

NOTICE OF SOLE SOURCE PROCUREMENT

Date: Friday, July 22, 2005

Vendor/Contractor: Lawson Software

Contract Amount: \$50,000.00

Description of Services: Provide services required to upgrade Lawson HR/Payroll Software per attached information.

Sole Source Determination: Services provide by software manufacturer

Date of Award: Friday, July 22, 2005

Approved: J. Kevin Blandy 7/22/05

REQUISITION



Required Date: 07/21/2005 Requested Date: 07/21/2005	Fiscal Year: 06	Requisition No. TECH-6-0047856
Phone: (757)263-1175		
Vendor: LAWSON ASSOCIATES INC		

Justification: LAWSON SOFTWARE UPGRADE	
S H I P T O	DEPARTMENT OF TECHNOLOGY
	SCHOOL ADMINISTRATION BUILDING
	VIRGINIA BEACH VA, 23456

I N V O I C E	OFFICE OF BUSINESS SERVICES
	P.O. BOX 6038
	VIRGINIA BEACH VA, 23456

Requesting Department	Requestor	Phone #	Requisition Type
TECH - TECHNOLOGY	AMY HURST	(757)263-1100	ST - STANDARD

Item	Class-Item, Description, Item Accounting	Quantity	Unit	Unit Price	Total	
1	COMPLETION OF PROJECT MILESTONE 1 AS DESCRIBED IN "FIXED FEE" SERVICE ORDER FORM ATTACHED SEE ATTACHED INFORMATION	1.0	EA	\$50,000.00	\$50,000.00	
	Account Number					Amount
	115.54300.603407					\$50,000.00
Total					\$50,000.00	

Request submitted by: _____ Name Title	We the undersigned, by approving this requisition, hereby certifies that, to the best of his/her knowledge, the requisition fully complies with all provisions of the State and Local Government Conflict of Interest Act (Code of Virginia , 2.2-3106 et seq.)
Request approved by: _____ Name Title	
Purchase authorized by: _____ (For School Board use Only)	Purchase action taken by: _____ OBS/Purchasing Division

SOFTWARE, INC.
“FIXED FEE” SERVICES ORDER FORM

This Services Order Form (“SOF”) supplements the Master Terms and Conditions (“T’s and C’s”) signed by the Parties (together, the "Agreement"), is entered into by Lawson Software, Inc. (“Lawson”), and the "Client" identified below (collectively "the Parties"), and is effective as of the date signed by Lawson ("Effective Date"). Capitalized terms not otherwise defined in this SOF have the same respective meanings as contained in the T’s and C’s.

Client Name:	School Board of the City of Virginia Beach
Address:	2512 George Mason Drive
City:	Virginia Beach
State/Zip or Province/Postal Code:	VA 23456
Country:	US
Jurisdiction of Incorporation:	

1. Introduction and Purpose. Client desires that Lawson perform certain services further described in a statement of work attached as Exhibit A to this Agreement (the “SOW”) on a fixed fee basis (the “Fixed Fee Services”). The fixed fee price for such services is detailed in Section 1.1 of this Agreement (the “Fixed Fee”). Any services outside of the scope of the Fixed Fee Services will be supplemental to the Fixed Fee Services (the “Supplemental Services”) and will be provided at the limitations and Daily Rates described in Section 1.2 below. Fixed Fee Services and Supplemental Services Fees are, collectively, the “Services.”

1.1 Fixed Fees for the Fixed Fee Services. During the Term, Lawson agrees to provide Client the Fixed Fee Services described in the Statement of Work attached hereto (the “SOW”) in Exhibit A for a total Fixed Fee in the amount of \$ 499,560 USD, not inclusive of Other Expenses or Supplemental Services as defined in this Agreement. Any changes to the scope of the SOW are subject to the processes and assumptions described in the SOW.

1.2 Services and Daily Rates. Any services outside of the scope of the Fixed Fee Services will be supplemental to the Fixed Fee Services (the “Supplemental Services”). For any Supplemental Services Lawson shall provide Client, Supplemental Services will be performed on a time and materials basis at the Daily Service Fee Rates listed below:

Supplemental Services	Daily Services Fee \$USD
Implementation Management/Planning	\$1,680
Sr. Application Consulting	\$1,530
Technical Consulting	\$1,785
Client Site Training*	\$1,800
Expenses	As incurred, original receipts are required
* Requires that Client provide, at its expense, training facilities for on-site training.	

2. Milestone Payments. Payments for the Fixed Fee Services will be made in accordance with the following schedule:

Client acceptance of Project Milestone 1: Planning (As further described in the Statement of Work and Attachment 1- List of Deliverables for Milestone 1)

Amount: \$50,000.

Client acceptance of Project Milestone 2: Design (As further described in the Statement of Work and Attachment 1 - List of Deliverables for Milestone 2)
Amount: \$100,000.

Client acceptance of Project Milestone 3: Construction (As further described in the Statement of Work and Attachment 1 - List of Deliverables for Milestone 3)
Amount: \$150,000.

Client acceptance of Project Milestone 4: Activation & Final Acceptance (As further described in the Statement of Work and Attachment 1 - List of Deliverables for Milestone 4)
Amount: \$199,560.

Lawson will submit in writing a statement claiming the completion of a Milestone. Client shall have 5 business days to accept or reject the completion of the Milestone. In the event Client rejects the Milestone, Client will identify in writing the reasons for rejecting the Milestone. Lawson will resolve the reasons for the rejection and will then resubmit the Milestone for acceptance by the Client. This cycle of events will continue until Client accepts the Milestone. A Milestone will be presumed to be accepted in the event that Client neither accepts or rejects a Milestone within 5 business days of receipt of Lawson's statement that such Milestone is complete. Upon acceptance of the Milestone, Lawson will submit an invoice to the Client and Client will issue payment within 10 business days from the date of receipt of invoice from Lawson.

2.1 Changes and Delays. The Parties acknowledge and agree that any delays or changes caused by Client, Client's employees, equipment, contractors or vendors may require an extension in the project schedule and/or may cause an increase in the Fixed Fee or in any estimated Supplemental Services Fee amount, including without limitation delays or changes due to the following: (a) a material change to or deficiency in the information which Client has supplied to Lawson; (b) a failure by Client and/or vendors to perform any of their respective responsibilities under this Agreement, including, without limitation, the supply to Lawson of adequate resources and information.

3. Cancellation or Rescheduling of Services.

3.1 Supplemental Services. Client may cancel or reschedule previously scheduled Supplemental Services by providing Lawson written notice of cancellation or rescheduling at least ten (10) business days before the previously scheduled start of the Supplemental Services. If Client provides fewer than ten (10) business days advance written notice of such cancellation or rescheduling, Client shall pay Lawson costs associated with rescheduling of services, including but not limited to, penalties for cancellation or rescheduling of non-refundable airline tickets.

3.2 Fixed Fee Services. Provided Client has made timely payment of the Milestone Payments above, Client may cancel or reschedule previously scheduled Fixed Fee Services by providing Lawson written notice of cancellation or rescheduling at least thirty (30) business days before the previously scheduled start of the Fixed Fee Services. If Client provides fewer than thirty (30) business days advance written notice of cancellation or rescheduling, Client shall pay Lawson expenses that cannot reasonably be avoided by Lawson (including, but not limited to, penalties for cancellation or rescheduling of non-refundable airline tickets).

Attachment 1

List of Deliverables

Milestone 1 - Planning Phase Deliverables

- Signed off Project Charter and Project Scope
- Approved Final Statement of Work to include but not limited to:
 - Expectations for ESS/MSS inquire mode – may be included in the Design Phase
 - Expectations for ESS/MSS update mode – may be included in the Design Phase
- Delivery of overview of Lawson Methodology
- Complete Implementation Planning Workshop
- Status report templates
- Project Team Organization Chart
- Roles & Responsibilities Document
- Contact Information Sheet for Project Team members
- Project Communication Plan
- Team Status Meeting schedule
- Fully functioning Issues Log and Worksheet Tracking System
- Project Change Request Form and Procedures
- Lawson Global Support Center (GSC) Support Manual
- Education Plan
- End User Training Strategy Document
- Project Kickoff Meeting completed
- Written Review of VBCPS Technical Infrastructure Workshop Completed identifying any area where problems exist.
- Accepted Microsoft Project Plan for the entire project
- Project Status Reports
- Project Status Meeting Agendas and Minutes
- Steering Committee Agendas and Minutes
- Quality Audit Template
- Project Phase Closing Checklist
- Test environment prepared and operational
- Upgrade Report
- Training classes and training materials delivered
- User Training on 8.1, Portal and ESS/MSS completed

Milestone 2 - Design Phase Deliverables

- Current reports documented / considerations for upgrade and ESS/MSS
- As-Is Process Documentation, Process Flows
- Document best practice recommendations and decisions to improve the VBCPS key business processes
- Interface Matrix
- Data Access Matrix
- As-Is Assessment Document
- Fit-Gap Document
- Application Exploration Workshop Agenda
- Sample scripts provided to VBS
- "Sandbox" product line established
- Technical Policy & Procedures Document, documenting the technical standards, policies and procedures for the Lawson implementation, technical overview, security strategies and procedures.

- Develop technology acceptable performance thresholds for both ESS/MSS and standard heads down processing to include but not limited to:
 - HR11 response time at the application server will not exceed 2 seconds
 - ESS response time at the Web server will not exceed 5 seconds
- Business Design Review agenda
- Completed Interview Guides documenting the VBCPS business requirements and new processes as they relate to ESS/MSS and applications 8.1
- Reporting requirements documented, prioritized, scoped and assigned as it relates to new functionality in application version 8.1 and ESS/MSS.
- System setup complete. Excel Spreadsheet Templates to capture set up values to reflect design decisions
- Systems Integration Plan
- Interface Matrix
- Custom reports developed
- CRP Script Templates provided
- CRP Workshop conducted
- CRP Issues Log
- Completed CRP
- System Design Document

Milestone 3 - Construction Phase Deliverables

- Installation Report
- Lawson Certified environment
- System Test workshop agenda and minutes
- System Test Plan for the upgrade to 8.1 will include but is not limited to a complete month-end and a mid-month payroll process. Processing times will not exceed current processing times as detailed in the payroll processing logs. These tests will be conducted and assessed on servers sized and configured as recommended by Lawson and shall represent the production configuration.
- Readiness Assessment Report for System Testing
- Detailed cutover checklist and project plan
- Production setup validated
- User Sign Offs

Milestone 4 – Implementation Deliverables

- Readiness Assessment Checklist and Report
- Contingency Plan
- Converted System with Applications 8.1, Portal, and ESS/MSS with both inquire and update access available through the Intranet and Internet.
- Evaluate system performance against agreed upon performance thresholds.

For LAWSON SOFTWARE, INC.

For SCHOOL BOARD OF THE CITY OF VIRGINIA BEACH

(Authorized Signature)

Victoria L Lewis
(Authorized Signature)

(Printed Name)

VICTORIA L LEWIS
(Printed Name)

(Title)

CFD
(Title)

(Date)

7/21/05
(Date)

**LAWSON SOFTWARE, INC.
MASTER SERVICES AGREEMENT**

This Master Services Agreement, which supplements and governs each Services Order Form referring to this Master Services Agreement, (collectively, the "Agreement"), is entered into between Lawson Software, Inc., ("Lawson"), a Delaware corporation with its principal offices located at 380 St. Peter Street, St. Paul, Minnesota, USA 55102 and Client identified below, ("Party or "Parties"), determines the rights and obligations of the Parties for the Services provided to Client and is effective as of the date signed by Lawson ("Effective Date").

Client Name:	School Board of the City of Virginia Beach
Address:	2512 George Mason Drive
City:	Virginia Beach
State/Zip or Province/Postal Code:	Virginia Beach, VA 23456

1. Background and Definitions. Subject to the terms of the Agreement, Lawson agrees to provide to Client the standard Lawson services offerings at the rates described in each applicable Services Order Form (the "Services"). The following defined terms are in addition to the definitions contained in each applicable Services Order Form:

- 1.1 "Client Group" shall have the same meaning as contained in the then current license agreement between the Parties (the "License Agreement"), or if not defined therein, such term shall mean Client and its then current wholly-owned subsidiaries.
- 1.2 "Intellectual Property Rights" means all copyrights, patent rights, confidentiality rights, trade secret rights and trademark rights now known or created in the future.
- 1.3 "License Term" is perpetual, unless a shorter term is specified in the applicable Services Order Form or the Service Deliverable License is terminated pursuant to the Agreement.
- 1.4 "Services" means training, implementation, consulting, Service Deliverables, or other services provided by Lawson under the Agreement, excluding Support.
- 1.5 "Service Deliverable" means any tool, training materials or other non-Product item described in the applicable Services Order Form as a "Service Deliverable" for delivery to Client.
- 1.6 "Taxes" means any value-added, sales, use, excise, goods & services, withholding taxes, duties or other taxes, interest and penalties that are levied or assessed by a governmental authority because of the Agreement, excluding: (a) taxes for which Client provides Lawson a valid tax exemption or resale certificate, (b) taxes based on Lawson's net income and (c) interest and penalties caused by Lawson and not Client.

2. Services Fees and Expenses. Except to the extent otherwise agreed in an applicable Services Order Form, all Services will be on a time and materials basis at Lawson's then current rates (the "Services Fees") plus applicable Taxes, payable within 30 days after invoice date. Client shall reimburse Lawson for reasonable travel and out-of-pocket expenses incurred when rendering on-site Services. If Client requires that any person render Services at Client's site for more than 12 consecutive months: (a) Internal Revenue Code (IRC) §162 will classify all of that person's Services as an Indefinite Work Assignment ("IWA"), (b) beginning with the thirteenth consecutive month of work at the Client's site, all of that person's reimbursed business expenses, including travel, lodging, meals and car rental, must be treated as taxable personal income to that person under IRC §162, (c) Lawson will include these reimbursed expenses in the person's taxable compensation, and will increase that person's compensation to cover those taxes and the personal income and withholding taxes on that increase and (d) Client shall reimburse Lawson for the entire amount of that increase.

3. Rescheduled or Canceled Services. Client may elect to reschedule or cancel scheduled Services, but if Client provides Lawson fewer than 10 business days advance written notice of rescheduling or cancellation (for time and materials Services), Client shall pay Lawson the Services Fees for each business day that Lawson did not receive 10 business days advance notice. If Client elects to reschedule or cancel any on-site Services, Lawson may invoice Client for any expenses that cannot reasonably be avoided by Lawson (e.g. penalties for changing airline or hotel commitments). Lawson shall select the personnel and provide the Services directly or through a subcontractor, and may reassign personnel if reassignment does not materially impede the performance or schedule of Services.

4. Service Deliverables. Lawson grants Client for the License Term a non-exclusive license to use and allow the Client Group to use the Service Deliverables subject to the applicable Services Order Form and only for the internal business of Client Group (the "License"). Subject to the License, Lawson shall continue to own all Intellectual Property Rights for the Services, Service Deliverables and any modifications of the Service Deliverables. Except to the extent otherwise described in an applicable Services Order Form, Lawson does not Support Service Deliverables. Lawson warrants that it owns all right, title and interest in the Service Deliverables, or has the authority by license, sufficient to grant Client the License and fulfill Lawson's obligations under the Agreement (the "Title Warranty"). Lawson shall, at its expense and as Client Group's exclusive remedy for breach of the Title Warranty, retain counsel and defend any suit or claim brought against Client Group and shall indemnify Client Group against any third party damage claims that the Service Deliverables as delivered by Lawson infringe any third party's Intellectual Property Rights enforceable under Canadian, United States or state law or international copyright treaty. Client Group shall not directly or indirectly export the Service Deliverables without the prior written authorization of Lawson and compliance with applicable laws and regulations.

5. Confidential Information. "Confidential Information" means object code, source code and benchmark tests for the products licensed to Client under the License Agreement (the "Products"), Service Deliverables, pricing, non-standard Lawson contract terms, Client Group data and all other information reasonably believed to be confidential, but *excludes*: (a) information made available to the

general public without restriction by the disclosing Party or by an authorized third party, (b) information known to the receiving Party independent of disclosures by the disclosing Party, (c) information independently developed by the receiving Party without access to or use of the disclosing Party's Confidential Information or (d) information related to the Agreement that the receiving Party may be required to disclose pursuant to subpoena or other lawful process initiated by a governmental authority or by the disclosing Party, provided that the receiving Party notifies the disclosing Party in a timely manner to allow the disclosing Party to appear and protect its interests, and such disclosure complies with applicable law. Client Group's Confidential Information also excludes any new features or functionality suggested by Client Group for the Products or Services. The Parties shall use reasonable efforts to keep each other's Confidential Information secret and shall use that information only to fulfill the rights and obligations under the Agreement. Either Party may disclose in confidence the other Party's Confidential Information on a need-to-know basis to other persons, and the Party making that disclosure shall be responsible for that person's compliance with these restrictions on disclosure and use. The Parties shall have the right of injunctive relief to maintain compliance with this Section 5 and prevent unauthorized disclosure or use of the Products, Service Deliverables or other Confidential Information.

6. Services Warranty and Remedies. Lawson warrants that at the time of Services delivery, the Services shall be provided by trained personnel and in a professional manner using commercially reasonable efforts (the "Services Warranty"). Client Group's exclusive remedies for breach of the Services Warranty and Services are: (1) Lawson shall re-perform those Services at no additional charge within the Cure Period (as defined below) and (2) if Lawson does not complete that re-performance within the Cure Period, Client may recover direct damages, including up to a refund of the Services Fees paid by Client to Lawson for those Services not re-performed and timely cured, subject to the limitations of liability in Section 7 below. "Cure Period" means the period of time after notice from Client, reasonably required for Lawson to cure a breach in accordance with Lawson's standard Services practices.

7. Services Limitations of Liability. In no event will Lawson, its subcontractors or Client Group be liable for indirect, incidental, punitive, exemplary, special or consequential damages, or damages for loss of profits, revenue, data or use, incurred by either Party, whether in contract or tort, even if the other Party has been advised of the possibility of such damages. Neither Party shall seek or apply for such damages. Other than for indemnification by Lawson for third party damage claims that the Service Deliverables as delivered by Lawson infringe any third party Intellectual Property Rights, for Lawson's breach of Section 5 above, or bodily injury or direct damage to real or tangible personal property to the extent caused by Lawson's gross negligence, Lawson's and its subcontractors' aggregate and cumulative liability for damages to Client Group for the Services and Services Warranty, whether in contract or tort, shall be limited to actual direct money damages in an amount not to exceed the Services Fees paid for the Services subject to the damage claim. The Parties shall each use reasonable efforts to mitigate their damages. These limitations represent the agreed allocation of risk.

8. Insurance. While Lawson is rendering any on-site Services, Lawson shall maintain comprehensive general liability insurance for bodily injury and damage to tangible property, with coverage of at least \$1,000,000 per occurrence. Such insurance shall be issued by a company licensed to conduct the business of insurance in the Commonwealth of Virginia.

9. No Direct Solicitation of Employees. Neither Lawson nor Client Group (or their respective recruiters acting on their behalf) shall directly solicit the employment of any employee of the other whose job responsibilities relate to the Services during the performance, and for 24 months after completion, of any Services.

10. Excusable Delay. Neither Party shall be in default of its obligations under the Agreement or liable to the other for any noncompliance arising from causes beyond the reasonable control of the Party, including, without limitation, fires, floods, natural disasters, communication failures and other equipment or telecommunication problems. Each Party shall use reasonable efforts to resolve promptly any type of excusable delay.

11. Governing Law and Dispute Resolution. The Agreement is governed by Virginia law (without regard to conflicts of laws principles). If Virginia law changes in any manner contrary to the express terms of the Agreement, those changes shall not govern the Agreement to the extent that those changes can be lawfully waived by contract. Promptly after the written request of either Party, each of the Parties shall appoint a designated representative to meet promptly in person or by telephone to attempt to resolve in good faith any dispute concerning Lawson's invoices, the Services or the Agreement. If the designated representatives do not resolve the dispute, then either Party may request that an officer of Lawson and an officer of Client meet promptly in person or by telephone to review and attempt to resolve the dispute in good faith. Lawson and Client each waive their right to a trial by jury for any disputes between the Parties. No litigation or other action relating to Lawson's invoices, the Services or the Agreement may be brought: (a) if the injured Party has not participated or agreed to participate in the above meetings or (b) if the cause of action has been known by the injured Party more than 2 years. Each Party shall pay (without reimbursement) its own legal fees and expenses incurred in any dispute. The Parties must comply with this Section 11 for any dispute.

12. Notices. All notices required under the Agreement must be in writing and delivered electronically or by other method providing for proof of delivery, to the attention of the Party's Chief Operating Officer, at the address on the applicable Services Order Form (unless a different address has been designated by notice to the other Party). Other communications may be delivered by fax, e-mail or other means.

13. General. All services provided by Lawson will be provided as an independent contractor, and neither Party shall be, or represent itself to be, the franchiser, franchisee, agent, legal representative or fiduciary of the other Party. The Agreement may be amended only in writing signed by the Parties, except that Lawson may upon notice to Client and without Client's signature, amend a Services Order Form to correct errors without increasing the Services rates. The Agreement and any subsequent Services Order Form shall not modify any previous contracts between Lawson and Client pertaining to any services. Except for any previous contracts between

Lawson and Client pertaining to services, all purchase orders, prior agreements, representations, statements, requests for proposal, proposals, negotiations, understandings and undertakings concerning the Services are superseded by the Agreement.

14. Signature. This Master Services Agreement and any Services Order Forms signed concurrently with this Master Services Agreement must be manually signed, but may be signed in counterpart and delivered by fax or other means that displays the original or a copy of the manual signatures. Any subsequent Services Order Forms may be signed and delivered in the same manner or as described in that Services Order Form.

For **LAWSON SOFTWARE, INC.**

(Authorized Signature)

(Printed Name)

(Title)

(Date)

For

Sheila S. Magula

(Authorized Signature)

Sheila S. Magula

(Printed Name)

Interim Superintendent

(Title)

July 21, 2005

(Date)

Approved as to content:

Ramesh Kapoor
Chief Information Officer

Approved as to Form:

K. Hays

**Exhibit A
Implementation Services
Statement of Work and Price Proposal
For**

**Employee and Manager Self-Service
Lawson Portal
Upgrade from Application v. 8.0.1 to Application v. 8.1**

Prepared for

Virginia Beach City Public Schools

February 2005
(Modified July 7, 2005-MWD)

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Project Overview

Lawson Software is pleased to respond to Virginia Beach City Public School's (VBCPS) request to provide a proposal of Lawson services for the implementation of our Employee and Manager Self Service Products, implementation of the Lawson Portal and the Application upgrade to version 8.1.

Lawson Software feels it is strongly positioned to provide the necessary services to assist VBCPS with the implementation. Lawson has a successful implementation services organization, adheres to a disciplined project management approach, and has a well-defined methodology with the tools and templates to support the project management needs. We look forward to the opportunity of making this a successful project for VBCPS.

The information contained in the Attachment section of this proposal identifies the training and consulting services that Lawson Software considers part of our core competency. These services assume Lawson's Implementation Methodology with its specific steps will be followed. The activities identified on the attachments coincide with those activities where the Lawson Service team would typically assist our clients during the project.

Lawson Software will provide Application Upgrade, Portal and Self Service product-specific implementation planning, training and consulting to the VBCPS project team and selected end users at appropriate points during the implementation. First we will help to identify the VBCPS resources that will comprise the core VBCPS project team. Lawson will provide training to the core VBCPS project team on the complete features and functions of each product. This will enable the core team to be knowledgeable on all aspects of our product which will allow them to make informed decisions on the best configuration of Lawson's products to meet the business needs at VBCPS. Using this methodology will increase the **transfer of knowledge to VBCPS core users at an early stage** in the project, which will result in a more complete understanding of Lawson and contribute to the successful implementation of Lawson's products.

Definition and Scope

In order to finalize the scope of this proposal, Lawson Software personnel will need to meet with key members of the proposed VBCPS implementation team to identify required detail, verify assumptions and finalize expectations in terms of the project scope, and high-level timeframe for the implementation.

It is recommended that VBCPS implement the Lawson Self Service Applications in a 2-Staged approach focusing on a predetermined pilot group. We recommend the targeted pilot group consist of Managers, Supervisors, and Administrators using a predetermined number of departments. The actual number of departments will be determined during the Planning Phase.

It is Lawson's recommendation that VBCPS target the Manager level (not MSS) for initial deployment. Deployment to the full employee population will occur at a future date during Stage 2.

Stage 1 – Applications 8.1 Upgrade

Stage 1 Timeline

–July 14, 2005 – November 18, 2005

Objectives

The objective of the Stage 1 Upgrade project would be to upgrade the Lawson Human Resources applications to release 8.1 in order to take advantage of new functionality delivered in this version.

Impacts

Application Changes

Absence Management

We understand that VBCPS does not have intentions to utilize the new functionality in the Absence Management module. Limited time is included within the cost estimates for the Lawson Application Consulting to provide further information on this module. However, a full implementation of Absence Management would require a Change Order for additional consulting days.

Position Management

Lawson Human Resources version 8.1 offers a range of new position control features for public sector organizations in order to better manage staffing expenditures.

Technology Changes

There are no significant technology changes included in this Stage.

End User Impact

HR end users will require some training on application differences between application version 8.0.1 and 8.1, and new procedures related to the new functionality.

Prerequisites

The Lawson Environment must be at version 8.0.3 in order to upgrade the applications to version 8.1. It is assumed that VBCPS is already at this version. **An environment upgrade is not included in this scope of work or in the cost estimates.** The Applications must be at version 8.0.3, MSP6 or higher. (Currently, we understand that VBCPS is at version 8.0.1). Included within the cost estimates is time for Lawson Technical Consulting to assist VBCPS in getting to the necessary Application version needed to run the update programs. Some additional CTPs may also be recommended prior to the upgrade of the applications.

Stage 2 Deployment of ESS/MSS – Inquire Only

Please be aware that some work on Stage 2 and Stage 3 may take place concurrently.

Stage 2 Timeline

August 15, 2005 – December 23, 2005

This Stage will include project team training and consulting services for basic setup and processing for the Employee and Manager Self Service Applications inquire only functionality:

Lawson out of the box inquiry:

- Current Benefits Inquiry
- Benefit Handbook
- Benefits Plan Description
- Flexible Spending Accounts
- Competency Profile
- Professional Profile
- Organizational Chart
- Year to Date Inquiry
- Pay Checks
- Policy Manual
- Payment Modeling
- Savings Plan Modeling

In general, for the Employee and Manager Self Service Applications listed above, each will be implemented with out-of-the-box functionality. Stage 2 will consist of those applications that permit Inquire Only functionality. The intent is to allow the user community to become familiar with the Employee and Manager Self Service screens and navigation, prior to allowing them to make actual changes to their records. The update functionality will be rolled out in Stage 3 of the project. Additional conversations will be held with VBCPS team members to ensure that the suggested rollout for Stage 2 meets desired functionality.

The following Advanced Technology Applications or Products are **NOT** considered part of this project or intended scope.

Process Flows, Design Studio Forms and the use of Custom Forms –

We understand that currently VBCPS does not have functionality with any of these products or custom forms in place. As such, there are no consulting hours included to accommodate these features and functionality.

Stage 3 - Remaining Deployment of ESS/MSS- Update Functionality

Stage 3 Timeline

August 15, 2005 – February 6, 2006

Stage Three of VBCPS Lawson implementation will include Benefits Open Enrollment and additional update functionality. We understand that it is critical to have this functionality rolled out by the beginning of January 2006. The timeline we propose allows for this functionality to be ready for deployment by the Beginning of February 2006.

The Lawson Project Manager will review with the VBCPS Project Team additional deployment options, which could stage some functionality in at an earlier Stage of the implementation. I.e.) it may be possible to incorporate some of the update functionality into Stage 2 if desired. In addition, further conversations will be held with VBCPS team members to ensure that the suggested rollout for Stage 3 meets desired functionality.

Update Functions - Stage 3

- Beneficiary

- Job Postings
- Certifications
- Education
- Competencies
- Address Changes
- Direct Deposit
- Training Registrations
- Life events
- Time entry
- Benefit enrollment

Key Assumptions & Project Considerations

Lawson's proposal to perform these consulting services and training are based upon the key assumptions below. If any of these assumptions change or become invalid, the proposed service fees, and/or other terms and conditions may change as mutually agreed upon by both Lawson and VBCPS.

Lawson's team of professional consultants will develop the Self Service and Upgrade implementation project plan jointly with the VBCPS project manager; monitor progress against the plan; make adjustments to the plan, report project status, track issues; and establish project quality standards for deliverables produced by Lawson consultants and VBCPS team members

Project Approach

This project will be implemented using Lawson's Implementation Methodology, as described in this document. Changes to project scope, as outlined in this document, may require additional consulting and/or training fees.

- VBCPS will ensure timely decisions are made to aid the implementation timeline as projected by Lawson or the VBCPS Project Manager. The VBCPS Project Manager will escalate necessary issues to the Steering Committee, and resolutions will be timely.
- The VBCPS Project Manager will be responsible for obtaining required authorizations, approvals and/or sign-offs by VBCPS related to project deliverables and project progression in a timeframe in alignment with the project plan. Delays to this process, as well as any VBCPS tasks not completed within the plan timeframe, may be subject to the change management process, delayed deadlines and increased professional fees.
- It is assumed that the standard functionality as described in the Lawson User Manuals will be implemented in all Stages. As an outcome of the Planning and Design Phases, recommended customizations may be made. These customizations will be handled via the change order process, evaluated by VBCPS and incorporated into the different Stages as necessary.
- With guidance and assistance from Lawson, VBCPS will adjust security as necessary to accommodate the access necessary to establish the manager level of this Stage.
- Whenever possible, Lawson recommends our customers consider the establishment of a dedicated help line for employees and end users for a period of time. Arrangements for an additional support contract can be made available at such time.
- It is assumed that the project is expected to officially begin on or about July 14, 2005 with full commitment of the VBCPS Project Team. It is proposed that VBCPS target to be operationally live

on these applications for “Stage 1” on or about November 18, 2005. “Stage 2” on or about December 23, 2005 and “Stage 3” on or about February 6, 2006.

Required Resources

All key VBCPS project team resources will be committed to the project as of the project start date at the following availability:

- VBCPS will provide resources to a Steering Committee to provide a clear vision and direction to the project team as to how Lawson will be utilized to meet VBCPS strategic plans. Their role will be to participate in setting the goals and scope of the project and participating in periodic status meetings with the project team. These representatives will be made available for key project status meetings, and issue escalation as required.
- VBCPS will assign one full-time Project Manager. In the event the designated Project Manager is unavailable, VBCPS agrees to provide a substitute individual with appropriate decision making authority. It is assumed that this role will be filled prior to the start of this project.
- VBCPS will provide one Product Owner for each of the core Lawson products being implemented. It is assumed that each of these owners will be dedicated to the project.

Product Owners Include:

Roles	Required Level of Equivalency
Lawson System Administrator	.5 FTE (possibly additional during upgrade activities)
Web Administrator	.25 FTE
HRIS Security Setup	.25 FTE
HR Suite Lead	.5 FTE
Benefits Lead; Subject Matter Expert	.5 FTE
Payroll Lead; Subject Matter Expert	.5 FTE

- At the beginning of the project, Lawson will assess the VBCPS project team personnel to ensure the VBCPS project team has the necessary functional and technical skills and knowledge of its business to complete the tasks outlined in the implementation plan. In the event Lawson does not believe members of the VBCPS project team possess the necessary skills and/or knowledge, Lawson will provide in writing to VBCPS detailing the deficient skills and knowledge. VBCPS will then replace or supplement the VBCPS project team with personnel to resolve the deficiency.
- VBCPS will provide sufficient additional resources from the end-user community to support the project for Project Team Training, Design/Configuration activities, and Testing activities as deemed necessary by the Lawson Engagement Manager and VBCPS Project Manager.

The following Information technology services are considered outside the scope of Lawson Software’s core competencies, and are not included in this proposal:

- Network operations; telecommunications network(s); operating system, network and database administration
- Disaster recovery planning; legacy system data extraction; the acquisition, installation, testing

and tuning of any required hardware, operating software, peripherals and communications infrastructure.

Software/Hardware Assumptions

- The applications will be run on a current Lawson certified platform and database.

Lawson Training and Consulting

- Project team training will be conducted for the project team resources according to the tentative number of attendees outlined in this proposal. After further definition of the VBCPS Project Team resources is complete, changes may be recommended. Any changes to the training schedule may impact the project timeline. Further training plan information proposed can be found in the Lawson Implementation Training portion of this proposal.
- For end user documentation, VBCPS will use the standard Lawson procedure manuals. We understand that VBCPS team members will be providing any necessary training to the end-users. Lawson consultants will provide training to the core project team at the start of the implementation.
- Some preparation will be necessary for the on-site training to occur. The Lawson Project Manager will work with VBCPS Project Manager to coordinate this activity.

Lawson Implementation Training

Training is an important step in the project. All of the training requirements will be outlined early in the project. It will necessary to take general computer knowledge of the end users into consideration when defining training requirements. Project team members will need product training soon after the project begins in order to complete the product-planning step. Staff training, however, should be completed within a fully functional transition from your existing system to your Lawson system. Finally, an ongoing training strategy should be developed to address the need for new employee training or changes in functional responsibilities.

Training and Education

Lawson Software believes that training is a critical step to a successful enterprise solution implementation. Training occurs at various times for an implementation.

Project Team training	<ul style="list-style-type: none"> • Project Team training will be conducted by Lawson soon after the project begins. • It will be conducted on-site. • It is crucial that this training occur prior to starting any of the activities in the implementation with the exception of the Construction Stage. • Both Functional and Technical Team members are to be trained.
Transfer of Knowledge	<ul style="list-style-type: none"> • For both application and technical staff.
End-user training	<ul style="list-style-type: none"> • Will be completed in the upgraded system. • Primarily for functional staff. • “Just in time” philosophy is prevalent. • Highly customized to each organization • Train the trainer approach is used.

Post implementation training	<ul style="list-style-type: none"> • Lawson will assist in preparing a customized training curriculum. VBCPS will prepare necessary materials and conduct end user training. • Most often, procedure scripts during Conference Room Pilot are re-used for End-User Training materials.
	<ul style="list-style-type: none"> • Addresses ongoing training needs for new employees, employees who change jobs within the organization, and for employees who require refresher courses • Management training on appropriate inquiries and reports should occur following roll out when sufficient historical production data is available for review. • Typically provided by in-house staff • Can be provided using Lawson’s public, private, or web training classes.

Lawson Software has developed an entire curriculum of courses that support every aspect of the Lawson systems – from functional to technical, from server to Web, from casual user to power user.

Types of Training

Lawson offers both public and private classes to help members of your implementation team learn how to use your new business systems. These classes help participants understand product features identify potential issues related to current procedures and make setup and process flow decisions. For each application, class participants: review objectives, learn an overview of how features fit into an overall system, discuss underlying concepts, and review step-by-step procedures and complete exercises and hands-on training. Private training attendance is limited to a maximum of twelve people per class. Any private classes VBCPS facilities will require one workstation per two attendees; that the training system is prepared with data; that the system is stable; that an IS representative from VBCPS who is responsible for administering the system is onsite for the duration of the class in case of system problems; and the Lawson training materials are there.

Training Approach for VBCPS:

Lawson Software has provided training to over 100 Public Sector clients. We have found that the preferred training approach is onsite. Feedback from our clients stated that the number one benefit was the knowledge transfer that took place throughout the classes. Another key benefit was that the training was personalized to the client. Training at the client’s facilities created an environment for questions to be asked that related only to that client. A final benefit is the scheduling flexibility of training classes to allow for consideration of the availability of attendees while adhering to the implementation schedule.

The training program recommended consists of the following:

Project Team Training

Project Team training is scheduled to occur as one of the first activities after the Project Planning. It is crucial that VBCPS Project Team members are trained in the respective Lawson applications prior to beginning the Design Phase of the project. Traditional classroom training is used to train core project team members. Lawson’s highly experienced staff has developed business-process oriented curricula for every version and every feature. VBCPS Project Team will learn about Lawson’s products from Lawson’s training experts. Lawson has devised a training course outline, based upon the products that are being proposed for VBCPS.

Lawson Software is proposing onsite application training for this project. Onsite training provides Lawson and VBCPS the flexibility to schedule training at times that are best for the team while being in line with the Implementation Plan. In addition, our customers find it advantageous to have the same consultants that will be working on the implementation to conduct the private training classes. Lawson consultants go through an extensive certification program that provides them the ability to both consult on the products as well as to teach the Lawson training curriculum. It is Lawson’s intention that, whenever possible, the training instructors will be the same consultants working on VBCPS implementation. This also allows us to have great initial interaction between the Lawson and Virginia Beach team as well as get started early on project tasks such as system design.

Knowledge Transfer


Knowledge transfer is of key importance to the Lawson Team; therefore, throughout all Stages of this project, every attempt will be made to promote knowledge transfer to VBCPS project team.

Lawson will take VBCPS project team through a three Stage training process where we will lead, mentor and coach the staff and end users.

End User Training

The most common approach to end user training is “train the trainer”. This is defined as the implementation team performs the training to the end users. This is a very cost effective approach and the approach we are proposing for VBCPS.

The following chart represents the Project Team Training classes required for VBCPS, the estimated number of students to attend, and whether Lawson Onsite Training or Public Training has been proposed. (This is not reflective of the proposed End User Training)

		
Project Team Training		Private Education
	Class Days	# of Student
<i>Human Resources Training</i>		
Applications Upgrade Workshop		
Implementing Employee & Manager Self Service	2	Up to 12
HR Application and Windows Environment Security Workshop	1	Up to 12
Absence Management Overview		

VBCPS Project Team

Executive Steering Committee

- Approves Overall Project Budget
- Approves Project Objectives and Priorities

Steering Committee

- Oversees project budget
- Oversees project objectives and priorities
- Approves overall project timeline
- Provides Executive Level direction and decision making
- Approves Project Scope Change Request

Executive Project Sponsor

- Provides Executive level leadership
- Manages project to business objectives

Project Executive

- Retains overall responsibility for the Lawson software implementation project
- Serves as the point of contact for VBCPS during the execution of the project
- Actively promotes the benefits of the project within VBCPS and resolves internal conflicts between the Lawson software implementation project and other activities within VBCPS
- Conducts Steering Committee meetings with the Lawson Project Manager to review project and activity progression
- Serves as the final arbiter for VBCPS in escalation procedures
- Licenses and acquires all pertinent third party software, media, and documentation prior to the start of work for the project
- Allocates the necessary resources to the project with defined roles and responsibilities
- Assigns an internal Project Manager, who will have continuous involvement with all aspects of the Lawson implementation

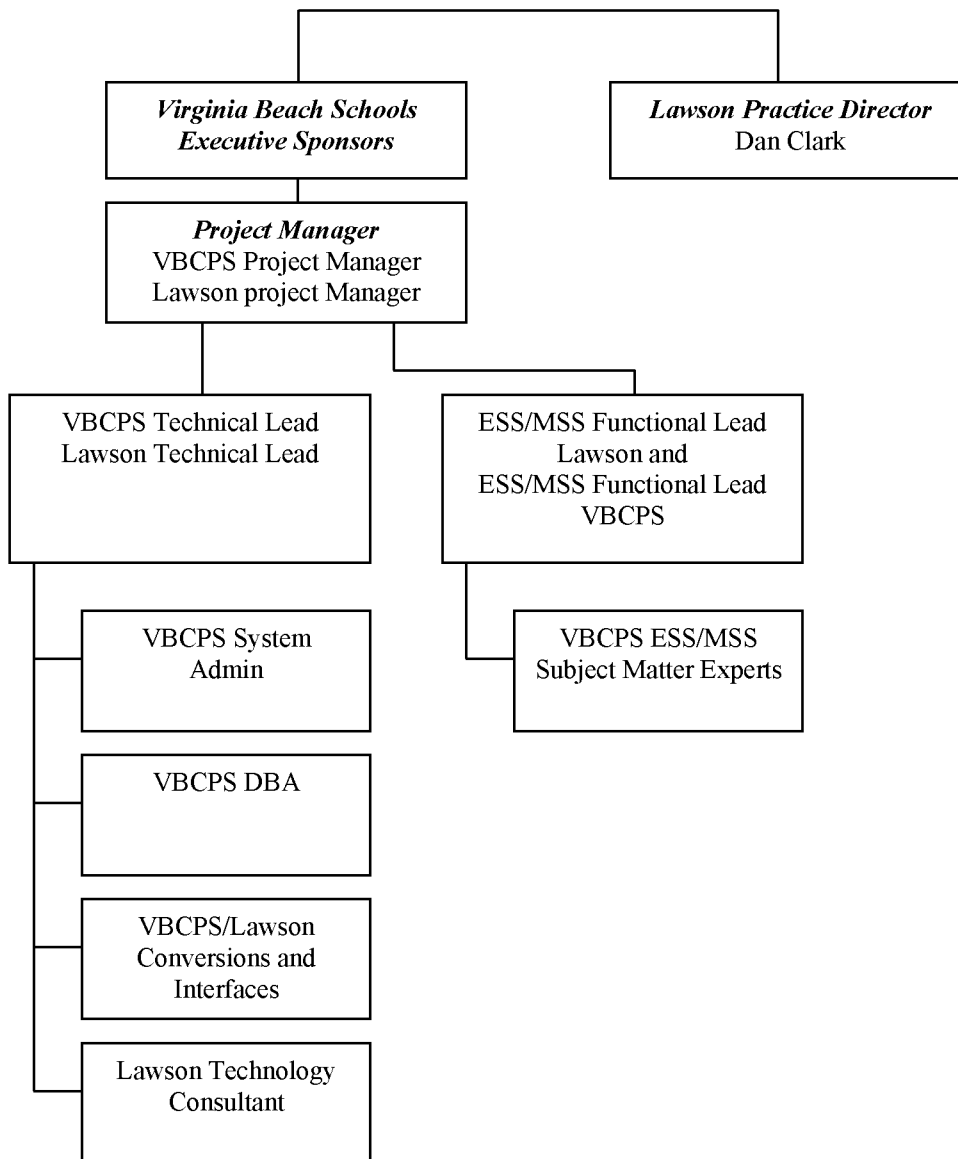
Project Manager

- Manages project communication, change management, development, configuration, training and roll out of the Lawson Software
- Tracks Project Milestones
- Serves as the interface between the Lawson project team and all VBCPS departments participating in the project
- Works jointly with the Lawson Project Manager to support the success of the project
- Provides concurrence on project deliverables as required
- Manages project change control with the Lawson Engagement Manager Service Manager
- Facilitates all Project Team meetings
- Makes appropriate personnel, systems and process documentation available to Lawson to answer questions and respond to project issues brought forth by Lawson in a timely manner
- Reviews with the Lawson Project Manager any VBCPS invoice or billing requirements
- Resolves deviations from the Project Plan that may be caused by VBCPS personnel
- Verifies that all tasks assigned to VBCPS are performed according to the Project Plan in conjunction with the Lawson Engagement Manager Service Manager
- Verifies that all VBCPS resources are available to the Lawson project team
- Verifies that all invoices are paid in accordance with the terms of the Agreement
- Helps resolve project management and project coordination issues with the Lawson Engagement Manager Service Manager
- Verifies that the Change Management Plan will be developed, executed, in-place and followed

Technical Lead

- Will work closely with the Project Team Leads and Lawson Consultants to develop and implement the proper infrastructure to Support the Lawson ERP software
- Coordinate schedules and complete tasks assigned by the Project Manager
- Participate in all Project Team Meetings
- Develop and document the “To Be” Information System infrastructure
- Conduct Scenario Testing support
- Conduct Post Go-Live support

Project Team



Lawson Team

The Lawson Software Services Division is dedicated to the success of our clients. Our Team of professional business consultants will understand the specific business needs of the Human Resource marketplace. Lawson is adept at implementing Lawson applications in your industry, and providing expertise in our core competencies surrounding Lawson products.

Project Manager

The Lawson Project Manager (PM) is an integral and necessary role in the project. The Lawson PM works directly with VBCPS Project Manager to plan, execute, and monitor the Lawson project. The Lawson PM will develop a detailed specific Project Plan that encompasses all Phases and Stages of the implementation including assuring data integrity through systematic and documented testing. The Lawson PM will advise and recommend what needs to be accomplished in what sequence and with which resources. The Lawson PM will schedule Lawson's activities as well as help VBCPS PM coordinate any additional activities needed for the project.

The Project Manager will be responsible for the following activities:

- Coordinate the Project Strategy Meeting, Project Planning Meeting, and the Technology Planning Sessions
- Assist in determining the objectives, goals and scope of the project
- Manage the scope and goals of the project to insure a referenceable, on time and on budget project.
- Assist in meeting facilitation and follow up on tasks and activities to ensure the project stays on track with the project plan.
- Prepare initial Project Plan
- Manage the actual expenditures to the budget to insure an on budget project
- Work alongside the VBCPS Project Manager in planning and managing the project where appropriate
- Work in conjunction with the Lawson Technical Project Lead
- Ensure that the Lawson Application Consultants understand the objectives, goals and scope of the Project
- Assign Lawson resources based on skill levels and project dynamics
- Manage Lawson resources during the Project
- Create and obtain approval for Change Order requests
- Escalate documented issues that are logged with the Lawson GSC (as needed)
- Communicate to the VBCPS Executive Sponsors, VBCPS Project Manager and the Lawson Practice Director of *potential* deviations from the project scope that impact objectives, timeline or service estimate
- Identify areas where Change Management is required and assist VBCPS in developing the Change Management Plan.

Lawson Technology Project Lead

The Technology Project Lead will work primarily with the Lawson Project Manager and VBCPS IS team. The Technology Project Lead will take ownership of and manage the technical side of the project, including planning, execution, and monitoring of the project.

The Project Lead will be responsible for the following activities:

- Coordinate and participate in Lawson Project Planning.
- Assist VBCPS in determining the objectives, goals and scope for all technical aspects of the

- project.
- Prepare initial technical tasks for the Lawson project plan.
- Ensure that the Lawson Technical Consultants understands the objectives, goals and scope of the Project.
- Assign and manage Lawson technical resources during the Project.
- Provide a technical escalation contact for VBCPS at Lawson and Lawson GSC during the Project as needed.
- Assist VBCPS in reviewing priorities, goals and scope
- Evaluate project progress

Lawson Human Resource Consultants

Application Consultants are Lawson product “specialists.” They provide visit-based consulting for design, training, testing and production. HR Application Consultants will assist in set up requirements as needed. Application Consultants have a concentrated knowledge base in related applications and provide Lawson expertise in our core competencies.

The Lawson Application Consultants core competencies in a project include:

- Assist VBCPS in understanding the Lawson features and applying them to the business needs and processes at VBCPS
- Through onsite work with VBCPS, gain an understanding of the business’s organizational structures and processing requirements in order to make recommendations to VBCPS to best take advantage of Lawson’s features and functionality
- Conduct onsite training in the areas specified in the Team Training section of the Agreement
- Assist VBCPS in setup and design to achieve the desired processing results
- Recommend business procedures to increase efficiency and functional use of the application.
- Assist with additional report mapping, design and writing due to new and changed features
- Provide support to VBCPS in initial test setup requirements

Technical Consultants and Advanced Technology Consultants

Lawson Technical Consultants and Advanced Technology Consultants provide services that address many of the IS specific needs of a client. These services include Application installation, tuning, System and Database Administration, and customization and interface design. We also provide consulting on report writing tools to address reporting and inquiry requirements.

Implementation Methodology, and Supporting Tools

Implementation Methodology

This project will be implemented using Lawson’s Implementation Methodology. **Lawson’s Implementation Methodology is comprised of four distinct phases with on-site Lawson project management occurring during all four phases of the project.**

The Implementation Phases are as follows:

- | | |
|-----|----------------|
| 1.0 | Planning Phase |
| 2.0 | Design Phase |
| 3.0 | Construction |

4.0 Activation

Implementation Tools and Templates

Lawson provides over 100 implementation tools and templates to assist in managing projects in accordance with Project Management Institute (PMI) Standards and the Lawson Implementation Methodology. Samples of the Lawson implementation tools and templates are included below.

Implementation Tools by Project Phase:

Phase	Task	Implementation Tool/Template
Planning	1.1 Project Initiation	Project Charter Template
		Implementation Planning Workshop Agenda and Minutes
		Roles & Responsibilities Document
		Issues Log and Worksheet
		Project Change Request (PCR)
		On-Site Training Preparation Checklist
		Kickoff Meeting Agenda
	1.2 Plan Tech Infrastructure	Technical Infrastructure Workshop Agenda
	1.3 Project Planning	Project Status Reports
		Project Status Meeting Agenda and Minutes
		Project Steering Committee Meeting Agenda and Minutes
		Quality Audit Template
		Project Phase Closing Checklist
1.5 Team Training	User Training Assessment	
Design	2.1 As-Is Assessment	Interface Matrix
		Data Access Matrix
	2.2 Application Exploration	Application Exploration Workshop Agenda
	2.4 Business Design	Business Design Review Agenda
	2.8 Conference Room Pilot	Conference Room Pilot Workbook
Construction	3.2 Develop Test Plan	System Test Workshop Agenda and Minutes
		System Test Plan
		Readiness Assessment Report
Activation	4.1 End User Training	User Training Assessment
	4.2 Readiness Assessment	Readiness Assessment Report

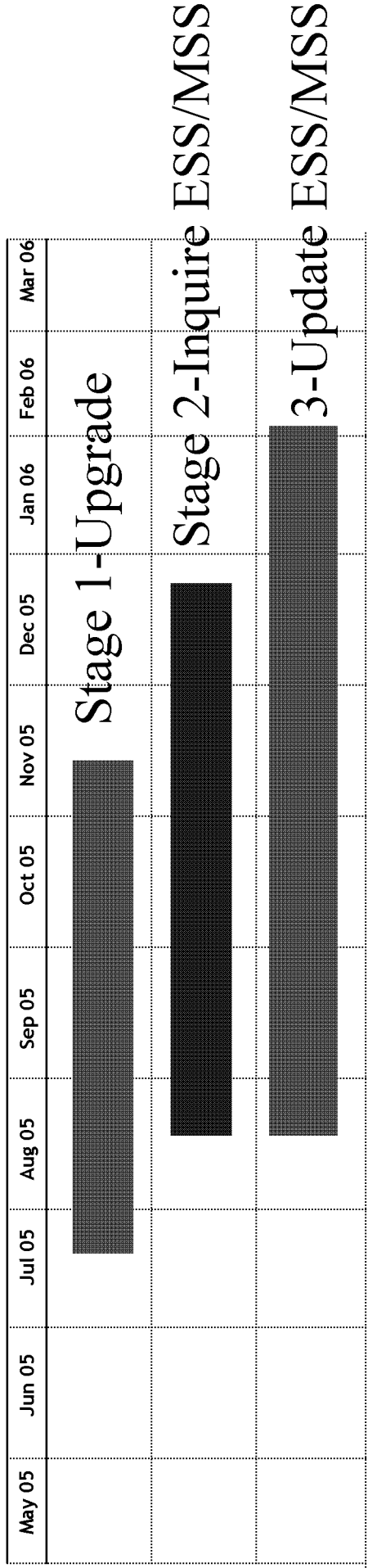
High Level Time Line

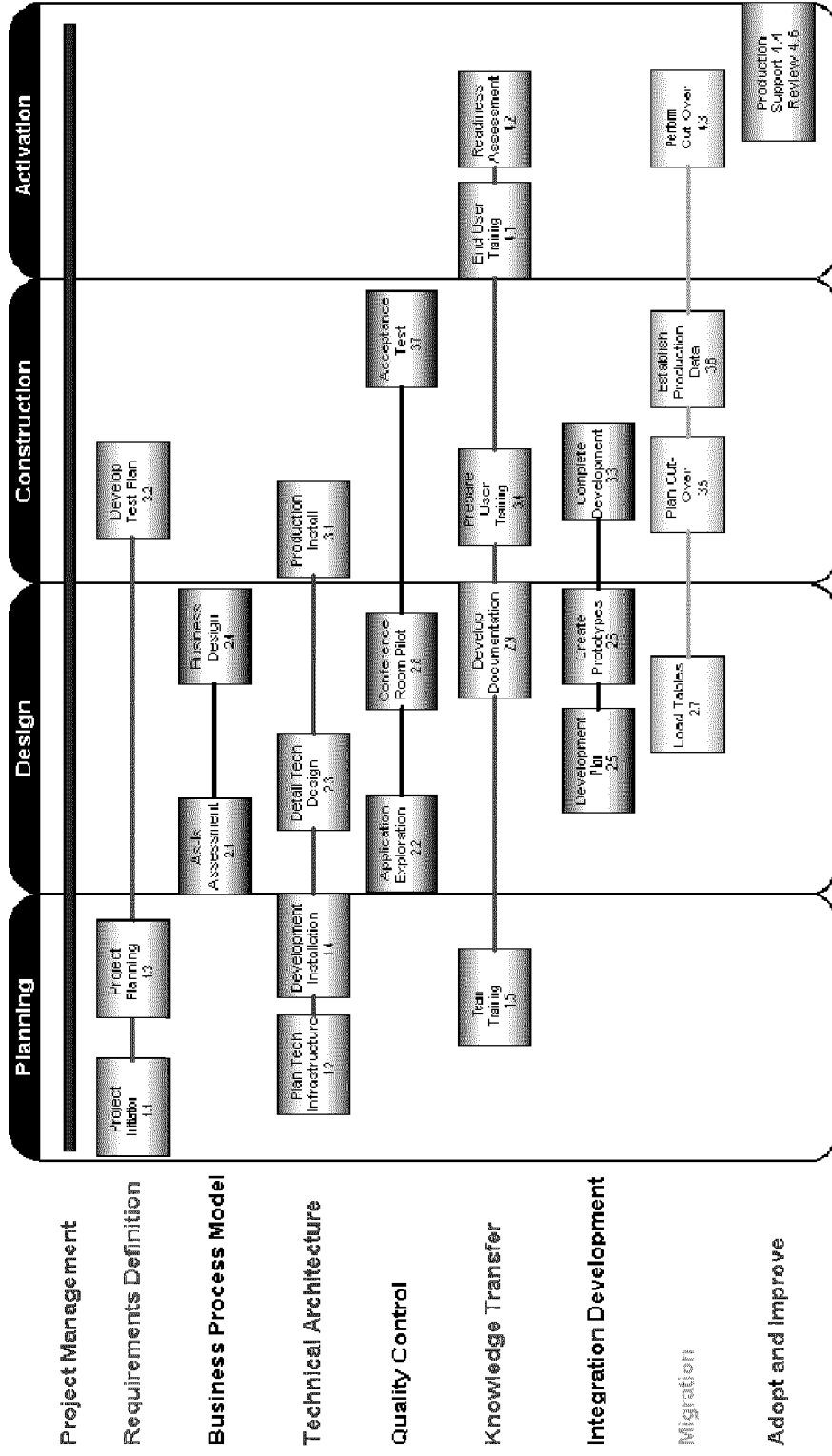
The project timeline for VBS will follow sequential project paths for Human Resources Suite.

Key Dates follow:

Planning	July 14 – August 16, 2005	(All Stages)
Design	August 17 – October 19, 2005	(All Stages)
Construction	October 20 – November 23, 2005	(Stage 2)
	October 20 – December 23, 2005	(Stage 3)
Activation	September 19 – October 20, 2005	(Stage 1)
	October 21 – December 23, 2005	(Stage 2)
	January 3 – February 6, 2006	(Stage 3)

Time Line - Graphic





LAWSON Milestone Management

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Tasks, Deliverables and Milestones by Phase

DEFINITIONS:

Owner: The party responsible for the completion of the task and/or deliverable

Assist: The party responsible for providing input and guidance to the owner(s) so that the owner(s) can accomplish the task / deliverable.

Note: *Each of these tasks and deliverables are limited to those activities directly relating to the 8.1 Upgrade, Portal implementation and ESS/MSS implementation. A full review of all Lawson HR/PR functionality is not in scope. In the instance the time and materials estimate is selected, additional assistance and ownership will be required from VBS Project Manager for Project Management tasks.*

I PLANNING PHASE

Project Initiation	Tasks	Deliverables/Outputs	OWNER	ASSIST
1.1	Objective: Review the Lawson implementation methodology with all team members to establish a baseline understanding of all phases. Project goals and scope will be officially recognized. Team structures will be finalized and communication channels will be established.			
	Complete Project Charter and Project Scope	Project Charter and Project Scope	Lawson	VBS
	Finalize Statement of Work	Final Statement of Work	Lawson	VBS
	Provide methodology overview to VBS	Lawson Methodology Template	Lawson	
	Conduct Implementation Planning Workshop	Implementation Planning Workshop agenda and minutes	Lawson	
	Finalize Project Team Structure	Status report templates	Lawson	
		Project Team Organization Chart	Lawson	VBS
		Roles & Responsibilities Document	Lawson	VBS
		Contact Information Sheet for Project Team members	Lawson	VBS
		Project Communication Plan	Lawson	VBS
		Team Status Meeting schedule	Lawson	
		Issue Log and Worksheet Tracking System	Lawson	
		Project Change Request Form and Procedures	Lawson	
		Lawson Global Support Center (GSC) Support Manual	Lawson	
		Education Plan	Lawson	VBS
		End User Training Strategy Document	Lawson	VBS
	Provide Onsite Training Preparation Checklist	Checklist provided to VBS	Lawson	
	Kick off Planning Meeting	Kick off Meeting Agenda	Lawson	VBS
	Prepare project work space	Work space prepared	VBS	
	Conduct Project Kick off Meeting	Project Kickoff Meeting completed	Lawson	VBS

1.2	Plan Technical Infrastructure	Objective: Determine that the hardware and software configuration on the target server is correct and ready for the Lawson upgrade and implementation of ESS/MSS and Portal.		
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	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Conduct Technical Infrastructure Workshop to review technical architecture, infrastructure, system requirements, and installation prerequisites. Review of existing infrastructure.	Technical Infrastructure Workshop Agenda	Lawson	VBS
	Execute on pre-requisite activities to insure required software and hardware infrastructure is in place	Environment prepared	VBS	

1.3	Project Planning	Objective: Provide a working project plan that details the following: required implementation tasks, assigned owners or resources, dependencies, durations and due dates. The plan will be resource loaded and include the following: schedules for setting up the various technical environments, building of interfaces, building of conversions, custom report development, and implementation of 3 rd party products, training, and display a critical path. The plan will use Lawson's implementation methodology. The Lawson Project Manager will update the project plan regularly throughout the implementation to track the project status.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Preliminary Project Plan Development	Microsoft Project Plan	Lawson	VBS
		Project Status Reports	Lawson	
		Project Status Meeting Agendas and Minutes	Lawson	
		Steering Committee Agendas and Minutes	Lawson	
		Quality Audit Template	Lawson	
		Project Phase Closing Checklist	Lawson	

1.4	Development Installation	Objective: Complete the initial installation of the Lawson software at the VBS's site. A Lawson certified Technical consultant will also review the basic system administration functions with the VBS's technical staff for knowledge transfer purposes.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Upgrade Activities on VBS server	Environment prepared	Lawson	VBS
		Upgrade Report	Lawson	VBS

1.5	Project Team Training	Objective: Train the VBS Project Team members on system setup, all functional and technical applications within the scope of the project, and processing flow. Provide knowledge transfer of the applications to the VBS Project Team to enable them to make setup and procedural decisions.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Prepare Training Facility as per Onsite Training Preparation Checklist	Training facility prepared	VBS	
	Execute Functional Project Team Training	Training classes delivered	Lawson	
		Affend training classes per Training Plan	VBS	
		Training Manuals provided to each attendee	Lawson	
		User Training Assessment completed	Lawson	
	MILESTONE			

2 DESIGN PHASE

2.1	As-Is Assessment	Tasks	Deliverables/Outputs	OWNER	ASSIST
		Discussion and gather copies of current reports	Current reports documented / considerations for upgrade and ESS/MSS	Lawson	VBS
		Document/diagram current process flows for ESS/MSS and upgrade considerations	As-Is Process Documentation, Process Flows	Lawson	VBS
		Discuss best practices solutions to improve the current key business processes	Document best practice recommendations and decisions to improve the VBS's Chart of Accounts and other key business processes	Lawson	VBS
		Document current interfaces	Interface Matrix	Lawson	VBS
		Document data access	Data Access Matrix	Lawson	VBS
		Conduct As-Is Review meetings with VBS to discuss current state	As-Is Assessment Document	Lawson	VBS
		Conduct Fit-Gap Analysis utilizing existing BPR documents previously prepared	Fit-Gap Document	Lawson	VBS

2.2	Application Exploration	Tasks	Deliverables/Outputs	OWNER	ASSIST
		Provide guidance for execution of Application Exploration of Lawson application version 8.1 and ESS/MSS.	Application Exploration Workshop Agenda	Lawson	
		Provide Application Exploration exercises for the VBS project team to review	Sample scripts provided to VBS	Lawson	
		Create "sandbox" product line and establish "hands-on" familiarity with the product	"Sandbox" product line established	Lawson	VBS
		Review training manuals for clarity	Manuals reviewed	VBS	Lawson
		Document application questions for review with the Lawson staff	Questions documented	VBS	

2.3	Detail Technical Design	Objective: Define and document the technical standards, policies and procedures for the Lawson implementation.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Technical Overview	Technical Policy & Procedures Document	Lawson	VBS
	Develop Refresh strategy		Lawson	VBS
	Define security strategy and procedures		Lawson	VBS

2.4	Business Design	Objective: Conduct Organizational Structure Workshop(s) and Business Process Workshop(s). Propose "to-be" processes based upon Best Practices methodologies and educate the VBS Project Team on how to implement new processes using Lawson. Document results.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Facilitate Business Process Meetings and provide best-practice recommendations where appropriate for new processes. Leverage work done to date on BPR activates and previous interviews with VBS staff members as they relate to 8.1 application functionality and ESS/MSS.	Business Design Review Agenda	Lawson	VBS
	Facilitate reporting audit and workshop to determine custom report requirements	Completed Interview Guides documenting the VBS's business requirements and new processes as they relate to ESS/MSS and applications 8.1.	Lawson	VBS
	Complete system setup. Facilitate Organization Design Workshop and provide recommendation on configuration to meet VBS business needs	Reporting requirements documented, prioritized, scoped and assigned as it relates to new functionality in application version 8.1 and ESS/MSS. System setup complete. Excel Spreadsheet Templates to capture set up values to reflect design decisions	Lawson	VBS

2.5	Integration and Conversion Development Plan	Objective: Develop an Integration Strategy that identifies the requirements and approach for the development of interfaces, data conversion files, and any other development work. At this time a Migration Plan will be developed to describe the migration of objects from development through test to production.		
	Tasks	Deliverables/Outputs	OWNER	ASSIST
	Document all interface programs impacted by upgrade to Applications 8.1 and the estimated work-effort to complete those conversions	System Integration Plan Interface Matrix	Lawson	VBS
	Document changes to any modifications currently in use by VBS and the estimated work-effort to complete those conversions. Making the actual changes to modifications is not included in the scope of these services.	Project Change Request (PCR)	Lawson	VBS

2.6	Create Prototypes	Objective: Develop and unit test interface and data conversion files that are required for the Conference Room Pilot							
		Tasks Create detail definitions; develop prototype, unit test, and document data access methods for testing.	Deliverables/Outputs	OWNER Lawson VBS and	ASSIST				

2.7	Prepare Tables	Objective: Create a pristine environment and production product line with the requisite setup values and system configuration of the Lawson system							
		Tasks Input sample master data Backup the system Validate primary table and organizational structure setup	Deliverables/Outputs	OWNER Lawson VBS VBS and Lawson	ASSIST VBS Lawson				

2.8	Conference Room Pilot (CRP)	Objective: Create a hands-on system prototype that validates the design decisions made regarding the system setup and procedures as it relates to ESS/MSS. The prototype will use a small controlled set of converted or manually entered data. Lawson consultants will provide generic test scripts provide guidance and support in the development of custom test scripts and will act as moderators during the execution of the Conference Room Pilot. Custom reports relevant to the Conference Room Pilot will be tested for accuracy.							
		Tasks Develop CRP test scenarios Develop custom reports required for CRP Provide Conference Room Pilot Script Templates Conduct a CRP Workshop Execute Conference Room Pilot scripts Validate data and processes during unit testing of conversions and interfaces Log and review CRP issues and action plan	Deliverables/Outputs CRP Test scripts, including information to be tested and expected outcomes Custom reports developed CRP Script Templates provided CRP Workshop conducted Conference Room Pilot conducted Data validated CRP Issues Log Conference Room Pilot Signoff	OWNER VBS Lawson Lawson Lawson VBS VBS Lawson VBS Lawson VBS	ASSIST Lawson VBS VBS Lawson Lawson VBS				

2.9	Develop Documentation	Objective: Create customized procedure manuals for the VBS's End Users using the Conference Room Pilot scripts and Business Procedure documents as primary sources for the materials. Create the system design documentation that references the system setup decisions.			
	Tasks	Design procedure manuals	Policy and Procedure Manuals	OWNER	ASSIST
		Design end user training materials	End User Training Materials	VBS	Lawson
		Create technical operations documentation	Technical Operation Manuals	VBS	VBS
	MILESTONE	Create System Design documentation	System Design Document	Lawson	VBS

3 CONSTRUCTION PHASE

3.1	Production Installation	Objective: Copy the product line from test to production with the requisite setup parameters to prepare for live production of the system.			
	Tasks	Copy setup product line	Installation Report	OWNER	ASSIST
			Lawson Certified environment	Lawson	VBS

3.2	Develop System Test Plan	Objective: Create a system test plan that will be used to final test the entire system, including conversions, interfaces, custom reports and modifications prior to the final cutover to production. The system test plan includes resources required; schedules of testing; data, processes and procedures to be tested; and the expected outcome for each product, process and procedure. Lawson consultants will provide generic test scripts, and provide guidance and support in the development of custom test scripts.			
	Tasks	Conduct System Test Workshop	System Test workshop agenda and minutes	OWNER	ASSIST
		Develop System Test Plan	System Test Plan	Lawson	VBS
		Review test methodology with VBS	System Test scripts completed	Lawson	VBS
		Develop System Test Scripts	Readiness Assessment Report for System Testing	VBS	Lawson
		Complete readiness assessment for system test		Lawson	VBS

3.3	Complete Development	Objective: Complete the development and unit testing of any conversions, interfaces, files, custom reports or other development activity required for the project.			
	Tasks	Validate data integrity in system test	System test signoff	OWNER	ASSIST
				VBS	Lawson

3.4	Prepare End User Training	Objective: Train end users on the new procedures specific to the functions they perform. The End User Training Plan will identify the approach to training, the users to be trained, and what functions they are to be trained on. The strategy for establishing and refreshing the training environment and other logistics related to the training delivery will be developed.		
		Tasks	Deliverables/Outputs	OWNER
		Identify production support team	Production support team identified	VBS
		Develop End User Training Manuals	End User Training Manuals	VBS
		Develop End User Training Schedule	End User Training Schedule	VBS
		Prepare system training environment	Product line and data for End User training	VBS
		Prepare End User training facilities	End User training facilities prepared	VBS
			ASSIST Lawson	

3.5	Plan Cut Over	Objective: Create a Production Cutover Plan that will serve as a checklist detailing each task that must occur to successfully prepare the Lawson environment for execution in a production mode. The checklist includes tasks associated with preparing the hardware and software environment, loading custom code and data structures, loading converted legacy data and enabling security. The plan is generally executed in sequential order. The plan includes the task, a description of the task, the team member responsible, dependencies, and the day and time each task will take place.		
		Tasks	Deliverables/Outputs	OWNER
		Develop a cutover plan	Cutover checklist	Lawson
				ASSIST VBS

3.6	Establish Production Data	Objective: Execute the data conversion programs to establish live data in Lawson for the production system.		
		Tasks	Deliverables/Outputs	OWNER
		Input Master data as needed for ESS/MSS setup.	Master data input	VBS
		Validate the production setup	Production setup validated	VBS and Lawson
		Modify setup as needed		VBS and Lawson
				ASSIST Lawson

3.7	System Test	Objective: Verify the Lawson system (including conversions, interfaces and other development work) is able to execute and support the VBS's business processes in a production environment. The results produced by the Lawson system test should mirror those generated from the VBS's legacy applications (i.e., parallel testing). Any differences found should be traceable, explainable and acceptable. An additional objective is to test the technical infrastructure and database for acceptable performance in a production environment through stress testing and performance tuning activities. Lawson consultants will act as moderators during the execution of the System Test.			
	Tasks	Deliverables/Outputs	OWNER	ASSIST	
	Conduct System Test	System Test completed	VBS	Lawson	
	MILESTONE	Review and analyze results. Take corrective action where required.	Lawson and VBS		

4 ACTIVATION PHASE

4.1	End User Training	Objective: Train the VBS End Users on Lawson features, functions and procedures specific to their roles. Training will be conducted by a VBS Project Team member using the customized End User Training materials developed for the VBS.			
	Tasks	Deliverables/Outputs	OWNER	ASSIST	
	Communicate training schedule to end users	Training schedule posted and communicated	VBS	Lawson	
	Finalize End User training materials	End User Training Manuals delivered	VBS	Lawson	
	Deliver an Executive level introduction to the class	Executive introduces training and stresses the importance of the project	VBS		
	Train the End Users	Training classes delivered	VBS	Lawson	
	Attend end user training	Attend End User training classes per End User Training Plan	VBS		
	Evaluate the success of user training	User training assessment	Lawson and VBS		

4.2	Readiness Assessment	Objective: Review the implementation plan and verify all tasks are complete. Make the decision to either cutover on the scheduled date or to delay the system live date. Develop contingency plans for the cutover date.		
		Tasks	Deliverables/Outputs	OWNER
		Review plan completion to date	Status Report by Project Team	Lawson
		Identify and prioritize remaining tasks	Readiness Assessment Checklist and Report	Lawson
		Determine resources and durations		Lawson
		Identify constraints	Contingency Plan	Lawson
		Final Executive Approval for go live	VBS Executive sign off	VBS
				Lawson

4.3	Perform Cut Over	Objective: Move the Lawson system into production according to the Production Cutover Plan and review the project plan for completeness.		
		Tasks	Deliverables/Outputs	OWNER
		Complete final processing on legacy data	Final processing on legacy system completed	VBS
		Validate data integrity in production	Final sign off by the VBS Project Team	VBS
				Lawson

4.4	Production Support Review	Objective: Provide 30 days of onsite support for the first five processes and assist with the validation of production data. The post go-live support will include assisting the VBS with Lawson-related activities required for the first month end, quarter end and year end closing in Lawson.		
		Tasks	Deliverables/Outputs	OWNER
		Validate data integrity	Data integrity validated	VBS
		Reorganize the team for production support		VBS
		Assist end users with go-live support		Lawson
		Communicate project results		Lawson
				VBS
	MILESTONE		Final Sign off and approval by the VBS Executive Steering Committee.	VBS

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Closing Statements

Lawson Software is pleased to provide this Statement of Work to VBCPS. We look forward to the opportunity to assist you in the implementation of Employee & Manager Self Service, Portal and the upgrade to Lawson application version 8.1.

These service fees are effective for 6 months from the signed Lawson Service Estimate

The estimates included in this SOW do NOT include:

- Third party consulting services (if needed), and related travel expense
- Expenses associated with VBCPS resources assigned to the project

Please direct any questions you may have regarding this proposal to:

Debra Warren
 Consulting Solutions Executive
 Lawson Software, Government & Education

Phone: 770-399-9910, x3201
 Email: debra.warren@lawson.com

or

M. Beth Fahey
 Consulting Solutions Executive
 Lawson Software, Government & Education

Phone: 847-696-9710 x2141
 Email: beth.fahey@lawson.com

For LAWSON SOFTWARE, For SCHOOL BOARD OF THE CITY OF VIRGINIA BEACH INC.

_____ (Authorized Signature)	_____ (Authorized Signature)
_____ (Printed Name)	_____ (Printed Name)
_____ (Title)	_____ (Title)
_____ (Date)	_____ (Date)