
Types of Training	Student Group	Location	Pre-Requisite Knowledge
Application Overview Training	Designated State Employees	State provided training facility	Existing job responsibilities
Project Team Training	State Project Team	State provided training facility	Business processes, workflow & current system functionality
End User Training	State End Users and State Training Instructors	State provided training facility	Job specific responsibilities, processes & workflow
Technical Training	State Information Systems Personnel	J.D. Edwards training facility	Existing system architecture and/or Network operations

8.3.1 Application Overview Training

Overview Training will be provided during the initial weeks of each project phase to provide State personnel with a high level understanding of the new system's functionality. A project kick-off meeting will also be conducted to communicate the project implementation approach, project schedule, and project team roles and responsibilities. This foundational knowledge, provided to a broad base of State employees, will serve as a 'springboard' to the more refined curriculums, as well as providing an orientation for State personnel.

Application Overviews will cover a cross-section of the State's employees, with the purpose of informing them about the suite of software products purchased by the State and the methods by which these products are to be utilized. Training will be offered during the initial step of each implementation phase to orient State Executives, Department/Agency Managers, and State business analysts to the functionality of the application software. Additionally, Application Overviews are conducted to provide the selected State Business Area User Representatives and other interested State personnel with a demonstration of the J.D. Edwards OneWorld software functionality. The Business Area User Representatives need an understanding of the capabilities and available functionality options of the J.D. Edwards software prior to making business decisions during the 'Business Process Workshop' step of each implementation phase.

Qualified instructors will conduct the Application Overviews during the initial 'Train' step of each implementation phase.

8.0 EDUCATION & TRAINING

8.3.2 Project Team Training

This training will cover the instruction of a series of classes related to a specific software application product. Qualified J.D. Edwards and IBM instructors will offer training on-site at a State provided training facility.

Project Team training curriculum plays a critical role in effectively preparing the State of Nebraska Project Team members for their delegated responsibilities during the project implementation. This training program will focus on the requirements of the State project team members who will participate in a 'hands-on' fashion in the requirements definition, design, tailoring, testing and State-specific documentation of the J.D. Edwards OneWorld application software. State Project Team members will be provided with 'real time' working knowledge of the software's functionality in preparation for their active participation in implementation. In turn, these Project Team members will be instrumental in applying their business expertise to work towards an effective software implementation. In addition, the J.D. Edwards/IBM training team will draw upon the expertise of the Project Team members to develop the business scenarios, which will be used to tailor more standardized elements of the end user training curriculum.

Project Team training will be offered on-site as a tailored presentation, which draws upon the standard J.D. Edwards course materials. This training will allow the State attendees to understand the functionality and flexibility of each module, while also receiving training on the capabilities of tailoring various aspects of the module's performance. This training will be presented by knowledgeable J.D. Edwards' implementation personnel in conjunction with the start of each implementation phase.

The State Project Team members will then begin to apply the knowledge they have learned in the initial training class to the tasks of requirements gathering, tailoring the modules to address the State's functional requirements, and validating the effectiveness of the tailoring activities. The State may choose to send 'power users' to formal J.D. Edwards training classes at a J.D. Edwards training facility should you feel more detailed training would be beneficial to these individuals.

State of Nebraska Project Team training will also include instruction in the following topics:

- ◆ Project Orientation: Tasks, project team structure, assigned responsibilities and timeline
- ◆ System architecture, navigation and functionality
- ◆ Specific application functionality for each Functional Area

Finalization of the Project Team training curriculum (to include final selection of specific J.D. Edwards OneWorld training topics and the exact number of students to attend each course) will be defined early within the Train step of each implementation phase. We have priced presentation of these on-site courses using a State provided training facility.

8.0 EDUCATION & TRAINING

8.3.3 End User Training

This training will cover course topics related to specific end users in accordance with their daily work assignments. The Training/Documentation Team Lead will work closely with the State to finalize relevant instructional topics by groups of personnel. Training will be offered on-site using a combination of CBT (Computer Based Training) exercises where appropriate; as well as classroom training in a State provided facility. We plan to utilize a 'Train-the-Trainer' approach for end user training by developing training and course materials and training a select group of State trainers. State trainers will be responsible for the rollout of the training program to the remaining State end users.

End User training is the provision of job specific end user instruction. Specific job segments, and the course curriculum required to successfully address the instructional needs of each segment, will be the primary focus of the Training Needs Assessment and development of the resulting NIS Training Plan. The J.D. Edwards/IBM team has defined the following curriculum, which will be subject to validation and/or modification during the Design Activity of each project phase.

We propose the J.D. Edwards/IBM team provide a combined training approach that provides for defined, on-site end user training for the initial class offerings, with a subsequent transition to a 'Train-the-Trainer' approach that utilizes State instructors to train the remaining students. Additionally we envision the use of CBT (Computer Based Training) lessons playing a vital part in rolling out training to all of the State end users and reinforcing the new processing methods that will be used in the new system. This methodology maximizes the use of State resources to promote full knowledge transfer, provides the most economical approach, as well as facilitating the State's ongoing capability to continue to offer training/retraining as attrition occurs and as personnel are internally promoted into new job responsibilities. The J.D. Edwards/IBM training team will provide 'skills transfer' so that these State instructors are well prepared to address this important role. The Training/Documentation Team Lead will work closely with the State's Training Manager to identify the prerequisite knowledge and instructional style needed by the State's selected end user instructors. Once selected, they will be trained in the effective use of the training materials. We recommend these instructors be drawn from the State's Project Team in order to maximize use of the product knowledge they will have acquired over the implementation phases.

Courses will be developed in a modular fashion. This design provides 'building blocks' that may be effectively utilized in multiple curricula. All course materials will be developed by our implementation team to successfully address the State tailored functionality of the J.D. Edwards OneWorld software. In addition, we will develop a User Procedures Manual that documents the business process improvements and revised procedures, which will be identified and documented throughout the project. The combination of these materials, supplemented by 'hands-on' lab exercises which will be developed by the State Project Team members, will provide the State with a tailored curriculum which we believe is required for a thorough knowledge transfer to your personnel. The combined J.D. Edwards/IBM/State instructional team will provide the end-users with the knowledge needed to address the subject matter specific to their job classifications and delegated job tasks.

8.0 EDUCATION & TRAINING

We anticipate developing the following instructional courseware, which will serve to support each phase's course of study. This listing will be reviewed at the beginning of the project to clarify accuracy and completeness.

1. Phase oriented End User Training Guide
2. User Procedures Manual (uniform for all students over all phases).
3. Job aides/Quick Reference Guides (1-2 per course topic).

We have developed a preliminary curriculum that will be initially reviewed in conjunction with the Training Needs Assessment. Project team leads will work together to determine the phase-specific training schedule, total number of students to be trained by phase and the exact dates of instruction.

8.0 EDUCATION & TRAINING

Proposed End User Training Curriculum

Course of Study By Application Area	Estimated Duration
Payroll / Human Resources	
Common Foundation	4 hours
Payroll	24 hours
HR Payroll Functions (e.g., deductions, benefits, accruals)	16 hours
Overview and Time Mgmt	8 hours
HR/Payroll Report Writing	8 hours
Entering Time Entry	1 hour
Applicant Processing	8 hours
Training Management	16 hours
Financial Management	
Common Foundation	4 hours
Accounts Payable	16 hours
General Accounting	6 hours
Procurement (Buyers)	16 hours
Requisition Personnel	8 hours
Financial Reporting	16 hours
Budgeting	12 hours
Journal Entries	8 hours
Budgeting	
Ad Hoc Reporting	4 hours
Procurement/Inventory	
Common Foundation	4 hours
Overview of Inventory Management	8 hours
Overview of Procurement Management	16 hours
Ad Hoc Reporting	4 hours
Grant / Project Management	
Common Foundation	4 hours
Capital Improvement	16 hours
Contract Management	16 hours
Grant Management	16 hours
Work Order Management	4 hours
Ad Hoc Reporting	4 hours
Fixed Assets	8 hours

8.0 EDUCATION & TRAINING

Instruction Assumptions:

Each class offering will accommodate a maximum of 20 students. Training will be offered on-site (at a State provided facility, fully configured with OneWorld System connectivity to a minimum of ten workstations, flip chart, white board, etc.).

Instruction-to-student ratio will be no more than 10-to-1 with a State Instructor provided to promote effective knowledge transfer.

8.3.4 Technical (Technical Support Personnel) Training

This training will cover the instruction of classes in system administration, security administration, system operations, and performance tuning. This training will be scheduled for a minimal number of State attendees at a J.D. Edwards training facility.

The J.D. Edwards Team will utilize instructor-led lecture presentations, supplemented as appropriate by self-paced, hands-on user scenarios, which reinforce classroom discussions; as well as 'on-the-job training', which address the specific learning requirements of each student group.

To supplement the formal training classes, the Technical Team will transfer skills to key State of Nebraska technical/operational personnel on system administrative functions. As the CNC Specialists and IT Architect perform system administration tasks during the project, they will serve as mentors to the State of Nebraska technical/operational personnel. This mentoring' segment of the training will facilitate development of sound system administration skills to promote individuals' confidence to effectively operate and perform system maintenance activities on the J.D. Edwards OneWorld software. This portion of the technical training curriculum will be conducted on-site utilizing the State installed system. Standardized system documentation will be used for this effort.

The Training Needs Assessment will review and validate the proposed technical training curriculum and topics of discussion to clarify this type of training effectively addresses the requirements of the State of Nebraska IT personnel.

9.0 CHANGE MANAGEMENT

9.1 Change Management

We support the commitment the State is making to this project with its contribution of business and technical resources. We have defined the required State staff in Section 2 (Project Organization Charts) and Section 14 (Detailed Project Work Plan). Based on our previous experience on government ERP projects we have made recommendations that will most effectively utilize these resources and reduce the cost of the project to the State.

Change management is a process that helps organizations adapt to new working environments. It facilitates the process of making proposed changes acceptable and achievable in the organization by helping people understand the need for the change, supporting participation in the transition process, and building commitment and buy-in. It is an essential component in any transformation project, particularly in a project such as the NIS Project. Change is by its very nature disruptive and must be systematically planned and supported in order to minimize the depth and length of performance disruptions. Even minor change may be hard to assimilate, cause frustration, anxiety or uncertainty among the work force and divert attention away from meeting productivity goals and quality standards.

Results of other organizations that have installed ERP Systems show that many fail for a variety of reasons: over budget, the implementation time is too lengthy, and business improvements are not achieved. When these projects fail the reasons are as follows: (Source: Organization Dynamics, Jim Markowsky)

Why ERP Implementations Fail	
Lack of Senior Executive involvement and middle management support	42%
Organizational and Cultural Issues	27%
People Issues (people not involved in the project, lack of commitment)	23%
Technology Issues	4%
Other	4%

IBM's Organization Change Management methodology focuses on the top three failure reasons listed above. Our Worldwide Organization Change Competency supports the Organization Domain of Method BLUE by providing research, consultant training, and intellectual capital at several activities of the implementation.

At the start of the project, Change Management consultants will conduct Change Leadership Workshops to assist the executives and leaders in becoming Change Agents and strong sponsors for the change. This will help them provide a clear vision of what must occur and be willing to demonstrate the organizational commitment necessary to successfully execute and complete the transition.   Through Change Leadership workshop(s), we:

◆ Review the business objectives and key performance indicators needed to drive the design and implementation of the J.D. Edwards software,
◆ Identify and resolve any gaps in the leadership vision and commitment,
◆ Identify the stakeholders and sponsors, and develop a Leadership/Sponsorship Plan to drive change throughout the organization.

9.0 CHANGE MANAGEMENT

The Change Management Team will also conduct an Organization Change Readiness Assessment, which identifies the organization's ability and willingness to change as well as identifies areas of risk for the change. The Change Management consultants will work with the State to develop a list of questions that will address the feelings of the organization towards communication, training and development, leadership and change. The assessment is delivered using two methods: One-on-one interviews conducted with key executives, process owners and team leads; and surveys sent to approximately 15% of the population chosen at random. The results of the interviews and surveys are compiled and a Change Readiness report developed.

The Change Management Team supports the Design Activity by preparing the organization for the changes ahead. This is accomplished with Organizational Change Workshops. The Workshops engage the project team and business process owners in the tasks and activities required to better prepare the State executives, managers, and end-users in implementing the OneWorld package. The activities and workshop build a framework for the State to address business and organizational impacts during the NIS Project. The results are combined with results from the Change Leadership Workshop(s) and Organizational Change Readiness Assessment to create a Transition Management Strategy.

The Organization Change *workshops* are organized under four (4) categories: Business Impact Workshops, Communications Planning workshop, Organization Transition Planning workshop, and Training Requirements Workshop.

Business Impact Workshops:

Any business initiative involving an ERP implementation will confront potential obstacles to success, referred to as Business Impacts. Business Impacts include major changes to business processes, policies, and procedures that are required to meet business objectives and support the new system. Major changes in jobs, roles, responsibilities and/or organizational structure may also impact the business and can become risk factors. Since these impacts can pose varying degrees of risk to an implementation project, it is important to address them early to minimize their negative effects through a structured Risk Mitigation process. IBM's Risk Mitigation Process includes a series of workshops and activities to identify and manage these possible barriers and risks to a project's success. The Business Impact workshops identify, categorize, and prioritize impacts and risks.

Communications Planning Workshop:

This workshop creates a Communication Strategy and Plan for the NIS Project. The Communication Plan defines a series of campaigns to build awareness, understanding and acceptance of the changes and to maintain the level of commitment necessary to achieve successful change. The Communication Plan is essentially a marketing plan with various audiences identified and events (milestones) planned. The Communication Plan is incorporated into the overall project plan to assist and manage execution.

Organization Transition Workshop:

Through the process of business re-engineering and system implementation, job roles and functions will change. The Change Management Team will assist in identifying the

9.0 CHANGE MANAGEMENT

roles and responsibilities required in each process and assist in organization transition activities. Organization transition activities include:

- Identifying and mapping new roles and responsibilities to jobs based on new processes
- Developing or modifying of job descriptions,
- Developing a sponsorship plan to prepare and support the user through go-live and beyond.

The Transition Management Plan will be modified to address job changes, training requirements and sponsorship support structures that have been identified through the organization transition activities and will direct the transition of the organization from its current state to future state.

Training Requirements Workshops:

The training requirements workshops create a recommended approach for training development and delivery to State employees. The requirements are based on results from the organization change assessment, organization transition workshop, Business Impact workshops, and data gathered during the Training Requirements Workshops. The activities include:

1. Define Training Logistics
2. Document High Level End User needs
3. Conduct a Training Evaluation workshop
4. Conduct an IT Needs Assessment for training
5. Conduct a User Support Workshop
6. Conduct a Delivery and Development Options workshop
7. Determine a Document maintenance strategy
8. Determine resource requirements for development and delivery of training
9. Modify the communication plan

The results and recommendations for training development and delivery will be presented in the High-Level End-User Training Requirements Document.

Once the Organization Change workshop is complete, IBM will assist the State in preparing a Business Case. The purpose of this activity is to revise the ROI estimate provided to the State in this RFP response (See Section 16). The team will help the State of Nebraska to identify hard and soft benefits of the implementation and validate identified costs. Then, the State, with the assistance of the team, will produce assumptions and determine desired level of detail for the business case, develop financial calculations for all identified benefits and costs and finally, produce the Business Case.

The Change Management Team will assist the State in managing the Risk Mitigation Projects (RMPs) identified for each selected Area of Focus (AOF) as defined in Section 18 (Risk Management Plan).   Among other activities, this will include assistance in implementing the transition management plan and executing the Risk Mitigation Projects. The Team will also facilitate issue resolution surrounding the RMPs.

9.0 CHANGE MANAGEMENT

The Change Management Team will provide transitional support during the Deployment Activity. The Team will assist the State in resolving issues identified by the user community following the implementation and help to identify necessary new procedures or changes to existing procedures.

The adoption of a Change Management methodology can be the determining factor in a successful ERP implementation. The activities prescribed by this methodology can help State leaders understand the ramifications of an ERP implementation of this size and help create solid lines of communication. Perhaps most importantly, the process can help the State's employees not only prepare for the changes ahead but accept them.

10.0 DATA CLEANSING AND MIGRATION

10.1 Data Cleansing and Migration

During the Analysis step of each phase the technical team will discuss numerous options as they relate to data conversion and migration from the State's legacy information. Based on the phasing approach agreed upon for the implementation, the team will identify solution alternatives and develop a strategy to address the multiple central and departmental conversions that will affect each project phase. The team will provide a solution to the State that provides the lowest risk alternative for each of the data conversion tasks identified for the project. The following are some of the items that will be considered when planning for data conversion projects.

- Convert what is needed, but only what is needed. If information will be accessed only rarely, or is of questionable integrity on the legacy system, perhaps it should not be converted. Alternatives to conversion include printing out hard copy reports from the legacy system, leaving the legacy system up for a period of time to allow continued access to it, or downloading legacy data to a data warehouse.
- Legal/regulatory requirements in some cases dictate what data must be available and for how long.
- Prior to conversion, purge or consolidate old data; there is no point in converting unneeded records.
- Clean up the data that is to be converted. Look for invalid codes, duplicate records, and incomplete records. Customer masters, vendor masters and inventory files are often in the greatest need of review and cleanup.
- "Conversion" does not necessarily mean using a program. Manual data conversion is sometimes an option.
- One determining factor is the number of records to be converted. A rule of thumb (certainly not hard and fast) is that for less than 2,000 records, convert manually; for over 2,000 records, a program may be a better solution.
- Another determining factor is the state of the data to be converted. If the data requires significant clean-up, then manual data conversion may be a good way to review and cleanse data while converting, if record volume isn't too great.
- Keying the data into the system can be used as a means of end-user training.

10.0 DATA CLEANSING AND MIGRATION

10.2 Conversion Program Development

Depending on the strategy to be employed, conversion routines will be developed and unit tested during the validation step of each phase. Where programs are to be employed detail design, development and unit testing of the conversion program will occur during this step.

As the State is the most familiar with existing data structures and usage, it is extremely cost effective for the State to provide the resources required for data conversion tasks. We propose that the State would provide the resources that, working under the direction of the IBM Team Leader, would extract, cleanse, and format the legacy data for migration to the new applications.

IBM will assist and lead the State resources, in the following:

* Analyze and define the current and target system environments
* Review the inventory of data files
* Determine skill requirements for undertaking data conversion development
* Prepare and document, in the Scope Definition for Data Conversions, the recommendation of the data conversion approach to be followed

IBM will assist and lead the State resources, to create the data file inventory which will:

* Identify each file
* Define its purpose
* Cross reference files to application modules
* Identify its significance to the application
* Classify each file for conversion purposes
* Determine size and number of records per file
* Determine the number and name of data elements in each file
* Specify the type of file (e.g. IDMS, VSAM, IMS, Oracle, Access, Lotus spreadsheet, etc.)

IBM shall lead a technical analysis and design of the conversions documented in the Scope Definition Document. Data conversions will be analyzed and a technical solution designed. If the solution requires custom coding, a program specification will be created. If the solution utilizes conversion tool-kits or utilities, the parameters and logic rules will be defined in the specification.

Data maps will be created to identify the relationship between fields from the old system to the new system. Conversion rules will be established, to the extent possible, for handling missing key fields, redundant or inconsistent data, and conversion of dates.

Specifications will also be created for any ASCII Flat file or the ASCII comma delimited file (CSV) file formats needed for loading current data into the ERP database. In summary, if data resides within a desktop application and needs to be used to populate the new ERP database these file formats may be used within the conversion effort.

10.0 DATA CLEANSING AND MIGRATION

Upon completing all conversion specifications, IBM shall lead the State resources in the design, code and unit test of the required data conversions in accordance with the specifications.

10.3 Tools Available to Assist in Converting Data

- Batch File Processing, or Z-File (because of their naming convention) Processing exists for some applications in J.D. Edwards: GL balances and detail, budgets, open AP, open AR, open Sales Orders, Time and Attendance. A program or other table population tool is used to populate the appropriate Z-file in J.D. Edwards. These files are holding files, not actual production files. Programs are then run which edit the data and populate the actual target files. Edit logs are generated.
- Electronic Commerce (EDI) can be used to convert data. Data is put into ANSI transaction sets (J.D. Edwards supports about 15) via value-added software (typically a PC package) that transmits the data, usually over a VAN, to the target machine where the J.D. Edwards software is running. J.D. Edwards' programs then map the ANSI format to J.D. Edwards files in the EDI system. They are then edited and posted almost like the Batch Interface "Z" files. This approach can be used for inventory account balance information. Note that the use of EDI is for data only, and is not a replacement for setup, which must be done first.
- The Universal Batch Engine (UBE) facility can be used for 'table to table' conversions, interfaces, or Z-file population. There is a "wizard-like" driven Table Conversion tool within UBE that will handle simple conversions
- If no Batch File Processing exists, and/or the UBE can't be used for the conversion, then the conversion may require manual effort or a custom-written JDE tool-set program.

11.0 TESTING

IBM will document the test methodology and procedures for testing the J.D. Edwards software in the Comprehensive Test Strategy defined in Section 6.11. Test Plans will include a low-level function list to be tested for each of the five phases, and test scenarios. The test scenarios will be executed as a series of functions that represent the new business function of the State for each of the five phases. These tests are the basis of the systems, acceptance, integration, and parallel testing.

11.1 Systems Test

IBM will conduct the system test in accordance with the system test plan. The test will be used to validate the application tailoring and will consist of re-running Conference Room Pilot Scripts for functions that were re-tailored. Testing is applied throughout the project cycle to maximize test coverage. The test program facilitates and demonstrates progress toward the completion of the project.

11.2 Client Acceptance Testing

IBM will provide acceptance test support to the State's test team. Test Plans will include criteria for system acceptance and methodology to allow for the iterative testing. The test will consist of re-running any series of Conference Room Pilot Scripts or system test scenarios and functions that the State chooses as defined in Section 6.13.

11.3 Integration Testing

Integration, or regression, testing is executed to demonstrate integration of new functionality with previously implemented functional phases, and for verification of the data conversion and system interface. In addition, a set of technical test scripts related to security and concurrent user access is executed. Additional integration test cases may be developed and executed, if required, based on Conference Room Pilot results. J.D. Edwards test data sets and State converted data will be used for testing. IBM will conduct a system integration test, integrating the State's converted data and system interfaces with the J.D. Edwards applications. The test scenarios from the Integration Test Plan defined in Section 6.12 will be re-executed in the production environment during system integration testing.

11.4 Parallel Testing

Parallel Testing is accomplished via system generated input, when possible, to minimize data entry workload and to avoid erroneous data entry errors. This also allows several parallel tests to be conducted in a shortened timeframe. Test Plans include criteria for system acceptance. The JDE/IBM project team will provide parallel test support to the State's test team. The test will consist of running a series of Conference Room Pilot Scripts or system test scenarios and functions against the parallel data set. The results of each parallel are compared (systematically, if feasible; visual, when necessary) to the actual results produced by the legacy system.

11.0 TESTING

If major process changes are being implemented in a functional area, parallel testing is sometimes not feasible. The results of the Acceptance and Integration Testing then become the final checkpoint before go-live.

NIS system parallel testing will be conducted for payroll as well as for other high impact system functions.

12.0 TECHNICAL REQUIREMENTS

12.1 Hardware and Network Deployment

Two IBM iSeries (AS/400) servers will be employed to support NIS. The first server will include both database and application logic for the Production and the Training environments. The second server will support the Development, Client Acceptance Testing and Systems Programming environments. All environments will utilize additional Windows 2000 servers for Web Serving and for the One World Deployment server. In addition, Citrix Metaframe servers will be utilized to support a portion of the client population.

The workstation configuration and network connection required will depend on the level of interaction the system user will have. Three user categories have been established.

- ◆ **Professional User** – a person that interacts with the system several hours a day and may be engaged in entry of application data. This category includes professional accounting, procurement, and human resource positions.
- ◆ **Occasional User** – a person who uses the system several times a day, but whose access is generally only a few transactions a day. This category of user does not enter much application data and usually interfaces with the system for the same reasons every day. This category includes some managerial and administrative personnel.
- ◆ **"Once in a while" User** – a person who accesses the system once a week or less. This category of user may only enter their time sheet once a week or will use NIS to request leave "once in a while". This category includes most State employees.

Minimum configurations are specified to provide direction to State agencies so they can evaluate the suitability of their current workstations. Newly purchased workstations generally exceed these minimum standards.

The minimum workstation configuration for a **professional user** attached to the wide area network is:

- ◆ Pentium processor – 266 megahertz
- ◆ Hard drive – 15 megabytes of free space unless large reports are downloaded in which case 1 gigabyte of disk storage space must be available
- ◆ 128 Megabytes of memory if the operating system is Microsoft NT
- ◆ 32 – 64 Megabytes of memory if the operating system is Windows 98 or 95.

In addition, the **professional user** must be connected to the State's Internet Protocol (IP) Wide Area Network (WAN).

An additional option for those **professional users** who are connected to the Lincoln high-speed Local Area Network (LAN) requires a larger workstation. The minimum workstation configuration for a Lincoln LAN attached **professional user** is:

- ◆ Pentium III processor – at least 500 megahertz
- ◆ Hard drive - 20 gigabytes or more of disk storage

12.0 TECHNICAL REQUIREMENTS

- ◆ 256 to 384 Megabytes of memory
- ◆ Microsoft Windows NT or Windows 2000 operating system

The minimum workstation configuration for an **occasional user** is:

- ◆ Pentium processor – at least 266 megahertz
- ◆ Hard drive - 100 megabytes of free space unless large reports are downloaded in which case 1 gigabyte of disk storage space must be available
- ◆ 128 Megabytes of memory if the operating system is Microsoft NT
- ◆ 32 – 64 Megabytes of memory if the operating system is Windows 98 or Windows 95.

In addition, the occasional user must be connected to the State IP WAN and have either Microsoft Internet Explorer 5.0 (SP2) or higher or Netscape 4.73 or higher

The workstation configuration for a **"once in a while" user** is:

- ◆ Any processor that can operate an Internet browser (Microsoft Internet Explorer 5.0 (SP2) or higher or Netscape 4.73 or higher).

In addition, the **"once in a while" user** must have a modem for dial up connection to an Internet Service Provider (ISP) or be connected to the State IP WAN

12.0 TECHNICAL REQUIREMENTS

IBM eServer iSeries OneWorld Implementation Schematic

Production and Training System
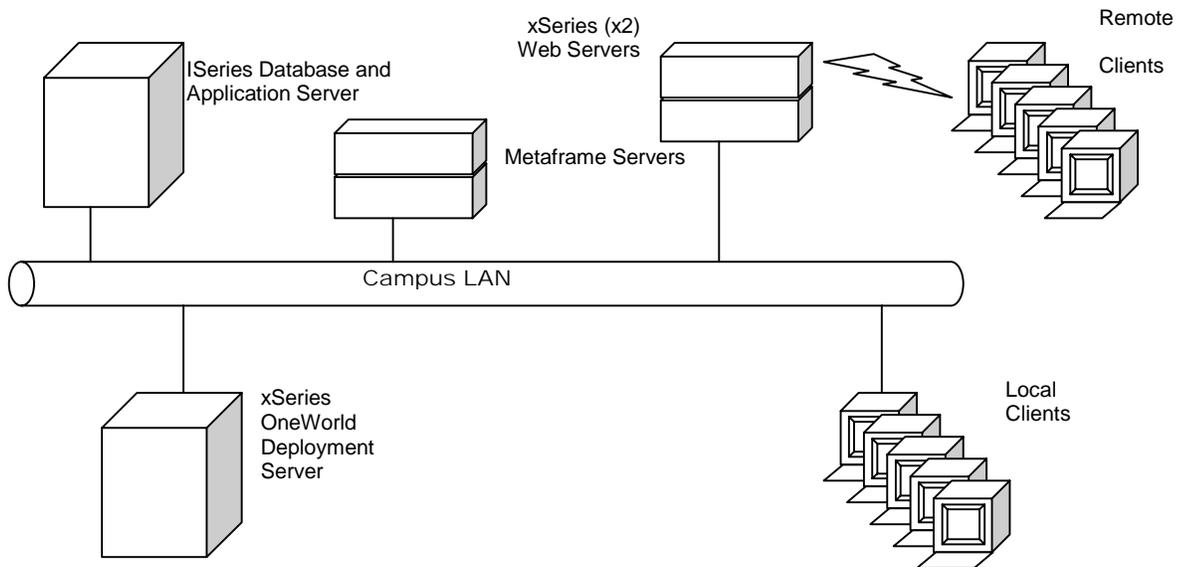
Development, Acceptance Testing and Systems Programming System
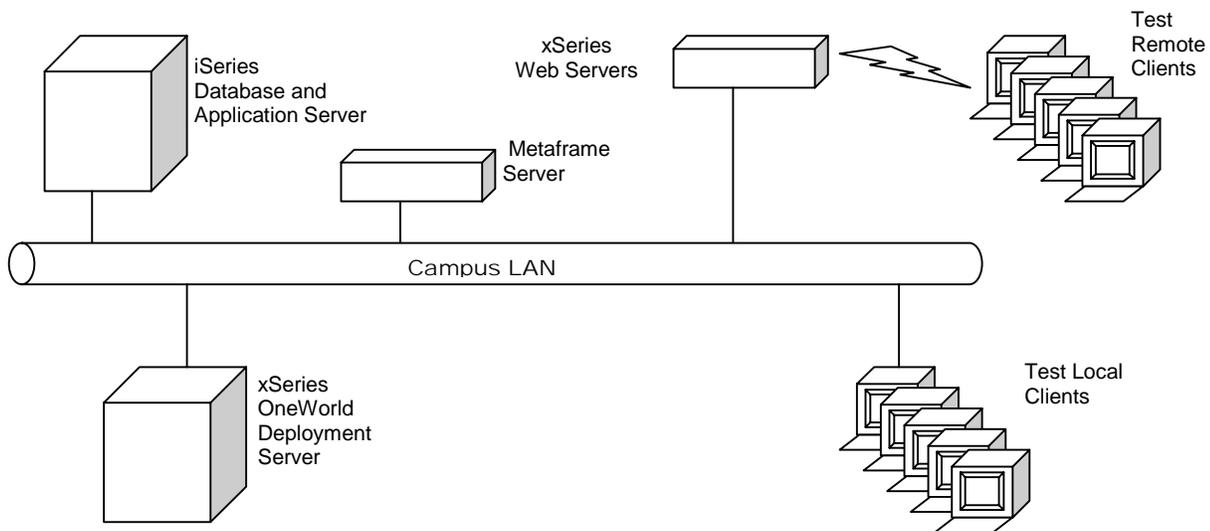
12.0 TECHNICAL REQUIREMENTS

12.2 Interfaces with Existing Systems

J.D. Edwards built OneWorld on open standards. This allows many methods to interface with other systems. We plan to use the J.D. Edwards XPI (Extended Process Integrator). This XML-based product allows us to create adapters to integrate with almost any system. We will use pre-written adapter for XPI to integrate NIS with the University's SAP R/3 system.

The Interface Development activity consists of the detail design, development and testing of all interface programs and procedures. State IT resources will, with assistance from the J.D. Edwards/IBM project team:

- Analyze and define the sending and target system environments
- Review the inventory of data files relative to the system interfaces
- Determine skill requirements for undertaking system interface development
- Prepare and document, in the Scope Definition for Interfaces Document, a recommendation for the system interface approach

The interface analysis will consider the steering committee guidelines as documented in the project charter.

State IT resources, with assistance from the J.D. Edwards/IBM project team, will create the data file inventory that will:

- Identify each interface
- Define its purpose
- Cross reference interfaces to systems
- Identify data entities to be exchanged and type of exchange (one-way, two-way)
- Determine timing considerations for data exchange (batch, on-line, real time)
- Determine amount of data to be exchanged
- Specify the type of file (e.g., VSAM, IMSVS, Oracle, Access, Excel, FoxPro, etc.)

State IT resources, with assistance from the J.D. Edwards/IBM project team, will conduct a technical analysis and design of the system interfaces as represented in the Scope Definition for Interfaces document. System interfaces will be analyzed and a technical solution designed. If the solution requires any additional interfaces, then it will be addressed through the project change control process.

Data maps will be created to identify the relationship between fields from the sending system to the target system.

The J.D. Edwards/IBM Team will lead the design of required system interface and assist State IT resources in coding and unit testing the required system interfaces in accordance with the defined specifications.

During the Design Activity of each functional phase, the Technical Team will discuss numerous options as they relate to application interfaces from the State's existing

12.0 TECHNICAL REQUIREMENTS

systems. Based on the phasing approach described previously, the team will identify solution alternatives and develop a strategy to address the multiple central and departmental/agency conversions that will affect each project phase. The J.D. Edwards/IBM team will provide a recommendation to the State that provides the lowest risk alternative for each of the interfaces identified for the project.

The State will develop and unit test interfaces during the configuration step of each phase. Where new programs are to be employed, the State will perform detail design, develop and perform unit testing the conversion programs during this step. The IBM/JDE team will assist in this activity, as required and as time permits.

As the State is the most familiar with existing data structures and usage. We propose that the State provide the resources that, working under the direction of the IBM Technical consultant, will extract, and format the existing data to be interfaced to the new target application.

The J.D. Edwards/IBM Project Team will lead, and assist as required and as time allows, the State resources in the following activities:

- Analyzing and defining the sending and target system environments
- Reviewing the inventory of data files relative to the system interfaces
- Determining skill requirements for undertaking system interface development
- Preparing and documenting, in the Scope Definition for Interfaces Document, a recommendation for the system interface approach

The J.D. Edwards/IBM Project Team will lead, and assist as required and as time allows, the State resources, to create the data file inventory that will:

- Identify each interface
- Define its purpose
- Cross reference interfaces to systems
- Identify data entities to be exchanged and type of exchange (one way, two way)
- Determine timing considerations for data exchange (batch, on-line, real time)
- Determine amount of data to be exchanged
- Specify the type of file (e.g., IDMS, VSAM, IMS, Oracle, Access, Lotus spreadsheet, etc.)

The J.D. Edwards/IBM Project Team will assist the State resources, and lead a technical analysis and design of the system interfaces as represented in the Data Conversion and Interface Specification document. System interfaces will be analyzed and a technical solution designed. If the solution requires custom coding, a program specification will be created by the State, with assistance from IBM, as required and as time permits.

Data maps will be created by the State Team, with assistance from J.D. Edwards/IBM, to identify the relationship between fields from the sending system to the target system.

12.0 TECHNICAL REQUIREMENTS

The J.D. Edwards/IBM Project Team will lead the design of system interfaces and assist the State resources in coding and unit testing the system interfaces in accordance with the defined specifications, as required and as time permits.

13.0 PROJECT MANAGEMENT

13.1 Project Tracking and Reporting

The J.D. Edwards/IBM project team will use the Niku suite of project management software to record the project work plan.. All project team members will be required to report hours on a weekly basis using Niku Time.

Monthly status reports will conform to the NITC standard but will include additional project metrics as defined by the NIS Project Director and the IMServices Project Office. The metrics will be reported from the project plan and provided in graphic form for easy tracking.

13.0 PROJECT MANAGEMENT

13.2 Issue Management

The objectives of our issue management procedure are:

> To record and manage each issue that develops in a project,
> To resolve the issue by launching the appropriate resolution processes or procedure(s),
> To track the resolution of an issue by monitoring the feedback from the processes used to resolve it,
> To enable the orderly implementation of resolutions to issues with minimum impact to the project.

Issue resolution may involve the launching of one or more resolution processes. This might be one or more of the following: *action management*, *compliance incident management or project change request management.*

An *action* is any unanticipated work that must be assigned to a team member or to project management and then managed by project management. This procedure verifies that actions are recorded, responsibilities for completion are allocated, a target date is assigned, the action is performed and where appropriate, reviewed for effectiveness. This procedure provides a complete audit trail for each action.

A *compliance incident* is one in which the sponsor or a supplier is failing to meet a commitment within the agreement. The incident needs to be resolved so that compliance can be established and a similar incident does not reoccur. Resolution may involve the launching of appropriate management processes or procedures in order to perform one or more remedial actions. Once the remedial actions have been completed successfully, then the incident can be closed, documentation completed and the sponsor or supplier that is involved notified.

The *Project Change Request* is launched when a need for a change arises. The end result of the procedure is either "the change is implemented", "the change is deferred", or "the change is rejected".

Change requests may affect one or several of the following:

♦ The work to be done or in progress (scope, solution definition, deliverable definition etc.),
♦ The project management plans or procedures,
♦ The obligations within the agreement.

Once the appropriate resolution process has been completed successfully and there is documented agreement that the issue is resolved, then the issue can be closed and appropriate stakeholders notified.

13.0 PROJECT MANAGEMENT

13.3 Quality Assurance

While much emphasis is placed on meeting project deadlines, IBM's project management approach places comparable importance on the management of quality. Active management of the quality of project deliverables helps to validate that the State's expectations are met. A standard quality assurance mechanism we build into our project is the External Project Review, which contributes to project and deliverable quality. The IBM Quality Assurance team will conduct the following:

♦ An initial review performed after the first month of the project. The periodic review schedule for the balance of the project is established during this review.

♦ Ongoing, in-depth reviews of project activities and deliverables. The review team interviews the State, IBM and other project team members to gain their perspective on the project. Project working papers, plans and schedules are reviewed and analyzed.

Another integral part of IBM's Quality Assurance deliverables is an independent 'go-live' assessment for each phase of the project. Around the same time period as integrated testing, a consultant not associated with the project but an expert in the modules under review will perform a 'go-live' assessment of the project team and module setup on the system. This report will go to the project management team for review as one of the final requirements for completing the phase.

14.0 DETAILED PROJECT WORK PLAN

Phase / Activity / Task Description	Start Date	End Date	Total Hours
JDE All Phases	7/2/01	5/2/03	
Phase I - Financials (GL, AP, Pur)	7/2/01	9/3/02	14,819
Redesign/Design Phase	7/2/01	11/30/01	9,831
Strategy and Planning Step	7/2/01	8/1/01	1,103
Set Up Project Environment / Logistics	7/2/01	8/1/01	300
Launch Project	7/2/01	7/10/01	80
Confirm Scope, Objectives, Assumptions, Dependenc	7/2/01	7/9/01	35
Activate / Orient Project Team	7/2/01	7/10/01	45
Determine Process Scope	7/11/01	7/20/01	141
Determine In Scope Processes	7/11/01	7/16/01	45
Identify High-Level Application Gaps	7/17/01	7/20/01	96
Determine Data Scope	7/11/01	7/18/01	96
Develop List of Legacy System Files	7/11/01	7/13/01	48
Document Volume and Quality of Data	7/16/01	7/18/01	48
Determine Technical Scope	7/2/01	7/27/01	252
Develop Current Application / Technical Architectu	7/11/01	7/17/01	80
Develop Current Application / Technical Architectu	7/2/01	7/9/01	60
Develop Future Application / Technical Architectur	7/18/01	7/24/01	80
Develop Initial Interface Approach	7/25/01	7/27/01	32
Develop Project Plan	7/11/01	7/27/01	118
Develop High-Level Project Approach	7/11/01	7/11/01	16
Develop High-Level Project Workplan	7/12/01	7/25/01	70
Review Approach and Workplan with Project Manageme	7/26/01	7/26/01	14
Revise Workplan	7/27/01	7/27/01	18
Conduct Project Kickoff	7/11/01	7/16/01	116
Develop Kick Off Meeting Materials	7/11/01	7/12/01	36
Conduct Project Kick Off Meeting	7/13/01	7/16/01	80
Requirements (Analysis) Step	7/2/01	11/30/01	8,729
Launch Analysis Phase	8/1/01	8/3/01	228
Establish Standards for Analysis Phase	8/1/01	8/3/01	228
Analyze Current Environment	8/3/01	8/9/01	304
Define Current Business Functions and Processes	8/3/01	8/9/01	127
Revise Current Technical and Application Architect	8/3/01	8/7/01	78
Revise Legacy Data Volumes and Frequencies	8/3/01	8/8/01	99
Establish Solution Requirements	8/9/01	9/14/01	1,669
Develop Future Processes and Data	8/9/01	8/15/01	389
Derive Functional Requirements from Processes and	8/15/01	8/21/01	80

14.0 DETAILED PROJECT WORK PLAN

Derive Technical Requirements from Processes and D	8/22/01	8/24/01	120
Define Changes to Chart of Accounts	8/15/01	9/12/01	800
Develop Security Matrix Based on User Group,	8/27/01	8/31/01	160
Create Report Inventory	8/15/01	8/21/01	80
Review / Prioritize System Requirements	9/13/01	9/14/01	40
Train Project Team	7/2/01	9/5/01	930
Schedule Training Sessions	8/9/01	8/10/01	16
Attend Functional Training	8/10/01	8/16/01	278
Attend Technical Training	8/10/01	8/16/01	357
Financial Team Training	7/2/01	9/5/01	279
Perform Preliminary Gap Analysis	9/14/01	10/16/01	1,924
Map Processes to JDE Applications	9/14/01	9/20/01	388
Map Requirements to JDE Applications	9/20/01	9/26/01	376
Map Legacy Data to JDE Application Dat	9/26/01	10/2/01	372
Determine Gaps	10/2/01	10/16/01	788
Develop Application Architecture	8/7/01	11/1/01	1,262
Develop High-Level Interface Diagram	8/7/01	8/20/01	440
Determine Control Requirements for Interfaces	8/20/01	8/21/01	95
Develop Conceptual Processes / Data to Fill Functi	10/16/01	10/22/01	280
Develop Initial Capacity Requirements	10/22/01	11/1/01	447
Develop Solution Strategies	8/6/01	11/13/01	1,843
Develop Training and User Procedure Strategy	8/31/01	9/12/01	505
Develop Data Conversion Strategy	8/6/01	8/15/01	442
Develop Interface Strategy	8/21/01	8/30/01	448
Develop System Migration Strategy	11/1/01	11/13/01	448
Analysis Checkpoint	11/8/01	11/30/01	568
Review Analysis Deliverables with Project Manageme	11/8/01	11/13/01	120
Reestimate Project Workplan	11/8/01	11/30/01	448
Configure Phase	11/1/01	5/13/02	3,626
Validate (Design & Pilot) Step	11/1/01	4/11/02	2,781
Launch Design Phase	11/1/01	11/2/01	30
Review Scope / Objectives / Workplan with Project	11/1/01	11/1/01	10
Establish Standards for Design Phase	11/1/01	11/2/01	20
Map JDE Solution and Conduct CRP	11/2/01	12/19/01	238
Identify Detailed Package Fit	11/2/01	12/19/01	238
Conference Room Pilot	12/19/01	2/20/02	358
Determine Processes to Pilot	12/19/01	12/27/01	50
Create Parameters Needed for Pilot	12/27/01	1/4/02	50
Execute Pilot	1/4/02	2/15/02	238
Assess Results	2/15/02	2/20/02	20

14.0 DETAILED PROJECT WORK PLAN

Resolve Gaps	2/20/02	3/8/02	140
Define / Estimate Custom Modifications	2/20/02	3/6/02	60
Define / Estimate Need for Bolt-Ons	2/20/02	3/6/02	60
Review with client to Assess Value	3/6/02	3/8/02	20
Design Package Configuration	2/21/02	4/11/02	311
Design Parameters for Each Module	2/21/02	4/2/02	242
Review Parameter Designs with Project Management	4/2/02	4/11/02	69
Design Interfaces	11/2/01	12/18/01	315
Revise Interface Diagram	11/2/01	11/9/01	56
Design Interfaces	11/9/01	12/12/01	223
Review Interface Designs with Project Management	12/12/01	12/18/01	37
Design Custom Reports	2/21/02	4/9/02	360
Revise Report Inventory Map	2/21/02	2/28/02	48
Design Custom Reports	2/28/02	4/5/02	285
Review Report Designs with Project Management	4/5/02	4/9/02	28
Design Extensions and Flexfields	2/21/02	3/11/02	115
Design Extensions (Enhancements) and Flexfields	2/21/02	3/7/02	95
Review Extensions and Flexfields Designs with Proj	3/7/02	3/11/02	20
Design Bolt-Ons	2/21/02	4/9/02	307
Determine Bolt-On Applications	2/21/02	2/28/02	40
Design Integration Between Bolt-Ons and JDE	2/28/02	4/5/02	248
Review Bolt-On Integration with Project Management	4/5/02	4/9/02	20
Design System Conversion Procedures	11/2/01	12/14/01	249
Determine Conversion Approach	11/2/01	11/9/01	56
Design Data Conversion Subsystem Specifications	11/9/01	12/12/01	173
Review Conversion Specifications with Project Mana	12/12/01	12/14/01	20
Design Legacy System Re-Work	11/2/01	12/7/01	213
Design enhancements based on COA changes	11/2/01	12/5/01	199
Review Legacy Re-Work Specifications with Project	12/5/01	12/7/01	14
Complete Acceptance Test Criteria	2/21/02	3/11/02	105
Create User Acceptance Test Criteria	2/21/02	3/7/02	90
Review UAT Criteria with Project Management	3/7/02	3/11/02	15
Design Checkpoint	12/20/01	1/3/02	40
Review Design Specifications with Project Manageme	12/20/01	12/24/01	24
Reestimate Project Workplan	12/24/01	1/3/02	16
Production Set-up (Build) Step	3/19/02	5/13/02	845
Launch Build Phase	3/19/02	3/26/02	80
Review Scope / Objectives / Workplan with Build Te	3/19/02	3/25/02	36
Establish Standards for Build Phase	3/21/02	3/26/02	44
Procedures and Training	3/25/02	5/13/02	424

14.0 DETAILED PROJECT WORK PLAN

Task	Start	End	Hours
Analyze User Procedures and Training Needs	3/25/02	4/8/02	124
Produce User / Training Documentation	4/4/02	5/3/02	172
Prepare For User Documentation and Training Deploy	5/1/02	5/8/02	56
Train the Trainer	5/6/02	5/13/02	72
Construct and Unit Test Software	3/25/02	4/25/02	256
Construct and Unit Test Parameters	3/25/02	4/25/02	40
Construct and Unit Test Interfaces	3/25/02	4/22/02	35
Construct and Unit Test Custom Reports	3/25/02	4/22/02	35
Construct and Unit Test Extensions / Flexfields	3/25/02	4/22/02	35
Construct and Unit Test Bolt-Ons	3/25/02	4/22/02	35
Construct and Unit Test Conversion Programs	3/25/02	4/22/02	38
Construct and Unit Test Legacy Changes	3/25/02	4/22/02	38
Build Checkpoint	4/24/02	5/1/02	86
Review Software with Project Management	4/24/02	4/29/02	16
Reestimate Project Workplan	4/25/02	5/1/02	70
Deploy Phase	3/15/02	9/3/02	1,361
Test Step	3/15/02	5/21/02	242
Launch Test Phase	3/15/02	3/26/02	27
Review Scope / Objectives / Workplan with Test Team	3/15/02	3/22/02	13
Establish Standards for Test Phase	3/20/02	3/26/02	14
Develop Test Strategy	3/26/02	4/10/02	36
Develop Test Approach	3/26/02	4/1/02	14
Determine Functions To Be Tested	4/1/02	4/5/02	14
Develop Test Objectives and Cycles	4/5/02	4/10/02	8
Create Test Case Specifications / Plans	4/9/02	4/17/02	50
Define Test Conditions	4/9/02	4/12/02	8
Define Test Steps	4/9/02	4/12/02	8
Define Test Data	4/9/02	4/17/02	17
Define Expected Results	4/9/02	4/17/02	17
Execute System Test	4/16/02	5/9/02	88
Execute System Test Cycles	4/16/02	5/2/02	35
Manage Test Problem Reports	4/16/02	5/2/02	35
Execute Regression Tests	5/1/02	5/9/02	19
Perform User Acceptance Test	5/8/02	5/21/02	32
Plan User Acceptance Test	5/8/02	5/15/02	16
Execute User Acceptance Test	5/14/02	5/21/02	16
Test Checkpoint	5/20/02	5/21/02	8
Review Test Deliverables with Project Management	5/20/02	5/21/02	8
Go-Live and Post Prod Support (Deploy) Step	6/3/02	9/3/02	1,119
Launch Deploy Phase	6/3/02	6/5/02	60

14.0 DETAILED PROJECT WORK PLAN

Finalize Implementation Plan	6/3/02	6/5/02	36
Obtain Approval for Cut-Over	6/4/02	6/5/02	24
Deploy Support	6/5/02	6/19/02	128
Perform End-User Training	6/5/02	6/12/02	72
Set Up CLIENT Physical Environment	6/5/02	6/19/02	56
Plan for Maintenance and Enhancements	6/5/02	6/12/02	20
Create Help-Line	6/5/02	6/12/02	20
Cut Over to Production	6/5/02	7/1/02	56
Perform Data Conversion	6/5/02	6/12/02	16
Migrate Code and Parameters	6/12/02	6/20/02	17
Cut Over System	6/17/02	6/27/02	23
GO-LIVE	7/1/02	7/1/02	
Confirm Deployment	6/24/02	7/2/02	84
Audit Production System	6/24/02	7/2/02	18
Assemble Workpapers	6/24/02	6/27/02	64
Obtain CLIENT Sign-Off	6/24/02	6/28/02	2
Supply Post Production Support	6/26/02	9/3/02	770
	11/1/01	4/2/03	40,074
Redesign/Design Phase	11/1/01	4/11/02	10,945
Strategy and Planning Step	11/1/01	12/7/01	1,157
Launch Project	11/1/01	11/13/01	83
Confirm Scope, Objectives, Assumptions, Dependenc	11/1/01	11/13/01	21
Set Up Project Environment / Logistics	11/1/01	11/6/01	55
Activate / Orient Project Team	11/1/01	11/5/01	8
Determine Process Scope	11/9/01	11/29/01	69
Determine In Scope Processes	11/9/01	11/21/01	21
Identify High-Level Application Gaps	11/20/01	11/29/01	48
Determine Data Scope	11/9/01	11/16/01	192
Develop List of Legacy Data Files	11/9/01	11/16/01	120
Document Volume and Quality of Data	11/14/01	11/16/01	72
Determine Technical Scope	11/9/01	12/3/01	570
Develop Current Application / Technical Architectu	11/9/01	11/21/01	240
Develop Future Application / Technical Architectur	11/20/01	11/29/01	179
Develop Initial Interface Approach	11/27/01	12/3/01	150
Develop Project Plan	11/9/01	12/7/01	169
Develop High-Level Project Approach	11/9/01	11/14/01	8
Develop High-Level Project Workplan	11/27/01	12/6/01	110
Review Approach and Workplan with Project Manageme	12/4/01	12/6/01	25
Revise Workplan	12/4/01	12/7/01	27

14.0 DETAILED PROJECT WORK PLAN

Conduct Project Kickoff	11/13/01	11/20/01	74
Develop Kick Off Meeting Materials	11/13/01	11/16/01	64
Conduct Project Kick Off Meeting	11/15/01	11/20/01	10
Requirements (Analysis) Step	12/3/01	4/11/02	9,788
Launch Analysis Phase	12/3/01	12/6/01	10
Establish Standards for Analysis Phase	12/3/01	12/6/01	10
Analyze Current Environment	12/6/01	1/4/02	1,628
Define Current Business Functions and Processes	12/6/01	1/4/02	1,320
Revise Current Technical and Application Architect	12/6/01	12/19/01	189
Revise Legacy Data Volumes	12/6/01	12/11/01	120
Establish Solution Requirements	1/4/02	2/12/02	3,108
Develop Future Processes and Data	1/4/02	1/11/02	432
Derive Functional Requirements from Processes and	1/11/02	1/18/02	432
Derive Technical Requirements from Processes and D	1/11/02	1/17/02	144
Define Changes to Chart of Accounts	1/11/02	2/12/02	1,444
Develop Security Matrix Based on User Group,	1/11/02	1/23/02	264
Create Report Inventory	1/11/02	1/18/02	384
Review / Prioritize System Requirements	1/18/02	1/23/02	8
Train Project Team	1/4/02	2/11/02	816
Schedule Training Sessions	1/4/02	1/8/02	24
Attend Functional Training	1/8/02	1/15/02	288
Attend Technical Training	1/8/02	1/15/02	72
HR/Payroll Team Training	1/16/02	2/11/02	432
Perform Preliminary Gap Analysis	1/23/02	2/25/02	1,260
Map Processes to JDE Applications	1/23/02	1/30/02	238
Map Requirements to JDE Applications	1/30/02	2/6/02	240
Map Legacy Data to JDE Application Dat	2/6/02	2/14/02	279
Determine Gaps	2/14/02	2/25/02	502
Develop Application Architecture	12/19/01	3/12/02	1,566
Develop High-Level Interface Diagram	12/19/01	1/16/02	756
Determine Control Requirements for Interfaces	1/16/02	1/23/02	150
Develop Conceptual Processes / Data to Fill Functi	2/22/02	3/1/02	263
Develop Initial Capacity Requirements	2/28/02	3/12/02	396
Develop Solution Strategies	12/10/01	3/20/02	1,281
Develop Training and User Procedure Strategy	1/18/02	1/30/02	511
Develop Data Conversion Strategy	12/10/01	12/20/01	266
Develop Interface Strategy	1/18/02	1/31/02	266
Develop System Migration Strategy	3/11/02	3/20/02	237
Analysis Checkpoint	3/19/02	4/11/02	120
Review Analysis Deliverables with Project Manageme	3/19/02	3/22/02	10

14.0 DETAILED PROJECT WORK PLAN

Reestimate Project Workplan	3/21/02	4/11/02	109
	4/1/02	1/9/03	24,535
	4/1/02	11/13/02	15,538
Launch Design Phase	4/1/02	4/4/02	13
Review Scope / Objectives / Workplan with Project	4/1/02	4/2/02	5
Establish Standards for Design Phase	4/2/02	4/4/02	8
	4/4/02	5/2/02	1,218
Identify Detailed Package Fit	4/4/02	5/2/02	1,218
Conference Room Pilot	5/2/02	6/28/02	1,530
Determine Processes to Pilot	5/2/02	5/9/02	260
Create Parameters Needed for Pilot	5/9/02	5/30/02	660
Execute Pilot	5/30/02	6/26/02	480
Assess Results	6/26/02	6/28/02	130
Resolve Gaps	6/28/02	8/13/02	2,090
Define / Estimate Custom Extensions	6/28/02	8/9/02	1,251
Define / Estimate Need for Bolt-Ons	6/28/02	7/15/02	639
Review with client to Assess Value	8/9/02	8/13/02	200
Design Package Configuration	7/1/02	8/8/02	894
Design Parameters for Each Module	7/1/02	7/30/02	873
Review Parameter Designs with Project Management	7/30/02	8/8/02	21
Design Interfaces	4/4/02	7/9/02	1,967
Revise Interface Diagram	4/4/02	4/11/02	168
Design Interfaces	4/9/02	7/5/02	1,788
Review Interface Designs with Project Management	7/2/02	7/9/02	11
Design Custom Reports	7/1/02	10/3/02	349
Revise Report Inventory Map	7/1/02	7/9/02	246
Design Custom Reports	7/9/02	10/1/02	98
Review Report Designs with Project Management	10/1/02	10/3/02	5
Design Extensions and Flexfields	7/1/02	9/26/02	2,564
Design Extensions (Enhancements)	7/1/02	9/24/02	2,558
Review Extensions and Flexfields Designs with Proj	9/24/02	9/26/02	6
Design Bolt-Ons	7/1/02	9/12/02	1,691
Determine Bolt-On Applications	7/1/02	7/9/02	354
Design Integration Between Bolt-Ons and JDE	7/9/02	9/10/02	1,330
Review Bolt-On Integration with Project Management	9/10/02	9/12/02	6
Design System Conversion Procedures	4/4/02	10/9/02	2,027
Determine Conversion Approach	4/4/02	4/11/02	168
Design Data Conversion Subsystem Specifications	4/11/02	10/7/02	1,852
Review Conversion Specifications with Project Mana	10/7/02	10/9/02	6
Design Legacy System Re-Work	4/4/02	6/18/02	123

14.0 DETAILED PROJECT WORK PLAN

Design enhancements based on COA changes	4/4/02	6/14/02	117
Review Legacy Re-Work Specifications with Project	6/14/02	6/18/02	6
Complete Acceptance Test Criteria	7/1/02	8/14/02	726
Create User Acceptance Test Criteria	7/1/02	8/12/02	720
Review UAC Criteria with Project Management	8/12/02	8/14/02	6
Design Checkpoint	5/3/02	11/13/02	347
Review Design Specifications with Project Manageme	5/3/02	11/1/02	326
Reestimate Project Workplan	11/1/02	11/13/02	21
Production Set-up (Build) Step	11/1/02	1/9/03	8,997
Launch Build Phase	11/1/02	11/15/02	388
Review Scope / Objectives / Workplan with Build Te	11/1/02	11/5/02	108
Establish Standards for Build Phase	11/5/02	11/15/02	280
Procedures and Training	11/13/02	12/30/02	2,521
Analyze User Procedures and Training Needs	11/13/02	11/19/02	329
Produce User / Training Documentation	11/18/02	12/18/02	1,330
Prepare For User Documentation and Training Deploy	12/17/02	12/24/02	431
Train the Trainer	12/20/02	12/30/02	431
Construct and Unit Test Software	11/13/02	12/17/02	5,980
Construct and Unit Test Parameters	11/13/02	12/17/02	827
Construct and Unit Test Interfaces	11/13/02	12/13/02	854
Construct and Unit Test Custom Reports	11/13/02	12/13/02	854
Construct and Unit Test Extensions / Flexfields	11/13/02	12/13/02	861
Construct and Unit Test Bolt-Ons	11/13/02	12/13/02	861
Construct and Unit Test Conversion Programs	11/13/02	12/13/02	861
Construct and Unit Test Legacy Changes	11/13/02	12/13/02	861
Build Checkpoint	12/13/02	1/9/03	109
Review Software with Project Management	12/13/02	1/2/03	88
Reestimate Project Workplan	12/30/02	1/9/03	21
Deploy Phase	11/1/02	4/2/03	4,594
Test Step	11/1/02	12/27/02	2,833
Launch Test Phase	11/1/02	11/6/02	76
Review Scope / Objectives / Workplan with Test Tea	11/1/02	11/4/02	4
Establish Standards for Test Phase	11/4/02	11/6/02	72
Develop Test Strategy	11/4/02	11/19/02	637
Develop Test Approach	11/4/02	11/12/02	261
Determine Functions To Be Tested	11/7/02	11/15/02	252
Develop Test Objectives and Cycles	11/14/02	11/19/02	124
Create Test Case Specifications / Plans	11/15/02	11/25/02	574
Define Test Conditions	11/15/02	11/20/02	123
Define Test Steps	11/15/02	11/20/02	123

14.0 DETAILED PROJECT WORK PLAN

Define Test Data	11/15/02	11/25/02	246
Define Expected Results	11/15/02	11/19/02	82
Execute System Test	11/21/02	12/16/02	1,252
Execute System Test Cycles	11/21/02	12/10/02	451
Manage Test Problem Reports	11/21/02	12/12/02	542
Execute Regression Tests	12/6/02	12/16/02	260
Perform User Acceptance Test	12/12/02	12/27/02	288
Plan User Acceptance Test	12/12/02	12/19/02	120
Execute User Acceptance Test	12/17/02	12/27/02	168
Test Checkpoint	12/23/02	12/27/02	6
Review Test Deliverables with Project Management	12/23/02	12/27/02	6
Go Live and Post Prod Support (Deploy) Step	1/2/03	4/2/03	1,761
Launch Deploy Phase	1/2/03	1/6/03	150
Finalize Implementation Plan	1/2/03	1/6/03	132
Obtain Approval for Cut-Over	1/2/03	1/3/03	18
Deploy Support	1/3/03	2/14/03	427
Continue End-User Training	1/3/03	2/14/03	371
Set Up CLIENT Physical Environment	1/3/03	1/3/03	56
Plan for Maintenance and Enhancements	1/3/03	1/3/03	60
Create Help-Line	1/3/03	1/3/03	60
Cut Over to Production	1/2/03	1/3/03	54
Perform Data Conversion	1/3/03	1/3/03	27
Migrate Code and Parameters	1/3/03	1/3/03	27
Cut Over System	1/3/03	1/3/03	
GO LIVE	1/2/03	1/2/03	
Confirm Deployment	1/3/03	4/2/03	1,070
Audit Production System	1/3/03	1/10/03	18
Assemble Workpapers	1/3/03	1/7/03	64
Obtain CLIENT Sign-Off	1/3/03	1/6/03	2
Supply Post Production Support	1/3/03	4/2/03	986
Phase III - Grants and Capital Projects	1/2/02	11/4/02	21,808
Redesign/Design Phase	1/2/02	3/25/02	6,756
Strategy and Planning Step	1/2/02	1/16/02	722
Set Up Project Environment / Logistics	1/2/02	1/16/02	28
Launch Project	1/2/02	1/7/02	48
Confirm Scope, Objectives, Assumptions, Dependenc	1/2/02	1/7/02	26
Activate / Orient Project Team	1/2/02	1/4/02	22
Determine Process Scope	1/4/02	1/9/02	67
Determine In Scope Processes	1/4/02	1/8/02	20
Identify High-Level Application Gaps	1/8/02	1/9/02	48

14.0 DETAILED PROJECT WORK PLAN

Task	Start	Finish	Hours
Determine Data Scope	1/4/02	1/10/02	144
Develop List of Legacy System Files	1/4/02	1/8/02	72
Document Volume and Quality of Data	1/8/02	1/10/02	72
Determine Technical Scope	1/4/02	1/10/02	232
Develop Current Application / Technical Architectu	1/4/02	1/10/02	105
Develop Future Application / Technical Architectur	1/8/02	1/10/02	63
Develop Initial Interface Approach	1/8/02	1/10/02	63
Develop Project Plan	1/4/02	1/16/02	86
Develop High-Level Project Approach	1/4/02	1/7/02	22
Develop High-Level Project Workplan	1/8/02	1/16/02	27
Review Approach and Workplan with Project Manageme	1/14/02	1/16/02	27
Revise Workplan	1/14/02	1/16/02	10
Conduct Project Kickoff	1/4/02	1/10/02	116
Develop Kick Off Meeting Materials	1/4/02	1/8/02	48
Conduct Project Kick Off Meeting	1/8/02	1/10/02	68
Requirements (Analysis) Step	1/15/02	3/25/02	6,035
Launch Analysis Phase	1/15/02	1/17/02	8
Establish Standards for Analysis Phase	1/15/02	1/17/02	8
Analyze Current Environment	1/17/02	1/24/02	538
Define Current Business Functions and Processes	1/17/02	1/24/02	360
Revise Current Technical and Application Architect	1/17/02	1/22/02	58
Revise Legacy Data Volumes and Frequencies	1/17/02	1/23/02	120
Establish Solution Requirements	1/24/02	2/20/02	2,395
Develop Future Processes and Data	1/24/02	1/30/02	360
Derive Functional Requirements from Processes and	1/30/02	2/5/02	360
Derive Technical Requirements from Processes and D	1/30/02	2/1/02	90
Define Changes to Chart of Accounts	1/30/02	2/20/02	900
Develop Security Matrix Based on User Group,	1/30/02	2/5/02	360
Create Report Inventory	1/30/02	2/5/02	320
Review / Prioritize System Requirements	2/5/02	2/6/02	5
Train Project Team	1/24/02	1/31/02	274
Schedule Training Sessions	1/24/02	1/25/02	16
Attend Functional Training	1/25/02	1/31/02	198
Attend Technical Training	1/25/02	1/31/02	60
Perform Preliminary Gap Analysis	2/6/02	3/8/02	1,194
Map Processes to JDE Applications	2/6/02	2/12/02	160
Map Requirements to JDE Applications	2/12/02	2/19/02	160
Map Legacy Data to JDE Application Dat	2/19/02	2/25/02	160
Determine Gaps	2/25/02	3/8/02	714

14.0 DETAILED PROJECT WORK PLAN

Develop Application Architecture	1/22/02	3/20/02	540
Develop High-Level Interface Diagram	1/22/02	1/28/02	160
Determine Control Requirements for Interfaces	1/28/02	1/29/02	60
Develop Conceptual Processes / Data to Fill Functi	3/8/02	3/14/02	160
Develop Initial Capacity Requirements	3/14/02	3/20/02	160
Develop Solution Strategies	1/22/02	3/20/02	1,052
Develop Training and User Procedure Strategy	2/5/02	2/14/02	511
Develop Data Conversion Strategy	1/22/02	1/31/02	241
Develop Interface Strategy	1/29/02	2/7/02	241
Develop System Migration Strategy	3/19/02	3/20/02	60
Analysis Checkpoint	3/18/02	3/25/02	33
Review Analysis Deliverables with Project Manageme	3/18/02	3/22/02	13
Reestimate Project Workplan	3/21/02	3/25/02	21
Configure Phase	3/15/02	7/25/02	10,489
Validate (Design & Pilot) Step	3/15/02	6/20/02	7,119
Launch Design Phase	3/15/02	3/18/02	34
Review Scope / Objectives / Workplan with Project	3/15/02	3/15/02	11
Establish Standards for Design Phase	3/15/02	3/18/02	23
Map JDE Solution and Conduct CRP	3/18/02	3/22/02	360
Identify Detailed Package Fit	3/18/02	3/22/02	360
Conference Room Pilot	3/22/02	5/14/02	959
Determine Processes to Pilot	3/22/02	3/29/02	144
Create Parameters Needed for Pilot	3/29/02	4/5/02	144
Execute Pilot	4/5/02	5/10/02	600
Assess Results	5/10/02	5/14/02	71
Resolve Gaps	5/14/02	5/31/02	1,245
Define / Estimate Custom Modifications	5/14/02	5/29/02	535
Define / Estimate Need for Bolt-Ons	5/14/02	5/29/02	559
Review with client to Assess Value	5/29/02	5/31/02	152
Design Package Configuration	5/15/02	6/20/02	1,320
Design Parameters for Each Module	5/15/02	6/11/02	912
Review Parameter Designs with Project Management	6/11/02	6/20/02	408
Design Interfaces	3/18/02	4/10/02	519
Revise Interface Diagram	3/18/02	3/25/02	179
Design Interfaces	3/22/02	4/5/02	329
Review Interface Designs with Project Management	4/4/02	4/10/02	11
Design Custom Reports	5/15/02	6/14/02	48
Revise Report Inventory Map	5/15/02	5/22/02	10
Design Custom Reports	5/22/02	6/12/02	25
Review Report Designs with Project Management	6/12/02	6/14/02	14

14.0 DETAILED PROJECT WORK PLAN

Design Extensions and Flexfields	5/15/02	6/3/02	681
Design Extensions (Enhancements) and Flexfields	5/15/02	5/30/02	525
Review Extensions and Flexfields Designs with Proj	5/30/02	6/3/02	156
Design Bolt-Ons	5/15/02	5/30/02	634
Determine Bolt-On Applications	5/15/02	5/22/02	286
Design Integration Between Bolt-Ons and JDE	5/22/02	5/28/02	191
Review Bolt-On Integration with Project Management	5/28/02	5/30/02	156
Design System Conversion Procedures	3/18/02	4/9/02	486
Determine Conversion Approach	3/18/02	3/25/02	179
Design Data Conversion Subsystem Specifications	3/25/02	4/5/02	299
Review Conversion Specifications with Project Mana	4/5/02	4/9/02	8
Design Legacy System Re-Work	3/18/02	5/7/02	397
Design enhancements based on COA changes	3/18/02	5/3/02	365
Review Legacy Re-Work Specifications with Project	5/3/02	5/7/02	33
Complete Acceptance Test Criteria	5/15/02	5/24/02	222
Create User Acceptance Test Criteria	5/15/02	5/22/02	216
Review UAT Criteria with Project Management	5/22/02	5/24/02	6
Design Checkpoint	3/25/02	6/18/02	215
Review Design Specifications with Project Manageme	3/25/02	6/12/02	143
Reestimate Project Workplan	6/12/02	6/18/02	72
Production Set-up (Build) Step	6/17/02	7/25/02	3,370
Launch Build Phase	6/17/02	6/21/02	288
Review Scope / Objectives / Workplan with Build Te	6/17/02	6/18/02	96
Establish Standards for Build Phase	6/18/02	6/21/02	192
Procedures and Training	6/19/02	7/25/02	2,325
Analyze User Procedures and Training Needs	6/19/02	6/28/02	575
Produce User / Training Documentation	6/27/02	7/17/02	1,008
Prepare For User Documentation and Training Deploy	7/15/02	7/19/02	359
Train the Trainer	7/18/02	7/25/02	383
Construct and Unit Test Software	6/19/02	7/22/02	714
Construct and Unit Test Parameters	6/19/02	7/22/02	110
Construct and Unit Test Interfaces	6/19/02	7/18/02	101
Construct and Unit Test Custom Reports	6/19/02	7/18/02	101
Construct and Unit Test Extensions / Flexfields	6/19/02	7/18/02	101
Construct and Unit Test Bolt-Ons	6/19/02	7/18/02	101
Construct and Unit Test Conversion Programs	6/19/02	7/18/02	101
Construct and Unit Test Legacy Changes	6/19/02	7/18/02	101
Build Checkpoint	7/18/02	7/23/02	43
Review Software with Project Management	7/18/02	7/22/02	21
Reestimate Project Workplan	7/18/02	7/23/02	22

14.0 DETAILED PROJECT WORK PLAN

Deploy Phase	6/17/02	11/4/02	4,563
Test Step	6/17/02	7/24/02	3,034
Launch Test Phase	6/17/02	6/20/02	46
Review Scope / Objectives / Workplan with Test Tea	6/17/02	6/18/02	18
Establish Standards for Test Phase	6/18/02	6/20/02	28
Develop Test Strategy	6/18/02	6/27/02	527
Develop Test Approach	6/18/02	6/21/02	192
Determine Functions To Be Tested	6/20/02	6/25/02	192
Develop Test Objectives and Cycles	6/24/02	6/27/02	144
Create Test Case Specifications / Plans	6/25/02	7/3/02	860
Define Test Conditions	6/25/02	6/28/02	143
Define Test Steps	6/25/02	6/28/02	143
Define Test Data	6/25/02	7/3/02	287
Define Expected Results	6/25/02	7/3/02	287
Execute System Test	6/28/02	7/15/02	1,005
Execute System Test Cycles	6/28/02	7/11/02	382
Manage Test Problem Reports	6/28/02	7/12/02	432
Execute Regression Tests	7/9/02	7/15/02	192
Perform User Acceptance Test	7/10/02	7/24/02	576
Plan User Acceptance Test	7/10/02	7/18/02	288
Execute User Acceptance Test	7/17/02	7/24/02	288
Test Checkpoint	7/22/02	7/24/02	21
Review Test Deliverables with Project Management	7/22/02	7/24/02	21
Go-Live and Post Prod Support (Deploy) Step	8/1/02	11/4/02	1,528
Supply Post Production Support	8/1/02	11/4/02	614
Launch Deploy Phase	8/1/02	8/2/02	14
Finalize Implementation Plan	8/1/02	8/2/02	7
Obtain Approval for Cut-Over	8/2/02	8/2/02	7
Deploy Support	8/1/02	8/15/02	690
Perform End-User Training	8/1/02	8/8/02	74
Set Up CLIENT Physical Environment	8/1/02	8/15/02	616
Plan for Maintenance and Enhancements	8/2/02	8/2/02	30
Create Help-Line	8/2/02	8/2/02	30
Cut Over to Production	8/1/02	8/5/02	89
Perform Data Conversion	8/2/02	8/5/02	30
Migrate Code and Parameters	8/2/02	8/5/02	30
Cut Over System	8/2/02	8/5/02	29
GO LIVE	8/1/02	8/1/02	
Confirm Deployment	8/2/02	8/12/02	92
Audit Production System	8/2/02	8/12/02	56

14.0 DETAILED PROJECT WORK PLAN

Assemble Workpapers	8/2/02	8/7/02	28
Obtain CLIENT Sign-Off	8/2/02	8/6/02	8
Phase IV - Budget	12/3/01	9/3/02	12,418
Redesign/Design Phase	12/3/01	1/3/02	2,837
Strategy and Planning Step	12/3/01	12/19/01	784
Launch Project	12/3/01	12/6/01	47
Confirm Scope, Objectives, Assumptions, Dependenc	12/3/01	12/6/01	26
Activate / Orient Project Team	12/3/01	12/5/01	21
Determine Process Scope	12/5/01	12/7/01	68
Determine In Scope Processes	12/5/01	12/7/01	20
Identify High-Level Application Gaps	12/6/01	12/7/01	48
Determine Data Scope	12/5/01	12/10/01	144
Develop List of Legacy System Files	12/5/01	12/7/01	72
Document Volume and Quality of Data	12/6/01	12/10/01	72
Determine Technical Scope	12/5/01	12/12/01	232
Develop Current Application / Technical Architectu	12/5/01	12/11/01	105
Develop Future Application / Technical Architectur	12/10/01	12/12/01	63
Develop Initial Interface Approach	12/10/01	12/12/01	63
Develop Project Plan	12/5/01	12/19/01	169
Develop High-Level Project Approach	12/5/01	12/6/01	35
Develop High-Level Project Workplan	12/10/01	12/17/01	71
Review Approach and Workplan with Project Manageme	12/14/01	12/18/01	53
Revise Workplan	12/17/01	12/19/01	10
Conduct Project Kickoff	12/5/01	12/10/01	125
Develop Kick Off Meeting Materials	12/5/01	12/7/01	48
Conduct Project Kick Off Meeting	12/6/01	12/10/01	77
Requirements (Analysis) Step	12/17/01	1/3/02	2,052
Launch Analysis Phase	12/17/01	12/17/01	3
Establish Standards for Analysis Phase	12/17/01	12/17/01	3
Analyze Current Environment	12/17/01	12/18/01	105
Define Current Business Functions and Processes	12/17/01	12/17/01	48
Revise Current Technical and Application Architect	12/17/01	12/18/01	38
Revise Legacy Data Volumes and Frequencies	12/17/01	12/17/01	18
Establish Solution Requirements	12/17/01	12/28/01	1,028
Develop Future Processes and Data	12/17/01	12/19/01	102
Derive Functional Requirements from Processes and	12/18/01	12/21/01	152
Derive Technical Requirements from Processes and D	12/18/01	12/21/01	90
Define Changes to Chart of Accounts	12/18/01	12/28/01	339
Develop Security Matrix Based on User Group,	12/18/01	12/24/01	202

14.0 DETAILED PROJECT WORK PLAN

Create Report Inventory	12/18/01	12/21/01	138
Review / Prioritize System Requirements	12/20/01	12/24/01	5
Train Project Team	12/17/01	12/24/01	143
Schedule Training Sessions	12/17/01	12/18/01	15
Attend Functional Training	12/18/01	12/24/01	80
Attend Technical Training	12/18/01	12/21/01	48
Perform Preliminary Gap Analysis	12/21/01	12/31/01	376
Map Processes to JDE Applications	12/21/01	12/24/01	15
Map Requirements to JDE Applications	12/21/01	12/24/01	15
Map Legacy Data to JDE Application Dat	12/21/01	12/24/01	15
Determine Gaps	12/21/01	12/31/01	330
Develop Application Architecture	12/18/01	1/3/02	170
Develop High-Level Interface Diagram	12/18/01	12/20/01	47
Determine Control Requirements for Interfaces	12/20/01	12/21/01	59
Develop Conceptual Processes / Data to Fill Functi	12/28/01	1/2/02	32
Develop Initial Capacity Requirements	12/31/01	1/3/02	32
Develop Solution Strategies	12/17/01	1/3/02	218
Develop Training and User Procedure Strategy	12/20/01	12/24/01	128
Develop Data Conversion Strategy	12/17/01	12/17/01	30
Develop Interface Strategy	12/21/01	12/21/01	30
Develop System Migration Strategy	1/2/02	1/3/02	30
Analysis Checkpoint	1/2/02	1/3/02	9
Review Analysis Deliverables with Project Manageme	1/2/02	1/3/02	3
Reestimate Project Workplan	1/2/02	1/3/02	6
Configure Phase	1/2/02	6/4/02	6,616
Validate (Design & Pilot) Step	1/2/02	3/26/02	3,971
Launch Design Phase	1/2/02	2/7/02	495
Review Scope / Objectives / Workplan with Project	1/2/02	2/6/02	458
Establish Standards for Design Phase	2/6/02	2/7/02	37
Map JDE Solution and Conduct CRP	2/7/02	2/13/02	278
Identify Detailed Package Fit	2/7/02	2/13/02	278
Conference Room Pilot	2/13/02	3/15/02	400
Determine Processes to Pilot	2/13/02	2/21/02	96
Create Parameters Needed for Pilot	2/21/02	2/28/02	96
Execute Pilot	2/28/02	3/13/02	160
Assess Results	3/13/02	3/15/02	48
Resolve Gaps	3/15/02	3/22/02	491
Define / Estimate Custom Modifications	3/15/02	3/22/02	226
Define / Estimate Need for Bolt-Ons	3/15/02	3/22/02	226
Review with client to Assess Value	3/22/02	3/22/02	38

14.0 DETAILED PROJECT WORK PLAN

Design Package Configuration	3/18/02	3/26/02	268
Design Parameters for Each Module	3/18/02	3/21/02	128
Review Parameter Designs with Project Management	3/21/02	3/26/02	140
Design Interfaces	2/7/02	3/4/02	526
Revise Interface Diagram	2/7/02	2/14/02	180
Design Interfaces	2/12/02	2/27/02	331
Review Interface Designs with Project Management	2/26/02	3/4/02	15
Design Custom Reports	3/18/02	3/25/02	13
Revise Report Inventory Map	3/18/02	3/19/02	3
Design Custom Reports	3/19/02	3/22/02	7
Review Report Designs with Project Management	3/22/02	3/25/02	3
Design Extensions and Flexfields	3/18/02	3/25/02	236
Design Extensions (Enhancements) and Flexfields	3/18/02	3/21/02	128
Review Extensions and Flexfields Designs with Proj	3/21/02	3/25/02	108
Design Bolt-Ons	3/18/02	3/25/02	263
Determine Bolt-On Applications	3/18/02	3/21/02	127
Design Integration Between Bolt-Ons and JDE	3/21/02	3/22/02	64
Review Bolt-On Integration with Project Management	3/22/02	3/25/02	72
Design System Conversion Procedures	2/7/02	3/4/02	489
Determine Conversion Approach	2/7/02	2/14/02	180
Design Data Conversion Subsystem Specifications	2/14/02	2/28/02	301
Review Conversion Specifications with Project Mana	2/28/02	3/4/02	8
Design Legacy System Re-Work	2/7/02	2/27/02	163
Design enhancements based on COA changes	2/7/02	2/25/02	130
Review Legacy Re-Work Specifications with Project	2/25/02	2/27/02	33
Complete Acceptance Test Criteria	3/18/02	3/25/02	100
Create User Acceptance Test Criteria	3/18/02	3/21/02	94
Review UAT Criteria with Project Management	3/21/02	3/25/02	6
Design Checkpoint	2/14/02	3/26/02	250
Review Design Specifications with Project Manageme	2/14/02	3/11/02	48
Reestimate Project Workplan	3/7/02	3/26/02	202
Production Set-up (Build) Step	4/1/02	6/4/02	2,645
Launch Build Phase	4/1/02	5/17/02	576
Review Scope / Objectives / Workplan with Build Te	4/1/02	5/15/02	512
Establish Standards for Build Phase	5/14/02	5/17/02	64
Procedures and Training	5/15/02	5/23/02	874
Analyze User Procedures and Training Needs	5/15/02	5/20/02	254
Produce User / Training Documentation	5/17/02	5/22/02	254
Prepare For User Documentation and Training Deploy	5/20/02	5/23/02	254
Train the Trainer	5/21/02	5/22/02	112

14.0 DETAILED PROJECT WORK PLAN

Construct and Unit Test Software	5/15/02	5/31/02	1,146
Construct and Unit Test Parameters	5/15/02	5/31/02	192
Construct and Unit Test Interfaces	5/15/02	5/29/02	158
Construct and Unit Test Custom Reports	5/15/02	5/29/02	158
Construct and Unit Test Extensions / Flexfields	5/15/02	5/29/02	158
Construct and Unit Test Bolt-Ons	5/15/02	5/29/02	160
Construct and Unit Test Conversion Programs	5/15/02	5/29/02	160
Construct and Unit Test Legacy Changes	5/15/02	5/29/02	160
Build Checkpoint	5/29/02	6/4/02	49
Review Software with Project Management	5/29/02	6/3/02	27
Reestimate Project Workplan	5/30/02	6/4/02	22
Deploy Phase	4/1/02	9/3/02	2,966
Test Step	4/1/02	5/29/02	1,470
Launch Test Phase	4/1/02	5/20/02	335
Review Scope / Objectives / Workplan with Test Tea	4/1/02	5/17/02	316
Establish Standards for Test Phase	5/16/02	5/20/02	19
Develop Test Strategy	5/16/02	5/22/02	254
Develop Test Approach	5/16/02	5/21/02	95
Determine Functions To Be Tested	5/17/02	5/22/02	95
Develop Test Objectives and Cycles	5/20/02	5/22/02	63
Create Test Case Specifications / Plans	5/20/02	5/24/02	381
Define Test Conditions	5/20/02	5/22/02	64
Define Test Steps	5/20/02	5/22/02	64
Define Test Data	5/20/02	5/24/02	127
Define Expected Results	5/20/02	5/24/02	127
Execute System Test	5/20/02	5/28/02	256
Execute System Test Cycles	5/21/02	5/23/02	64
Manage Test Problem Reports	5/21/02	5/28/02	128
Execute Regression Tests	5/20/02	5/22/02	64
Perform User Acceptance Test	5/17/02	5/24/02	224
Plan User Acceptance Test	5/17/02	5/23/02	128
Execute User Acceptance Test	5/21/02	5/24/02	96
Test Checkpoint	5/23/02	5/29/02	20
Review Test Deliverables with Project Management	5/23/02	5/29/02	20
Go-Live and Post Prod Support (Deploy) Step	6/3/02	9/3/02	1,496
Supply Post Production Support	6/3/02	9/3/02	604
Launch Deploy Phase	6/3/02	6/4/02	14
Finalize Implementation Plan	6/3/02	6/3/02	7
Obtain Approval for Cut-Over	6/4/02	6/4/02	7
Deploy Support	6/3/02	6/17/02	665

14.0 DETAILED PROJECT WORK PLAN

Perform End-User Training	6/3/02	6/10/02	50
Set Up CLIENT Physical Environment	6/3/02	6/17/02	615
Plan for Maintenance and Enhancements	6/4/02	6/5/02	30
Create Help-Line	6/4/02	6/5/02	30
Cut Over to Production	6/4/02	6/4/02	90
Perform Data Conversion	6/4/02	6/4/02	30
Migrate Code and Parameters	6/4/02	6/4/02	30
Cut Over System	6/4/02	6/4/02	30
GO-IIVE	6/3/02	6/3/02	
Confirm Deployment	6/4/02	6/11/02	92
Audit Production System	6/4/02	6/11/02	56
Assemble Workpapers	6/4/02	6/6/02	28
Obtain CLIENT Sign-Off	6/4/02	6/5/02	8
Phase V - Inventory	7/1/02	4/4/03	17,704
Redesign.Design Phase	7/1/02	9/9/02	5,318
Strategy and Planning Step	7/1/02	7/17/02	902
Launch Project	7/1/02	7/5/02	38
Confirm Scope, Objectives, Assumptions, Dependenc	7/1/02	7/5/02	17
Activate / Orient Project Team	7/1/02	7/3/02	21
Determine Process Scope	7/3/02	7/8/02	65
Determine In Scope Processes	7/3/02	7/8/02	17
Identify High-Level Application Gaps	7/5/02	7/8/02	48
Determine Data Scope	7/3/02	7/9/02	144
Develop List of Legacy System Files	7/3/02	7/8/02	72
Document Volume and Quality of Data	7/5/02	7/9/02	72
Determine Technical Scope	7/3/02	7/11/02	203
Develop Current Application / Technical Architectu	7/3/02	7/10/02	92
Develop Future Application / Technical Architectur	7/9/02	7/11/02	55
Develop Initial Interface Approach	7/9/02	7/11/02	55
Develop Project Plan	7/3/02	7/17/02	226
Develop High-Level Project Approach	7/3/02	7/5/02	49
Develop High-Level Project Workplan	7/9/02	7/15/02	95
Review Approach and Workplan with Project Manageme	7/12/02	7/16/02	72
Revise Workplan	7/15/02	7/17/02	10
Conduct Project Kickoff	7/3/02	7/16/02	226
Develop Kick Off Meeting Materials	7/3/02	7/8/02	48
Conduct Project Kick Off Meeting	7/5/02	7/16/02	178
Requirements (Analysis) Step	7/1/02	9/9/02	4,416
Launch Analysis Phase	7/16/02	7/18/02	41

14.0 DETAILED PROJECT WORK PLAN

Establish Standards for Analysis Phase	7/16/02	7/18/02	41
Analyze Current Environment	7/18/02	7/24/02	493
Define Current Business Functions and Processes	7/18/02	7/24/02	359
Revise Current Technical and Application Architect	7/18/02	7/22/02	57
Revise Legacy Data Volumes and Frequencies	7/18/02	7/23/02	77
Establish Solution Requirements	7/24/02	8/6/02	1,662
Develop Future Processes and Data	7/24/02	7/26/02	216
Derive Functional Requirements from Processes and	7/26/02	7/30/02	216
Derive Technical Requirements from Processes and D	7/26/02	7/26/02	30
Define Changes to Chart of Accounts	7/26/02	8/6/02	576
Develop Security Matrix Based on User Group,	7/26/02	8/1/02	358
Create Report Inventory	7/26/02	7/31/02	256
Review / Prioritize System Requirements	7/30/02	7/31/02	11
Train Project Team	7/1/02	7/31/02	236
Schedule Training Sessions	7/24/02	7/25/02	16
Attend Functional Training	7/25/02	7/31/02	160
Attend Technical Training	7/25/02	7/31/02	60
Inventory TeamTraining	7/1/02	7/16/02	
Perform Preliminary Gap Analysis	7/31/02	8/26/02	864
Map Processes to JDE Applications	7/31/02	8/6/02	120
Map Requirements to JDE Applications	8/6/02	8/12/02	120
Map Legacy Data to JDE Application Dat	8/12/02	8/16/02	120
Determine Gaps	8/16/02	8/26/02	504
Develop Application Architecture	7/22/02	9/6/02	348
Develop High-Level Interface Diagram	7/22/02	7/24/02	72
Determine Control Requirements for Interfaces	7/24/02	7/25/02	60
Develop Conceptual Processes / Data to Fill Functi	8/26/02	8/30/02	96
Develop Initial Capacity Requirements	8/29/02	9/6/02	120
Develop Solution Strategies	7/22/02	9/5/02	740
Develop Training and User Procedure Strategy	7/31/02	8/6/02	320
Develop Data Conversion Strategy	7/22/02	7/30/02	210
Develop Interface Strategy	7/25/02	7/31/02	150
Develop System Migration Strategy	9/3/02	9/5/02	60
Analysis Checkpoint	9/3/02	9/9/02	31
Review Analysis Deliverables with Project Manageme	9/3/02	9/6/02	11
Reestimate Project Workplan	9/4/02	9/9/02	20
Configure Phase	9/3/02	12/13/02	9,120
Validate (Design & Pilot) Step	9/3/02	11/1/02	5,251
Launch Design Phase	9/3/02	9/9/02	152
Review Scope / Objectives / Workplan with Project	9/3/02	9/6/02	101

14.0 DETAILED PROJECT WORK PLAN

Establish Standards for Design Phase	9/6/02	9/9/02	51
Map JDE Solution and Conduct CRP	9/9/02	9/13/02	360
Identify Detailed Package Fit	9/9/02	9/13/02	360
Conference Room Pilot	9/13/02	10/3/02	432
Determine Processes to Pilot	9/13/02	9/20/02	144
Create Parameters Needed for Pilot	9/20/02	9/23/02	48
Execute Pilot	9/23/02	10/1/02	168
Assess Results	10/1/02	10/3/02	72
Resolve Gaps	10/3/02	10/15/02	511
Define / Estimate Custom Modifications	10/3/02	10/9/02	159
Define / Estimate Need for Bolt-Ons	10/3/02	10/15/02	256
Review with client to Assess Value	10/9/02	10/11/02	96
Design Package Configuration	10/4/02	10/25/02	362
Design Parameters for Each Module	10/4/02	10/15/02	168
Review Parameter Designs with Project Management	10/15/02	10/25/02	194
Design Interfaces	9/9/02	9/20/02	340
Revise Interface Diagram	9/9/02	9/16/02	180
Design Interfaces	9/16/02	9/20/02	150
Review Interface Designs with Project Management	9/18/02	9/20/02	9
Design Custom Reports	10/4/02	10/30/02	33
Revise Report Inventory Map	10/4/02	10/11/02	10
Design Custom Reports	10/11/02	10/28/02	18
Review Report Designs with Project Management	10/28/02	10/30/02	5
Design Extensions and Flexfields	10/4/02	10/23/02	684
Design Extensions (Enhancements) and Flexfields	10/4/02	10/21/02	528
Review Extensions and Flexfields Designs with Proj	10/21/02	10/23/02	156
Design Bolt-Ons	10/4/02	10/21/02	636
Determine Bolt-On Applications	10/4/02	10/11/02	288
Design Integration Between Bolt-Ons and JDE	10/11/02	10/17/02	192
Review Bolt-On Integration with Project Management	10/17/02	10/21/02	156
Design System Conversion Procedures	9/9/02	10/7/02	609
Determine Conversion Approach	9/9/02	9/16/02	180
Design Data Conversion Subsystem Specifications	9/16/02	10/3/02	420
Review Conversion Specifications with Project Mana	10/3/02	10/7/02	8
Design Legacy System Re-Work	9/9/02	10/28/02	390
Design enhancements based on COA changes	9/9/02	10/24/02	357
Review Legacy Re-Work Specifications with Project	10/24/02	10/28/02	33
Complete Acceptance Test Criteria	10/4/02	10/16/02	297
Create User Acceptance Test Criteria	10/4/02	10/11/02	288
Review UAT Criteria with Project Management	10/11/02	10/16/02	9

14.0 DETAILED PROJECT WORK PLAN

Design Checkpoint	9/16/02	11/1/02	446
Review Design Specifications with Project Manageme	9/16/02	9/20/02	14
Reestimate Project Workplan	9/20/02	11/1/02	432
Production Set-up (Build) Step	11/1/02	12/13/02	3,869
Launch Build Phase	11/1/02	11/12/02	432
Review Scope / Objectives / Workplan with Build Te	11/1/02	11/7/02	240
Establish Standards for Build Phase	11/6/02	11/12/02	192
Procedures and Training	11/12/02	12/2/02	1,632
Analyze User Procedures and Training Needs	11/12/02	11/15/02	320
Produce User / Training Documentation	11/13/02	11/20/02	480
Prepare For User Documentation and Training Deploy	11/18/02	11/22/02	400
Train the Trainer	11/21/02	12/2/02	432
Construct and Unit Test Software	11/12/02	11/27/02	1,726
Construct and Unit Test Parameters	11/12/02	11/27/02	288
Construct and Unit Test Interfaces	11/12/02	11/25/02	240
Construct and Unit Test Custom Reports	11/12/02	11/25/02	240
Construct and Unit Test Extensions / Flexfields	11/12/02	11/25/02	240
Construct and Unit Test Bolt-Ons	11/12/02	11/25/02	240
Construct and Unit Test Conversion Programs	11/12/02	11/25/02	239
Construct and Unit Test Legacy Changes	11/12/02	11/25/02	239
Build Checkpoint	11/26/02	12/13/02	79
Review Software with Project Management	11/26/02	12/2/02	21
Reestimate Project Workplan	11/27/02	12/13/02	58
Deploy Phase	11/1/02	4/4/03	3,266
Test Step	11/1/02	11/22/02	816
Launch Test Phase	11/1/02	11/7/02	56
Review Scope / Objectives / Workplan with Test Tea	11/1/02	11/5/02	28
Establish Standards for Test Phase	11/5/02	11/7/02	28
Develop Test Strategy	11/5/02	11/13/02	158
Develop Test Approach	11/5/02	11/7/02	47
Determine Functions To Be Tested	11/6/02	11/8/02	47
Develop Test Objectives and Cycles	11/7/02	11/13/02	63
Create Test Case Specifications / Plans	11/8/02	11/18/02	216
Define Test Conditions	11/8/02	11/13/02	36
Define Test Steps	11/8/02	11/13/02	36
Define Test Data	11/8/02	11/18/02	72
Define Expected Results	11/8/02	11/18/02	72
Execute System Test	11/14/02	11/20/02	174
Execute System Test Cycles	11/14/02	11/19/02	63
Manage Test Problem Reports	11/14/02	11/20/02	79

14.0 DETAILED PROJECT WORK PLAN

Execute Regression Tests	11/15/02	11/18/02	32
Perform User Acceptance Test	11/15/02	11/22/02	192
Plan User Acceptance Test	11/15/02	11/20/02	96
Execute User Acceptance Test	11/19/02	11/22/02	96
Test Checkpoint	11/20/02	11/22/02	21
Review Test Deliverables with Project Management	11/20/02	11/22/02	21
Go-Live and Post Prod Support (Deploy) Step	12/2/02	4/4/03	2,450
Supply Post Production Support	1/2/03	4/4/03	1,510
Launch Deploy Phase	12/2/02	12/4/02	14
Finalize Implementation Plan	12/2/02	12/2/02	7
Obtain Approval for Cut-Over	12/3/02	12/4/02	7
Deploy Support	12/2/02	12/16/02	714
Perform End-User Training	12/2/02	12/9/02	98
Set Up CLIENT Physical Environment	12/2/02	12/16/02	616
Plan for Maintenance and Enhancements	12/3/02	12/4/02	30
Create Help-Line	12/3/02	12/4/02	30
Cut Over to Production	12/2/02	12/4/02	90
Perform Data Conversion	12/3/02	12/4/02	30
Migrate Code and Parameters	12/3/02	12/4/02	30
Cut Over System	12/3/02	12/4/02	30
GO LIVE	12/2/02	12/2/02	
Confirm Deployment	12/3/02	12/11/02	92
Audit Production System	12/3/02	12/11/02	56
Assemble Workpapers	12/3/02	12/6/02	28
Obtain CLIENT Sign-Off	12/3/02	12/5/02	8
Project Management	7/2/01	6/10/03	
Manage Project Plan	7/3/01	6/10/03	
Manage Resources	7/3/01	6/10/03	
Manage Progress	7/3/01	6/10/03	
Manage Issues	7/3/01	6/10/03	
Conduct Quality Assurance Reviews	7/2/01	4/22/03	
Schedule Review Meetings	7/2/01	4/19/02	
Conduct Review Meetings	6/26/02	4/22/03	
Manage Financials	7/3/01	5/6/03	
Administer Contract	7/3/01	5/6/03	
Change Management	6/19/01	8/16/02	
Develop Change Management Strategy	6/19/01	7/26/01	
Evaluate Organizational Impact of Proposed Solutio	6/19/01	7/2/01	
Evaluate Cultural Impact of Proposed Solution	6/29/01	7/11/01	
Develop Strategy to Facilitate Change	7/10/01	7/24/01	

14.0 DETAILED PROJECT WORK PLAN

Review Strategy with Project Management	7/23/01	7/26/01
Execute Strategy	10/1/01	8/16/02
Communicate Project Status Throughout the Organiza	10/1/01	8/16/02
Technical Support	7/2/01	12/11/02
Assist with Conversion for all Phases	7/2/01	12/11/02
Assist with Interfaces for all Phases	7/2/01	12/11/02
Assist with Reporting for all Phases	7/2/01	3/22/02
CNC Activities	7/2/01	8/28/02
All CNC Tasks	7/2/01	8/28/02
CNC Preinstallation Activities	7/2/01	7/13/01
Project Planning Environment Analysis	7/2/01	7/12/01
Pre CRP Audit	7/11/01	7/13/01
CNC - OneWorld Installation Tasks	7/13/01	7/1/02
CNC Training	7/16/01	9/4/01
Installation Preparation	7/13/01	7/31/01
Accessing the network	7/13/01	7/16/01
Run Environment Checker	7/13/01	7/16/01
Configure Deployment Server	7/13/01	7/31/01
Configure Enterprise Server	7/13/01	7/31/01
Deployment Server Installation	7/18/01	8/3/01
Create JDE User and Grant Admin Rights	7/18/01	8/3/01
Setup Netwrok Access	7/18/01	7/24/01
Configure 3rd Party ODBC Client Siftware	7/18/01	7/24/01
Setup Necessary ODBC Data Sources	7/18/01	7/24/01
Install Platfrom Independent Objects	7/18/01	7/24/01
Enterprise Server Installatiuon	7/24/01	8/10/01
Create JDE User and Grant Admin Rights	7/24/01	8/10/01
Setup Netwrok Access	7/24/01	7/31/01
Configure 3rd Party ODBC Client Software	7/24/01	7/30/01
Setup Necessary ODBC Data Sources	7/30/01	8/15/01
Setup Database Structrure	7/30/01	8/15/01
Load Object Librarian & Central Objects	7/30/01	8/10/01
Installation Planner	8/10/01	8/29/01
Define Installation Planner	8/10/01	8/10/01
Create Plan	8/10/01	8/10/01
Run Release Master	8/10/01	8/10/01
Choose Plan Components, Verify and Revise	8/10/01	8/10/01
Verify Data Source Information	8/10/01	8/10/01
Verify Environment Information	8/10/01	8/10/01
Verify Enterprise Server Information	8/10/01	8/10/01

14.0 DETAILED PROJECT WORK PLAN

Verify Package Information	8/10/01	8/10/01
Run Plan Validation Report	8/10/01	8/29/01
Post5 Installation Planner Procedures	9/4/01	9/20/01
Modify the Host JDE.INI	9/4/01	9/6/01
Transfer OneWorld Software to Enterprise Server	9/4/01	9/4/01
Install OneWorld Network & Queue Services	9/4/01	9/20/01
Modifiy Package Information	9/4/01	9/4/01
Installaion Workbench	9/19/01	10/5/01
Run Installation Workbench	9/19/01	10/5/01
Data Source Workbench	9/19/01	10/5/01
Environment Workbench	9/19/01	9/28/01
Host Workbench	9/19/01	9/19/01
Package Workbench	9/19/01	9/19/01
Post Installation Workbench Procedures	9/28/01	10/5/01
Verify Enterprise Server OneWorld Installation	9/28/01	10/5/01
Start OneWorld Services on Enterprise Server	9/28/01	9/28/01
Setup Usre/Group Profiles	10/5/01	10/24/01
Create User/Group Profiles	10/5/01	10/24/01
Assign Packages to Profiles	10/5/01	10/24/01
Assign Environments to Profiles	10/5/01	10/24/01
Work Station Installation	10/23/01	10/23/01
Modify Client JDE.INI on Deployment Server	10/23/01	10/23/01
Setup Netwrok Access on Workstation	10/23/01	10/23/01
Configure 3rd Party ODBC Client Software	10/23/01	10/23/01
Setup Necessary ODBC Data Sources	10/23/01	10/23/01
Map Network Drive to Deployment B73? Share	10/23/01	10/23/01
Install OneWorld Client Software	10/23/01	10/23/01
Post Installation Procedures	7/1/02	7/1/02
Run R40494A Batch Application	7/1/02	7/1/02
Setup Systems Control Application	7/1/02	7/1/02
Build Word Search (Optional)	7/1/02	7/1/02
Perform Verifcation Testing	7/1/02	7/1/02
Documentation Support	8/3/01	12/27/02
Assist with Requirements Doc	8/3/01	1/29/02
Assist with User Procedures	2/1/02	7/24/02
Assist with Trianing Material	7/5/02	12/27/02
Training	7/2/01	1/14/03
Assist with Training Assessment	7/2/01	12/24/01
Assist with Training Coordination	9/4/01	8/20/02
Assist with Train the Trainer	9/3/02	1/14/03

15.0 FINANCIAL PLAN

15.1 Implementation Payment Schedule

J.D. Edwards Implementation Services Payment Schedule (includes Travel and Living expenses)		Phase I	Phase II	Phase III	Phase IV	Phase V	
Jul-2001	Initial Work Plan - PI						
	Org Change Readiness - PI						
	Training Assessment - PI						
	High Level Impl Strat - PI						
	Jul-2001 Payment by Phase	$286,875					
Aug-2001	Authorization Specs - PI						
	Aug-2001 Payment by Phase	$486,804					
Sep-2001	Fit/Gap Analysis - PI						
	Sep-2001 Payment by Phase	$322,361					
Nov-2001	Conv/Inter Specs - PI						
	Initial Work Plan - PII						
	Org Change Readiness - PII						
	Training Assessment - PII						
	High Level Impl Strat - PII						
	Nov-2001 Payment by Phase	$186,463	$745,854				
Dec-2001	Initial Work Plan - PIV						
	Org Change Readiness - PIV						
	Training Assessment - PIV						
	High Level Impl Strat - PIV						
	Authorization Specs - PIV						

15.0 FINANCIAL PLAN

	Fit/Gap Analysis - PIV					
	Dec-2001 Payment by Phase			$837,577		
Jan-2002	Authorization Specs - PII					
	Initial Work Plan - PIII					
	Org Change Readiness - PIII					
	Training Assessment - PIII					
	High Level Impl Strat PIII					
	Jan-2002 Payment by Phase	$173,997	$695,989			
Feb-2002	Operational Model - PI					
	Fit/Gap Analysis - PII					
	Authorization Specs - PIII					
	Feb-2002 Payment by Phase	$297,297	$297,296	$297,296		
Mar-2002	Fit/Gap Analysis - PIII					
	Operational Model - PIV					
	Conv/Inter Specs - PIV					
	Mar-2002 Payment by Phase		$288,720	$577,441		
Apr-2002	Deploy Education Plan - PI					
	Comp. Test Strategy - PI					
	Operational Model - PIII					
	Conv/Inter Specs - PIII					
	Apr-2002 Payment by Phase	$496,409		$496,408		
May-2002	Integration Test Plan - PI					
	Client Acceptance Plan - PI					
	Deploy Education Plan - PIV					
	Comp. Test Strategy - PIV					

15.0 FINANCIAL PLAN

	Integration Test Plan - PIV					
	Client Acceptance Plan - PIV					
	May-2002 Payment by Phase	$290,680			$581,361	
Jun-2002	Deployment Plan - PI					
	Operational Model - PII					
	Comp. Test Strategy - PIII					
	Deployment Plan - PIV					
	Jun-2002 Payment by Phase	$247,057	$247,054	$247,054	$247,054	
Jul-2002	Deploy Education Plan - PIII					
	Integration Test Plan - PIII					
	Client Acceptance Plan - PIII					
	Initial Work Plan - PV					
	Org Change Readiness - PV					
	Training Assessment - PV					
	High Level Impl Strat - PV					
	Authorization Specs - PV					
	Jul-2002 Payment by Phase			$360,405		$600,673	
Aug-2002	End Of Phase PI					
	Deployment Plan - PIII					
	End Of Phase PIV					
	Fit/Gap Analysis - PV					
	Aug-2002 Payment by Phase	$246,765		$246,763	$246,764	$246,763	
Sep-2002	End Of Phase PIII					
	Operational Model- PV					
	Sep-2002 Payment by			$435,815		$435,816	

15.0 FINANCIAL PLAN

	Phase					
Oct-2002	Conv/Inter Specs - PII					
	Conv/Inter Specs - PV					
	Oct-2002 Payment by Phase	$436,457			$436,456	
Nov-2002	Deploy Education Plan - PII					
	Comp. Test Strategy - PII					
	Integration Test Plan - PII					
	Deploy Education Plan - PV					
	Comp. Test Strategy - PV					
	Integration Test Plan - PV					
	Nov-2002 Payment by Phase	$345,611			$345,610	
bbbbbDec -2002	Client Acceptance Plan - PII					
	Client Acceptance Plan - PV					
	Deployment Plan - PV					
	Dec-2002 Payment by Phase	$215,863			$431,726	
Jan-2003	Deployment Plan - PII					
	Jan-2003 Payment by Phase	$441,904				
Feb-2003	End Of Phase PV					
	Feb-2003 Payment by Phase				$440,818	
Mar-2003	End Of Phase PII					
	Mar-2003 Payment by Phase	$200,168				
	Total Payment Implementation Services					$14,461,424

15.0 FINANCIAL PLAN

15.2 Software Payment Schedule

10% down (at contract signing)

30% net; 90 days after the contract is executed

30% net; 120 days after the contract is executed

30% net; 240 days after the contract is executed

15.0 FINANCIAL PLAN

15.3 Project Budget

Cost Schedule	FY 01	FY 02	FY 03	Total	Timing
Software		640,078	2,560,311	3,200,389	20% Sept 01, 60% August 02, 20% April 03
Server		200,000	200,000	400,000	50% Sept 01, 50% August 02
Testing Tools	100,000			100,000	May 01
Implementation	220,928	6,959,232	3,866,240	11,046,400	2% May-Jun 01, 63% FY02, 35% FY03
Project Team Training	100,000	600,000	50,000	750,000	
End-User Training		100,000	400,000	500,000	
Infrastructure Training		750,000		750,000	
Team Positions (Replacement)	288,750	1,588,125	1,010,625	2,887,500	10% - 55% - 35%
Associated Benefits	86,625	476,438	303,188	866,250	
Contingency	33,139	1,043,885	579,936	1,656,960	2% - 63% - 35%
Data Warehouse		400,000	1,600,000	2,000,000	Will lag implementation
TOTALS	829,442	12,757,757	10,570,300	24,157,499	
Financing Costs				5,571,030	Smith-Hayes estimate, 8 year payoff
GRAND TOTAL				**$ 29,728,529**	

The project budget is based on the information included in the original project charter. The budget will be modified after the contract is finalized. The project budget will remain at $29,728,529 but the distribution of expenses will change.

16.0 PROJECT JUSTIFICATION

16.1 Return on Investment

The purpose of this analysis is to provide the State of Nebraska management with an estimated Return on Investment (ROI) associated with the purchase and implementation of the J.D. Edwards software solution. It is intended to help management build a comprehensive business case to justify the purchase of the J.D. Edwards software solution as well as use it as an accountability/focus tool with the project team and constituencies. The results should be used for planning purposes only and are not a guarantee of future outcomes. This ROI calculation will be revised after the State's to-be processes are documented by creating a Business Case. Tangible benefits can be revised based on the best practices and improved processes adopted by the State during this activity. In addition, benefit and cost assumptions can be verified and/or modified during the preparation of the Business Case. Based on preliminary calculations, the team estimates that the State will realize an ROI of approximately $33.7 million, which was calculated on a 12-year period.

State of Nebraska Financial Calculations	
Discounted Return on Investment	$33.7 million
Discounted Payback Period	6.75 Years
Internal Rate of Return	16%

In addition to the tangible benefits, it is important to understand that the State will obtain benefits that are difficult to quantify as a result of implementing the J.D. Edwards solution. Some of these intangible or "soft" benefits are as follows:

- Improved employee moral
- Improved access to information
- Enable the State to become more responsive, accountable and cost effective
- Better Decision Making through accurate and timely information
- Improved communication across the organization
- Better support of other State initiatives
- Better communication with constituencies/better constituency confidence
- The State will be able to better compete with other entities for Federal funding. Other states are implementing ERP solutions to become more efficient, which will give them a competitive advantage over those who do not effectively deploy technology
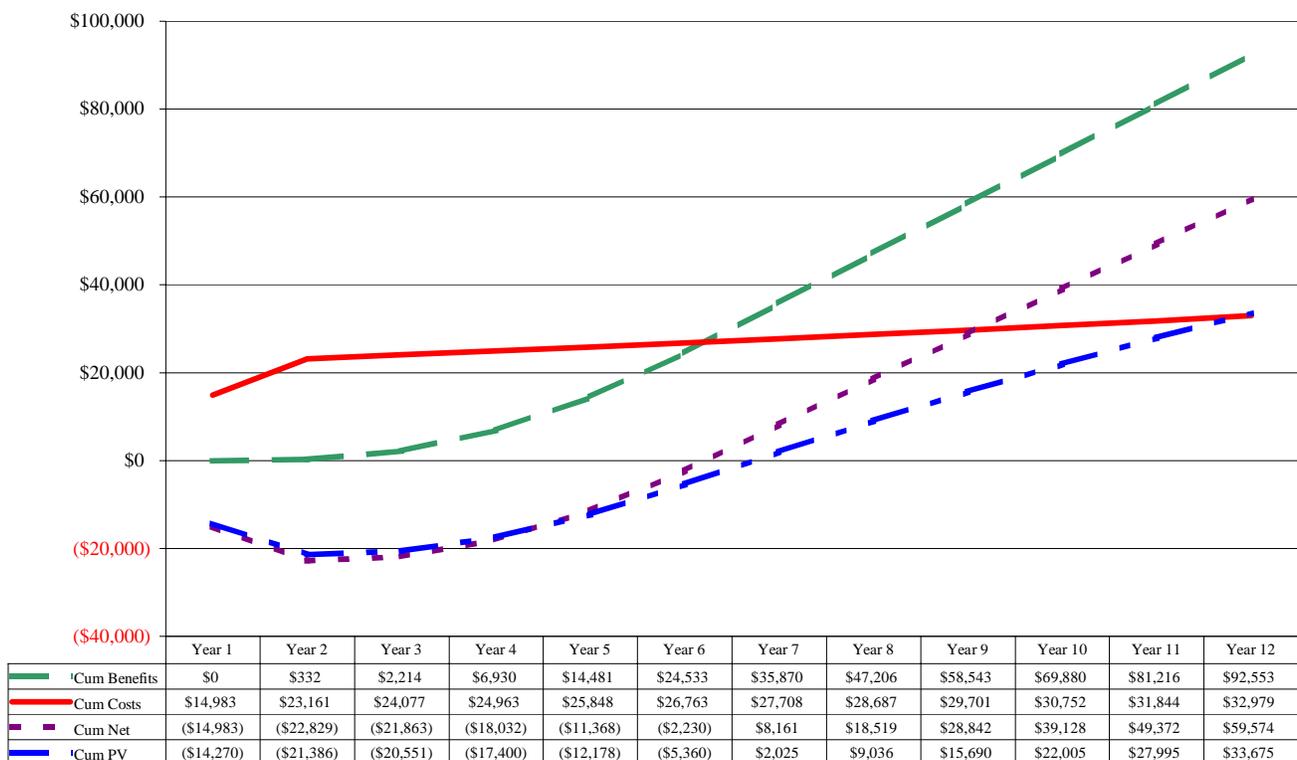
16.0 PROJECT JUSTIFICATION

It is also important to note that the potential benefits will vary depending on several factors:

- The degree to which the organization is already computerized
- The level of integration of the system into the State business processes. This can vary from automating all departments using accurate and timely data versus using a system that is poorly understood and under utilized
- The planning and execution of the implementation
- The effectiveness of the training of the personnel who are using the system

The following graph depicts the expected cash flow. Please see the table below for detailed cash flow numbers.

State of Nebraska Estimated Cash Flows
($ in 000's)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cum Benefits	$0	$332	$2,214	$6,930	$14,481	$24,533	$35,870	$47,206	$58,543	$69,880	$81,216	$92,553
Cum Costs	$14,983	$23,161	$24,077	$24,963	$25,848	$26,763	$27,708	$28,687	$29,701	$30,752	$31,844	$32,979
Cum Net	($14,983)	($22,829)	($21,863)	($18,032)	($11,368)	($2,230)	$8,161	$18,519	$28,842	$39,128	$49,372	$59,574
Cum PV	($14,270)	($21,386)	($20,551)	($17,400)	($12,178)	($5,360)	$2,025	$9,036	$15,690	$22,005	$27,995	$33,675

16.0 PROJECT JUSTIFICATION

State of Nebraska - ROI Calculation Cash Flow over 12 Years ($ in 000's)													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total
Cost Elements:													
Software Licenses	3,243	0	0	0	0	0	0	0	0	0	0	0	3,243
Software Maintenance	4	412	413	413	413	442	473	506	541	579	619	662	5,476
Profession Services	7,833	5,833	0	0	0	0	0	0	0	0	0	0	13,666
Training	398	89	75	75	75	75	75	75	75	75	75	75	1,241
Infrastructure	1,611	75	75	84	84	84	84	84	84	84	84	84	2,515
Internal Costs	1,894	1,769	353	314	314	314	314	314	314	314	314	314	6,839
Total Costs	*$14,983*	*$8,178*	*$916*	*$886*	*$886*	*$915*	*$945*	*$978*	*$1,014*	*$1,052*	*$1,092*	*$1,135*	*$32,979*
Benefits:													
Reduction in transaction costs	0	192	1,598	3,004	4,410	5,624	5,624	5,624	5,624	5,624	5,624	5,624	48,571
Reduction in purchasing costs	0	140	281	421	561	561	561	561	561	561	561	561	5,331
Improved process efficiencies	0	0	3	649	1,295	1,940	2,583	2,583	2,583	2,583	2,583	2,583	19,384
Reduction in turnover costs	0	0	0	642	1,285	1,927	2,569	2,569	2,569	2,569	2,569	2,569	19,268
Total Benefits	*$0*	*$332*	*$1,882*	*$4,716*	*$7,550*	*$10,052*	*$11,337*	*$11,337*	*$11,337*	*$11,337*	*$11,337*	*$11,337*	*$92,553*
Net Cash Flow	*($14,983)*	*($7,846)*	*$966*	*$3,831*	*$6,664*	*$9,138*	*$10,391*	*$10,358*	*$10,323*	*$10,285*	*$10,245*	*$10,202*	*$59,574*
Present Value of Cash Flow	*($14,270)*	*($7,116)*	*$835*	*$3,151*	*$5,222*	*$6,819*	*$7,385*	*$7,011*	*$6,654*	*$6,314*	*$5,990*	*$5,681*	*$33,675*
Cummulative PV Cash Flow	*($14,270)*	*($21,386)*	*($20,551)*	*($17,400)*	*($12,178)*	*($5,360)*	*$2,025*	*$9,036*	*$15,690*	*$22,005*	*$27,995*	*$33,675*	

Assumptions to calculate the ROI resulted from documentation made available by the State, actual cost values contained in this proposal and intellectual capital gained from J.D. Edwards and IBM prior experiences.

16.0 PROJECT JUSTIFICATION

State of Nebraska - ROI Calculation

Assumptions, continued

Implementation:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Professional Services by Year	$6,527,680	$4,860,480	0	0	0	0	0	0	0	0	0	0

Implementation Travel & Expenses — 20% service charges

Training costs:

Assumes Train the Trainer approach:

Cost - Financials Training	$175,950	
Cost - Distribution Training	$42,075	
Cost - Human Resources Training	$68,850	
Cost - Technical Training	$91,800	
Annual Cost for Full-time Trainer	$120	per Year
Travel & Expenses	0%	assumes all training at client site
State Training Facility	$20,000	Year 1
	$5,000	Years 2 - 12

Training costs after Year 2 are estimated for refresher courses and new employees.

Cost per Day	$382.50	
End User	50	Annual # days
Technical	25	Annual # days

Infrastructure costs:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Hardware (one time & recurring)	$1,411,000	$50,000	$50,000	$58,800	$58,800	$58,800	$58,800	$58,800	$58,800	$58,800	$58,800	$58,800
Networking & other costs (one time & recurring)	$200,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000

Internal project team costs:

Uplift for other personnel costs — 37% *Per 2000 Personnel Almanac*

	FTE	Est. Salary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Executive Sponsor	0.50	$76,053	$52,096	$52,096	$13,024	$0	$0	$0	$0	$0	$0	$0
Steering Committee	1.00	$76,053	$104,192	$104,192	$26,048	$0	$0	$0	$0	$0	$0	$0
Project Director	1.00	$60,842	$83,354	$83,354	$83,354	$83,354	$83,354	$83,354	$83,354	$83,354	$83,354	$83,354
Financials Team	8.00	$30,421	$333,414	$125,030	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677
Hr/PR Team	6.00	$30,421	$166,707	$250,061	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677
Grants & Capital Project Team	5.00	$30,421	$104,192	$104,192	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677	$41,677
Budget Team	2.00	$30,421	$83,354	$83,354	$0	$0	$0	$0	$0	$0	$0	$0
Inventory Team	4.00	$30,421	$166,707	$166,707	$0	$0	$0	$0	$0	$0	$0	$0
Change Management Team	3.00	$53,237	$218,803	$218,803	$36,467	$36,467	$36,467	$36,467	$36,467	$36,467	$36,467	$36,467
Technical Backfill:												
Op. Specialist (Part-time)	0.50	$50,194.65	$34,383	$34,383	$0	$0	$0	$0	$0	$0	$0	$0
OneWorld IT Specialist	5.00	$50,195	$343,833	$343,833	$68,767	$68,767	$68,767	$68,767	$68,767	$68,767	$68,767	$68,767
Network Specialist (Part-time)	0.50	$50,195	$34,383	$34,383	$0	$0	$0	$0	$0	$0	$0	$0
Workstation/LAN Specialist (Part-time)	0.50	$50,195	$34,383	$34,383	$0	$0	$0	$0	$0	$0	$0	$0
OneWorld CNC Specialist (Part-time)	0.50	$50,195	$34,383	$34,383	$0	$0	$0	$0	$0	$0	$0	$0
Total Internal project team costs			$1,794,185	$1,669,155	$352,690	$313,618	$313,618	$313,618	$313,618	$313,618	$313,618	$313,618

16.0 PROJECT JUSTIFICATION

State of Nebraska - ROI Calculation

Assumptions, continued

Benefits:

Potential Benefit:	Explanation behind benefit:
Reduction in number of G/L transactions	By automating current manual journal entries and by incorporating business rules, the number of G/L transactions could be significantly reduce
Reduction in the amount of time spent preparing budget related transactions	By automating the encumbrance process and incorporating electronic workflow, a yearly savings in costs associated with preparing budget related transactions could be realized
Reduction in total purchasing costs	By strategically buying from selected vendors contained in a common vendor master catalog, a savings in overall purchasing costs can occur due to lower negotiated pricing structures
Reduction in number of A/P transactions	Through a more centralized A/P function, invoices can be summarized, thus reduce the amount of A/P transactions per year
Increase in A/P discounts taken	By streamlining the A/P and procurement process, more A/P discounts could be taken
Reduction in procurement processing time	By establishing electronic work flows for the approval process and incorporating automatic 3 way match, considerable savings in processing time could occur for each procurement transaction
Reduction in number of employee calls	By implementing self-service tools, employees will have the capability to perform inquiries, enroll in benefits and change information instead of calling the HR department, thus reducing costs associated with these calls in HR
Reduction in costs associated with employee turnover	By utilizing an automated HR system, skill needs can be better matched with job requirements resulting in potential turnover reduction

Financials:

Average G/L transactions per year	560,000	*per RFP dated 12/8/00*
Average number of JE's per year	35,681	*per RFP dated 12/8/00*
Average minutes spent on one JE	15	*Estimated based on NAS procedure manual on Nebraska web site*
Potential reduction of JE's expected	75%	
Estimated number of budget related transactions	420,000	
Average minutes spent on preparing budget related transactions	15	*Estimated based on NAS procedure manual on Nebraska web site*
Potential reduction of budgeting process related transactions	50%	
Average number of deposits per year	38,342	*per RFP dated 12/8/00*
Budgeted cash receipts 2000-2001(General)	$2,548,000,000	*per Executive Budget Recommendations on Nebraska Budget web site*
Average number of warrants per year	1,420,916	*per RFP dated 12/8/00*
Average number of EFT's per year	1,221,909	*per RFP dated 12/8/00*
Average minutes spent on each A/P transaction	15	*Estimated based on NAS procedure manual on Nebraska web site*
Potential reduction of A/P transactions	10%	

16.0 PROJECT JUSTIFICATION

State of Nebraska - ROI Calculation

Assumptions, continued

Procurement:

Average number of purchase orders per year	2,391	per RFP dated 12/8/00
Average number of vendors	7,285	per RFP dated 12/8/00
Average number of PO transactions per year	5,691	per RFP dated 12/8/00
Average number of purchase req's per year	3,370	per RFP dated 12/8/00
Budgeted appropriations 2000-2001 (General)	$2,428,000,000	per Executive Budget Recommendations on Nebraska Budget web site
Strategic savings due to catalog	1%	of budgeted appropriations
Percentage of appropriations eligible for discounts	10%	
Potential additional discounts taken	50%	
Average discount	2%	
Average minutes spent on each procurement transaction	120	Estimated based on NAS procedure manual on Nebraska web site
Potential reduction of procurement transactions	25%	

HR/PR:

Average number of payroll payments per year	21,025	per RFP dated 12/8/00
Average yearly salary (as of 12/99)	$30,421	per 2000 Personnel Almanac
State's annual health insurance costs	$66,414,254	per 2000 Personnel Almanac
Average number of yearly calls	7,500	
Average minutes spent on each call	15	
Potential reduction in calls	50%	
Average turnover 1999	14%	per 2000 Personnel Almanac
Average cost per new hire	$10,000	
Potential reduction in turnover	10%	

16.0 PROJECT JUSTIFICATION

16.2 Non-Financial Benefits

There are several benefits related to enterprise-wide implementations that cannot be measured in financial terms. These benefits may include:

- Customer valued services (value of service delivered): internal and external
- Enable electronic commerce
- Enhance public access: 24hours/day, 7 days/week
- Self-service capability: internal and external
- Implementation of "best business practices"
- Improve employee effectiveness and productivity
- Enhance Decision Making
- Enhance enterprise thinking and create a greater "team" environment within the State

16.0 PROJECT JUSTIFICATION

16.3 Examples of Potential Processing Efficiencies

The current system requires a large volume of paper to process transactions. Transactions are submitted on paper that is handled, approved, copied, filed and entered again and again from the paper form.

- We process approximately 342,000 timesheets per year. If we saved only *one* minute of data entry time per timesheet, we could free up 5700 hours/year. At a pay rate of $20/hr., that is a production improvement worth $114,000.
- Processing Open Enrollment changes for insurance or other benefits can require 5 paper forms. Processing electronically could save 15 minutes/employee or 4500 hours/year, a production improvement worth $90,000.
- Employees could update their United Way Combined Campaign information online, saving approximately 5 minutes per employee or 1500 hours/year, a production improvement worth $30,000.

These three items from one business area total production improvements of up to $234,000/year or $2.3 million over 10 years.

- *Eliminate duplicate entry of documents and handle transactions electronically.* This will free up 60,000 hours of work a year (the equivalent of 30 full-time employees) in the processing of payables. These savings will result in productivity gains worth $1 million per year.
- *Better supply inventory management.* The State has $33 million in inventory. Using better inventory management tools and better economic reorder points, significant efficiencies are possible. If the inventory level could be reduced to $25 million by better management, $8 million could be invested earning $400,000 more per year.
- *Better accounts receivable management.* The State has $180 million in Accounts Receivable. By using better tools for monitoring, follow-up and management of this asset, increased revenues of $1.8 million per year are possible.
- *Better matching of payables against delinquent receivables.* We will recover delinquent receivables of approximately $1.8 million per year.
- *Better material and supply cost management.* Using more efficient purchasing of these items, reordering management (JIT inventory) and better economic reorder points, it is estimated that approximately 2% of the $75 million in annual expenses for these items can be eliminated. This is an annual savings of $1.5 million.
- *Manage pay dates on invoices.* We pay approximately $610 million per year in operating costs, most on net 30 terms. Paying one day closer to the 30-day requirement would free up $1.3 million, which would earn $55,000 in interest per year. Paying 5 days later would earn $276,000 per year.

17.0 POST IMPLEMENTATION PLAN

17.1 Initial Support for Three Months after Final Successful Implementation

IBM's substantial experience in implementing large ERP projects shows that many organizations underestimate the sheer magnitude of an ERP installation involving hundreds of business and transaction processes and hundreds or thousands of users. Typically, the post-implementation period brings user problems, cultural conflicts and security issues. IBM recommends the State establish an internal competency group directed at ongoing support of the statewide rollout. Based on this assumption, IBM's response has been tailored accordingly. In order to support go-live activities, and based on IBM's experience and judgment, IBM recommends a minimum three months of post go-live support for each functional area in our proposed implementation strategy.

IBM has identified several support activities that are needed with large, public sector ERP implementations, regardless of which module (financials, payroll or HR) is implemented. They include end-user support and help desk activities.

17.1.1 End-User Support

The purpose of this activity is to set up a support organization for the end-users at the start of production cutover. The support organization will be initially staffed with both State and JDE/IBM consultants. Since the End-User Support team is established to handle system problems immediately after production start, they tend to deal with "first time" end-user questions, and in some cases bugs and implementation fixes. The Help Desk is part of End-User Support, and the experience accumulated during this initial period will assist the Help Desk team in providing effective on-going support to the State.

Additionally, the Help Desk will play an integral part in ongoing refinement of the NIS Work Plan in three areas:

1. Training, in order to improve the effectiveness of new users.
2. Change Management, in order to continuously improve the organizations acceptance of change.
3. System and Process configuration, as JDE/IBM and the State discover small refinements that may be made to smooth operations and/or the systems effectiveness.

17.1.2 The NIS Help Desk

The State's Help Desk will focus on actual operation and evaluation of effectiveness as each functional phase moves into production. The JDE/IBM Team will assist the State's Help Desk personnel to understand the applications and correctly respond to service requests as they relate to the new J.D. Edwards software. With J.D. Edwards and IBM's assistance, the State will be better able to:

◆ Provide Help Desk support for the application users

17.0 POST IMPLEMENTATION PLAN

- ◆ Continue building a knowledge database
- ◆ Review effectiveness of the Help Desk
- ◆ Streamline performance of the Help Desk

Of critical importance for ongoing end-user support is a combination of resources that can respond to both technical and functional problems. We recommend a three-level support system. Level 1 support is a person who is "resident" in each agency who can respond to simple technical and functional problems. Level 2 support is a staff in the central system support organization who respond to technical and functional issues that the Level 1 person cannot. The software vendor provides level 3 support for issues and problems that cannot be solved by Level 2 support.

The staff for Level 2 support should be a combination of resources that can respond to both technical and functional problems. Initially, for a period of at least 90 days, this group will be staffed by the functional leads involved in the implementation (financials, budget, procurement, etc.) who can respond quickly to problems and determine if a pattern is evolving that requires retraining or system modification. This group will also be staffed by technical resources that are involved with the implementation so that issues related to navigation, connectivity, response times, etc. can be addressed. This core group will also train the staff that will provide long-term support.

17.0 POST IMPLEMENTATION PLAN

17.2 Technical Support for OneWorld

The State, as a Premier support customer, can contact Support Services via telephone 24 hours, 7 days a week. In addition, customers may also submit issues via the Knowledge Garden (internet) on a 24x7 basis. Support as listed is available during the implementation of the software as well as after the customer is live.

When an issue becomes critical to the daily processes of the customer, or to the progress of the implementation, the Engagement Manager can be contacted and asked to escalate the issue. When escalated, a higher priority is placed on the issue and a quicker response to the issue is received. Most standard issues received a response within 24 hours; with critical issues normally receiving a response within 4 hours from time of escalation. For a more detailed description of J.D. Edwards Customer Support, please see the Worldwide Customer Support brochure located Section 4.1 as well as Section 4.a.6, Post Implementation Support.

As a J.D. Edwards customer, the State may join Quest, the independent users group for J.D. Edwards customers. Founded in 1995, Quest provides a forum for members to have a voice in software development, exchange ideas and solutions and communicate with J.D. Edwards and other users. The goal of Quest is to provide the necessary tools for Quest members to become more knowledgeable, self-sufficient J.D. Edwards users.

Quest allows our customers the opportunity to interact with other J.D. Edwards users. They can exchange information and ideas concerning the implementation and use of J.D. Edwards products, increase their knowledge of our products and services through educational conferences, learn more about our business partners, and have a venue to provide input on future product development.

The member support provided by Quest is derived from the organization's programs and services. Quest members receive subscriptions to Quest NETWORK and the Quest Technical Journal, gain full access to QuestNet, may participate in Special Interest Groups, receive discounted registration fees for the FOCUS annual conference, and enjoy discounts or extra incentives on certain products and services through Quest's member discount program. The closest User Group for the State is the Front Range User Group, which meets in Denver.

For more information, visit the Quest site at www.questnet.org

17.0 POST IMPLEMENTATION PLAN

17.3 Staffing Plan for Continued Support by State Employees

The technical skills of the post go-live staff required to maintain a J.D. Edwards system are described below.

State OneWorld I/T Specialists – The State OneWorld I/T Specialists will provide technical support for this system as follows:

Technical Support for adding of user ID's, security profiles, ID access, etc.

Application Development for Interface analysis and assistance

Application Development to participate in functional requirement definition along with end users, be responsible for reporting requirements and report development using report writer tools. DAS/IMServices will staff this function.

State Network Specialist - A Network Specialist for the State will be responsible for configuring network server software required for each workstation to access the application. DAS/IMServices will staff this function.

State OneWorld Workstation/LAN Specialist - A Workstation Specialist for the State will be responsible for installing required software on user workstations, setting up LAN connections, testing connectivity, etc. State agency support personnel and DAS/IMServices will staff this function.

State OneWorld Configurable Network Computing (CNC) Specialist and a backup – The State CNC Specialists will deploy software to workstations and server environments, analyze performance and assist in tuning of the OneWorld client, network and database performance. DAS/IMServices will staff this function.

State OneWorld Change Management Administrator (CMA) – The State CMA will be responsible for all OneWorld technical change management administration. This includes check-in/check-out of software objects ; the promotion to production of any development code; the management of multiple OneWorld environments; and the deployment of OneWorld packages to the application servers. The CMA works closely with the CNC Specialist. DAS/IMServices will staff this function.

State OneWorld DBA (Database Administrator) Plan, maintain and monitor performance of databases accessed by the J.D. Edwards system. DAS/IMServices will staff this function.

State OneWorld Help Desk Support Personnel – The State Help Desk will provide 3 levels of support aligned with each J. D. Edwards software module implemented. Level 1 Help Desk personnel will be "resident" in each agency and will respond to simple technical and functional problems. Level 2 support will be staffed in the central system support organization who respond to technical and functional issues that the Level 1 person

17.0 POST IMPLEMENTATION PLAN

cannot. The software vendor will provide level 3 support for issues and problems that cannot be solved by Level 2 support.   DAS/IMServices will staff Levels 1 and 2.

Project Team OneWorld End User Support Personnel – The end user support team will handle system problems immediately after production start for each phase of the implementation. The Help Desk will be part of End-User Support. Project team members from the State and JDE/IBM consulting team will staff this function.

17.0 POST IMPLEMENTATION PLAN

17.4 Estimate of Future Support

Based on our experience with implementations of this scale, we suggest minimum post go-live staffing for OneWorld support featuring the skill sets described in Section 17.3 in these amounts:

Position	FTE
State OneWorld I/T Specialist	2-4
State Network Specialist	1
State OneWorld Workstation/LAN Specialist	1
State OneWorld Configurable Network Computing (CNC)	2-3
State OneWorld Change Management Administrator (CMA)	1
Database Administrator (DBA)	1

The State may have current staff that can share responsibility for these functions.

18.0 RISK MANAGEMENT PLAN

An important component of IBM's project management methodology is risk management. Risk management is the identification and mitigation of project risk. Once a risk is identified, it is possible to either reduce its probability of happening or reduce the adverse consequences if the risk should occur. Risk can be managed. The key to success is to proactively identify factors that may negatively impact the project and develop actions to address these risks throughout the life of the project. Risks are documented in a central document managed by the project managers. Updated risk status is documented in the regular status reports and is reviewed during status meetings. We will work with the State to update the NIS Risk Mitigation Plan for known risks. The Change Management Team will also conduct an Organization Change Readiness Assessment, which identifies the organization's ability and willingness to change as well as identifies areas of risk for the change.

While the Change Management Team will be identifying risks during the early stages (specifically the Prepare and Design Activities) of each phase, the project managers will be responsible for ensuring risk mitigation plans are updated, reporting high-level risks, and escalating risks as appropriate. Each project team lead will be responsible for continually identifying risks and developing risk mitigation strategies. Any risks that may delay project milestones or otherwise impact the success of the project will be escalated by the project managers to the project steering committee. The steering committee will be responsible for approving risk mitigation plans for high-impact risks. Early involvement of the steering committee is critical for proactive risk management. Consequently, a review of project risks will be an agenda topic for each steering committee meeting.

 Business Impact Workshops:

Any business initiative involving an ERP implementation will confront potential obstacles to success, referred to as Business Impacts. Business Impacts include major changes to business processes, policies, and procedures that are required to meet business objectives and support the new system. Major changes in jobs, roles, responsibilities and/or organizational structure may also impact the business and can become risk factors. Since these impacts can pose varying degrees of risk to an implementation project, it is important to address them early to minimize their negative effects through a structured Risk Mitigation process. IBM's Risk Mitigation Process includes a series of workshops and activities to identify and manage these possible barriers and risks to a project's success. The Business Impact workshops identify, categorize, and prioritize impacts and risks during the Design Activity at the beginning of each phase.

During the Configuration Activity, the Change Management Team will conduct a Risk Mitigation Workshop. The objective of this activity is to assist the State in developing Risk Mitigation Projects (RMPs) and develop Risk Mitigation Action Plans for each selected Area of Focus (AOF) identified during the Impact Area sessions of the Organization Change Workshop.

18.0 RISK MANAGEMENT PLAN

The Team will also help the State of Nebraska identify the degree of anticipated impact to people, process and technology for each AOF identified in the Organization Change Workshop. The State and the Team will determine necessary RMPs and identify the individuals necessary to form Risk Mitigation Teams. RMPs will be ranked and Risk Mitigation Action Plans developed. Finally, the State and the Team will integrate risk management efforts into an appropriately paced transition plan with a Transition Management chain of command to monitor and manage the integrated transition plan. During the Configuration and Deploy Activities, each project team will provide status reports to the project managers, identifying risks, defining mitigation action plans, and identifying issues that require attention from the project managers. The project managers will report high-level risks to the project executive sponsor and to the project steering committee and will escalate risks, as appropriate.

IBM designed the Method BLUE methodology specifically to address and mitigate the risks, which are inherent in large, complex ERP implementation projects. At the State of Nebraska, our strategy will address the following risk factors:

* The inherent complexities involved in designing a common solution for over 70 different agencies and departments.
* The organizational complexity associated with a wide variety of systems which make up the fundamental IT application architecture of the State; multiple disparate stand-alone and feeder systems as well as critical legacy systems and the potentially large number of transactional interfaces.
* The organizational and logistical complexity associated with training a large target user population.
* The complexity of business process validation with intentional re-engineering of a moderate portion of existing State processes, coupled with a common solution across many large and small departments/agencies.
* The change management challenges associated with implementing common processes across all departments/agencies in a public sector environment involves fostering, creating and maintaining organizational buy-in across a disparate organizational structure with competing agendas.

The J.D. Edwards/IBM Project Team will work with the NIS Project Team to update the State of Nebraska's risk management system noted in the RFP.