

ATTACHMENT A – DELIVERABLES BY PROJECT PHASE

Discovery Phase

The Discovery phase encompasses all planning activities related to: finalizing and obtaining District approval on the detailed project plan, understanding business requirements, understanding interfaces between JDE and District business applications, defining interim project status reporting, detailing the cut-over plan, detailing backup and recovery operations, data archiving and risk assessment. In this phase the Vendor shall collect all information required to complete the specifications documents to be delivered in the Design phase.

Application planning includes interviews of District personnel by Vendor in order to document functional usage and business requirements. The District will provide a catalog of all programs and reports, (both standard and custom) and forms (checks, purchase orders, etc.) that are currently used.

Deliverables

- Net Changes

Vendor shall educate District on net software changes from E1 8.0 to E1 9.1 by module (listed in RFP).

Vendor shall deliver “net change” presentations in person and as a Microsoft (MS) PowerPoint file entitled “*JDE Net Change Presentation.ppt.*”

- Conduct application interviews and document

Vendor shall conduct functional interviews with District application personnel on current processes and document findings with recommendations for changes to integrate new functionality. Vendor shall include all functions currently implemented by E1 8.0 including customizations, new functionality in E1 9.1, as well as all functionality that may be required to integrate with the existing billing system (IRIS) and new billing system (NPS). Vendor shall clearly specify assumptions about required functionality of NPS. Vendor shall provide a detailed written description of each function.

Vendor shall deliver the interview findings documentation as a MS Word file entitled “*JDE InterviewFindings.docx.*”

- Business Requirements

Business requirements are the District’s system needs to conduct its mission. The requirements are defined and documented in the Discovery interviews. The consultant will ask questions about daily, periodic and annual activities, such as: what do you do; how do you do it; do you use any other tools (e.g.

Excel) outside the system to conduct business that relies on the system for information.

Vendor shall analyze existing documentation including:

- Interview findings
- Existing custom IRIS and NPS billing systems interfaces

Based on documentation review and on interviews as needed, Vendor shall create business requirements that detail the Districts accounts receivable operations for JDE.

Vendor shall analyze the interview findings and create a business requirement document that details the District's business operations for each JDE module. The document shall contain sufficient detail so that no additional business requirements will be gathered in order to complete the deliverables in the Design phase.

Vendor shall deliver the business requirements as a MS Word file entitled "*JDE Business Requirements.docx*"

- Vendor shall clearly document the interface data elements and logical flow between the IRIS and NPS billing systems and document assumptions about proper functions of these systems.
- Training Plan
The District users are already familiar with JD Edwards's functionality. Vendor shall prepare a training plan to educate District users on any changes to functions, features and operational processes that are required in the E1 9.1.

Vendor shall deliver the Training Plan as a MS Word file entitled "*JDE Training Plan.docx*".

- Test Plan
The Vendor shall develop a customized plan for evaluating the acceptability of the E1 9.1 implementation. The plan shall include detailed descriptions of coverage, test methods and test responsibilities. The plan shall include all business functions, reports and interfaces.

Vendor shall deliver the Test Plan as a MS Word file entitled "*JDE Test Plan.docx*."

- Identify forms to be created (e.g. invoices, checks, purchase orders)
Collect all forms used in JDE printing in a forms inventory.

Vendor shall deliver the inventory forms as a MS Word file entitled "*JDE Forms Inventory.docx*."

- Identify custom reports for construction, validation and task security
Vendor shall collect, prioritize and categorize all available reports to a report inventory, each to be matched to a JD Edwards E1 9.1 standard report. Where no match is found, the District, in consultation with the Vendor shall determine if the Vendor must develop a new custom report.

Vendor shall deliver the report inventory as a MS Word file entitled “*JDE Report Inventory.docx.*”

- Vendor shall create a Project Plan to implement E1 9.1
The Project plan shall identify each task, its duration, and its expected level of effort for both contract staff and District Staff, where tasks are organized by project phase. The personnel required for each task must be identified at the task level on the project plan. The level of effort for each task shall be no more than 2 person days for District staff. Vendor shall deliver the project plan as an MS Project file, and present the project plan for approval by the District.

Vendor shall deliver the project plan as a MS Project file entitled “*JDE Project Plan.prj*” and a PDF document entitled “*JDE Project Plan.pdf.*”

- Sample Project Status Reports
Vendor shall deliver a sample project status report that will be used throughout the project for regular status updates. The status report shall include any potential questions on scope, project risk, and delivery schedule tracking.

Vendor shall deliver the project status report as a MS Word file entitled “*JDE Project Status-yy-mm-dd.docx.*”

- Change Management Process / Escalation Plan
The project contains District approved timeline, human resource, budget and scope constraints. If a scope change is needed the process for requesting changes to the scope will be a project change request document. The document shall contain an informational section detailing the requested change, an impact analysis describing the effect of such change, and approval levels with dates. The District will then meet with the Vendor to review the change request and perform an impact assessment of the change.

Vendor shall deliver any project change request as a MS Word file entitled “*JDE Escalation Plan #.docx.*”

- Backup and Recovery Plan
Time and effort is being expended on system preparation, configuration and modification as well as critical interface creation. The District requires that all work be backed up regularly (weekly or more frequently) so that if an

unfortunate mishap occurs the most recent backup can be restored and work can proceed from that point, minimizing any loss of effort.

Vendor shall prepare, present and implement a District approved backup and recovery plan. Vendor shall perform at least one test recovery in the construction phase of the project.

Vendor shall deliver a backup and recovery plan as a MS Word file entitled "*JDE Backup and Recovery Plan.docx.*"

- **Go-Live Checklist**

Vendor shall begin to prepare and continue to update a sequential list of all Go Live tasks that will be performed during the final upgrade process. The tasks will be very specific (e. g, disable all users or perform system backup), showing personnel assigned to each task and completion time for each task (obtained through trial runs). This will help determine how long the whole update/conversion process will take and ensure that no required task is omitted.

Vendor shall deliver a draft Go Live document entitled "*JDE Draft Go-Live Checklist.docx.*"

- **Hardware evaluation and District approved patch**

Vendor shall recommend a hosting option as defined in RFP Section IV.2 for the implementation. This deliverable must include CNC architecture, infrastructure design, database sizing, modeling and constraints.

Vendor shall deliver the evaluation and recommendation in an in-person presentation, as a MS Word file entitled "*JDE Evaluation and Recommendation.docx*" and a MS PowerPoint File entitled "*JDE Evaluation and Recommendation.ppt.*"

Vendor shall provide the District with a cost benefit analysis and recommendations for the two hosting alternatives. The analysis must include technical advantages and disadvantages of both approaches including review of the impact on integration with existing line of business billing systems.

Vendor shall deliver the cost benefit analysis as a MS Word file entitled "*JDE Cost Benefit Analysis.docx.*"

Analysis and Design Phase

During the Analysis and Design phase, the Vendor shall design and document all configurations, data conversions, interfaces, modifications and customizations that will be implemented in the project. Deliverables for this phase are comprised of a set of

analysis, plan and specification documents. All documents must be reviewed and approved by the District before any implementation work may commence; any subsequent changes to specifications must also be documented and pre-approved.

The documented interviews in the Discovery phase shall serve as the basis for matching business needs with software functionality. Any gaps between delivered JDE functionality and the District's business requirements shall be identified by Vendor and discussed, together with options and recommendations for addressing such gaps, in "To Be" and other documentation as discussed below.

Deliverables:

- Gap Analysis

Vendor shall analyze all current interfaces, modifications and customizations implemented in E1 8.0 and determine and document where functionality in standard E1 9.1 differs. Attachment C contains a list of current customized objects in JDE Production environment.

Vendor shall deliver the analysis in as a MS Word file entitled "*JDE Gap Analysis.docx.*"

- Create "To Be" processes

Vendor shall create "To Be" process documents detailing the steps for each E1 9.1 function that will be utilized by the District. The process documentation shall include process flow diagrams for each business process documented in the Discovery Phase.

Vendor shall deliver the new processes as a MS Word file entitled "*JDE TO BE Processes.docx.*"

- Specifications for interfaces, modifications and customizations

Vendor shall deliver specifications to configure interfaces, develop modifications and develop customizations that will be required by the District but are not available in E1 9.1.

Vendor shall review and modify the custom billing systems interface in ATTACHMENT E as required to be consistent with E1 9.1 and as required to execute business requirements documented in the Discovery phase.

The specifications shall include overview, functional requirements, technical requirements, system objects and tables, processing logic, responsible resource, time and resources needed, and any other items required by the Vendor to complete the project.

Vendor shall deliver the specification document as a MS Word file entitled "*JDE IMC Specifications.docx.*"

- Create specifications for forms and reports in Word format.
Vendor shall deliver forms and reports specifications for interfaces, modifications and customizations that will be required by the District but are not available in E1 9.1. The forms and reports specifications will include overview, functional requirements, technical requirements, system objects and tables, processing logic, responsible resource, time and resources needed, and any other items required by the vendor to complete the project.

Vendor shall deliver the forms and reports specifications as a MS Word file entitled "*JDE Forms and Reports Specifications.docx*."

- Create Data Conversion Plan
Vendor shall create data conversion plan initially using JD Edwards's tools. If any additional tools are required, vendor shall deliver a custom data conversion plan for District's approval prior to implementation.

If required, vendor shall deliver a custom data conversion plan entitled "*JDE Custom Conversion Plan.docx*."

- Create Technical Infrastructure Specifications
Vendor shall refine the hardware evaluation delivered in the Discovery phase to create technical specifications including but not limited to specifications for disk size, cpu, band-width, and I/O for each environment.

Vendor shall deliver the technical infrastructure specifications as a MS Word file entitled "*JDE Technical Infrastructure Specifications.docx*."

Construction Phase

During the Construction phase the Vendor shall configure the host software including the operating system, database, install all software defined in this project for each environment; execute all required data conversion, develop all interfaces, configure and test security construction, develop forms and reports, and conduct core team training. Sufficient data will be converted for complete testing of the system.

Software configuration shall include, but is not limited to user roles, user tasks (formerly menus), versions, Automatic Accounting Instructions (AAI's), User Defined Codes (UDC's), processing options and report data selection. Vendor shall include any other object types that are required, but are not listed above.

Deliverables

- Create an issue log
During the course of the implementation, issues and questions will arise. Vendor shall create an issues log giving brief explanation of each issue or

question, status (open, closed, cancelled), responsible resource, District contact and resolution details.

Vendor shall deliver and maintain the issues log as an Excel spreadsheet entitled "*JDE Issues Log.xls*."

- Configure system versions, scheduled jobs, AAI's, DMAAI's and UDC's.
Vendor shall configure the system, in accordance with the specifications developed in the Design phase, by creating object versions, processing options and data selection, scheduled jobs, Automatic Accounting Instructions (AAI's), User Defined Codes (UDC's) and any other configurations setup required for the implementation.
- Develop reports, interfaces, customizations and modifications
Vendor shall create tables and other objects required to develop reports, interfaces, customizations and modifications in accordance with the specifications developed in the Design phase. Vendor shall develop all reports, interfaces and customization in accordance with the District approved specifications. Vendor shall promote all tables and objects. A table or object must be tested and approved by District personnel before being promoted.
- Develop forms (checks, purchase orders, etc.)
Vendor shall create tables and other objects required to develop forms in accordance with the specifications developed in the Design phase. Vendor shall develop all forms in accordance with the District approved specifications. Vendor shall promote all tables and objects. A table or object must be tested and approved by District personnel before being promoted.
- Create generic users for testing
Vendor shall create generic user IDs for training and testing, with appropriate security, in accordance with the specifications developed in the Design phase.
- Conduct core user training
Vendor shall manage and conduct core user training in accordance with the training plan developed in the Discovery phase. Vendor shall schedule training and document training attendance. Vendor shall create and deliver a training manual that includes step by step instructions for each module.

Vendor shall deliver training materials as a MS Word file entitled "*JDE Core User Training Manual.docx*."

- Create all users
Vendor shall create user IDs for all District personnel and other District-approved individuals who require access to the system.
- Create roles, user tasks and security matrix

Vendor shall create user tasks that will be linked to user roles which will be linked to user IDs. Vendor shall create system security based on roles and any override security adjustments needed by District personnel.

- Convert Database

Vendor shall convert the current database from E1 8.0 to E1 9.1 using JD Edwards upgrade tools. Vendor shall confirm conversion with various automated and manual methods including but not limited to record count of select key tables and comparison of E1 8.0 and E1 9.1 equivalent reports.

Validation Phase

The Validation phase consists of creating and executing test scripts and includes end user training.

All configurations, interfaces, customizations and data conversions must be completed and fully tested by the end of this phase.

Deliverables:

- Test Scripts

Vendor shall prepare test scripts identifying the steps and processes to accomplish a task with specific reference to new functionality and features. Scripts should be written to both validate and break the system. Test Scripts shall be used in unit testing, Conference Room Pilot (CRP) and Integrated System Tests (IST). Vendor shall include requests for District generated IRIS and NPS test script participation.

Vendor shall deliver each Test Scripts as separate MS Word files entitled "*JDE Test Scripts-TestType.docx.*"

- Conduct unit testing

Vendor shall conduct and District resources will participate in unit testing, which is testing one or more processes using controlled data and procedures to determine whether the objects conform to specifications. District resources shall conduct the NPS and IRIS side of these tests.

Vendor shall include weekly results which will include the number of tests completed, success rate and remaining defects. This report shall be attached to the weekly project status report.

- Validate interface, customization(s) and modification(s) testing

Vendor shall conduct and District resources will participate in testing all interfaces, customizations and modifications to determine whether the objects conform to specification. District resources will conduct NPS and IRIS side testing in conjunction with the Vendor JDE tests.

Vendor shall include weekly results which will include the number of tests completed, success rate and remaining defects. This report shall be attached to the weekly status report.

- Conduct multiple CRP's (conference room pilots) and IST's (integrated system tests) Vendor shall conduct and District resources will participate in CRP and IST testing using test scripts developed above. During CRP and IST Vendor shall ensure that the security setup is accurate and complete for all user IDs, roles and tasks.

Vendor shall include weekly results which will include the number of tests completed, success rate and remaining defects. This report shall be attached to the weekly project status report.

- Conduct system report testing Vendor shall conduct and District resources will participate in report testing following test scripts for each report built in the Construction phase of the project. During report testing Vendor shall confirm that security setup is accurate and complete for all user IDs, roles and tasks.

Vendor shall include weekly results which will include the number of tests completed, success rate and remaining defects. This report shall be attached to the weekly project status report.

- Compare and validate data conversion with E1 8.0 environment Vendor shall validate data conversion from E1 8.0 by generating reports in each environment and comparing results to reports generated in E1 9.1. If report results are not identical, Vendor shall identify differences and execute appropriate changes.

Vendor shall deliver a summary of differences in the reports and changes made in a MS Word file entitled "*JDE Data Conversion Exceptions.docx*."

- Identify, document and resolve issues Vendor and District personnel will collaborate on identifying any issues that may impact the specifications created in the previous phases of the project.

Vendor shall document and resolve issues that arise during the Validation phase. District will resolve issues in IRIS and NPS. Issues will be tracked in the "Issues Log" established in the Construction phase.

- Conduct end user training After all testing is complete Vendor shall manage and conduct end user training in accordance with the training plan developed in the Discovery phase. Vendor shall schedule training and document training attendance.

Vendor shall create and deliver training manual that includes step by step instructions for end users.

Vendor shall deliver training materials as a MS Word file entitled “*JDE End User Training Manual.docx*.”

- System configuration signoff
The Validation phase shall be complete after District reviews and approves test results.

Go Live Phase

Vendor and District shall determine when all Go Live conditions are met, and Vendor shall recommend a go-live schedule for District’s review. Upon acceptance of the schedule by the District, the new system shall receive the latest database update and production work shall commence in the new system.

Deliverables:

- Review cutover checklist and create contingency plans
Vendor shall review and finalize the Go Live checklist developed in the Design phase of this project and create a contingency plan to address potential suboptimal outcomes of the cutover. The plan shall include risk mitigations for each identified outcome. The contingency plan outlines the procedure to handle problems when first going live in E1 9.1. This plan is reviewed with all team members and end users.

Vendor shall deliver the final cutover checklist as a MS Word file entitled “*JDE Final Cutover Checklist.docx*.”

Vendor shall deliver the contingency plan as a MS Word file entitled “*JDE Contingency plan.docx*.”

- Deploy final packages and freeze objects
Vendor shall propose and District will review and approve a date and time before Go Live where all new development shall stop in order to have a stable environment for Go Live.
- Final resolution of issues
Vendor shall ensure and District will review and approve that all critical issues are resolved before Go Live.
- Final database conversion
Vendor shall convert database from E1 8.0 to E1 9.1 using JD Edwards upgrade tools.
- Full system backup

Vendor shall provide a full system backup in case there needs to be a rollback after Go Live.

- Conduct readiness assessment

Vendor shall conduct a comprehensive audit to validate that the system is ready for Go Live. All work affecting the implementation is identified and is confirmed as complete. Vendor and District personnel will discuss every open item and its impact on going live without resolution. Vendor shall prepare a readiness assessment document that will assess all risks affecting Go Live, and provide recommendations to mitigate such risks.

Vendor shall deliver the readiness assessment as a MS Word file entitled "*JDE Readiness Assessment.docx*."

- Go Live and District sign off

Upon District approval of Vendor's readiness assessment document, Vendor shall execute all the tasks to cutover from E1 8.1 to E1 9.1. Once the production environment is created; the E1 9.1 software is installed; all customizations and modifications are promoted; the final data conversion is processed; all interfaces are connected to the E1 9.1 system; and the Cutover List is executed; the District will determine that the system is ready to be turned on to begin day-to-day business activity and will sign off to indicate that this phase is accepted.

- Release system to users

Vendor shall make all security and other required changes to conduct business in E1 9.1. All user ID statuses shall be changed to active and users shall be notified that the system is available for daily and periodic activity on E1 9.1. The notification shall reiterate the procedure for handling problems should any arise. The District business will now be conducted on E1 9.1. Security changes shall be made to prevent users from accessing E1 8.0. A notification shall be sent to all users that the new system is running.

Refine and Support Phase

When the E1 9.1 is operational in production, the Vendor implementation team shall scale back and be available for a period of time to make adjustments.

Deliverables:

- Deliver Final Design Book for each module and interfaces

Vendor shall deliver Design Books with final configurations for each module and interface. The purpose of this document is to:

- Record system configuration decisions and settings
- Help to manage revision control
- Collect critical system information requiring final District approval

- Provide background information upon which to make future system design changes

Vendor shall deliver the final design book as a MS Word file entitled “*JDE Final Design Book.docx*.”

- Identify, document and resolve Go Live issues
Vendor and District will update the issues list with Go Live issues, again giving brief explanation of the issue or question, status (open, closed, cancelled), responsible resource and District contact and resolution rationale.