



Statement of Work

Oracle Cloud Implementation

For

Tulare County



1 Document Control

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3 Oracle Cloud HCM Implementation Scope

The Graviton project team will collaborate with Tulare County (County) project team members to implement the Oracle Cloud applications to meet the County requirements established by **RFP No. 23-005 Human Capital Management Software and Implementation Services**. The Oracle Cloud applications will be implemented by the Graviton project team in a manner consistent with the Graviton proposal response to the RFP requirements included in this Statement of Work as Exhibit A.

The County requires the implementation of the Oracle Cloud applications to replace the County's existing systems and manual processes to perform the following business functions.

- Human Resources
- Time and Attendance
- Payroll
- Reporting

Implementation of the Oracle Cloud applications represents a significant business process transformation for the County. The objective of the project will be to align County business processes with the best practice business processes delivered with the Oracle Cloud applications.

To ensure a successful project, the Graviton team will develop a detailed project scope including specific application features, configurations, extensions, integrations, and conversions. The detail scope will be finalized as part of the Project Scope deliverable to be developed, reviewed, and approved at the conclusion of the build stage of the implementation. Following the County's review and approval of the Project Scope deliverable, the project team will implement change control processes to manage implementation scope for the remainder of the project. Those change control processes will be documented in the Project Management Plan deliverable to be completed during the plan stage of implementation. The initial scope of Oracle Cloud applications to be implemented, data conversion, and interfaces, based upon the County RFP and Statement of Work discussions is listed in the sections below.

3.1 Oracle Cloud Applications

The table below identifies the County requirements, per SOW Exhibit A, that will be implemented and the corresponding Oracle Cloud applications that will be configured and deployed to meet those requirements. The total licenses counts for each Oracle Cloud application is listed as well.

Table: Scope of Oracle Cloud Applications

Requirements (RFP Section 2)	Oracle Cloud Applications	SKU	Service Metric	Service Quantity
Human Resources	Oracle Fusion Human Capital Management Base Cloud Service	B85800	Hosted Employee	5400
	Oracle Fusion Human Resources Help Desk Cloud Service	B87388	Hosted Employee	5400
	Oracle Fusion Talent Management Cloud Service	B94925	Hosted Named User	5400
	Oracle Fusion Workforce Compensation Cloud Service	B94933	Hosted Employee	5400
Payroll	Oracle Fusion Payroll Cloud Service for United States	B86334	Hosted Employee	5400
Time and Attendance	Oracle Fusion Time and Labor Cloud Service	B75365	Hosted Named User	5400
	Oracle PaaS and IaaS Universal Credits	B88206	Each	28,272
	Oracle Intelligent Advisor Cloud Service	B91205	1000 Interactions	10
	Oracle Additional Test Environment for Oracle Fusion Cloud Service*	B84490	Each	1
	Oracle Cloud Priority Support for SaaS	B86668, B86669	Each	1

**The base SaaS agreement with Oracle will include the production (PROD) and non-production test (TEST) environments. The Oracle Additional Test Environment for Oracle Fusion Cloud Service SKU B84490 in the table above will provide the County with an additional non-production development environment (DEV1). The additional environment will be necessary in the management of multiple workstreams throughout implementation.*

The Graviton and County roles in the configuration of these Oracle Cloud applications is detailed in Section 4 Implementation Approach.

3.2 Data Conversion Scope

Graviton will complete the required data conversion development to meet the County's business process requirements listed in the request for proposal. The project team will determine a final scope of data conversions at the conclusion of the build stage of the implementation, and that final scope will be documented in the Project Scope deliverable. At this time the anticipated scope of data conversion will include the following ten data conversion requirements.

Table: Scope of Data Conversion

No.	Functional Area	Data Conversion	Comments
1	Human Resources	Employee Records	The scope of employee records to be converted includes active and inactive employees. Minimally, all active employees will be converted into the Oracle HR module. Where the County is able to extract complete sets of inactive employee information, matching the Oracle pre-defined templates, Graviton will convert those inactive employees into the Oracle HR module. Where that data is unavailable, Graviton will convert the inactive employee records into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
2	Human Resources	Workforce Structure	In Oracle Cloud HCM, workforce structure includes those data elements required to implement key features such as position control, workflow approvals, and performance management. The conversion of workforce structure will include County positions, jobs, organization structure, departments, locations, grades, grade rates, and grade ladders, as required to achieve the County's workforce structure design in Oracle Cloud HCM.
3	Human Resources	Personnel Actions	The scope of personnel actions to be converted include current and historical personnel action records. Where the County is able to extract complete sets or personnel action data to meet the Oracle pre-defined template requirements, Graviton will convert those personnel actions into the Oracle HR module. Where that data is unavailable, Graviton will convert the personnel actions into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
4	Payroll	Earning Balances	The scope of earning balances conversions will be to convert year-to-date earnings balances as well as current year quarterly accumulations for all active and inactive

No.	Functional Area	Data Conversion	Comments
			employees that had earnings in the current year. Prior year earnings will be included in the employee record conversion described above.
5	Payroll	Deduction Balances	The scope of deduction balances conversion will be to convert year-to-date balances for all payroll deductions for all employees that had earnings in the current year. This would include a goal balance for any active loan or wage levy.
6	Payroll	Tax Balances	The scope of tax balances conversion will be to convert year-to-date balances for all payroll taxes for all employees that had earnings in the current year.
7	Time and Absence	Leave Balances)	The scope of leave balances conversion will be to convert year-to-date balances for all leaves for all employees that had earnings in the current year. This will include allowable year-to-date/fiscal year against taken year-to-date/fiscal year.
8	Time and Absence	Historical Leaves	The scope of historical leaves to be converted include prior year leaves. Where the County is able to extract complete sets or historical leave data to meet the Oracle pre-defined template requirements, Graviton will convert that historical leave data into the Oracle Time and Absence module. Where that data is unavailable, Graviton will convert the historical leave data into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
9	Benefits	Benefit Balances	The scope of benefit balances conversion will be to convert active benefit balances for all active employees.
10	Benefits	Retirement Balances	The scope of retirement balances conversion will be to convert retirement balances for all active and inactive employees enrolled in TCERA. Retirement balance conversion will be one element of the overall TCERA extension described in section 4.3.1.2.1 TCERA-CPAS Retirement Interface Extensions to be developed in Oracle Integration Cloud.

The number of years of data history to be converted into the Oracle Cloud applications for the above requirements will be dependent on the availability and accessibility of data in the County's legacy systems. The Graviton team will provide the County with Oracle pre-defined conversion templates. The County will take the lead in extracting the legacy data based upon those templates. In the event there are limitations to the amount of historical data that may be converted, due to the availability or accessibility of that data, the Graviton team will develop an historical data archive application using the Oracle Integration Cloud tools. Section 4.3.1.6.1 Historical Data Conversion describes the Graviton historical data archive application tool including the process the Graviton project team will follow in converting and then accessing historical

converted data. Graviton will collaborate with the County to determine the final design of the data repository, the user interfaces, and the methods for accessing the data after it has been converted to the data repository.

The Graviton and County roles in the conversion of data is detailed in Section 4 Implementation Approach.

3.3 Interface Scope

Graviton will complete the required interface development to meet the County's business process requirements listed in the request for proposal. The project team will determine a final scope of interfaces by the conclusion of the build stage of the implementation, and the final scope will be documented in the Project Scope deliverable. At this time the anticipated scope of interfaces will include the following nineteen interface requirements.

Table: Scope of Interfaces

No.	System	Function
1	CGI Advantage	Core Financials
2	InTime	Staff Scheduling, Time and Attendance (Fire)
3	Prolaw	County Council Time and Attendance
4	WinCAMS	Time and Attendance for RMA, Solid Waste, and General Services
5	MyWorkplace	Benefit Carriers
6	Questys	Document Management
7	NeoGov	Applicant Tracking
8	Relias LMS	Learning Management System
9	TCERA CPAS	Pension Reporting
10	WBS	Web Budget System, Position Budgeting
11	BAR	Benefits Account Receivable System
12	COBRA OnQue	Cobra Administration
13	Chementi	Voluntary Benefits
14	Empower	Deferred Compensation
15	BMG	Employee Money Loan Program
16	AgTime	Time and Attendance for Agriculture
17	GovPay	Retiree Premium Payments
18	TBD	Employee Verification
19	ADP	ADP Tax Services and Wage Garnishments

The list above is the initial scope of interfaces but is subject to change based upon the project team's analysis of the County's current requirements and the County's ongoing operational needs. During the build stage of implementation, the project team will determine the appropriate Oracle tools for developing each interface. The County has licensed Oracle Integration Cloud for complex integrations. However, there are native tools and pre-built integrations available to the County that may be utilized for less complex interfaces.

The Graviton and County roles in the development of these interfaces is detailed in Section 4 Implementation Approach.

3.3.1 Oracle Integration Cloud (OIC)

The Oracle Cloud SaaS products include several integration tools that will handle many of the County's required interfaces. However, the project team anticipates the more complex integrations will benefit from using the more robust Oracle Integration Cloud (OIC) solution. OIC is part of the Oracle Platform as a Service (PaaS) suite of products. The project will have the ability to provision OIC and other PaaS products by utilizing Oracle Universal Credits, which the project team has included in the Mythics/Oracle agreements. The County will contract Mythics/Oracle for 28,272 universal credits on an annual basis. These universal credits appear as *SKU-B88206 – Oracle PaaS and IaaS Universal Credits* in the Mythics Ordering Document.

Using the County's universal credits, the Graviton project team will provision the PaaS products needed to complete the development and deployment of the County's integration solutions. For the County, we anticipate provisioning 2 units of OIC (production and non-production) as well as 2 Oracle CPUs of Oracle Database Cloud Service to build our solutions. Currently, we anticipate provisioning the following:

- *SKU-B89639 – Oracle Integration Cloud Service – Standard Edition – 2 units (5k messages per hour) – approximately 12,439 units annually. The SKU-B89639 is found under the category of Enterprise Integration Cloud Services in the Mythics Cloud Services Partner Ordering Document SaaS-Tulare RFP-ARR.*
- *SKU-B88293 – Oracle Database Cloud Service – Standard Edition – General Purpose – 2 OCPUs - approximately 4,204 units Annually. The SKU-B88293 is found under the category of Data Management Cloud Services in the Mythics Cloud Services Partner Ordering Document SaaS-Tulare RFP-ARR.*
- *SKU-B91445 – Oracle Cloud Infrastructure – Block Volume (Gigabyte Storage Capacity per Month) – 0 units Annually. The SKU-B91445 is found under the category of Storage Cloud Services in the Mythics Cloud Services Partner Ordering Document SaaS-Tulare RFP-ARR.*

These SKUs will require approximately 16,643 (58.9%) of the annual universal credits in the Mythics Ordering Document. The County may elect to use the remaining universal credits to provision more units, provision other PaaS and IaaS products, or do nothing at all and not get charged for the unused universal credits.

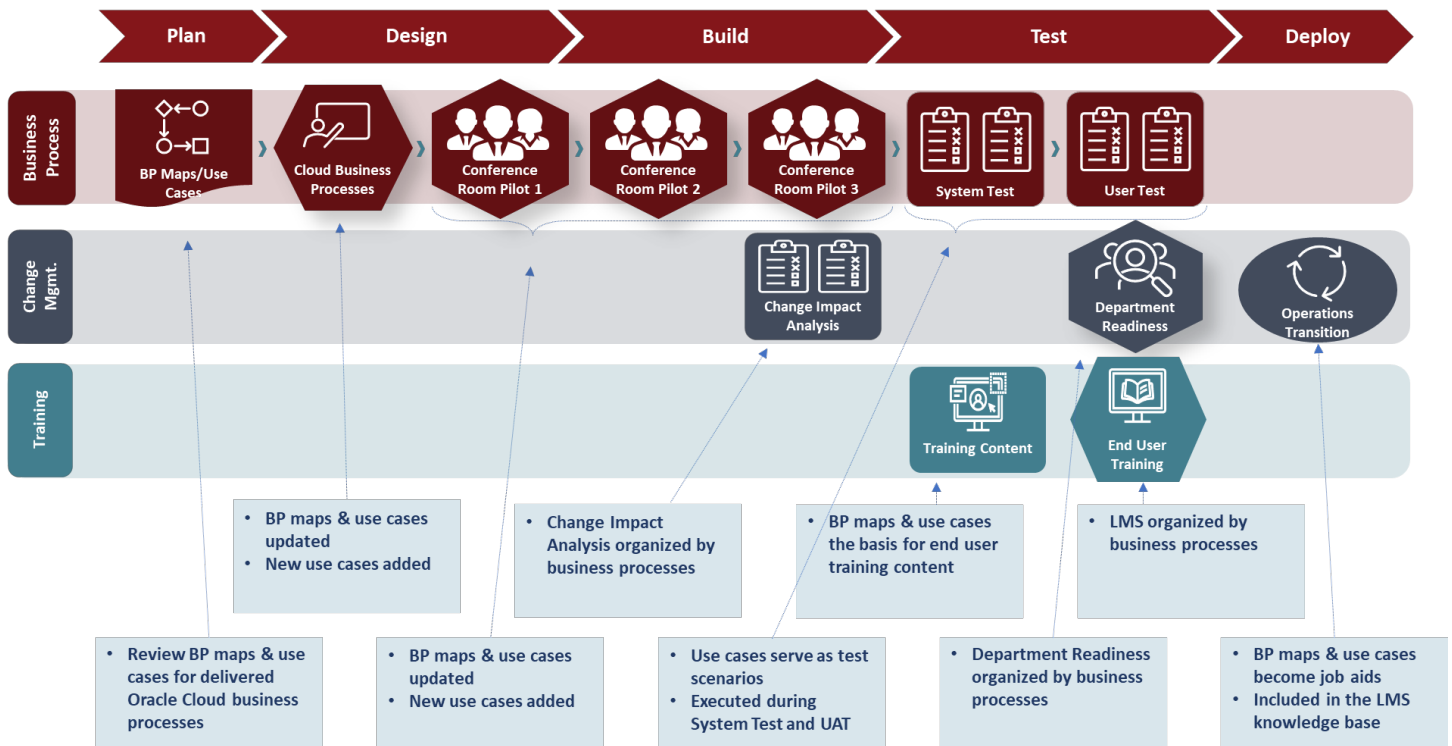
3.4 Business Process Maps and Use Cases

To determine the optimal design and implementation scope for the County, Graviton team members will lead the County project team members to define the County's future state business processes through iterative cycles of business process map and use case development. This includes presenting best practices, options for configurations, and the impact of each. The Graviton team will create business process maps for the County's major business processes and use cases for each of the County's business processes to be implemented. Business process maps will provide the County with a graphical depiction of its integrated business processes. Use cases will serve as written descriptions of how users will perform the organization's business processes in the Oracle Cloud applications, with granular step-by-step instructions for performing those business processes.

Business process maps and use cases will be introduced during the plan stage and will be continuously updated and added to over the course of implementation. Use cases will become the basis for test scenarios. Business process maps and use cases will also be the foundation upon which job aids and training content is developed to support knowledge transfer and end user training.

Through the completion of the business process track implementation activities, the Graviton project team will be continuously refining the business processes via updates to existing business process maps and use cases. The project team will also create new business process maps and use cases to reflect business processes that may be unique to the County. The graphic below depicts the life cycle of business process maps and use cases during implementation.

Graphic: Business Process Map and Use Case Development Life Cycle



In the plan stage of implementation an initial inventory of business process maps and use cases will be established using out of the box Oracle Cloud application business processes. In the design stage, the Graviton team will conduct Business Process Familiarization demonstrations of the Oracle Cloud applications to expose County project team members to the capabilities of the Oracle Cloud applications. In the design stage, Graviton will conduct Conference Room Pilot 1 work sessions, demonstrating Oracle Cloud applications capabilities with County specific data and configuration.

In the build stage the project team will conduct the Conference Room Pilot 2 and Conference Room Pilot 3 work sessions, incorporating design decisions made through the iterative implementation process and the configurations, reports, integrations, and conversions (CEMLIs) being completed by the CEMLI team of project team resources. CEMLI stands for configuration, extension, modification, localization, and integration. Graviton has also added the category Data Conversion.

The iterative process of conducting three Conference Room Pilots solidifies the design and build of the Oracle Cloud applications. The project team will then move into the test stage where the County's business processes, reflected in the comprehensive inventory of use cases, become the basis for test scenarios to be executed as acceptance criteria for both the system test and user acceptance test formal test cycles. Upon completion of the test stage, the project team will move into the deploy stage of the project knowing the organization's business processes have been thoroughly analyzed, designed, built, and tested through this comprehensive implementation process.

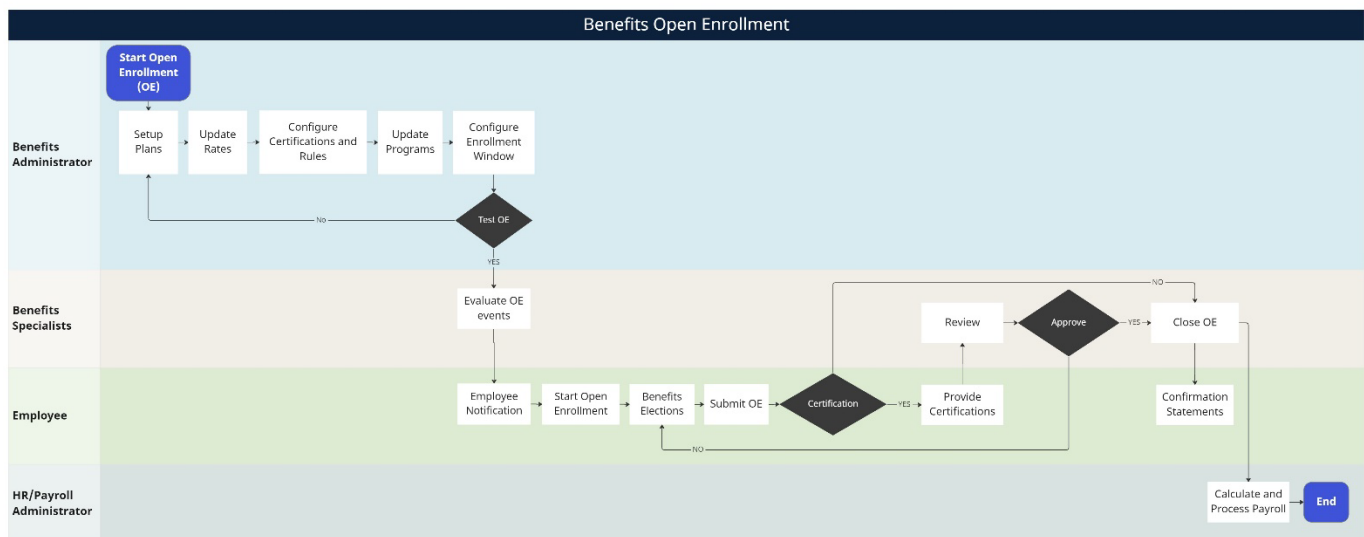
The estimated level of Graviton resource effort for each conference room pilot as well as the CEMLI cycles leading up to those conference Room Pilot sessions is listed in Section 6.3.1 Graviton Staffing Plan. The corresponding costs are listed in Section 7.2 Implementation Payment Schedule.

3.4.2 Business Process Maps

Business process maps provide a graphical depiction of the integrated business processes. Business process maps will be introduced during the plan stage and will be continuously updated and added to over the course of implementation. Business process maps will be incorporated into job aids and training content to highlight the business process changes to be implemented at the County. Business process maps also support knowledge transfer and the transition to operations. The following graphic shows a sample Oracle Cloud Benefits module business process map to be created and maintained by the Graviton team members throughout the project. The project team leverages Miro for online collaboration in the development of business process maps.



Graphic: Sample Business Process Map



The Graviton and County roles in the creation and maintenance of Business Process Maps is detailed in Section 4 Implementation Approach.

3.4.3 Use Cases

Use cases are the key work products in the business process workstream. Use cases will be introduced during the plan stage and will be continuously updated and added to over the course of implementation. The table below provides a representative sample list of use case for the Oracle Cloud Benefits module. The Graviton project team will provide a similar list for each HCM module as a starting point for the development of County specific use cases. Appendix A of this SOW includes the initial list of Use Cases Graviton will deliver at the start of the project.

Table: Sample List of Use Cases

Oracle Cloud HCM Implementation Benefits Use Cases

Author:	Amit Thakar
Creation Date:	11/23/2022

Use Case ID	Use Case Description
BN01	Employee Tasks
BN01.01	View Benefits
BN01.02	View Benefit Contact Person
BN01.03	Compare Benefits Medical Plans
BN01.04	Using the Health Savings Account (HSA) Calculator
BN01.05	Using the Dependent Care FSA Calculator
BN01.06	Using the Health Care FSA Calculator
BN01.07	Report Life Events
BN01.08	Start Enrollment/Make Changes
BN01.09	Verify Enrollments
BN01.10	View Pending Actions
BN01.11	Verify Dependent Information
BN01.12	Verify Document Records
BN01.13	Unrestricted Life Event
BN02	Benefits Specialist Tasks
BN02.01	Add Benefit Relationship
BN02.02	Validate Employment Information
BN02.03	Validate Compensation
BN02.04	Validate Person Information
BN02.05	Validate People to Cover Information
BN02.06	Add Unrestricted Life Event
BN02.07	Add Potential Life Event

BN02.08	Evaluate Life Event
BN02.09	Close Out Life Event
BN02.10	Override Benefit Enrollment
BN02.11	View Enrollment Dashboard
BN03	Benefit Administration Tasks
BN03.01	Create a New Plan
BN03.02	Update Annual Plan Rate
BN03.03	Load Benefit Rates with Worksheet
BN03.04	Update Open Enrollment Period
BN03.05	Verify element entries

The graphic below depicts a sample Oracle Cloud Benefits module use case, illustrating the granular level of detail to be included in each individual use case, including step-by-step instructions for executing the corresponding transaction or configuration item. The project approach will be to start with use cases provided by Graviton that depict the delivered Oracle Cloud best practices. Through the course of implementation Graviton will work with County project team members to identify those County requirements not covered by the delivered use cases. Graviton will then add new use cases or modify the existing use cases to ensure all County business processes are documented as use cases.

Graphic: Sample Use Case

Create an Organization Customer

[Summary](#)

Step Details	Graviton Comment
Log into Oracle with Username and Password.	
Click the Navigator icon in the top left corner of the Landing page to open the Navigation menu. Click the Receivables group and Click on Billing work area.	
This takes you to the Landing Page of the Billing Section. Click on the small tile icon on the right-hand middle of the page called Tasks.	
Click on the Create Customer link.	
The Create Organization Customer window opens up. Under Organization Information section if you are entering an Organization type of Customer, keep the Customer Type as Organization and proceed with filling the rest of the details.	
Enter the Organization Name (Mandatory field).	
System will generate a unique Registry ID number for the Customer.	
Enter the Taxpayer Identification Number (optional).	
Enter 9-digit DUNS Number (if any).	
In the Account Information section, enter the Customer Account description.	

Change the Account Established date to the earliest use date. e.g., 01/01/2022.	
Select a Account Type using the dropdown list to indicate an Internal Customer (e.g. Department within the organization) or External Customer.	
Under the Account Address section, select Account Address Set value of ENTERPRISE.	
Change the From Date to the earliest use date. e.g., 01/01/2022	
Enter any additional information as necessary.	
Under the Address section, enter the address details of this Customer Account.	
Enter a name for the Site.	
Enter Mail Stop number (optional).	
System will default the Country to United States. Change to the appropriate Country based on the Customer Account address.	
Click on the Address Line 1 field and enter the physical Street address of the Customer Site.	
Enter additional information in Address Line 2 like Suite or Apartment Number.	
Click the Postal Code drop down and click on the Search button.	
Select the Postal Code, City, County, and State combination and click 'OK'. Note: Select the address line with the 2 letter State abbreviation).	
Scroll down to the Address Purposes section and click on the + button for creating a New Site Use. Site Use determines the purpose that the Site will be used for. The options are Bill To, Ship To, Acknowledgements etc.	
Modify the From date to the earliest use date. e.g., 01/01/2022	
In the 1st Address Purpose line select a Purpose of 'Bill to'. Bill To Address purpose signifies that all Bills for this Customer will be sent to this Physical address.	
Click on the 'Actions' drop down and select the 'Set Primary' option. Every Customer must have ONE Primary Bill To Site configured.	
Repeat above steps to add Additional Address Purpose Sites for 'Statement' and 'deliver To'.	
Click on Save and Close at the top right of the page.	
Click Done.	
System will return user to the Manage Customers page. Enter the Organization Name on the Search section and hit the Search button.	
System will return user to the Manage Customers page. Enter the Organization Name on the Search section and hit the Search button. System will return the Registry, Account and Site information in the appropriate sections.	
Under the Sites section click on the Site Number link. The System will take the user to the Edit Site page.	
Scroll down below to the Address Purpose section and highlight the desired row.	
To add Reference Account information, click the + sign. System will display a popup window for Create Reference Accounts.	

On the Create Reference Accounts window, click on the dropdown for Business Unit and select appropriate Business Unit for which this Customer Site will be used (e.g., City of Redding).	
Enter the Revenue Account (optional).	
Enter the Receivables Account (optional).	
Enter the Unearned Revenue Account (optional).	
Enter the Unbilled Receivables Account (optional).	
Enter the Auto Invoice Clearing Account (optional).	
Click OK.	
If this Customer site is available for other Business Units, repeat the above steps to add additional Reference Accounts for each Business Unit.	
Click the Save and Close button on the top right corner.	
Click the Done button.	
End of Procedure.	

The Graviton and County roles in the creation and maintenance of Use Cases is detailed in Section 4 Implementation Approach.

4 Implementation Approach

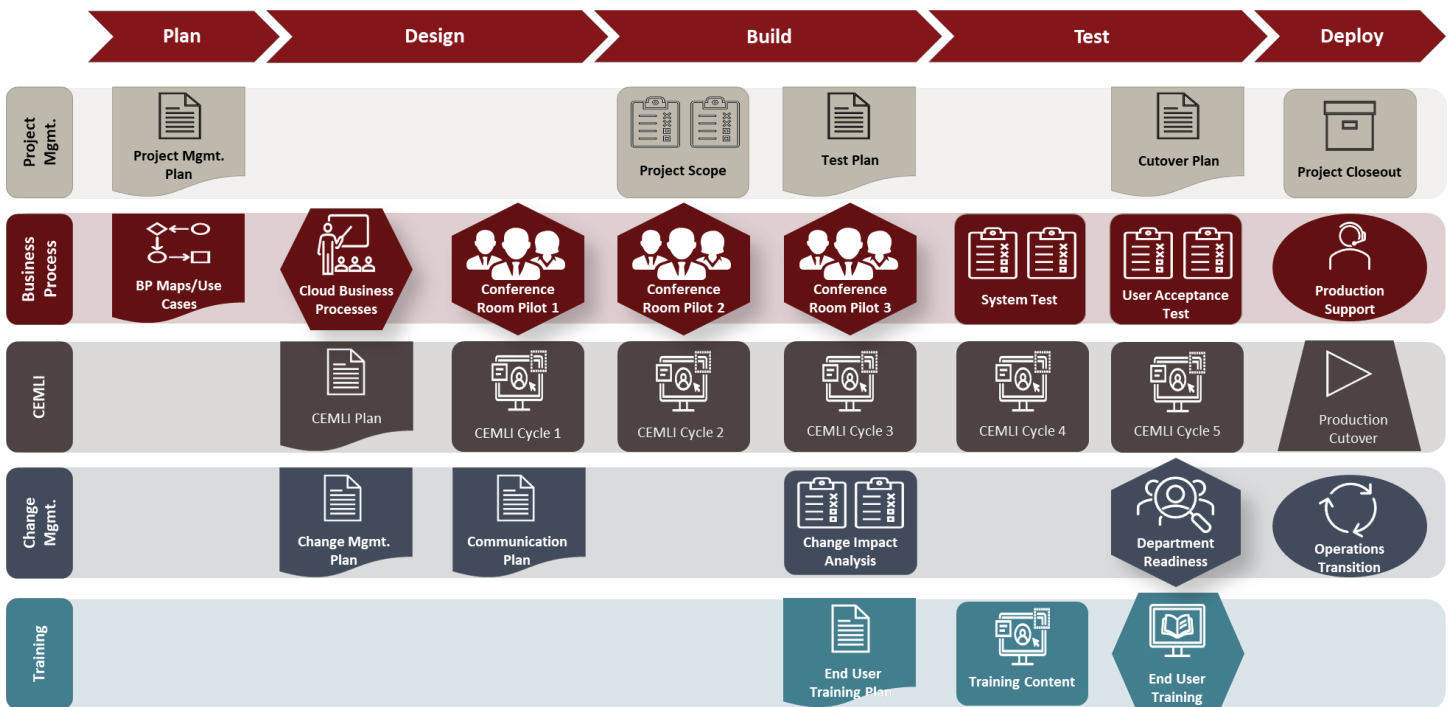
The implementation of Oracle Cloud for the County will be organized into five (5) implementation stages: Plan, Design, Build, Test, and Deploy. The Graviton project team will lead the County project team through the completion of the tasks and deliverables included in each stage of implementation, allowing the project team to deliver upon the scope of implementation defined by this SOW.

Graphic: Oracle Cloud Implementation Stages



The structure of the Oracle Cloud implementation methodology is based largely on Oracle's Unified Method (OUM), with accommodations for improved decision making, focus on operational knowledge transfer, development of business process centric end user training, and an alignment of project tasks with change management best practices. Early and frequent exposure of County project team members and stakeholders to the Oracle Cloud applications and its native best practice business processes improves the speed and accuracy of decision making. Integration of the Graviton learning management system increases the quality and availability of training and knowledge transfer resources during the project, as well as during the operational period following each implementation phase go-live.

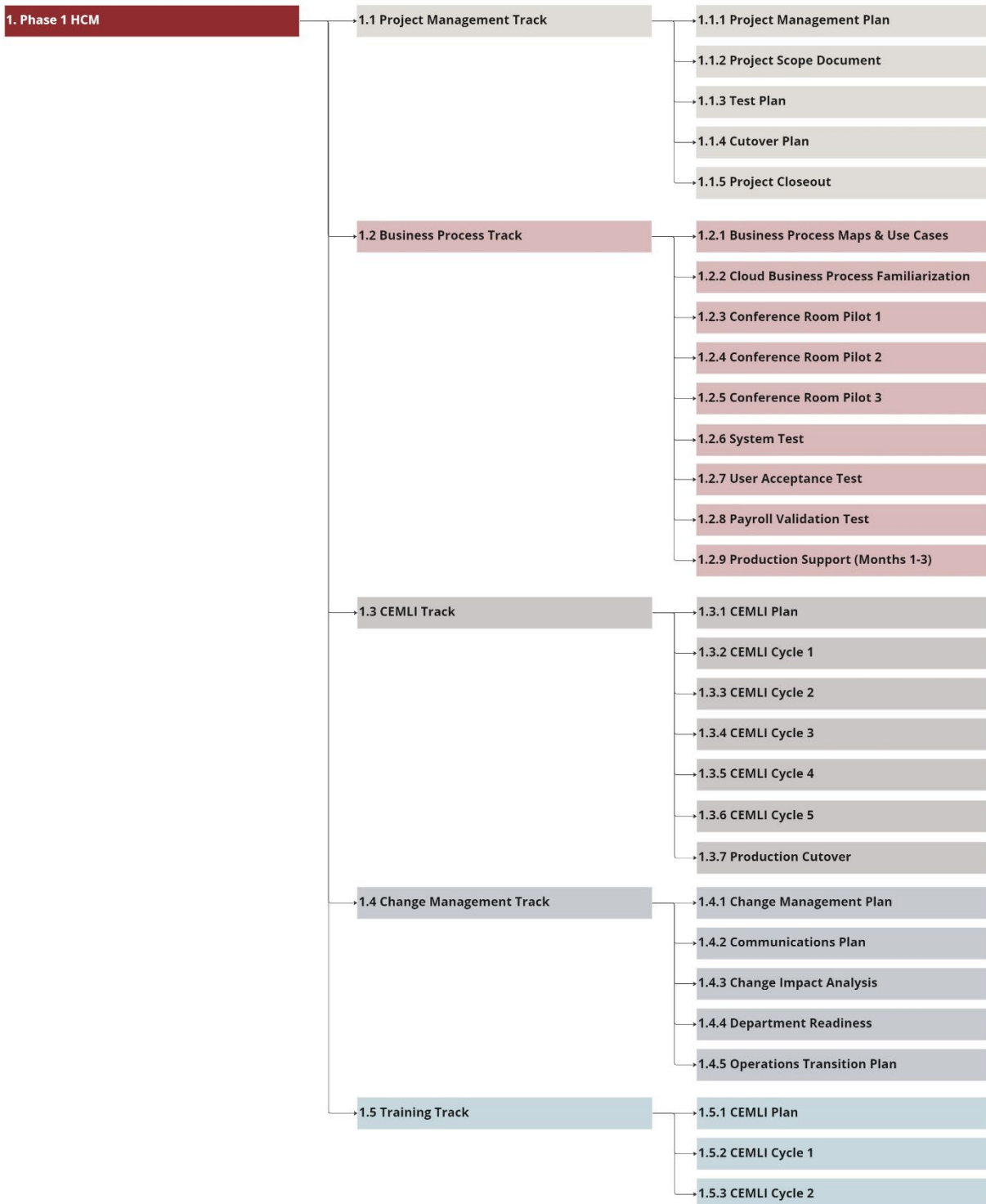
Graphic: Graviton Oracle Cloud Implementation Methodology



The graphic above depicts the Graviton Oracle Cloud implementation methodology. Across the top, left to right, the methodology includes five stages of implementation – Plan, Design, Build, Test, and Deploy. The left most column lists the implementation tracks – Project Management, Business Process, CEMLI, Change Management, and Training – indicating the project team resources primarily responsible for facilitating completion of the implementation tasks within the implementation track. Lastly, the boxes within the implementation tracks represent individual milestones and deliverables that will be completed by the project team over the course of implementation.

For the implementation of Oracle Cloud at the County, the deliverables above are organized into a work breakdown structure with each deliverable assigned a number. The work breakdown structure numbering system will include three levels. Level one identifies the project phase (HCM). Level two identifies the implementation track. Level three is the deliverable. The work breakdown structure number will be associated with the deliverable both in this Statement of Work as well as in each of the project management work products including the Smartsheet project schedule and SharePoint folder structure. The deliverable number will be included in status updates and invoices. The graphics below depict the work breakdown structure numbering system for each project phase.

Graphic: Work Breakdown Structure (WBS) Deliverable Numbering System

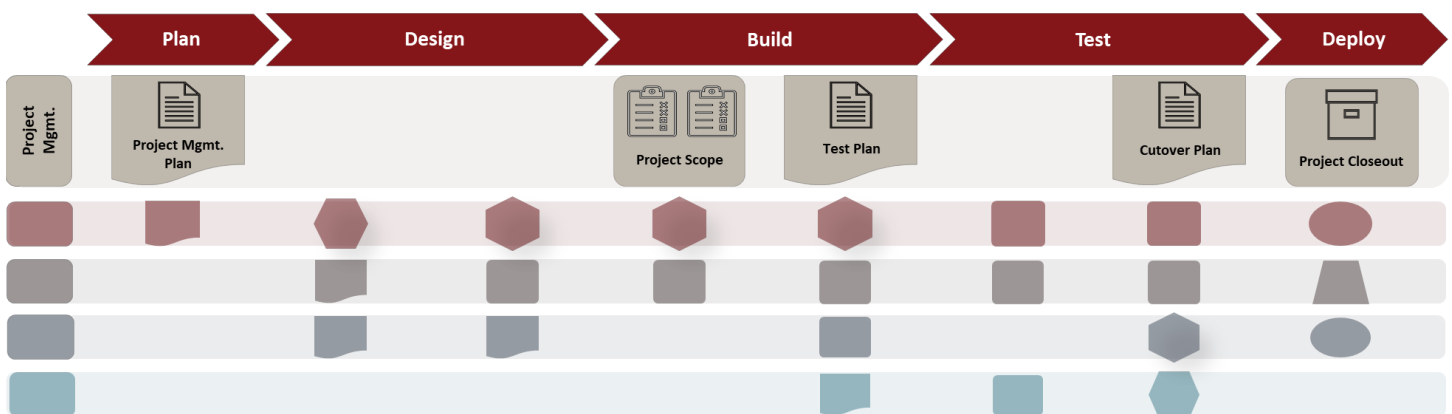


4.1 Project Management Track

The project management track within the Graviton implementation methodology includes those tasks required to plan for and manage the Oracle Cloud HCM implementation. The Graviton Oracle Cloud implementation approach is built upon project management best practices outlined in the Project Management Body of Knowledge (PMBOK). This includes project management processes such as scope management, risk management, quality management, and resource management. The Graviton project management team will perform these project management duties continuously through the life of the project, adhering to the standards established by the County approved project management plan deliverable.

In addition to performing the day-to-day project management duties, the project management track includes five deliverables spanning the five Graviton implementation stages. Graviton will be responsible for developing these deliverables, while the County will have the authority to approve these deliverables. The five project management deliverables are depicted in the graphic below.

Graphic: Project Management Track Deliverables



The priority of project management will be to coordinate the execution of the implementation plan, exercising each of the project management processes as required by the project. To this end, the Graviton project manager will collaborate with County project leadership to plan for and manage the Oracle Cloud implementation process.

4.1.1 Project Management Tools

The Graviton project manager will ensure the project team is following the project management processes defined by the project management plan. Graviton will incorporate the following project management tools into the project to support the County and the project team in this effort.

- **SharePoint** – The project’s secure repository to store, organize, share, and access project deliverables, work products, and supporting documentation.
- **Smartsheet** – The project’s secure cloud-based project management system includes dashboards, views, and workflows to record and present project schedule and status.
- **OneNote** – An Office 365 application, OneNote is the project team’s tool to set meeting agendas and record meeting notes.

- **Miro** – The project’s cloud-based visual collaboration tool, Miro is leveraged to develop business process maps, mind maps, and other system and project related diagrams.
- **Tango** – A Google Chrome extension, Tango allows the project team to efficiently develop job aids and training content by simplifying Oracle Cloud screen captures.
- **Adobe Captivate** – An authoring tool, Adobe Captivate is used by the project team to develop communications and eLearning video content.
- **LearnUpon** – The project’s cloud-based learning management system delivers eLearning content to end users and serve as an operations support knowledge base.

Project management team members will use the SharePoint, Smartsheet, and OneNote tools daily. The project team’s use of those tools is documented in greater detail below.

4.1.1.1 SharePoint – Project Collaboration Tool

Graviton will provide access to a dedicated SharePoint site for the County and the project team. The SharePoint site aligns with the implementation plan stages, tracks, and deliverables to create a tool for information repository and collaboration on implementation tasks and deliverables. The specific use of the SharePoint site will be determined by the County and Graviton project managers and will be documented in the Project Management Plan deliverable. The dedicated SharePoint site will be provided by Graviton for the County during the plan stage of the project and will be administered by Graviton project team members through completion of the Project Closeout deliverable. The Project Closeout deliverable will establish a plan for the transition of project artifacts from the project’s SharePoint site to the County’s network or a County SharePoint site.



4.1.1.2 Smartsheet – Project Management Tool

Schedule management is a foundational project management process outlined in the Project Management Plan deliverable. To ensure project team access and collaboration, Graviton will use Smartsheet software as the standard tool for establishing and maintaining project schedules. Graviton will also leverage Smartsheet for project management processes such as quality management and risk management. The Graviton project manager will establish and manage the risk log, issues log, decision log, and change log using the Smartsheet software. Smartsheet will also be used by Graviton to record and managed test cycle issues. Graviton will license Smartsheet for the project and will make the software available to the County project team members. The specific use of Smartsheet for managing the project schedule will be determined by the County and Graviton project managers and will be documented in the Project Management Plan deliverable. Smartsheet will be administered by Graviton project team members through completion of the Project Closeout deliverable. The Project Closeout deliverable will establish a plan for the transition of the project schedule from Smartsheet to the County’s network or a County Smartsheet license.



4.1.1.3 OneNote – Meeting Agendas and Notes

Office 365 OneNote will be used as the project notebook, storing agendas and notes for all standard recurring meetings as determined by the County and Graviton project managers and documented in the Project Management Plan deliverable. A single County project management notebook will be maintained. For each series of recurring meetings, a section will be created in the notebook. For each individual meeting a page will be added to the corresponding section. The meeting organizer will include an agenda for all standard recurring meetings. Agendas will be available to meeting attendees ahead of the scheduled meeting times. Attendees wishing to review meeting agendas will access those agendas via OneNote. The meeting organizer will record meeting notes on the meeting page.



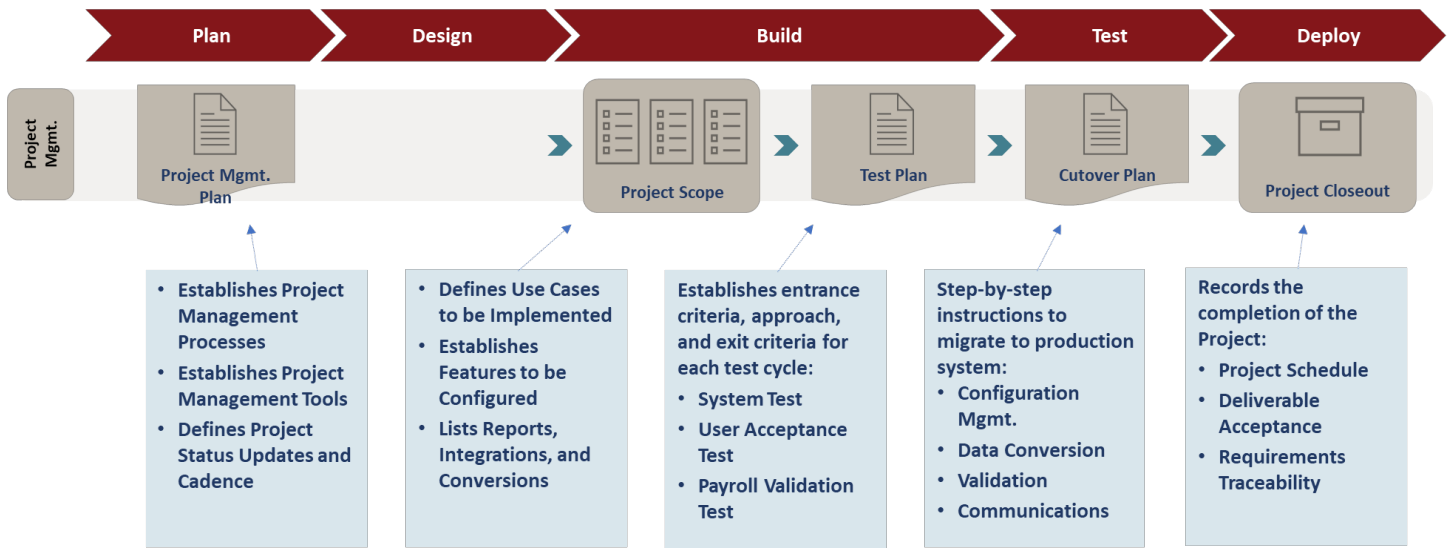
The OneNote project management notebook will be established by Graviton for County during the plan stage of the project and will be administered by Graviton project team members through completion of the Project Closeout deliverable. The Project Closeout deliverable will establish a plan for the transition of the County project management notebook content to the County's network or a County OneNote notebook.

4.1.2 Project Management Track Deliverables

The Graviton project team will follow a daily, weekly, and monthly project management cadence, where standing project management meetings and status updates are conducted, and project management artifacts including the project schedule, RAID (Risks, Actions, Issues, Decision) log, and OneNote project notebook are maintained in accordance with this Statement of Work and the Project Management Plan deliverable to be completed during the Plan stage of implementation. These recurring project management duties are requirements in the completion of the monthly project management fees listed in section 7.2 Implementation Payment Schedule.

In addition to the recurring Graviton project management duties, there are five project management track deliverables to be completed over the course of implementation. The graphic below depicts the implementation stages and the corresponding project management deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: Project Management Track Deliverables



The table below lists the project management track deliverables, the deliverable acceptance criteria, the County's role in the completion of the deliverable, and the role Graviton will play in the completion of the deliverable. Upon development of the deliverable, the Graviton project manager will submit the deliverable and the County will review and approve the deliverable in accordance with the deliverable submission and approval process defined by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

For each deliverable in the table, a series of check boxes is included to designate the deliverable as supporting one or more of the following implementation objectives: 1) Critical Path, 2) Requirements Traceability, 3) Business Process Transformation, or 4) Knowledge Transfer.

Table: Project Management Track Deliverables

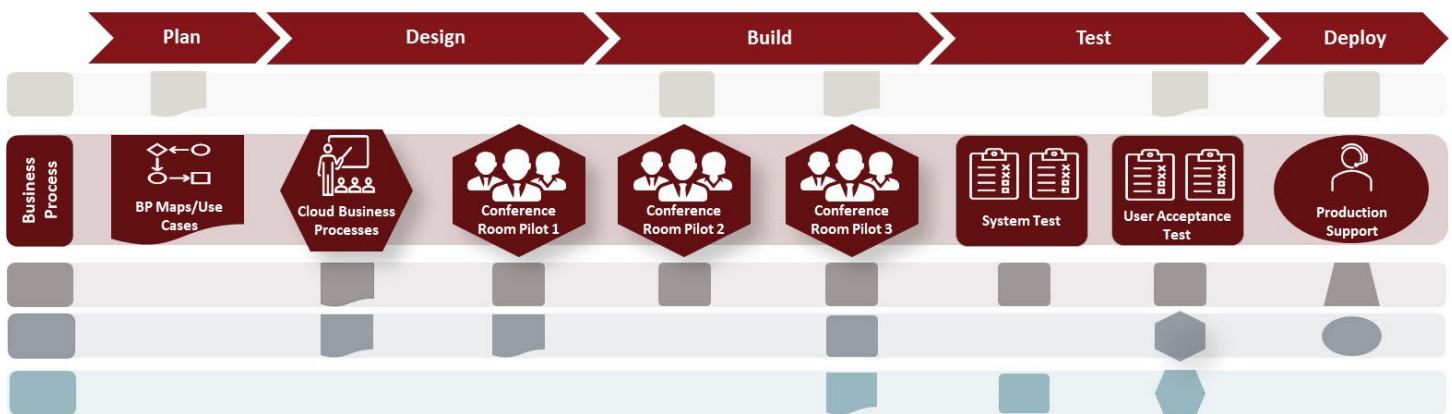
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
Project Management Plan <input type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The project management plan deliverable establishes the project management processes to ensure the project team functions with effectiveness and efficiency throughout the project. The project management plan will define the tools and processes for scope management, schedule management, quality assurance, risk and issue management, resource management, and communications management for the project. The project management plan deliverable will include the project schedule. The project schedule will be developed in Smartsheet and will include, but is not limited to, the tasks, assigned resources, start dates, and end dates.	1.1.1	County is responsible for assisting Graviton in the completion of the Project Management Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Management Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Project Scope <input type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The project scope deliverable lists the use cases to be achieved through the Oracle Cloud implementation process. The deliverable will identify the corresponding CEMLI, including configurations, reports, integrations, and conversions, that will be deployed to meet the project scope. Upon completion of the project scope deliverable, the project team will institute change control to manage the addition or removal of use cases and corresponding CEMLI to the scope of the project.	1.1.2	County is responsible for assisting Graviton in the completion of the Project Scope deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Scope deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Test Plan <input type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The test plan deliverable is a detailed plan to complete system test, user acceptance test, and payroll validation test cycles. For each test cycle, the test plan will define the test cycle entrance criteria, test environment, test methods and procedures, scope of use cases/test scenarios, test schedule, test participants, test issue reporting, and test exit criteria.	1.1.3	County is responsible for assisting Graviton in the completion of the Test Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related	Graviton is responsible for leading the project team in the completion of the Test Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
			tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	content, incorporating County feedback, and submitting deliverable work products for approval.
Cutover Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The cutover plan deliverable provides a narrative explanation of the approach to migrate the Oracle Cloud applications from the non-production environment to a production environment and operational state. The deliverable will include step-by-step instructions for completing the production cutover, including application configuration management, data conversion sequencing, department assigned tasks, and communication channels for providing status and coordinating joint tasks.	1.1.4	County is responsible for assisting Graviton in the completion of the Cutover Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Cutover Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Project Closeout <input type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The project closeout deliverable formally closes the project and marks the transition to an operational state. The project closeout deliverable records the completion of the implementation tasks included in the project schedule and the log of risks, actions, issues, decisions, and changes. Any tasks that have been deferred or canceled by the project management team will be identified. The deliverable provides records of the submission and acceptance of each of the project deliverables. Lastly, the project closeout deliverable serves as a traceability report where the County's requirements are mapped to use cases, which in turn are mapped to successfully executed test scenarios.	1.1.5	County is responsible for assisting Graviton in the completion of the Project Closeout deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Closeout deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

4.2 Business Process Track

The activities included in the business process track will define the County's future state business processes, providing the foundation upon which the CEMLI, change management, training, and project management track implementation tasks are planned and executed. The business process track will establish the scope of business processes to be implemented. Those business processes will be configured, analyzed, and updated repeatedly through iterative formal review cycles. Multiple cycles of testing will be conducted where validation of the business processes serve as the acceptance criteria for the system. The business process track includes nine deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

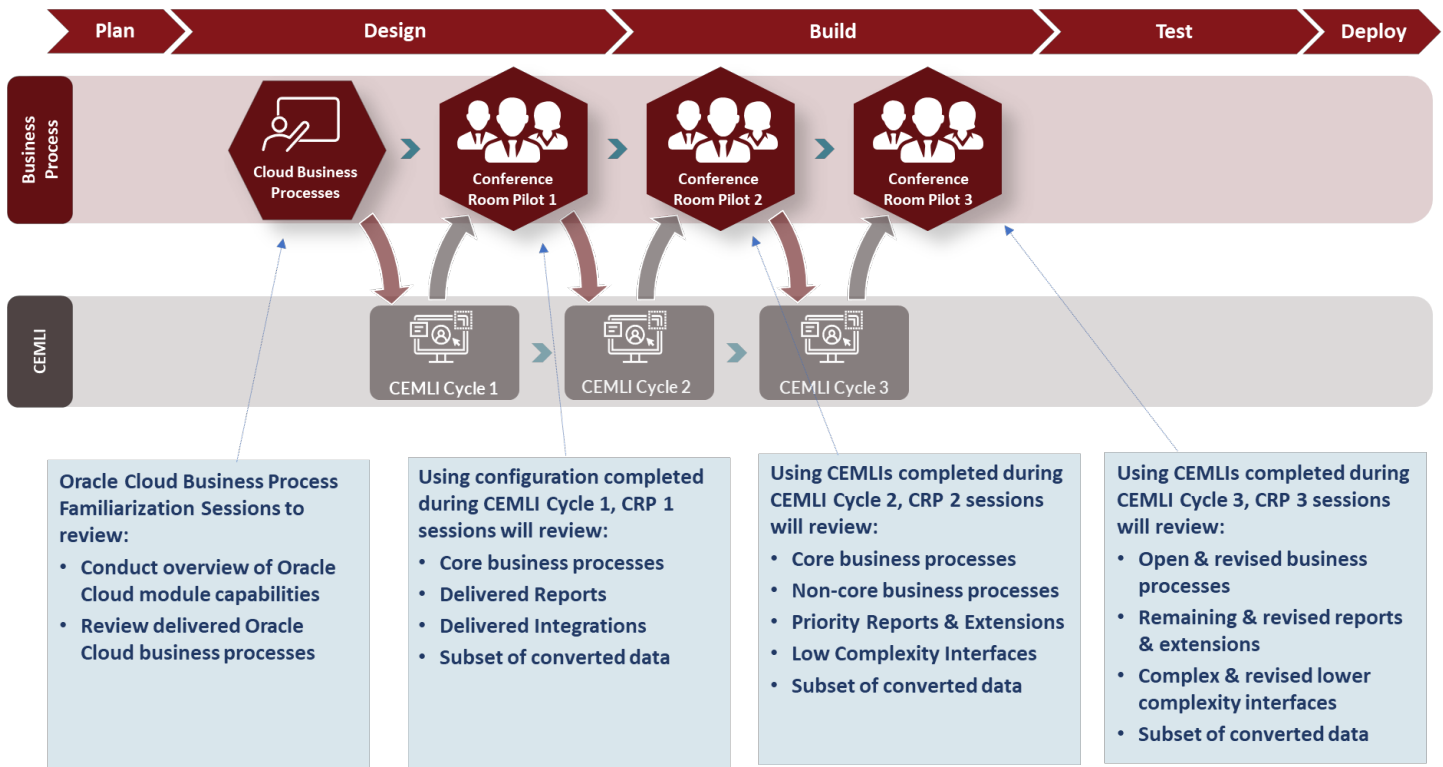
Graphic: Business Process Track Deliverables



The success of implementation will be measured by how effective the County transitions to the best practice business processes that are native to the Oracle Cloud applications. The steps required to complete this transition are at the core of the business process track.

4.2.1 Conference Room Pilots

Included in the business process track are three Conference Room Pilots. The Conference Room Pilot deliverables will be critically important in determining how the Oracle Cloud modules will be configured to meet the County's requirements and how the County's future state business processes will be updated. For each Conference Room Pilot the project team will conduct a series of work sessions to review County use cases identified during the plan and design stages. The Conference Room Pilot environment will be seeded with configuration and development assigned to the corresponding CEMLI Cycles. County and Graviton project team members will exercise the Oracle Cloud modules by unit testing the inventory of planned use cases. From the Cloud Business Process Familiarization deliverable through completion of the third Conference Room Pilot, the project team will continuously revise and test use cases and CEMLIs. At the conclusion of each Conference Room Pilot, use cases will be updated to reflect County feedback and decisions. Subsequent Conference Room Pilots will be planned and the required CEMLI additions and updates identified.

Graphic: Conference Room Pilots

As stated above, the Conference Room Pilots will include continuously revised use cases. The table below shows the planned progression of business processes, configurations, extensions, integrations, and data conversions across the Business Process Familiarization and Conference Room Pilot deliverables.

Table: Conference Room Pilots Approach

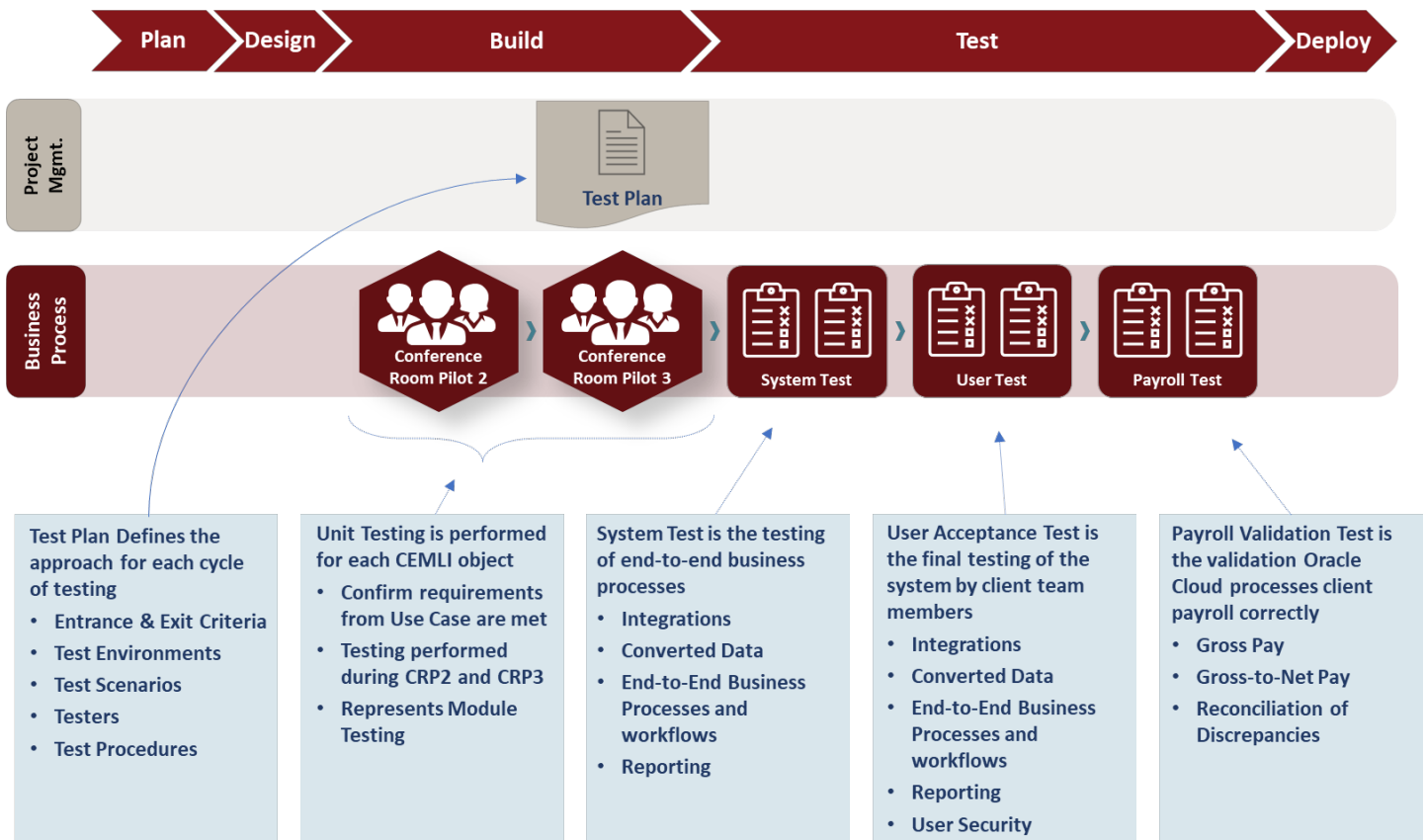
CEMLI	Business Process Familiarization	Conference Room Pilot 1	Conference Room Pilot 2	Conference Room Pilot 3
Business Processes	<ul style="list-style-type: none"> • Oracle Base Business Processes 	<ul style="list-style-type: none"> • Core End-to-End Business Processes 	<ul style="list-style-type: none"> • Core End-to-End Business Processes • Non-Core Business Processes 	<ul style="list-style-type: none"> • Open Business Processes • Revised Core and Non-Core Business Processes
Configuration		<ul style="list-style-type: none"> • Initial Configuration 	<ul style="list-style-type: none"> • Configuration Revisions • Workflows and Approvals 	<ul style="list-style-type: none"> • Configuration Revisions • Workflows and Approval Revisions • Application Security
Extension		<ul style="list-style-type: none"> • Delivered Reports 	<ul style="list-style-type: none"> • High Priority Custom Reports • OIC/PaaS Development 	<ul style="list-style-type: none"> • Report Revisions • Low Priority Custom Reports • OIC/PaaS Development Revisions

CEMLI	Business Process Familiarization	Conference Room Pilot 1	Conference Room Pilot 2	Conference Room Pilot 3
Integration		<ul style="list-style-type: none"> Delivered Integrations 	<ul style="list-style-type: none"> Low Complexity FBDI, ADFDI, and HCM Extract Interfaces Low Complexity OIC/PaaS Integrations 	<ul style="list-style-type: none"> Low Complexity Interface Revisions Complex FBDI, ADFDI, and HCM Extract Interfaces Complex OIC/PaaS Integrations
Data Conversion		<ul style="list-style-type: none"> Subset of Definitional Data 	<ul style="list-style-type: none"> Complete Set of Definitional Data Subset of Transactional Data 	<ul style="list-style-type: none"> Complete Set of Transactional Data Subset of Historical Data

4.2.2 Testing

The project team will complete unit testing, system testing, user acceptance testing, and payroll validation testing. The graphic below depicts the five stages of the Oracle Cloud implementation methodology and the points in which the test plan will be delivered, and the test cycles executed.

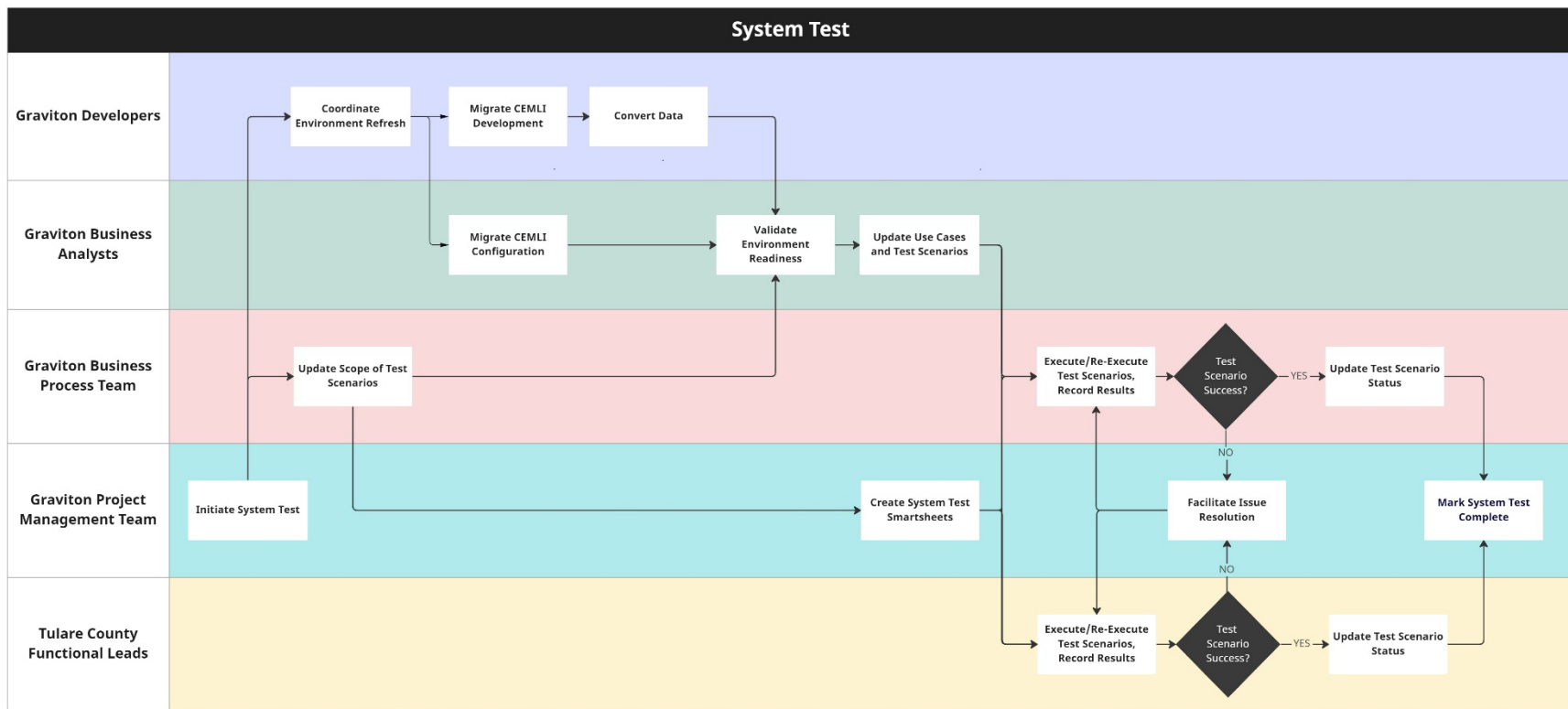
Graphic: Testing Approach



4.2.2.1 System Test

System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3rd party system integration, and advanced reporting. The steps to initiating and completing the system test cycle are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the Test Plan deliverable. In addition, the Test Plan deliverable will establish the system test entrance and exit criteria. System test scenarios will be developed based upon use cases, executed by project team members, and tracked in the Smartsheet test tracking sheet.

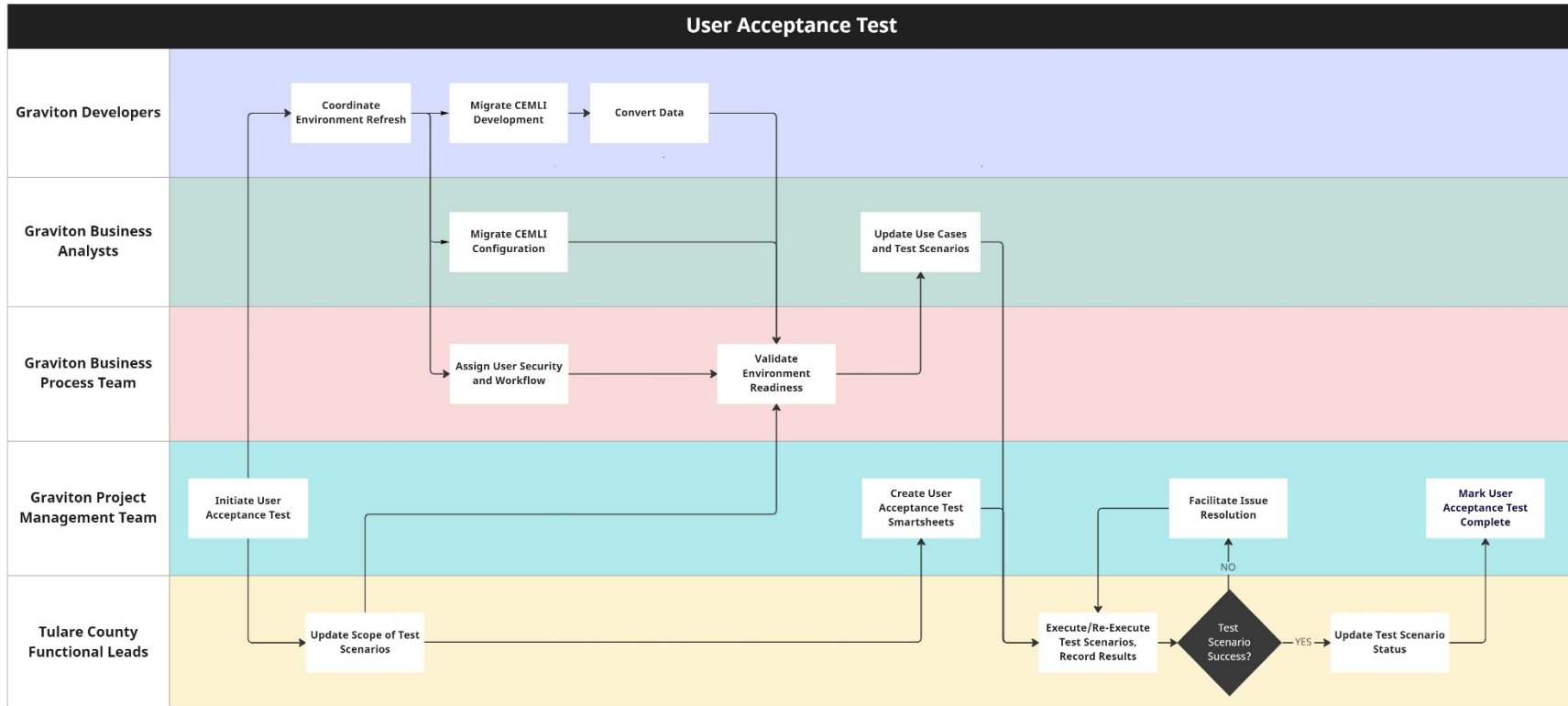
Graphic: System Test Process Diagram



4.2.2.2 User Acceptance Test

User acceptance test is the formal testing of the complete system by the County's project team members and designated end users. User acceptance test will test the complete system and will be highlighted by completed end user security and workflows, converted data, 3rd party system integration, and advanced reporting. The steps to initiating and completing the user acceptance test cycle are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the Test Plan deliverable. In addition, the Test Plan deliverable will establish the user acceptance test entrance and exit criteria. The user acceptance test variables, including entrance and exit criteria, will be established by the test plan deliverable. User acceptance test scenarios will be developed based upon use cases, executed by the County's testers, and tracked in the Smartsheet test tracking sheet.

Graphic: User Acceptance Test Process Diagram



4.2.2.3 Payroll Validation Test

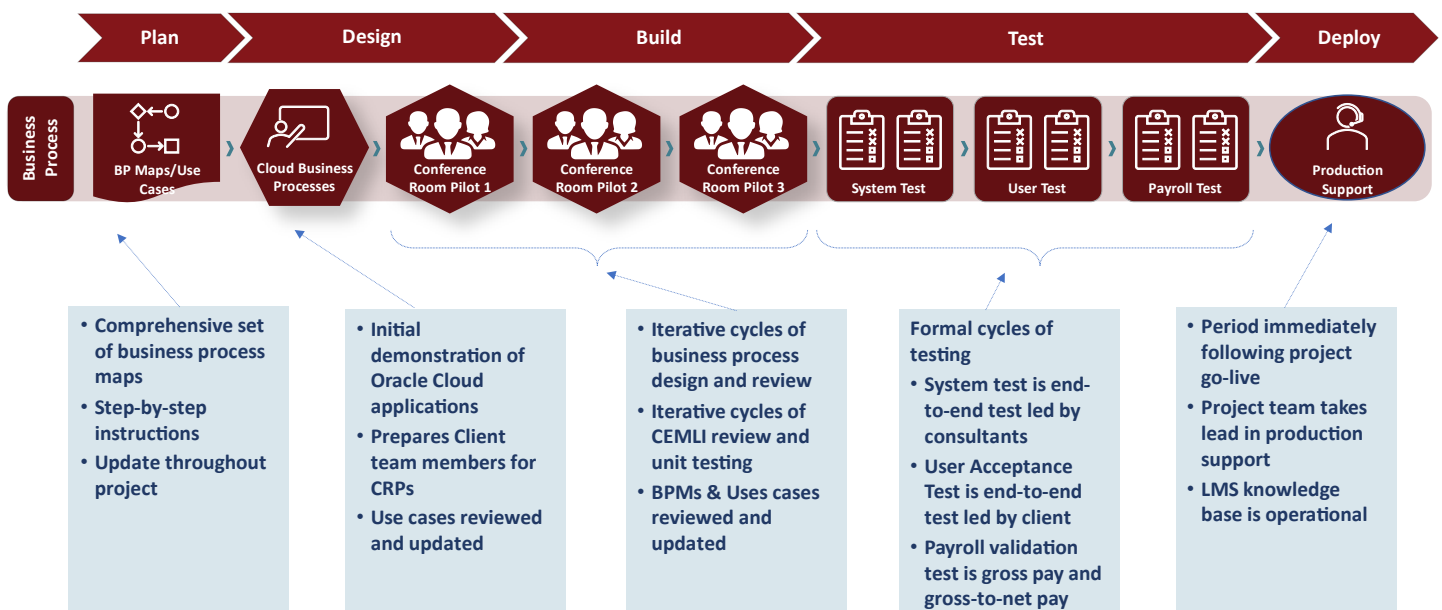
Payroll validation testing is the formal testing of the gross and gross-to-net payroll calculation for the employee population. The purpose of the test is to run payrolls for multiple payroll periods, for a full population of County personnel. The results are electronically validated against the legacy system payroll output. Differences are reconciled and issues identified and resolved until only agreeable differences remain. The test is repeated, at no additional cost, until the County agrees the Oracle Cloud HCM system is correctly calculating the County's payroll.

The County and Graviton project management team and payroll leads will determine the payroll validation test steps. Those steps will be documented in the Test Plan deliverable.

4.2.3 Business Process Track Deliverables

There are nine business process track deliverables to be completed over the course of implementation. The graphic depicts the implementation stages and the corresponding business process deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: Business Process Track Deliverables



The table below lists the business process track deliverables, the deliverable acceptance criteria, the County's role in the completion of the deliverable, and the role Graviton will play in the completion of the deliverable. Upon development of the deliverable, the Graviton project manager will submit the deliverable and the County will review and approve the deliverable in accordance with the deliverable submission and approval process defined by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

For each deliverable in the table, a series of check boxes is included to designate the deliverable as supporting one or more of the following implementation objectives: 1) Critical Path, 2) Requirements Traceability, 3) Business Process Transformation, or 4) Knowledge Transfer.

Table: Business Process Track Deliverables

Deliverable	Description	WBS ID	County Role	Graviton Role
Business Process Maps and Use Cases <input checked="" type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>An inventory of business process maps and use cases representing a comprehensive set of the Oracle Cloud best practice business processes will be initiated during the plan stage and maintained throughout the completion of the project. Business process maps are swim lane diagrams depicting integrated business processes across stakeholders. Use cases will include step-by-step sequence of tasks to complete the associated business process. Business process maps and use cases will evolve over the life of the project with new business process maps and use cases added, and existing business process maps and use cases updated at each step in the business process track. Completed business process maps will become the basis for application security and workflows, as well as business process overviews to be included in end user training content. Completed use cases will become the basis for both system and user acceptance test scenarios as well as end user training content.</p>	1.2.1	<p>County is responsible for assisting Graviton in the completion of the Business Process Maps and Use Cases deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.</p>	<p>Graviton is responsible for leading the project team in the completion of the Business Process Maps and Use Cases deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.</p>
Cloud Business Process Familiarization <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Graviton's project team members will perform an initial demonstration of Oracle Cloud applications for the purpose of familiarizing the County's project staff with the native business processes included with the software. These sessions will be the County project team members' first look at the Oracle Cloud applications after project initiation. The County team members need not prepare use cases or requirements to participate in the Cloud Business Process Familiarization sessions. At the conclusion of the cloud business process familiarization sessions, business process maps and use cases will be reviewed and updated to reflect information gathered. Lastly, the scope of configurations, reports, integrations, and conversions (CEMLIs) to be included in Conference Room Pilot 1 will be identified and assigned to CEMLI Cycle 1.</p>	1.2.2	<p>County is responsible for assisting Graviton in the completion of the Cloud Business Process Familiarization deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.</p>	<p>Graviton is responsible for leading the project team in the completion of the Cloud Business Process Familiarization deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.</p>

Deliverable	Description	WBS ID	County Role	Graviton Role
Conference Room Pilot 1 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Conference Room Pilot 1 (CRP1) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The Oracle Cloud applications, inclusive of configurations, reports, integrations, and conversions completed and unit tested as part of CEMLI Cycle 1, are exercised by the project team members during live sessions to review core end-to-end business processes. In each session, Graviton project team members will provide an overview of the Oracle Cloud applications and business process maps, and then demonstrate use cases in the non-production system. Following the sessions, County project team members will then execute the use cases in the non-production system and record the results. Graviton will conduct “Office Hours” support sessions to assist County project team members to complete the use cases and address any questions that arise. At the conclusion of CRP1, new use cases to be added and existing business process maps and use cases to be updated are identified, reflecting the project team’s findings from CRP1. Lastly, the scope of configurations, reports, integrations, and conversions to be included in Conference Room Pilot 2 are identified and assigned to CEMLI Cycle 2.</p>	1.2.3	County is responsible for assisting Graviton in the completion of the Conference Room Pilot 1 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Conference Room Pilot 1 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Conference Room Pilot 2 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Conference Room Pilot 2 (CRP2) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The Oracle Cloud applications, inclusive of configurations, reports, integrations, and conversions completed and unit tested as part of CEMLI Cycle 2, are exercised by the project team members during live sessions to revisit core business processes and review non-core end-to-end business processes including approvals, more complex business rules, business processes integrated with 3rd party systems, etc. CRP2 is highlighted by the introduction of integrations and converted definitional data. In each session, Graviton project team members will provide an overview of the changes completed during CEMLI Cycle 2 and any corresponding</p>	1.2.4	County is responsible for assisting Graviton in the completion of the Conference Room Pilot 2 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Conference Room Pilot 2 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

Deliverable	Description	WBS ID	County Role	Graviton Role
	business process map updates. County project team members will then execute the use cases in the non-production system and will record the results. Following the sessions, Graviton will conduct “Office Hours” support sessions to assist County project team members to complete the uses cases and address any questions that may arise. At the conclusion of CRP2, new use cases to be added and existing business process maps and use cases to be updated are identified, reflecting the project team’s findings from CRP2. Lastly, the scope of configurations, reports, integrations, and conversions to be included in Conference Room Pilot 3 are identified and assigned to CEMLI Cycle 3.			
Conference Room Pilot 3 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Conference Room Pilot 3 (CRP3) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The Oracle Cloud applications, inclusive of configurations, reports, integrations, and conversions completed, and unit tested as part of CEMLI Cycle 3, are exercised by the project team members during live sessions to revisit open business process decisions, review business processes with security applied, and focus on advanced reporting and the user interface. CRP3 is highlighted by the introduction of advanced reporting and converted transactional data. In each session, Graviton project team members will provide an overview of the changes completed during CEMLI Cycle 3 and the corresponding business process map updates. Following the sessions, County project team members will execute the use cases in the non-production system and record the results. Graviton will conduct support sessions to assist County project team members to complete the use cases and address any questions that may arise. At the conclusion of CRP3, new use cases to be added and existing business process maps and uses cases to be updated are identified, reflecting the project team’s findings from CRP3. Lastly, the scope of configurations, reports, integrations,</p>	1.2.5	County is responsible for assisting Graviton in the completion of the Conference Room Pilot 3 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Conference Room Pilot 3 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

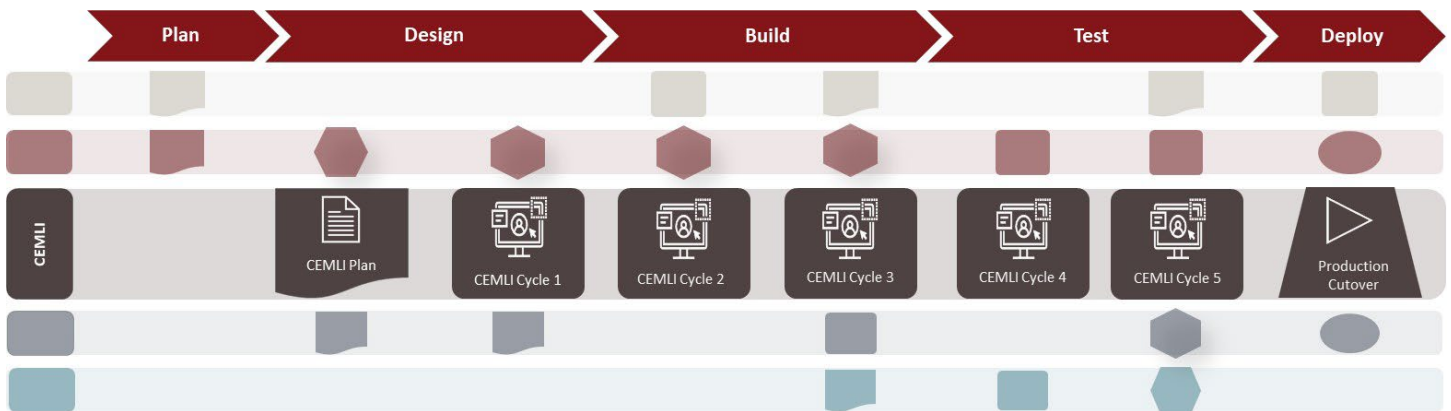
Deliverable	Description	WBS ID	County Role	Graviton Role
	and conversions to be completed prior to the completion of system test are identified and assigned to CEMLI Cycle 4.			
System Test <input checked="" type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	<p>System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3rd party system integration, and advanced reporting. The system test variables, including entrance and exit criteria will be established by the test plan deliverable. System test scenarios will be developed based upon use cases, executed by project team members, and tracked in the Smartsheet system test results tracking sheet.</p>	1.2.6	County is responsible for assisting Graviton in the completion of the System Test deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the System Test deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
User Acceptance Test <input checked="" type="checkbox"/> Critical Path <input checked="" type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>User acceptance test is the formal testing of the complete system by the County's project team members and end users. User acceptance test will test the complete system and will be highlighted by completed end user security and workflows, converted data, 3rd party system integration, and advanced reporting. The user acceptance test variables, including entrance and exit criteria, will be established by the test plan deliverable. User acceptance test scenarios will be developed based upon use cases, executed by the County's representatives, and tracked in the Smartsheet user acceptance test results tracking sheet.</p> <p>User Acceptance Test will be the pre-requisite for the County granting Conditional Acceptance as described in Section 8 of this SOW. Unless otherwise agreed upon by the County and Graviton, all scope items required for go-live must be available for User Acceptance Test for the County to grant Conditional Acceptance of the phase.</p>	1.2.7	County is responsible for leading County staff in the completion of the User Acceptance Test deliverable. With the support of Graviton, the County will facilitate and execute deliverable tasks. County will be responsible for generating deliverable related work products and for confirming the completion of the deliverable.	Graviton will support the County in the completion of the User Acceptance Test deliverable. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.
Payroll Validation Test	Payroll validation test is the formal testing of the Oracle Cloud HCM system's gross pay and gross-to-net pay	1.2.8	County is responsible for leading County staff in the	Graviton will support the County in the completion

Deliverable	Description	WBS ID	County Role	Graviton Role
<input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>calculation for the County employee population. The purpose of the test is to run payrolls for multiple payroll periods, for a full population of County personnel, and to validate the gross and gross-to-net pay calculations against the legacy production payroll results for the same payroll periods. The results will be electronically validated against the legacy system payroll output. Differences are reconciled and issues identified and resolved until only agreeable differences remain. The test is repeated, at no additional cost, until the County agrees the Oracle Cloud HCM system is correctly calculating the County's payroll.</p>		<p>completion of the Payroll Validation Test deliverable work products. With the support of Graviton, the County will facilitate and execute deliverable tasks. County will be responsible for generating deliverable related work products and for confirming the completion of the deliverable.</p>	<p>of the Payroll Validation Test deliverable work products. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.</p>
Production Support <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Production support is the period following go live where project team members take the lead in supporting the Oracle Cloud production applications. Production support will be provided in accordance with operational procedures documented in the operations transition plan, including access to the Graviton learning management system. By the conclusion of the production support period, project team members will transition all operational responsibility to the designated County resources in accordance with the operations transition plan.</p>	1.2.9	<p>County is responsible for leading County staff in the completion of the Production Support deliverable work products. With the support of Graviton, the County will facilitate and execute deliverable tasks. County will be responsible for generating deliverable related work products and for confirming the completion of the deliverable.</p>	<p>Graviton will support the County in the completion of the Production Support deliverable work products. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.</p>

4.3 CEMLI Track

The CEMLI track includes those tasks required to design, build, unit test, and deploy the Oracle Cloud application configuration as well as the conversion, integration, and reporting to meet the County’s requirements as defined by the use cases developed by the project team. The CEMLI track includes seven deliverables spanning the five implementation stages as depicted in the graphic below.

Graphic: CEMLI Track Deliverables



The wide range of application configuration and development activities to be performed during the County’s Oracle Cloud application implementation will reside within the CEMLI track. CEMLI stands for configuration, extension, modification, localization, and integration. Graviton has also added the category Data Conversion.

4.3.1 CEMLI Categories

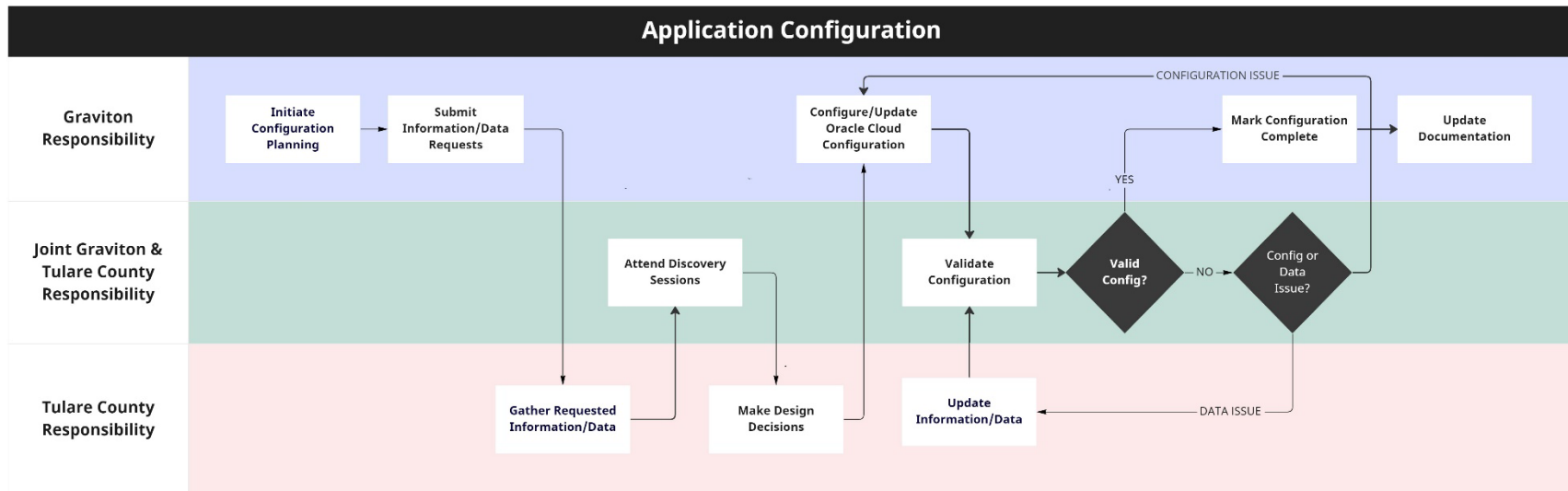
For each category of CEMLI the project team will follow Oracle Unified Method (OUM) best practices in the completion of the individual CEMLI. The project team’s implementation approach for addressing each category of CEMLI is documented below.

4.3.1.1 Configuration

The CEMLI category, Configuration, refers to those objects within the Oracle Cloud applications standard functionality that are available during implementation and operations to change the behavior of the applications. Configuration is the primary CEMLI category to be managed by the project team to meet the County’s business requirements. Configuration includes all functional setup tasks completed using the setup and maintenance pages or using implementation projects.

The steps to initiating and completing the Oracle Application configuration within each CEMLI cycle are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the CEMLI Plan deliverable.

Graphic: Application Configuration Process Diagram

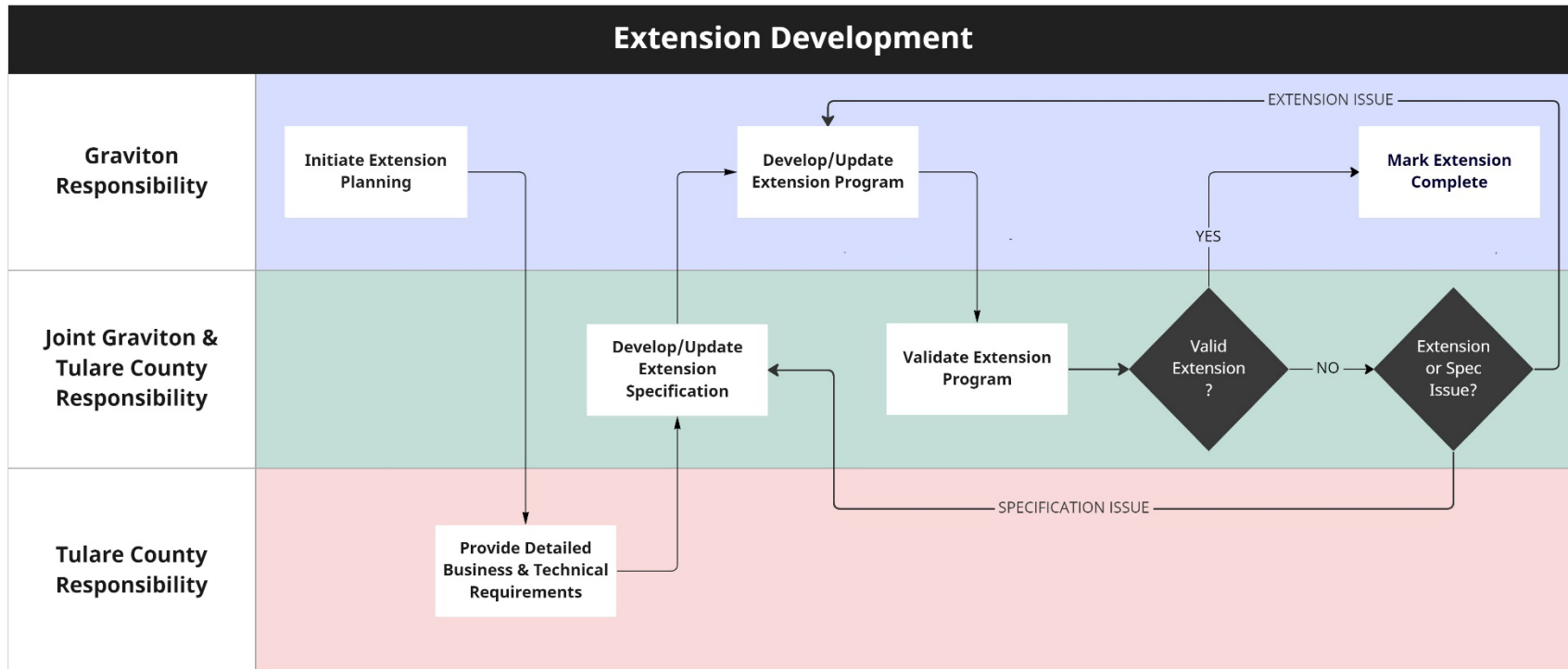


4.3.1.2 Extension

The CEMLI category, Extension, refers to custom code that is developed from scratch to interact with the Oracle Cloud applications to provide added functionality. For this project, extensions are limited to the development of reports using the Oracle Transactional Business Intelligence (OTBI), as well as bolt-on application features required to meet the County's interface requirements using Oracle PaaS (Oracle Integration Cloud). Any further extensions that would serve as bolt-on application features, would require the approval of both the County and Graviton project management.

The steps to initiating and completing the development of Extensions within each CEMLI cycle are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the CEMLI Plan deliverable.

Graphic: Extension Development Process Diagram



4.3.1.2.1 TCERA-CPAS Retirement Interface Extension

Graviton will utilize Oracle Integration Cloud to develop a bolt-on application to meet the County's retirement and TCERA interface requirements. The bolt-on solution will include elements of database table structures, data conversion, business logic, web interface, reporting, and data interface between Oracle HCM Cloud and the County's TCERA retirement system. The TCERA interface requirement is listed as TCERA CPAS in the Scope of Interfaces table in section 3.3 Interface Scope.

4.3.1.2.2 CGI-Advantage Financials Interface Extensions

Graviton will utilize Oracle Integration Cloud to develop a bolt-on application to meet the County's general ledger and project accounting interface requirements. The bolt-on solution will include elements of database table structures, data conversion, business logic, web interface, reporting, and data interface between Oracle HCM Cloud and the County's CGI-Advantage financial system. The CGI interface requirement is listed as CGI-Advantage in the Scope of Interfaces table in section 3.3 Interface Scope.

4.3.1.3 Modification

The CEMLI category, Modification, refers to changes to the standard Oracle Cloud product functionality. Modifications will only be performed by Oracle product development. Requests for modifications are initiated via Oracle service request and must first be accepted by Oracle before development will begin. Upon completion of development and testing, modifications are made available as part of the Oracle Cloud quarterly updates.

4.3.1.4 Localization

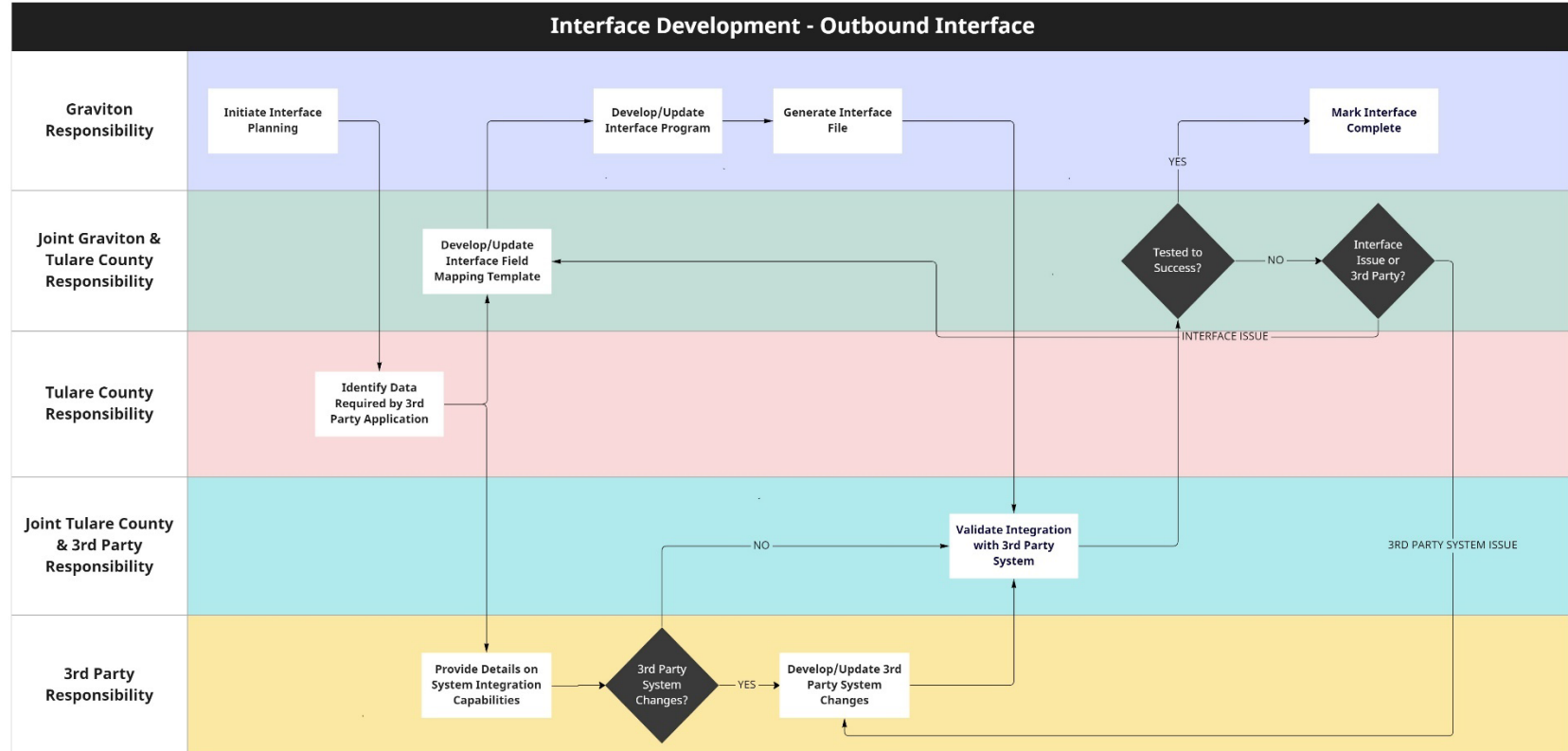
The CEMLI category, Localization, refers to the maintenance of the system to accommodate requirements that apply to specific countries or regions. An example of localizations are changes to accommodate updates to payroll tax calculations. In the case of Tulare County, Localizations include Federal, State, County, and Local payroll tax calculations. Localizations will only be performed by Oracle product development. In the case of localization CEMLI, Oracle will apply this category of changes on a regular basis as part of the Oracle Cloud quarterly updates.

4.3.1.5 Integration

The CEMLI category, Integration, refers to inbound and outbound integrations between the Oracle Cloud applications and third-party systems. Integrations may be open interfaces with validation and load programs; standards-based interfaces such as XML Gateway, EDI, and EFT; Oracle published public APIs; integration with Microsoft Excel; and message-based integrations. For complex integrations, Graviton will use the Oracle Integration Cloud which is included in the Oracle PaaS toolset.

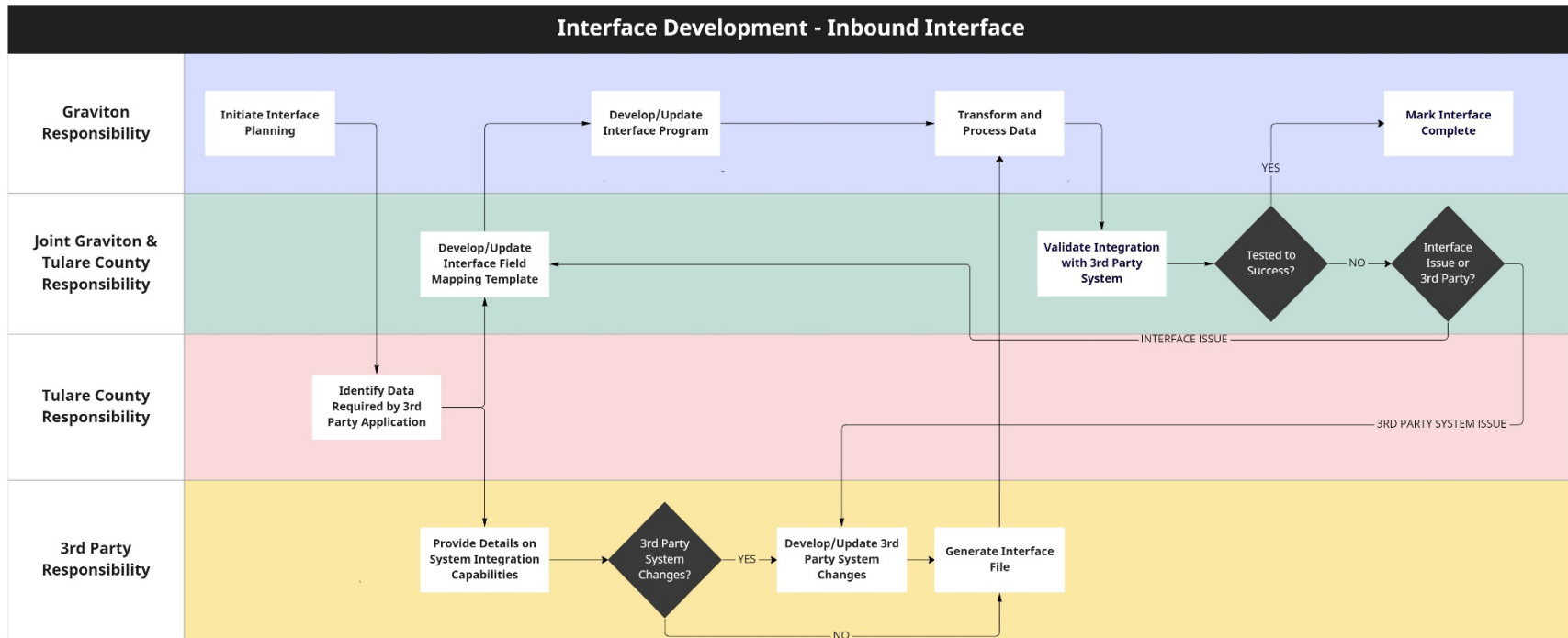
The steps to initiating and completing the development of inbound and outbound integrations within each CEMLI cycle are depicted in the process diagrams below. These steps will be updated as agreed upon by the project management team and documented in the CEMLI Plan deliverable.

Graphic: Outbound Interface Development Process Diagram



For each outbound integration, at the Develop/Update Interface Field Mapping Template step in the above diagram, Graviton and the County will determine the integration method to be used. As stated earlier, integrations may be open interfaces with validation and load programs; standards-based interfaces such as XML Gateway, EDI, and EFT; Oracle published public APIs; integration with Microsoft Excel; and message-based integrations.

Graphic: Inbound Interface Development Process Diagram



For each inbound integration, at the Develop/Update Interface Field Mapping Template step in the above diagram, Graviton and the County will determine the integration method to be used. As stated earlier, integrations may be open interfaces with validation and load programs; standards-based interfaces such as XML Gateway, EDI, and EFT; Oracle published public APIs; integration with Microsoft Excel; and message-based integrations.

4.3.1.5.1 ADP Tax Services and Wage Garnishments Integrations

By the completion of Conference Room Pilot 3 of the project's build stage, the County will make a final determination on its use of ADP for tax services and wage garnishments. If the County elects to move forward with ADP for tax services and wage garnishments, Graviton will complete the required integrations from Oracle Cloud to ADP prior to the County's scheduled Oracle Cloud go-live. In addition, Graviton will prototype and test the Oracle Cloud tax filing and wage garnishment integration capabilities, so they are available to the County for future deployments.

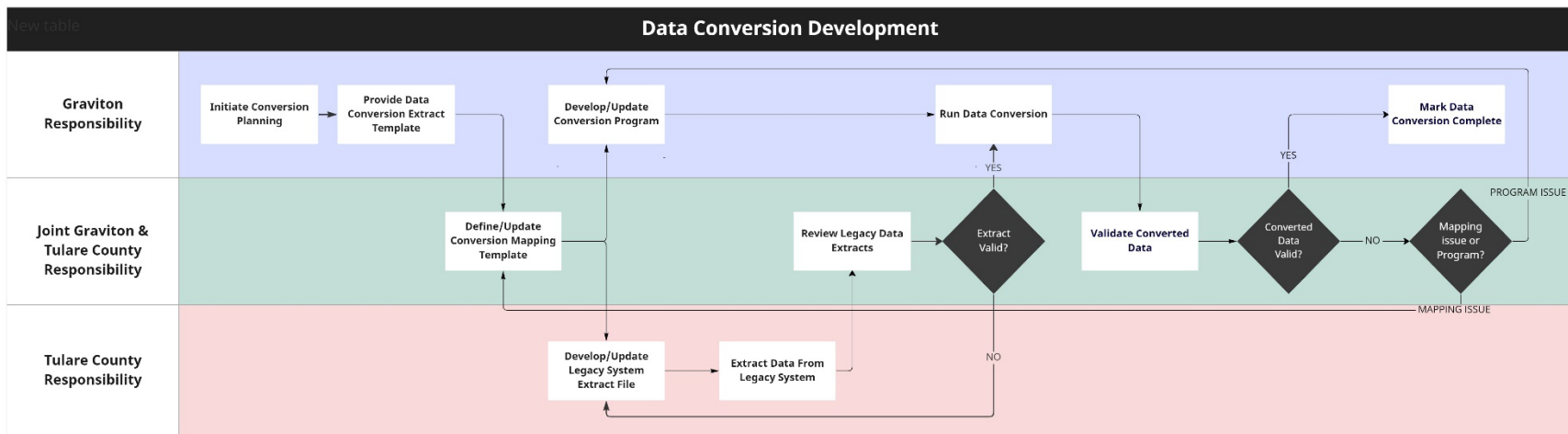
Alternatively, if the County decides to go-live with Oracle Cloud for tax filing and wage garnishment reporting, Graviton will implement those direct integrations as part of the initial Oracle Cloud deployment.

4.3.1.6 Data Conversion

Graviton has also established the category of Data Conversion. Data conversion includes the extraction, transformation, and loading of legacy system transactional and setup data into the Oracle Cloud applications. Like integrations, Graviton will use Oracle tools such as HCM Data Loader, ADFDI (Application Development Framework Desktop Integration) and FBDI (File Based Data Import) to complete the data conversion implementation requirements.

The steps to initiating and completing the development of data conversion programs within each CEMLI cycle are depicted in the process diagrams below. These steps will be updated as agreed upon by the project management team and documented in the CEMLI Plan deliverable.

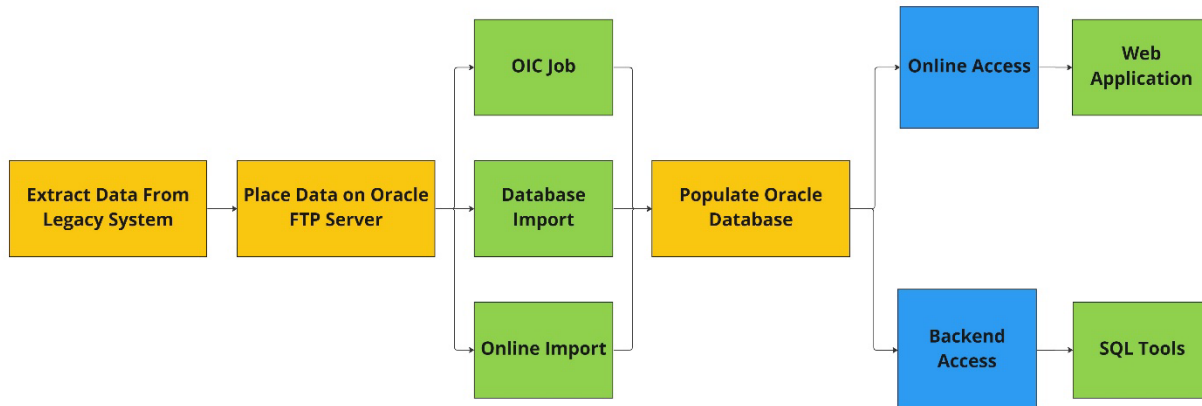
Graphic: Data Conversion Development Process Diagram



4.3.1.6.1 Historical Data Conversion

For historical data that does not get converted into the Oracle Cloud applications, Graviton will convert the data into the historical data archive application to be developed in Oracle Integration Cloud (OIC). The diagram below depicts the historical data archive application design.

Graphic: Historical Data Archive



Graviton will complete each of the steps above for each historical data conversion to be included in the historical data archive application.

Historical Data Extract – The County will access data from the legacy system in accordance with the data conversion management approach defined in Data Conversion Management section of the CEMLI Plan deliverable.

Oracle FTP Server – In provisioning Oracle Integration Cloud, the County will have access to an Oracle FTP server, which the Graviton team will leverage for transferring historical data extracts to the historical data archive application.

Data Import – The Graviton technical team will import the extracted historical data from the Oracle FTP Server to the historical data archive application using one of three import methods: an Oracle Integration Cloud job, a database import, or an online import.

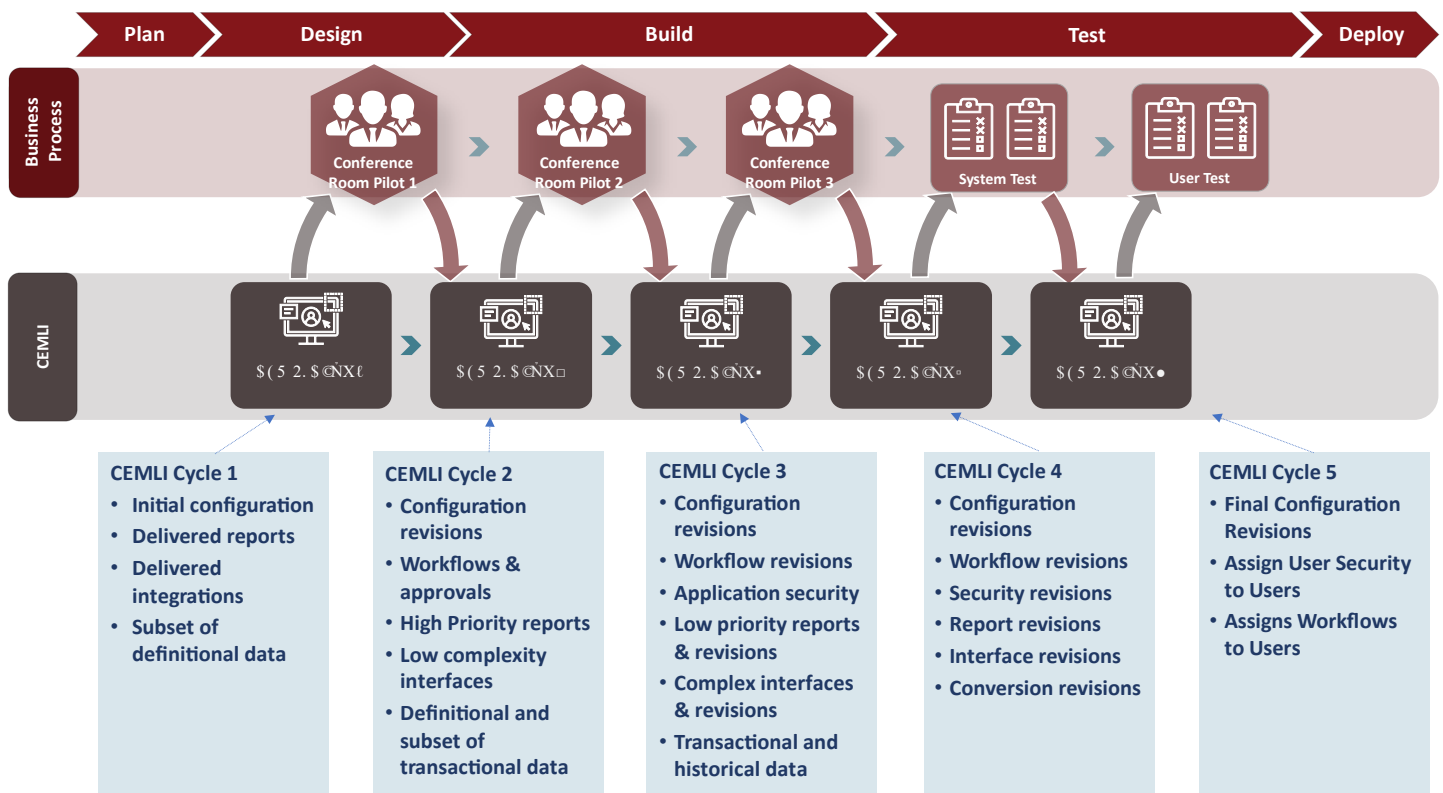
Oracle Database – The historical data archive application will be built upon an Oracle database to be provisioned with the County’s PaaS/IaaS universal credits. The Graviton team will structure the database tables to align with the historical data extracts.

Historical Data Access – Graviton will design the historical data archive in a manner that allows County team members to access the historical data at both the database level using traditional SQL tools or through a front-end web application user interface.

4.3.2 CEMLI Cycles

Included in the CEMLI track are five CEMLI Cycles. CEMLI Cycles represent the method by which the Graviton team will manage configuration and development for the Conference Room Pilots and test cycles. For each Conference Room Pilot, the system test deliverable, and the user acceptance test deliverable, the project management team will determine the configurations, extensions, integrations, and conversions that must be available for the project team to conduct the unit testing of the planned use cases. The required CEMLI will be assigned to the corresponding CEMLI cycle and managed to be available in time for the Conference Room Pilot or test cycle that requires the CEMLI. The CEMLI Cycle deliverables will include the completed configuration and development as well as unit testing of the assigned CEMLI in a non-production environment. It is anticipated that later CEMLI cycles will address the more complex use cases and will therefore include the more complex CEMLI configurations and development.

Graphic: CEMLI Cycles



As stated above, the CEMLI cycles will include increasingly complicated configuration and development. The table below shows the planned progression of configurations, extensions, integrations, and data conversions across the five CEMLI cycle deliverables.

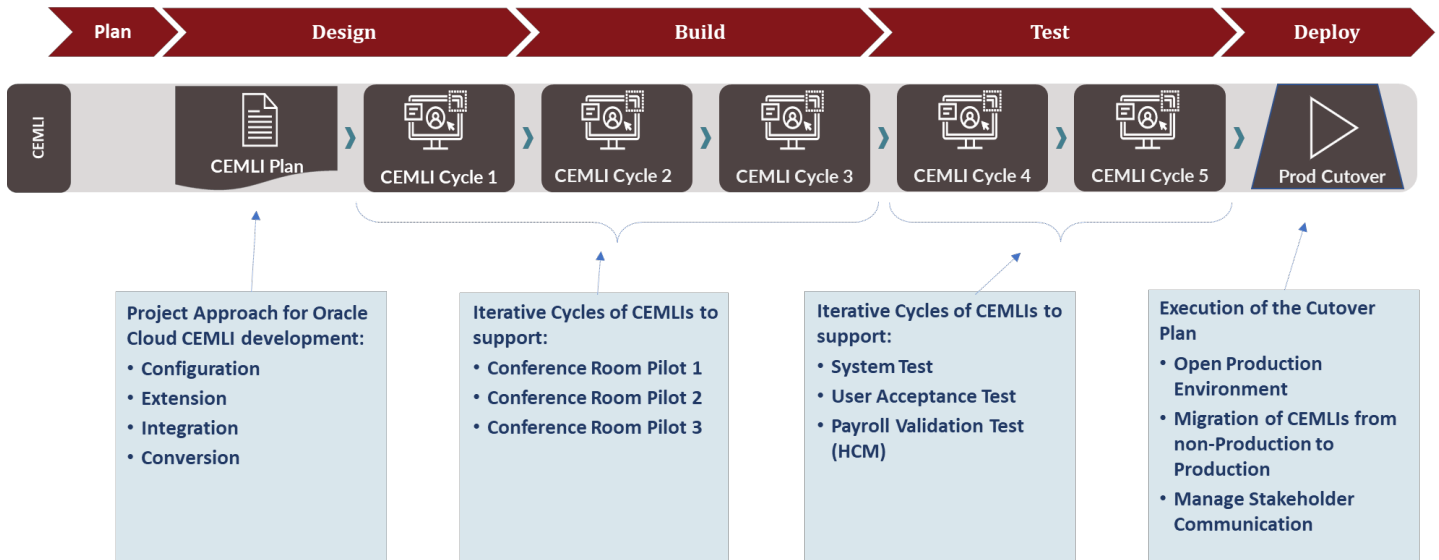
Table: CEMLI Cycles Approach

CEMLI	CEMLI Cycle 1	CEMLI Cycle 2	CEMLI Cycle 3	CEMLI Cycle 4	CEMLI Cycle 5
Configuration	<ul style="list-style-type: none"> Core Configuration 	<ul style="list-style-type: none"> Configuration Revisions Workflows and Approvals 	<ul style="list-style-type: none"> Configuration Revisions Workflow Revisions Application Security 	<ul style="list-style-type: none"> Configuration Revisions Workflow Revisions Application Security Revisions 	<ul style="list-style-type: none"> Final Configuration Revisions Assign Security to Users Assign Workflows to Users
Extension	<ul style="list-style-type: none"> Delivered Reports 	<ul style="list-style-type: none"> High Priority Custom Reports OIC/PaaS Development 	<ul style="list-style-type: none"> Report Revisions Low Priority Custom Reports OIC/PaaS Development Revisions 	<ul style="list-style-type: none"> Report Revisions OIC/PaaS Revisions 	<ul style="list-style-type: none"> Process Scheduling/ Automation
Integration	<ul style="list-style-type: none"> Delivered Integrations 	<ul style="list-style-type: none"> Low Complexity FBDI, ADFDI, and HCM Extract Interfaces 	<ul style="list-style-type: none"> Low Complexity Interface Revisions Complex FBDI, ADFDI, and HCM Extract Interfaces Complex OIC/PaaS Integrations 	<ul style="list-style-type: none"> Complex and Low Complexity Interface Revisions OIC/PaaS Integration Revisions 	<ul style="list-style-type: none"> Process Scheduling/ Automation
Data Conversion	<ul style="list-style-type: none"> Subset of Definitional Data 	<ul style="list-style-type: none"> Definitional Data Subset of Transactional Data 	<ul style="list-style-type: none"> Transactional Data Historical Data 	<ul style="list-style-type: none"> Data Conversion Revisions 	<ul style="list-style-type: none"> Final Data Conversion

4.3.3 CEMLI Track Deliverables

There are seven CEMLI Track deliverables to be completed over the course of implementation. The graphic below depicts the implementation stages and the corresponding technical deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: CEMLI Track Deliverables



The table below lists the CEMLI Track deliverables, the deliverable acceptance criteria, the County role in the completion of the deliverable, and the role Graviton will play in the completion of the deliverable. Upon development of the deliverable, the Graviton project manager will submit the deliverable and the County will review and approved the deliverable in accordance with the deliverable submission and approval process defined by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

For each deliverable in the table, a series of check boxes is included to designate the deliverable as supporting one or more of the following implementation objectives: 1) Critical Path, 2) Requirements Traceability, 3) Business Process Transformation, or 4) Knowledge Transfer.

Table: CEMLI Track Deliverables

Deliverable	Description	WBS ID	County Role	Graviton Role
CEMLI Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	In Oracle Cloud Implementation CEMLI stands for configuration, extension, modification, localization, and integration. For the County, this will include Oracle Cloud application configuration, reporting, extensions, integrations, and data conversions. The CEMLI plan will layout the project team's approach to completing each CEMLI category including standards for specifications, development, and unit testing. The CEMLI plan will identify preferred tools and establish guidelines for utilizing environments in the completion of CEMLI's.	1.3.1	County is responsible for assisting Graviton in the completion of the CEMLI Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
CEMLI Cycle 1 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	CEMLI Cycle 1 is the first of five cycles of CEMLI configuration and development. Upon completion of Oracle Cloud business process familiarization, the project team will determine the configurations, reports, integrations, and conversions to be available for Conference Room Pilot 1 and assign those items to CEMLI Cycle 1. Graviton will schedule and conduct discovery sessions to interview County team members. Discovery sessions will be organized by business area. The configuration/development and unit testing of each of those CEMLI's required for Conference Room Pilot 1 will serve as acceptance criteria for CEMLI Cycle 1.	1.3.2	County is responsible for assisting Graviton in the completion of the CEMLI Cycle 1 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Cycle 1 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
CEMLI Cycle 2 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation	CEMLI Cycle 2 is the second of five cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 1, the project team will determine the configurations, reports, integrations, and conversions to be available for Conference Room Pilot 2 and assign those items to CEMLI Cycle 2. Graviton will schedule and	1.3.3	County is responsible for assisting Graviton in the completion of the CEMLI Cycle 2 deliverable. County will actively participate in deliverable related work	Graviton is responsible for leading the project team in the completion of the CEMLI Cycle 2 deliverable. Graviton will plan, facilitate, and execute

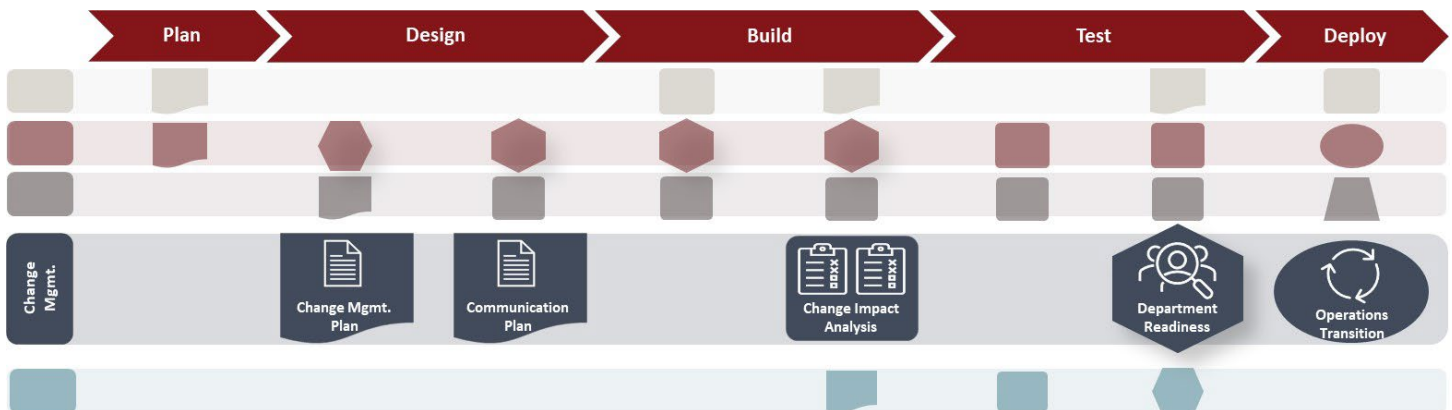
Deliverable	Description	WBS ID	County Role	Graviton Role
<input checked="" type="checkbox"/> Knowledge Transfer	conduct discovery sessions to interview County team members. Discovery sessions will be organized by business area. The configuration/ development and unit testing of each of those CEMLI required for Conference Room Pilot 2 will serve as acceptance criteria for CEMLI Cycle 2.		sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
CEMLI Cycle 3 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	CEMLI Cycle 3 is the third of five cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 2, the project team will determine the configurations, reports, integrations, and conversions to be available for Conference Room Pilot 3 and assign those items to CEMLI Cycle 3. Graviton will schedule and conduct discovery sessions to interview County team members. Discovery sessions will be organized by business area. The configuration/ development and unit testing of each of those CEMLI required for Conference Room Pilot 3 will serve as acceptance criteria for CEMLI Cycle 3.	1.3.4	County is responsible for assisting Graviton in the completion of the CEMLI Cycle 3 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Cycle 3 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
CEMLI Cycle 4 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	CEMLI Cycle 4 is the fourth of five cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 3, the project team will determine the remaining configurations, reports, integrations, and conversions to be available for System Test and assign those items to CEMLI Cycle 4. Graviton will schedule additional discovery sessions, as required, to complete CEMLI Cycle 4. The configuration/ development and unit testing of the remaining CEMLI required for System Test will serve as acceptance criteria for CEMLI Cycle 4.	1.3.5	County is responsible for assisting Graviton in the completion of the deliverable. County will actively participate in CEMLI Cycle 4 deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Cycle 4 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

Deliverable	Description	WBS ID	County Role	Graviton Role
CEMLI Cycle 5 <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	CEMLI Cycle 5 is the fifth of five cycles of CEMLI configuration and development. Upon completion of System Test, the project team will determine the remaining configurations, reports, integrations, and conversions to be available for User Acceptance Test and assign those items to CEMLI Cycle 5. Graviton will schedule additional discovery sessions, as required, to complete CEMLI Cycle 5. The configuration/ development and unit testing of the remaining CEMLI required for User Acceptance Test will serve as acceptance criteria for CEMLI Cycle 5.	1.3.6	County is responsible for assisting Graviton in the completion of the CEMLI Cycle 5 deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Cycle 5 deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Production Cutover <input checked="" type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	The production cutover deliverable is the transition of the Oracle Cloud Applications and data from the non-production environment to the production environment. The deliverable marks the successful completion of each task included in the previously submitted and approved cutover plan deliverable.	1.3.7	County is responsible for assisting Graviton in the completion of the Production Cutover deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Production Cutover deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

4.4 Change Management Track

The change management track includes the strategies, tasks, and deliverables to facilitate the organizations transition from its legacy systems and existing business processes to the Oracle Cloud applications and the future state business processes that will be implemented as a result. The change management approach combines methods to communicate the importance of change, project processes and tools to identify and document change, and programs to assist County departments to understand and prepare for change. The change management track includes five deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

Graphic: Change Management Track Deliverables



The project’s change management approach includes three complimentary work streams: communications, department readiness and operations transition.

The purpose of the communications workstream is to ensure the County’s stakeholders, departments and users have the information required for successful implementation of the Oracle Cloud application and business processes. The communications work stream will identify and categorize the stakeholders for project communication purposes and provide direction for the “who, what, when and where” details for the communications messages.

The department readiness workstream includes tools and methods to review and assess the readiness of individual departments for implementation. In the department readiness workstream the project team will document the applications and business process changes and develop readiness work plans for departments to track their progress in adapting to the changes.

The operations transition workstream is designed to guide the County in its transition from implementation to an operational state, with specific and detailed recommendations for post implementation operations and maintenance support. This is necessary for the County’s organization to effectively support the new Oracle Cloud system at go-live and beyond.

4.4.1 Change Management Tools

The Change Management Track includes the following implementation tools to aid the project team with the three change management work streams described above: communications, department readiness, and operations transition.

4.4.1.1 Change Log

From the start of the project, team members will capture changes and their anticipated impact on County stakeholders in a change log. For all changes documented in the Change Log, the project team will include recommended actions. The changes included in the change log will also serve as the foundation upon which department readiness workplans will be developed and monitored. Graviton will leverage Smartsheet for the change log. The specific use of Smartsheet for the purpose of recording and managing changes will be determined by the County and Graviton project managers and will be documented in the Project Management Plan and Change Management Plan deliverables.

4.4.1.2 Communications Authoring

Graviton will develop video communications using Adobe Captivate as the authoring tool. The specific use of Adobe Captivate for developing communications will be determined by the County and Graviton project team members and will be documented in the Communications Plan deliverable. Adobe Captivate will be administered by Graviton project team members through completion of the Project Closeout deliverable.



4.4.1.3 Department Work Plans

Department readiness encourages County departments to become fully engaged with the Oracle Cloud project, complete specific tasks and activities required for implementation, and assess departmental readiness for go-live. Department work plans will be developed as part of the department readiness activities. Department work plans identify, document, and provide specific engagement and completion activities for the departments to address to be ready to use and adopt the new Oracle Cloud system and related business processes. Graviton will use Smartsheet as the standard tool for establishing and monitoring department work plans. The departments themselves will be responsible for recording the status of their departmental tasks in the work plans.

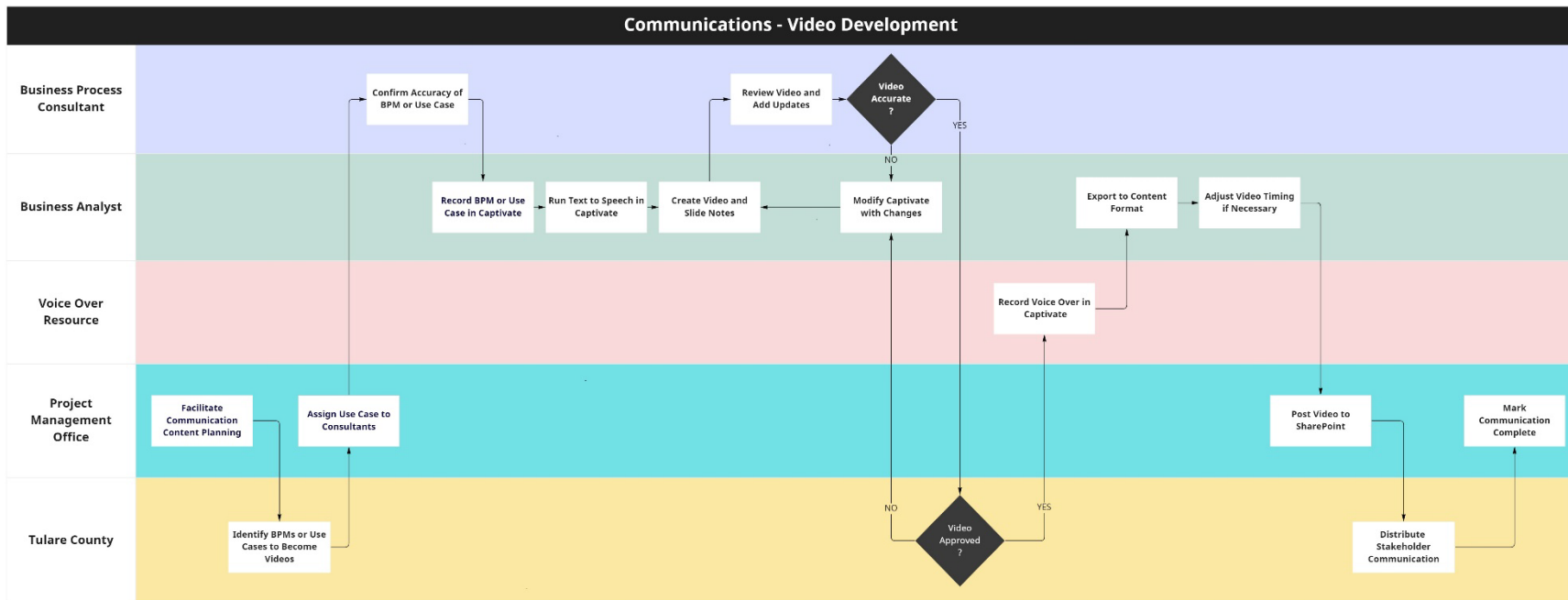
4.4.1.4 Operations RASCI Chart

The purpose of the Operations Transition Plan will be to provide the County with specific and detailed recommendations for post implementation operations and maintenance support. A critical component of the Operations Transition Plan is identifying County staff who will fill the operations and maintenance roles. The Operations Transition Plan will include operational roles and responsibilities listed as a RASCI (Responsible, Accountable, Supports, Consulted, Informed) chart. This RASCI chart will provide detailed direction regarding “who does what” for supporting the Oracle Cloud applications after implementation. The RASCI chart will be drafted during the build stage, maintained throughout implementation, and then finalized with the County’s transition to operations and maintenance.

4.4.2 Stakeholder Communication Production

The steps to complete the production of stakeholder video communications in support of the Change Management communications workstream are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the Communications Plan deliverable.

Graphic: Stakeholder Communications Process Diagram



4.4.3 Change Management Track Deliverables

For each implementation phase, there will be 5 change management track deliverables to be completed over the course of implementation. The graphic below depicts the implementation stages and the corresponding change management deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: Change Management Deliverables



The table below lists the change management track deliverable, the deliverable acceptance criteria, the County's role in the completion of the deliverable, and the role Graviton will play in the completion of the deliverable. Upon development of the deliverable, the Graviton project manager will submit the deliverable and the County will review and approved the deliverable in accordance with the deliverable submission and approval process defined by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

For each deliverable in the table, a series of check boxes is included to designate the deliverable as supporting one or more of the following implementation objectives: 1) Critical Path, 2) Requirements Traceability, 3) Business Process Transformation, or 4) Knowledge Transfer.

Table: Change Management Track Deliverables

Deliverable	Description	WBS ID	County Role	Graviton Role
Change Management Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	<p>The purpose of the Change Management Plan is to define the approach, methods, tools, resources, and schedule for the communications, department readiness, and operations transition workstreams within the Change Management Implementation track. The Change Management Plan will be completed during the design stage of the project.</p> <p>The Change Management Plan deliverable will include a RASCI chart listing each of the tasks required to execute the change management approach, and the responsibility of each project stakeholder in the completion of those tasks. Project stakeholders will be designated as being Responsible, Accountable, Supportive, Consulted, or Informed. The Change Management Plan RASCI chart will be collaboratively developed by the County and Graviton.</p>	1.4.1	County is responsible for assisting Graviton in the completion of the Change Management Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Change Management Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Communications Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	<p>The Communications Plan is completed during the Design stage, and describes the approach and methods used to create and manage communications to ensure the County stakeholders and users have the information required for successful implementation of the Oracle Cloud applications and business processes. The project team will perform a stakeholder analysis to identify the groups and individuals that are involved with or impacted by the implementation of the Oracle Cloud applications. The Communications Plan then establishes the structure for communications as well as the “who, what, when and where” details for the communications.</p>	1.4.2	County is responsible for assisting Graviton in the completion of the Communications Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Communications Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Change Impact Analysis <input type="checkbox"/> Critical Path	<p>The purpose of the Change Impact Analysis deliverable is to document the major changes and impacts to County departments and stakeholders resulting from the implementation of the Oracle Cloud systems. Project team</p>	1.4.3	County is responsible for assisting Graviton in the completion of the Change Impact Analysis deliverable.	Graviton is responsible for leading the project team in the completion of the Change Impact Analysis

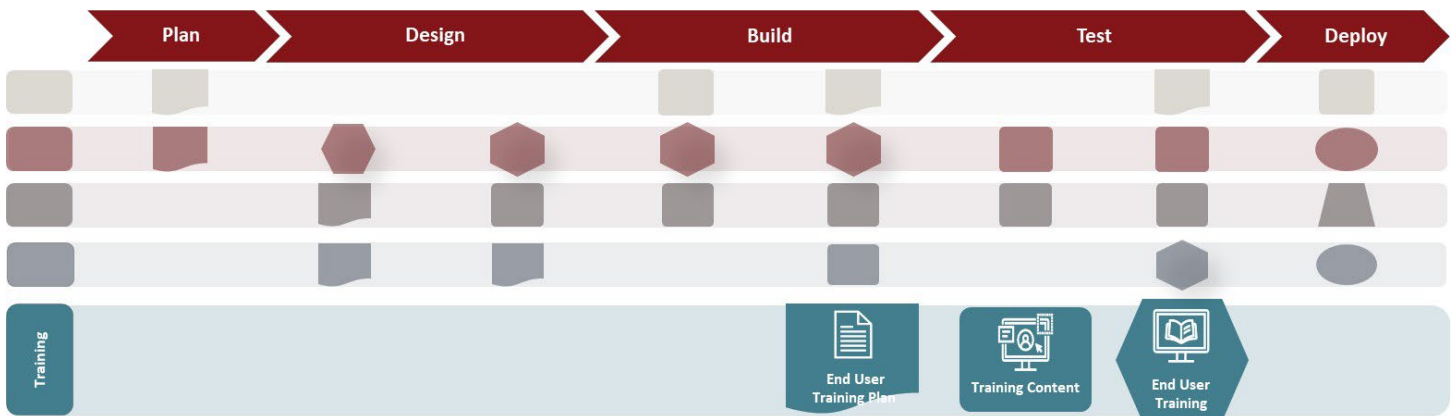
Deliverable	Description	WBS ID	County Role	Graviton Role
<input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	<p>members will begin tracking changes during the design stage. Those changes will culminate in a Change Impact Analysis deliverable being submitted during the build stage.</p> <p>Graviton will provide the templates, tools, and direction for the Change Impact Analysis. All project team members will be tasked with recording change and change impacts throughout implementation.</p>		<p>County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.</p>	<p>deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.</p>
Department Readiness <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>Department work plans will be developed during the build stage and updated through the deploy stage. Prior to the conclusion of the test stage the project team will assess department readiness for implementation. Department readiness will be measured by reviewing the progress of individual departments against their corresponding department work plans along with outreach to some or all departments as required. The Department Readiness Assessment deliverable will be completed during the test stage of the project.</p> <p>Graviton will develop department workplans in Smartsheet, and the County will assign the workplans to the departments and gather status.</p>	1.4.4	<p>County is responsible for leading County staff in the completion of the Department Readiness deliverable work products. With the support of Graviton, the County will facilitate and execute deliverable tasks. County will be responsible for generating deliverable related work products and for confirming the completion of the deliverable.</p>	<p>Graviton will support the County in the completion of the Department Readiness deliverable work products. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.</p>
Operations Transition Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input type="checkbox"/> Knowledge Transfer	<p>Critical to the project will be the eventual transition of the system administration and support into a steady state operational model. The purpose of the Operations Transition Plan deliverable is to provide the County with specific and detailed recommendations for post implementation operations and maintenance support. The Operations Transition Plan incorporates best practices for enterprise system governance, business ownership, data management, stakeholder roles and structure, help desk and user support, and change request intake and decision making. The Operations Transition Plan will include</p>	1.4.5	<p>County is responsible for assisting Graviton in the completion of the Operations Transition Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide</p>	<p>Graviton is responsible for leading the project team in the completion of the Operations Transition Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County</p>

Deliverable	Description	WBS ID	County Role	Graviton Role
	<p>operational roles and responsibilities listed as a RASCI (Responsible, Accountable, Supports, Consulted, Informed) chart.</p> <p>Graviton will develop the Operations RASCI chart in Microsoft Excel and will partner with the County to build the Operations Transition Plan deliverable to address their operations activities.</p>		feedback, and approve deliverable work products.	feedback, and submitting deliverable work products for approval.

4.5 Training Track

The training track includes the deliverables and tasks to complete the training requirements to support the organizations' transition to the Oracle Cloud applications. The transition to cloud-based systems requires a greater emphasis on end user training due to both the system and business process changes that will be implemented, the project team will implement a blended learning end user training program for the County. The training track includes three deliverables spanning the five implementation stages as depicted in the graphic below.

Graphic: Training Track Deliverables



As depicted in the Training Track graphic above, the end user training activities are initiated during the build stage of the project. The timing is due to the availability of a mature set of business process maps and use cases, where the business process track has completed Conference Room Pilot 3. The inventory of use cases will be leveraged in the development of the end user training plan, where the project team defines the users that need to be trained, the business processes they are to be trained on, when training will be delivered, and how the training will be conducted.

Following the development of the end user training plan, the focus will shift to the development of training content. The approach to training content will be to take a subset of use cases in a designated end user training course, and leveraging the step-by-step instructions within the use case, develop job aids and Shareable Content Object Reference Model (SCORM) compliant training content. Development of SCORM 1.2 training content will allow the project team to deliver the end user training through the Graviton learning management system (LMS).

The final step in the deployment of the training program is the delivery of end user training. The Graviton learning management system will allow the end user training program to be an eLearning program where users can take online, self-paced, on demand training. On demand training can be taken repeatedly by the end user before and after go-live. The Graviton learning management system will also serve as a knowledge base where specific end user training content can be accessed by end users as a refresher whenever needed.

4.5.1 End User Training Tools

Graviton will provide the following end user training tools to support the County and the project team in the development of an effective end user training program.

4.5.1.1 End User Training PDF Job Aids: Tango

Graviton will develop end user training job aids in PDF and SCORM 1.2 compliant format. Job aids are step-by-step end user instructions that include screen shots, navigation, and written steps for completing online transactions in the Oracle Cloud system. Graviton uses Tango to expedite screen captures as Graviton project team members record transaction. Those screen captures become the job aids that are edited in Microsoft Word and then ultimately published to the Graviton learning management system as PDF and/or SCORM 1.2 compliant documents. The specific use of Tango for developing job aids will be determined by the County and Graviton project team members and will be documented in the End User Training Plan deliverable. Tango will be administered by Graviton project team members through completion of the Project Closeout deliverable.



4.5.1.2 End User Training Video Content: Adobe Captivate

Graviton will develop end user training video content and job aids in SCORM 1.2 compliant format. Graviton leverages Adobe Captivate as our authoring tool. Adobe Captivate will transition training content from basic PowerPoint format to interactive videos with simulations, voice over, and recorded webcam content. All Graviton developed end user training content will be owned by the County. Graviton will ensure the County has access to all training content throughout implementation and will transition all training content to the County by the conclusion of the project.



The specific use of Adobe Captivate for developing training content and job aids will be determined by the County and Graviton project team members and will be documented in the End User Training Plan deliverable. Adobe Captivate will be administered by Graviton project team members through completion of the Project Closeout deliverable. Graviton will provide Adobe Captivate for the County's use during the project and for one year following the project go-live. The Project Closeout deliverable will establish a plan for transitioning administration of Adobe Captivate from Graviton project team members to County project team members.

4.5.1.3 Learning Management System (LMS): LearnUpon

Graviton will provide a LearnUpon learning management system (LMS) for the County's implementation of Oracle Cloud. This LMS is optional. The County may use the Graviton LearnUpon LMS or the County's existing LMS. The LMS will allow for the improved organization and administration of the blended Learning training program for the County, including course development, blending instructor-led and eLearning course, manage LMS users, and provide reports to the project team on training progress. The specific use of the LMS will be determined by the County and Graviton project team members and will be documented in the End User Training Plan deliverable. Should the County wish to use LearnUpon, it will be administered by Graviton project team members through completion of the Project Closeout



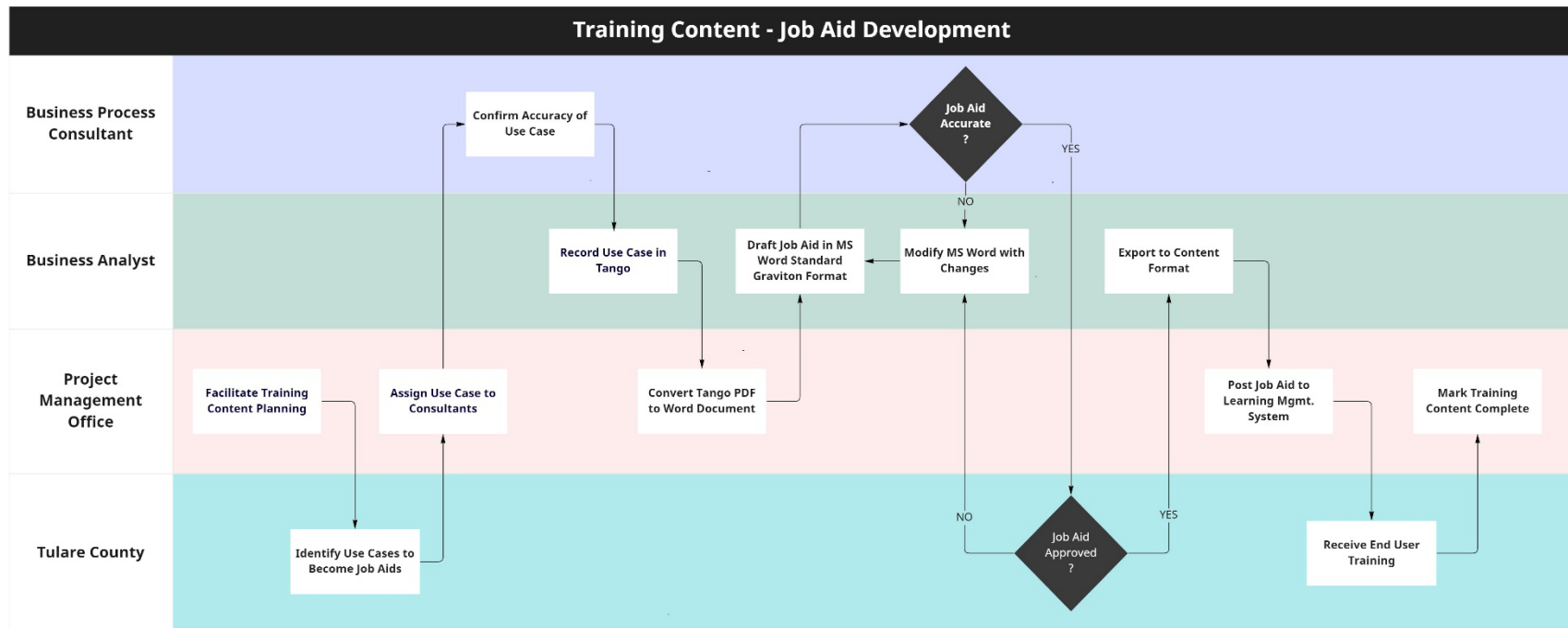
deliverable. Graviton would provide LearnUpon for the County's use during the project and for one year following the project go-live. The Project Closeout deliverable would establish a plan for transitioning administration of LearnUpon from Graviton project team members to County project team members.

All end user training content will be the property of the County, regardless of whether the County decides to use the Graviton LearnUpon LMS or its existing LMS. If the County elects to use the Graviton LearnUpon LMS, Graviton will be responsible for transition all end user training content to the County in accordance with the Project Closeout deliverable.

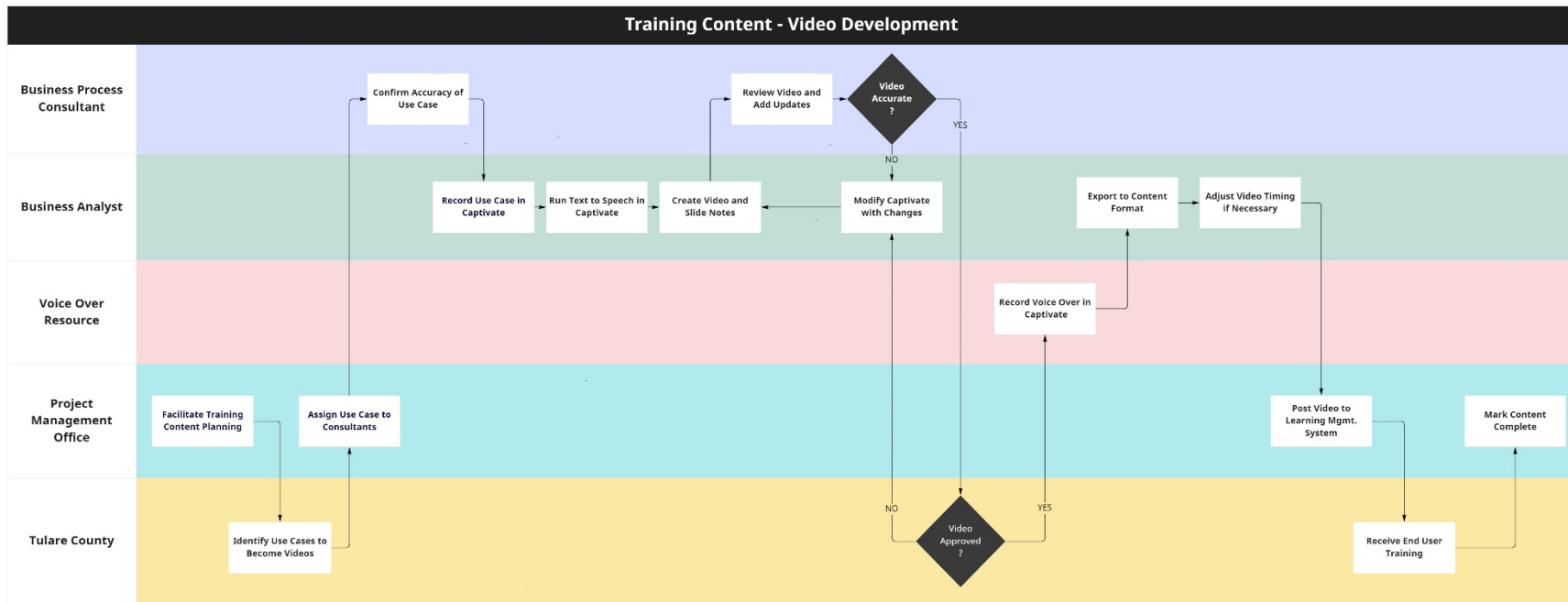
4.5.2 Training Content Production

Graviton produced end user training content will include both job aids and training videos. The steps to complete the production of these types of end user training content in support of the Training implementation track are depicted in the process diagrams below. These steps will be updated as agreed upon by the project management team and documented in the End User Training Plan deliverable.

Graphic: Job Aid Process Diagram



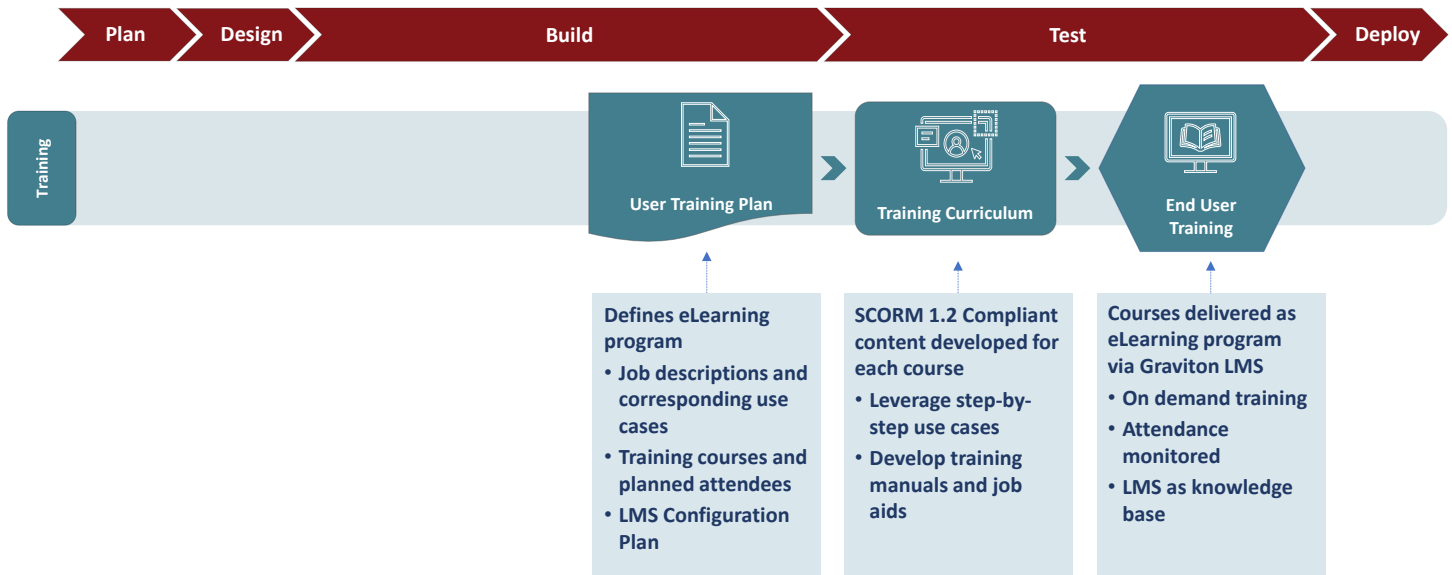
Graphic: Training Video Process Diagram



4.5.3 Training Track Deliverables

For each implementation phase, there will be 3 training track deliverables to be completed over the course of implementation. The graphic below depicts the implementation stages and the corresponding training deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: Training Track Deliverables



The table below lists the training track deliverable, the deliverable acceptance criteria, the County's role in the completion of the deliverable, and the role Graviton will play in the completion of the deliverable. Upon development of the deliverable, the Graviton project manager will submit the deliverable and the County will review and approved the deliverable in accordance with the deliverable submission and approval process defined by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

For each deliverable in the table, a series of check boxes is included to designate the deliverable as supporting one or more of the following implementation objectives: 1) Critical Path, 2) Requirements Traceability, 3) Business Process Transformation, or 4) Knowledge Transfer.

Table: Training Track Deliverables

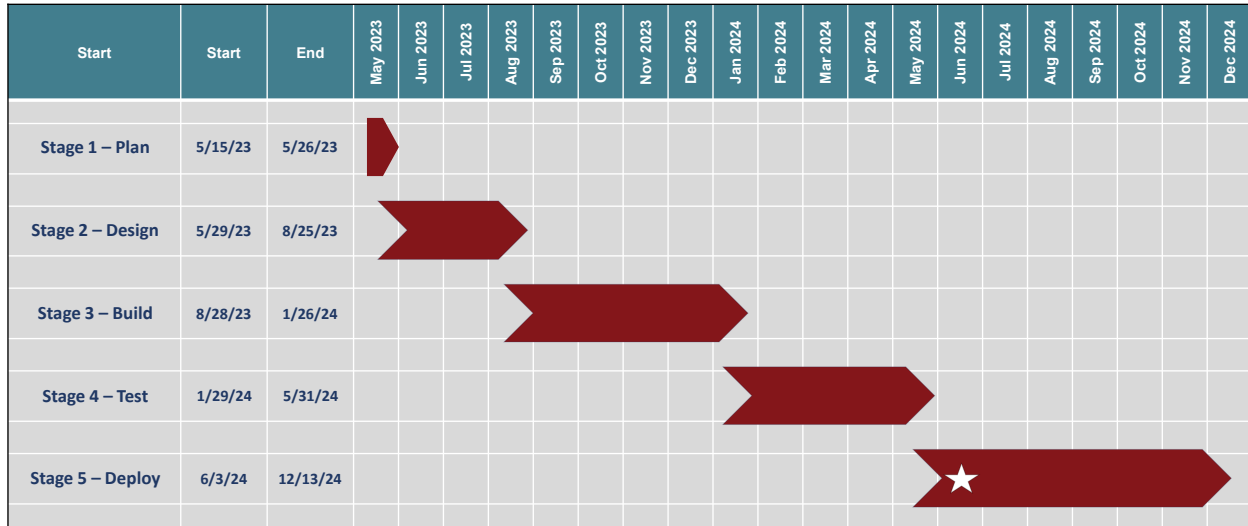
Deliverable	Description	WBS ID	County Role	Graviton Role
End User Training Plan <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>The approach to end user training will be to deploy a blended learning program including both on demand and instructor-led training. The end user training plan will detail each variable required to implement the eLearning program. The plan will establish training courses based on the use cases developed by the project team during the design and build stages. The training courses and corresponding use cases will be the basis for the end user training curriculum. For each training course the end user training plan will list the planned County attendees. Lastly, all learning management system configuration and administration decisions to deploy the blended learning program will be defined.</p>	1.5.1	<p>County is responsible for assisting Graviton in the completion of the End User Training Plan deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.</p>	<p>Graviton is responsible for leading the project team in the completion of the End User Training Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.</p>
End User Training Content <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>End User Training Content will consist of job aids and end user training videos. Job aids are the equivalent of desktop procedures that reflect the step-by-step processes documented in the use cases which are developed and maintained by the Graviton project team. Job aids will serve as operational documents to be referenced by the County's users following the project's transition to an operational state. In addition to job aids, the project team will develop end user training videos that are also based upon the step-by-step processes documented in the use cases. End user training videos will elaborate on the business processes captured in the use cases by incorporating additional process flows and narratives. End User training content will be developed as SCORM 1.2 compliant, enabling it to be made available via the Graviton or County learning management system that is central to the blended learning training program.</p> <p>The Graviton project team will develop 15 job aids and 25 end user training videos. The project management team</p>	1.5.2	<p>County is responsible for assisting Graviton in the completion of the End User Training Content deliverable. County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. County will review deliverable content, provide feedback, and approve deliverable work products.</p>	<p>Graviton is responsible for leading the project team in the completion of the End User Training Content deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.</p>

Deliverable	Description	WBS ID	County Role	Graviton Role
	will document the job aids and end user training videos to be produced in the End User Training Plan deliverable. All job aids and end user training videos are the property of the County and will be transitioned to the County no later than the completion of the Project Closeout deliverable.			
End User Training <input type="checkbox"/> Critical Path <input type="checkbox"/> Requirements Traceability <input checked="" type="checkbox"/> Business Process Transformation <input checked="" type="checkbox"/> Knowledge Transfer	<p>In the blended learning training approach, end user training is delivered in both an online on-demand format and an in-person instructor led format. Graviton will be responsible for ensuring the delivery of online on-demand training by administering the Graviton learning management system (LMS), and for ensuring designated users have access to the Graviton LMS and corresponding content is being delivered in accordance with the End User Training Plan. County trainers will be responsible for delivering in-person instructor-led training. Graviton will administer the LMS to support the instructor-led training. County trainers and/or super users that have attended the project knowledge transfer sessions will deliver the in-person instructor-led training.</p>	1.5.3	<p>County is responsible for leading County staff in the completion of the End User Training deliverable. With the support of Graviton, the County will facilitate and execute deliverable tasks. County will be responsible for generating deliverable related work products and for confirming the completion of the deliverable.</p>	<p>Graviton will support the County in the completion of the End User Training deliverable work products. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.</p>

5 Oracle Cloud HCM Implementation Timeline

The implementation of Oracle Cloud HCM is scheduled to start May 15, 2023, and end December 13, 2024, with a June 16, 2024, go-live. The implementation of Oracle Cloud HCM will be a thirteen-month effort followed by six months of support. The graphic below provides a summary level project schedule, showing the five implementation stages as described in the Implementation Approach section of this Statement of Work.

Graphic: Summary Timeline



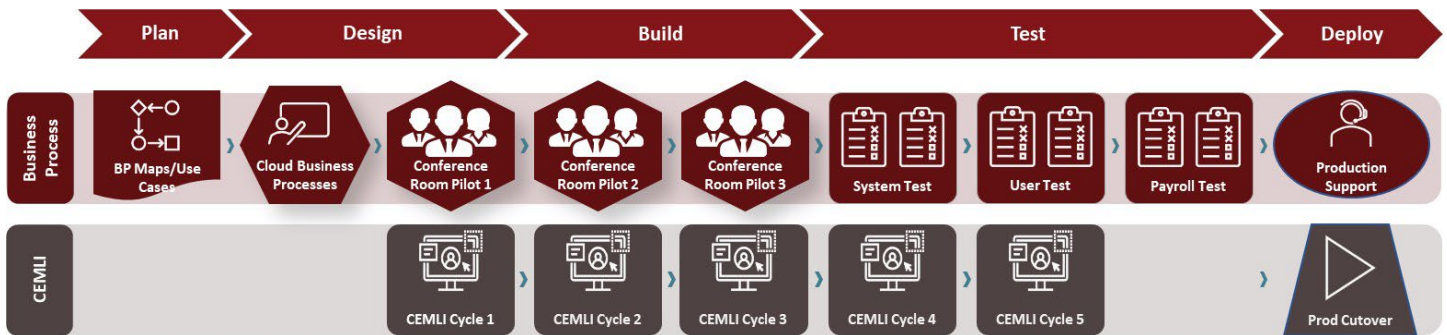
The start date and end date for each of the five implementation stages is listed in the table below.

Table: County Implementation Phase Schedule

Implementation Stage	Start Date	End Date
Stage 1 – Plan	5/15/2023	5/26/2023
Stage 2 – Design	5/29/2023	8/25/2023
Stage 3 – Build	8/28/2023	1/26/2024
Stage 4 – Test	1/29/2024	5/31/2024
Stage 5 – Deploy	6/3/2024	12/13/2024

The timeline for each stage is based upon the critical path deliverables and milestones. Those critical path deliverables and milestones are depicted in the graphic below. In the sections that follow the critical path timeline is defined. That is followed by the initial project schedule, including all deliverables.

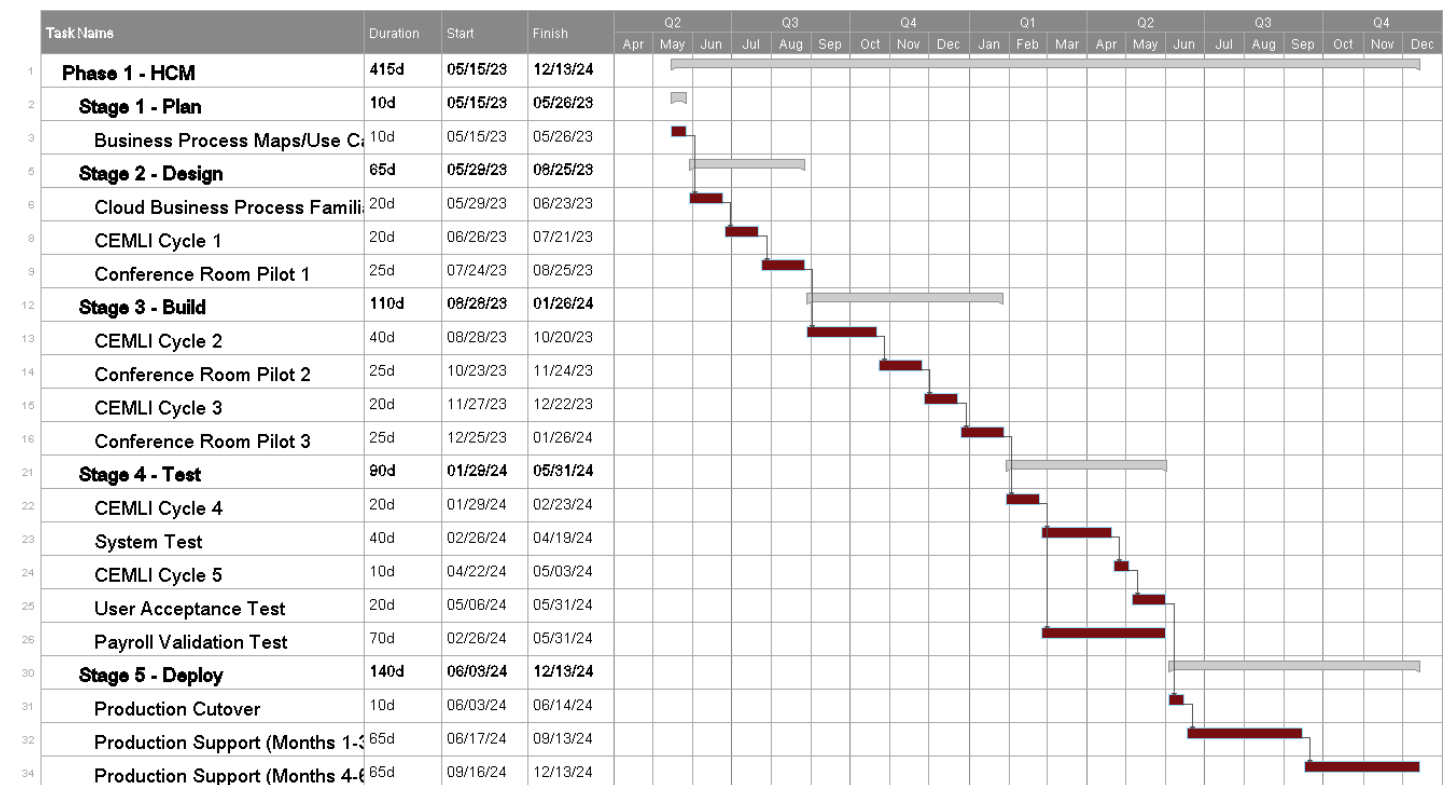
Graphic: Graviton Methodology Critical Path



5.1 Implementation Critical Path

The HCM critical path deliverables are fourteen business process and CEMLI implementation track deliverables required to prepare the Oracle Cloud applications for the County's HCM go-live. The critical path deliverables are the basis for the Oracle Cloud HCM project timeline. The project management, change management, and training implementation track deliverables are scheduled in relation to the HCM critical path deliverables and milestones they are dependent on.

Graphic: Oracle Cloud HCM Critical Path Gantt Chart



5.2 Implementation Project Schedule

At the initiation of the Oracle Cloud HCM project, a detail project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and County project team members.

Maintenance of the project schedule will be a recurring task that is defined in the Project Management Plan deliverable to be completed in the first weeks of the project. The tables below represent the initial schedule of deliverables. The schedule is the basis for the Graviton staffing plan and implementation services costs.

Table: Oracle Cloud HCM Project Schedule

ID	Task Name	Duration	Start	Finish
	Phase 1 - HCM	415d	05/15/23	12/13/24
	Stage 1 - Plan	10d	05/15/23	05/26/23
1.2.1	Business Process Maps/Use Cases	10d	05/15/23	05/26/23
1.1.1	Project Management Plan	10d	05/15/23	05/26/23
	Stage 2 - Design	65d	05/29/23	08/25/23
1.2.2	Cloud Business Process Familiarization	20d	05/29/23	06/23/23
1.3.1	CEMLI Plan	10d	06/12/23	06/23/23
1.3.2	CEMLI Cycle 1	20d	06/26/23	07/21/23
1.2.3	Conference Room Pilot 1	25d	07/24/23	08/25/23
1.4.1	Change Management Plan	10d	07/10/23	07/21/23
1.4.2	Communications Plan	10d	08/14/23	08/25/23
	Stage 3 - Build	110d	08/28/23	01/26/24
1.3.3	CEMLI Cycle 2	40d	08/28/23	10/20/23
1.2.4	Conference Room Pilot 2	25d	10/23/23	11/24/23
1.3.4	CEMLI Cycle 3	20d	11/27/23	12/22/23
1.2.5	Conference Room Pilot 3	25d	12/25/23	01/26/24
1.1.2	Project Scope	10d	12/11/23	12/22/23
1.1.3	Test Plan	10d	01/15/24	01/26/24
1.4.3	Change Impact Analysis	15d	12/04/23	12/22/23
1.5.1	End User Training Plan	15d	01/08/24	01/26/24
	Stage 4 - Test	90d	01/29/24	05/31/24
1.3.5	CEMLI Cycle 4	20d	01/29/24	02/23/24
1.2.6	System Test	40d	02/26/24	04/19/24
1.3.6	CEMLI Cycle 5	10d	04/22/24	05/03/24
1.2.7	User Acceptance Test	20d	05/06/24	05/31/24
1.2.8	Payroll Validation Test	70d	02/26/24	05/31/24
1.1.4	Cutover Plan	10d	05/20/24	05/31/24
1.5.2	End User Training Content	30d	03/11/24	04/19/24
1.5.3	End User Training	20d	05/06/24	05/31/24
	Stage 5 - Deploy	140d	06/03/24	12/13/24
1.3.7	Production Cutover	10d	06/03/24	06/14/24

ID	Task Name	Duration	Start	Finish
1.2.9	Production Support (Months 1-3)	65d	06/17/24	09/13/24
1.4.5	Operations Transition Plan	20d	06/17/24	07/12/24
1.2.10	Production Support (Months 4-6)	65d	09/16/24	12/13/24
1.1.5	Project Closeout	20d	11/18/24	12/13/24

6 Oracle Cloud HCM Implementation Staffing

Implementation of the Oracle Cloud modules for the County will require close collaboration between Graviton and County project team members. This Oracle Cloud Implementation Staffing section describes the Graviton and County project teams that will complete the implementation of Oracle Cloud for the County. For both Graviton and the County, project roles, a project team organization chart and a project team staffing plan are included.

6.1 Project Roles

6.1.1 Graviton Project Roles

The Graviton project team includes Oracle Cloud experienced consultants that have the versatility to perform project tasks across the project management, business process, technical, change management, and training implementation tracks. However, the primary role of each position in the Graviton organization chart is described in the table below.

Key Personnel are identified in the table below with an asterisk (*)

Table: Graviton Project Roles

Project Role	Description
Engagement Manager	Greg Catanzano will serve as Graviton's engagement manager for this project. He will oversee the project's execution and will be accountable for its success. Greg will also participate in the steering committee meetings with the County to ensure that any feedback from the County is properly addressed.
Project Manager*	Prashant Jejurikar will serve as Graviton's project manager for this project. He will manage the day-to-day task assignments for the project team. Prashant will also perform the ongoing risk management activities. Prashant will be responsible for maintaining the project schedule and for completing the following work products: <ul style="list-style-type: none"> • Project Management Plan • Project Scope • Test Plan • End User Training Plan • Cutover Plan • Project Closeout
Solution Architect *	Vineet Srivastava will serve as Graviton's solution architect for this project. He will be responsible for overseeing the functional and technical design, and for ensuring the Oracle Cloud modules and corresponding CEMLI development will meet the County's goals as stated in this SOW.
Business Process Consultants *	Graviton business process consultants will bring Oracle Cloud application expertise to the project team and will work on the work products and deliverables listed in this

Project Role	Description
	<p>SOW through the life of the project. They will be responsible for the following work products and deliverables:</p> <ul style="list-style-type: none"> • Use Cases • Cloud Business Process Familiarization • Conference Room Pilot 1 • Conference Room Pilot 2 • Conference Room Pilot 3 • System Test • User Acceptance Test • Payroll Validation Test • End User Training • Production Support
CEMLI Developers	<p>Graviton CEMLI developers bring expert knowledge in the Oracle Cloud tools that will be utilized for CEMLI development including OTBI, Oracle PaaS, OIC, etc. CEMLI resources will develop the following CEMLI Track work products and deliverables listed in this SOW:</p> <ul style="list-style-type: none"> • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3 • CEMLI Cycle 4 • CEMLI Cycle 5 • Production Cutover
CEMLI Business Analysts	<p>Graviton CEMLI business analysts bring Oracle Cloud configuration expertise. CEMLI business analyst resources will develop the following work products and deliverables listed in this SOW:</p> <ul style="list-style-type: none"> • CEMLI Cycle 2 • CEMLI Cycle 3 • System Test • User Acceptance Test • End User Training Content
Change Management Lead	<p>Ray Hirte will serve as Graviton’s change management lead for this project. Ray will be responsible for working with project team members to facilitate the completion of the change management track work products including the following:</p> <ul style="list-style-type: none"> • Change Management Plan • Communications Plan • Change Impact Analysis • Operations Transition Plan

6.1.2 County Project Roles

The County project team includes experts in County business processes, County legacy systems, and County organizational considerations. County project team members will participate in project activities across implementation tracks. However, each County project team member will be assigned a primary project role, which can be described in the table below.

Table: Graviton Project Roles

Project Role	Description
Project Manager	<p>The County Project Manager will be responsible for leading County project team members in the completion of their assigned project tasks; ensuring County team members follow the project management processes defined by the Project Management Plan deliverable. The County Project Manager will facilitate County decision making. The County Project Manager will assist the Graviton Project Manager in the completion of the following Project Management deliverables in accordance with the deliverable definition included in this Statement of Work.</p> <ul style="list-style-type: none"> • Project Management Plan • Project Scope • Test Plan • Cutover Plan • Project Closeout
Functional Leads	<p>County Functional Leads are experts in County integrated business processes. County Functional Leads are authorized by County executive team members to make Oracle Cloud configuration decisions based upon the information and guidance provided by their Graviton project team counterparts. County Functional Leads will support CEMLI development, providing business process requirements related to data conversions, interfaces, configuration, security, workflow, and reporting. County Functional Leads will participate in work sessions related to the following project deliverables in accordance with the deliverable definitions included in this Statement of Work.</p> <ul style="list-style-type: none"> • Cloud Business Process Familiarization • CEMLI Cycle 1 • Conference Room Pilot 1 • CEMLI Cycle 2 • Conference Room Pilot 2 • CEMLI Cycle 3 • Conference Room Pilot 3 • System Test • User Acceptance Test • Payroll Validation Test • End User Training • Production Support
Subject Matter Experts	<p>County Subject Matter Experts are key stakeholders in the County, who are experts in both County-wide and department-specific business processes. County Subject Matter Experts are encouraged to actively provide feedback to both the Project Management</p>

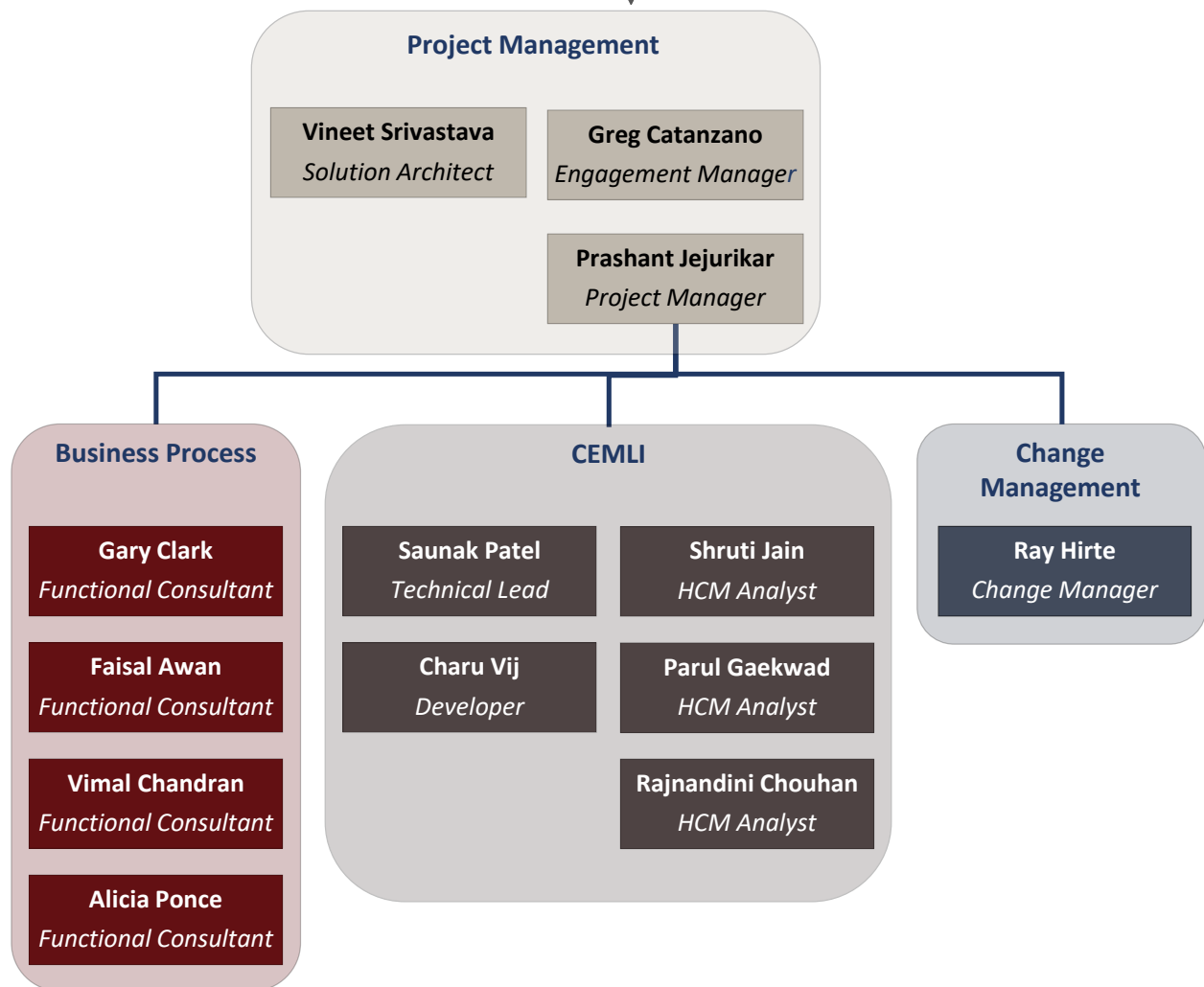
Project Role	Description
	<p>team as well as the County and Graviton Functional team. As required, County Subject Matter Experts will support CEMLI development by providing business process expertise to the development resources. County Subject Matter Experts will receive knowledge transfer as they actively participate in work sessions related to the following project deliverables in accordance with the deliverable definitions included in this Statement of Work.</p> <ul style="list-style-type: none"> • Cloud Business Process Familiarization • Conference Room Pilot 1 • Conference Room Pilot 2 • Conference Room Pilot 3 • User Acceptance Test • Production Support
Technical Developers	<p>County Technical Developers bring expert knowledge in the County legacy systems for the purpose of supporting the Oracle Cloud CEMLI development. County Developers will participate in interface, data conversion, reporting, security, and workflow development and configuration efforts in accordance with the development processes documented in this Statement of Work. Those processes will be further defined by the CEMLI Plan deliverable. County Technical Developers will participate in the completion of the following deliverables in accordance with the deliverable definitions documented in this SOW:</p> <ul style="list-style-type: none"> • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3 • CEMLI Cycle 4 • CEMLI Cycle 5 • Production Cutover
Change Manager	<p>The County's Change Manager will collaborate closely with Graviton to develop the Change management strategy for the Oracle Cloud implementation project. The County Change Manager will be the lead project team member responsible for interfacing with departments to complete communications and readiness related project tasks. The County Change Manager will be responsible for working with project team members to support the completion of the change management track deliverables including the following:</p> <ul style="list-style-type: none"> • Change Management Plan • Communications Plan • Change Impact Analysis • Department Readiness • Operations Transition Plan

6.2 Project Team Organization Chart

6.2.1 Graviton Project Team Organization Chart

Just as Graviton organizes its deliverables and milestones by implementation track, the Graviton project team is also organized by implementation track. Those team members that align with an implementation track are generally responsible for the completion of work products in that implementation track. The organization of the Graviton project team is depicted in the Graviton project team organization chart.

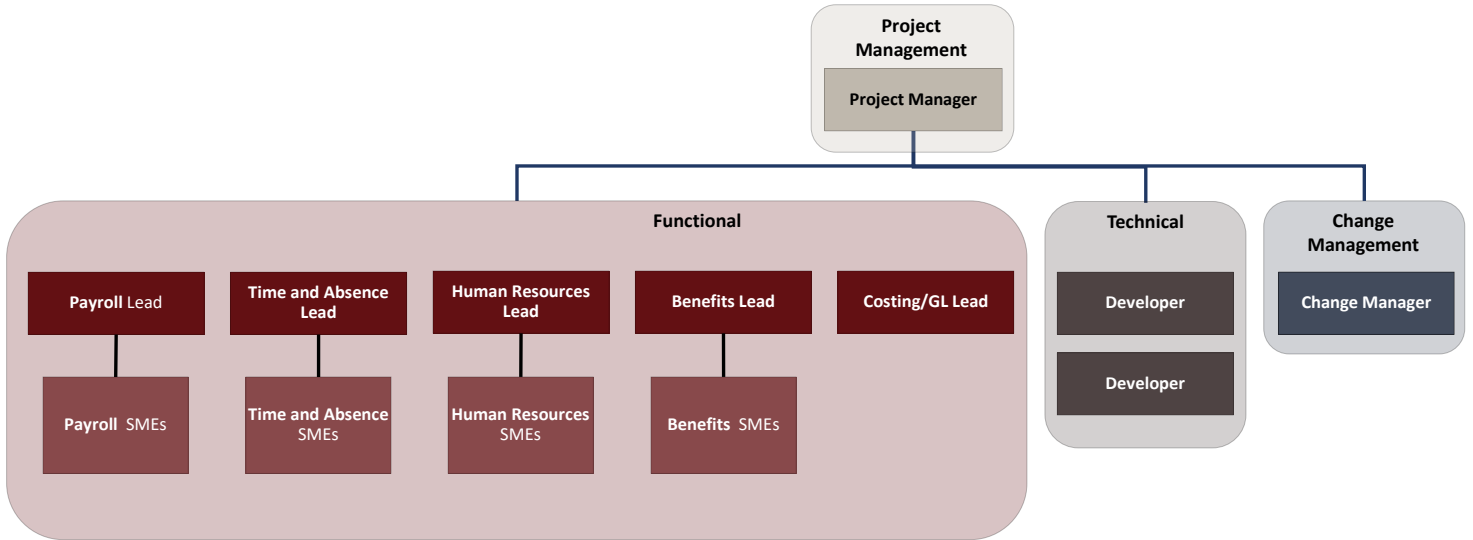
Graphic: Graviton Project  Team Organization Chart



6.2.2 Graviton Project Team Organization Chart

The organization of the County project team is depicted in the County project team organization chart.

Graphic: County Project Team Organization Chart



Graphic: County Staffing Plan

The Graviton business process resource will be onsite for one week at a time during the business process driven critical path milestones including Business Process Familiarization, Conference Room Pilots 1-3, System Test, User Acceptance Test, Payroll Validation Test, and Production Support.



GRAVITON
CONSULTING SERVICES

7 Implementation Cost

The Graviton project team will complete the Oracle Cloud implementation for the County following the implementation scope, implementation approach, implementation timeline, and implementation staffing outlined in this SOW. The sections below list the corresponding Graviton implementation costs. The implementation services will be performed on a fixed price basis.

7.1 Implementation Cost Summary

The table below summarizes the implementation services costs to complete the Oracle Cloud implementation for the County. Implementation Services will be billed on a fixed price basis. The Graviton implementation costs do not include the Oracle Cloud SaaS and support fees.

Table: Implementation Cost Summary

Phase	Description	Total
Phase 1 HCM	Human Capital Management	\$1,382,820.00
	Travel Expense	\$56,000.00
		\$1,438,820.00

The Phase 1 HCM implementation costs correspond to section 6.3.5 Graviton Staffing Plan. The Graviton staff participation, billable rate, and total costs are listed below.

Table: Graviton Staffing Cost Summary

Resource	Role	Hours	Rate	Cost
Greg Catanzano	Engagement Manager	328	\$175.00	\$57,400.00
Prashant Jejuriakar	Project Manager	1244	\$150.00	\$186,600.00
Vineet Srivastava	Solution Architect	536	\$175.00	\$93,800.00
Vimal Chandran	HR/Performance	1280	\$135.00	\$172,800.00
Alicia Ponce	Benefits	1248	\$135.00	\$168,480.00
Faisal Awan	Payroll	1248	\$135.00	\$168,480.00
Gary Clark	Time/Absence	1248	\$135.00	\$168,480.00
Saunak Patel	Technical Lead	1200	\$135.00	\$162,000.00
Charu Vij	Developer	768	\$135.00	\$103,680.00
Shruti Jain	Business Analyst	920	\$20.00	\$18,400.00
Parul Gaekwad	Business Analyst	920	\$20.00	\$18,400.00
Rajnandini Chouhan	Business Analyst	920	\$20.00	\$18,400.00
Ray Hirte	Change Mgmt Lead	340	\$135.00	\$45,900.00
		12,200	\$113.35	\$ 1,382,820.00

From the table above, Graviton calculated an average hourly rate of \$113.35. The average hourly rate is used to calculate deliverable payments. The Graviton deliverable payments are listed in section 7.2 Implementation Payment schedule.

Travel expense will be billed separately in accordance with the Graviton professional services agreement. Graviton and the County project managers will agree to those points during each project phase where onsite attendance by consultants would improve the quality of the planned project deliverables. Graviton will not charge the County for travel time.

7.2 Implementation Payment Schedule

The table below represents the payment schedule for the implementation of Oracle Cloud HCM for the County. For each payment, the table lists the planned completion date and amount. The table includes the estimate of Graviton HCM Cloud implementation services hours expected to be performed by the point in which the corresponding deliverable, milestone, or project management fee is scheduled to be complete per section 5.2 Project Implementation Schedule. The average hourly rate listed in the Graviton Staffing Cost Summary table in section 7.1 Implementation Cost Summary is then multiplied by the estimate of Graviton HCM Cloud implementation services hours to calculate the payment amount.

There are three categories of payments: deliverables, milestones, and project management fees. Deliverable payments will be ready to bill upon completion of the corresponding deliverable and approval from the County that the deliverable meets the acceptance criteria documented in this Statement of Work. Milestone payments will be billed upon County sign off on the appropriate milestone. Project management fees will be billed monthly and will not require pre-approval by the County prior to billing. Project management fee payments will, however, require all corresponding project management documentation is up to date prior to the County processing payment for that month. The deliverable approval process is defined in section 8 of this Statement of Work.

The County and Graviton agree that a single invoice will be submitted to the County at the end of each month of the project. The invoice will include a line item for that month's corresponding project management payment as well as line items for each deliverable or milestone that was approved during that month. The table below list the deliverables and milestone payments.

Table: Oracle Cloud HCM Implementation Payment Schedule

No.	Deliverable	Type	Completion Date	Hours	Rate	Amount
1	Business Process Maps & Use Cases	Deliverable	5/26/2023	236.00	\$113.35	\$26,749.63
2	Business Process Familiarization	Milestone	6/23/2023	300.00	\$113.35	\$34,003.77
3	Project Mgmt. Report Deliverable Month 2	Project Mgmt Fee	6/30/2023	200.00	\$113.35	\$22,669.18
4	CEMLI Cycle 1	Deliverable	7/21/2023	710.00	\$113.35	\$80,475.59
5	Project Mgmt. Report Deliverable Month 3	Project Mgmt Fee	7/31/2023	200.00	\$113.35	\$22,669.18
6	Conference Room Pilot 1	Milestone	8/25/2023	502.00	\$113.35	\$56,899.64
7	Project Mgmt. Report Deliverable Month 4	Project Mgmt Fee	8/31/2023	200.00	\$113.35	\$22,669.18
8	Project Mgmt. Report Deliverable Month 5	Project Mgmt Fee	9/30/2023	200.00	\$113.35	\$22,669.18
9	CEMLI Cycle 2	Deliverable	10/20/2023	560.00	\$113.35	\$63,473.70
10	Project Mgmt. Report Deliverable Month 6	Project Mgmt Fee	10/31/2023	200.00	\$113.35	\$22,669.18
11	Conference Room Pilot 2	Milestone	11/24/2023	696.00	\$113.35	\$78,888.75
12	Project Mgmt. Report Deliverable Month 7	Project Mgmt Fee	11/30/2023	200.00	\$113.35	\$22,669.18
13	CEMLI Cycle 3	Deliverable	12/22/2023	476.00	\$113.35	\$53,952.65
14	Project Mgmt. Report Deliverable Month 8	Project Mgmt Fee	12/31/2023	200.00	\$113.35	\$22,669.18
15	Conference Room Pilot 3	Milestone	1/26/2024	520.00	\$113.35	\$58,939.87
16	Project Mgmt. Report Deliverable Month 9	Project Mgmt Fee	1/31/2024	200.00	\$113.35	\$22,669.18
17	CEMLI Cycle 4	Deliverable	2/23/2024	686.00	\$113.35	\$77,755.29
18	Project Mgmt. Report Deliverable Month 10	Project Mgmt Fee	2/28/2024	200.00	\$113.35	\$22,669.18
19	Project Mgmt. Report Deliverable Month 11	Project Mgmt Fee	3/31/2024	200.00	\$113.35	\$22,669.18
20	System Test	Milestone	4/19/2024	680.00	\$113.35	\$77,075.21
21	Project Mgmt. Report Deliverable Month 12	Project Mgmt Fee	4/30/2024	200.00	\$113.35	\$22,669.18
22	CEMLI Cycle 5	Deliverable	5/3/2024	736.00	\$113.35	\$83,422.58
23	User Acceptance Test	Milestone	5/31/2024	938.00	\$113.35	\$106,318.46
24	Project Mgmt. Report Deliverable Month 13	Project Mgmt Fee	5/31/2024	200.00	\$113.35	\$22,669.18
25	Production Cutover	Deliverable	6/14/2024	608.00	\$113.35	\$68,914.31
26	Production Support (Months 1-3)	Milestone	9/13/2024	1,424.00	\$113.35	\$161,404.56
27	Production Support (Months 4-6)	Milestone	12/13/2024	728.00	\$113.35	\$82,515.82

Statement of Work – Oracle Cloud Implementation

No.	Deliverable	Type	Completion Date	Hours	Rate	Amount
				12,200.00		\$1,382,820.00

8 Acceptance

The County will have an opportunity to review and either (a) accept or (b) object to the Services and Deliverables as set forth in this SOW (“Acceptance Process”). If County objects, County will provide Graviton with a written description of the objection. Graviton and County will review the objection and agree on a resolution to the objection. As part of such Acceptance Process, Graviton and County will (a) act reasonably, taking into account the specifications of the Services and (b) not withhold acceptance of Services for minor or insubstantial variations, as agreed to by both parties, to meet specifications unless such variations materially and adversely impact County’s use of the Services. County’s use of the Services shall not be deemed an Acceptance. County will not owe Graviton any compensation for the correction of Services as part of the Acceptance Process.

8.1 Deliverable or Service Acceptance

Acceptance by the County is required for all Deliverables identified in this SOW. Graviton shall deliver completed Deliverables for review and approval. Deliverables shall be accepted or rejected within five (5) business days from the time of submittal for acceptance unless mutually agreed to another timeline. The Deliverable Acceptance Process is described below.

- 1) Submission of Deliverables - The Graviton Project Manager, or designee, will prepare a Deliverable Acceptance Form email and forward with the respective Deliverable to the County Project Manager, or designee, for consideration.
- 2) Assessment of Deliverables - The County representative will determine whether the Deliverable meets the requirements as defined in this SOW, that the Deliverable is complete, and that the Deliverable is free from errors.
- 3) Acceptance / Rejection - After reviewing, the County will either accept the Deliverable (by providing an email reply stating the County approves the deliverable) or will provide a written reason for rejecting it to the Graviton team. If feedback from multiple County representatives is received, then the County Project Manager, or County designee, will consolidate that feedback before delivering it to the Graviton team.
- 4) Correction of Service Deliverables – Graviton will correct in-scope problems found with the service deliverable and will address the correction of out-of-scope changes according to the Change Management Process. Graviton will submit a schedule for making changes to the service deliverable within two (2) business days of receiving a rejected Deliverable Acceptance Form email. Once Graviton corrects all previously identified in-scope problems, the Deliverable will go through the acceptance process again. The Deliverable will be deemed accepted when County provides an email reply stating the County approves the deliverable.
- 5) Monitoring and Reporting - The Graviton project team will track Deliverable acceptance. Updates on Deliverable acceptance will be included in the status report and discussed in the status meeting. Deliverable acceptance issues that cannot be resolved will be elevated to the Project Steering Committee.

8.2 HCM System Acceptance

“Conditional Acceptance” will occur at or prior to go-live. The County will have no less than twenty (20) business days to complete User Acceptance Testing of the system (“pre-live testing”) before going live. By agreeing to go-live the County grants “Conditional Acceptance” of the Oracle Cloud HCM system.

The County will have a 6-month period after going live to “live test” the system. Live testing is the County’s opportunity to verify that the system complies with the functional requirements and that all other Services have met the requirements of this SOW.

“Final Acceptance” will occur after all after live testing. “Final Acceptance” means Graviton has completed resolution of defects in County requirements included as Exhibit A to this SOW, all deliverables listed in this SOW, as well as any requirements or deliverables added via change orders throughout the project for which Graviton is responsible.

Graviton will present the County with the Project Closeout deliverable when all criteria described above has been met.

9 Appendix A – Graviton Use Cases

Included below is the initial list of Oracle Cloud use cases to be provided by Graviton during the Plan Stage of the County's Oracle Cloud implementation.

9.1 Core HR Use Cases

Use Case ID	Use Case Description
HR01	Employee Tasks
HR01.01	Employee Self-Service - Update Family and Emergency Contacts
HR01.02	Employee Self-Service - Update Disability
HR01.03	Employee Self-Service - Update Demographics
HR01.04	Employee Self-Service - Add Document Record
HR01.05	Employee Self Service - Direct Deposit
HR01.06	Employee Self Service - Tax Withholding/W4
HR01.07	Employee Self-Service - Resignation
HR01.08	Employee handling Onboarding/Journey Tasks
HR01.09	Employee resetting password
HR02	Line Manager Tasks
HR02.01	Change Manager
HR02.02	Promotion
HR02.03	Changing Assignments as Line Manager
HR02.04	Request New Position as Line Manager
HR02.05	Approve request for a Position Change
HR02.06	Request Position Update
HR02.07	Review Onboarding as Manager
HR03	HR Specialist Tasks
HR03.01	Add Assignment to Employee by HR Specialist
HR03.02	Terminating an Employee by HR Specialist
HR03.03	Change Assignment by HR Specialist
HR03.04	Change Salary by HR Specialist
HR03.05	Adding Areas of Responsibility by HR Specialist
HR03.06	Update Employee Name by HR Specialist
HR03.07	Adding a Family Member by HR Specialist
HR03.08	Adding a Family Member (existing employee) by HR Specialist
HR03.09	Search and Edit Position by HR Specialist
HR03.10	HR Hiring a Worker - Internally within Oracle
HR03.11	Review Onboarding/Offboarding Tasks as HR Specialist
HR03.12	Reset Worker Password by HR Specialist
HR03.13	Search Document Records by HR Specialist

Use Case ID	Use Case Description
HR03.14	Manager Delegation by HR Specialist

9.2 Benefits Use Cases

Use Case ID	Use Case Description
BN01	Employee Tasks
BN01.01	View Benefits
BN01.02	View Benefit Contact Person
BN01.03	Compare Benefits Medical Plans
BN01.04	Using the Health Savings Account (HSA) Calculator
BN01.05	Using the Dependent Care FSA Calculator
BN01.06	Using the Health Care FSA Calculator
BN01.07	Report Life Events
BN01.08	Start Enrollment/Make Changes
BN01.09	Verify Enrollments
BN01.10	View Pending Actions
BN01.11	Verify Dependent Information
BN01.12	Verify Document Records
BN01.13	Unrestricted Life Event
BN02	Benefit Specialist Tasks
BN02.01	Add Benefit Relationship
BN02.02	Validate Employment Information
BN02.03	Validate Compensation
BN02.04	Validate Person Information
BN02.05	Validate People to Cover Information
BN02.06	Add Unrestricted Life Event
BN02.07	Add Potential Life Event
BN02.08	Evaluate Life Event
BN02.09	Close Out Life Event
BN02.10	Override Enrollment
BN02.11	View Enrollment Dashboard
BN03	Benefit Administrator Tasks
BN03.01	Create a new plan
BN03.02	Update Annual Plan Rates
BN03.03	Load Benefits Rates with Worksheet
BN03.04	Update Open Enrollment Period
BN03.05	Verify element entries

9.3 Time and Absence Use Cases

Use Case ID	Use Case Description
TA01	Time Administrator Preliminary Tasks
TA01.01	Generating Time Cards, Individual or by group
TA01.02	Generating Time Cards by Scheduling a process
TA01.03	Update absence plan enrollment and calculate the periodic accrual for all employees
TA02	Employee Tasks
TA02.01	Entering Time for a Period
TA02.02	Searching for a Time Card
TA02.03	Editing or Updating a Time Card for a Period
TA02.04	Copy a Prior Time Card
TA02.05	Mark a Time Card as a Favorite
TA02.06	View an employee's Absence Balances
TA02.07	Request for Leave, Review Leave Balance
TA02.08	Comp Time Earned
TA02.09	View Calendar and Team Schedules
TA02.10	Request for Multiple Leave Types on One Day
TA02.11	Request for Leave on an Existing Time Card
TA02.12	Enter Time using the Web Clock (Employee)
TA02.13	Request, Approve, Withdraw Future Absences
TA02.14	Mobile App Demo
TA02.15	Enter Shift Differential and Overtime
TA03	Manager Tasks
TA03.01	Approving an Absence Request via Workflow Notification
TA03.02	Approve employee leave request before and after a change to the leave request
TA03.03	Supervisor/Manager - Edit a direct report's absence
TA03.04	Supervisor Edits Leave in the Time Card (Grid)
TA03.05	Approving Time Cards
TA03.06	Delegating Time Approval Duties
TA03.07	Editing Time imported from the Web Clock (Supervisor/Manager)
TA03.08	Reports and Analytics
TA04	Time Administrator Primary Tasks
TA04.01	Enroll an employee in an absence plan (Vacation), and calculate the accrual
TA04.02	Adjust a Leave Balance for an Employee
TA04.03	Entering FMLA Time
TA04.04	Enroll Staff in Compensatory Time Plan
TA04.05	Setting Up Holidays
TA04.06	Defining and Assigning Shifts, Work Patterns and Schedules
TA04.07	Create Vacation, (Absence), Accrual Plan
TA04.08	Mass Time Entry
TA04.09	Load Time to Payroll

Use Case ID	Use Case Description
TA04.10	Importing Time from the Web Clock
TA04.11	Importing Time from the Web Clock (Scheduling the Process)
TA04.12	Entering Time for a Period (Start / Stop Time)

9.4 Payroll Use Cases

Use Case ID	Use Case Description
PY01	Employee Tasks
PY01.01	Self-service - Add 1st time banking information
PY01.02	Self-service - Update Payroll Bank account information
PY01.03	Self-service - Update tax withholding card
PY01.04	Self-service - View Payslip
PY02	Payroll Manager Tasks
PY02.01	Update Federal Tax Information for new hire
PY02.02	Create State tax information for new hire
PY02.03	Add a new Voluntary Deductions - Union Dues
PY02.04	Modify Voluntary Deduction - Union Dues
PY02.05	Create Third Party and Third-Party Payment Method
PY02.06	Add Child Support garnishment order
PY02.07	Setup Additional Pay scenarios
PY02.08	Element Entry Costing Override
PY02.09	End Date existing Additional Pay
PY02.10	Change the existing Additional Pay
PY02.11	Transfer approved time cards to Payroll
PY02.12	Verify Time Card Calculation Card
PY02.13	Verify Bank Account Information and Payment Methods as Payroll Admin
PY02.14	Create a payroll relationship group
PY02.15	Run a Payroll Flow (US Simplified)
PY02.16	Verify Retroactive Results
PY02.17	View Statement of Earnings
PY02.18	Review Costing Results
PY02.19	Review Gross-to-Net Report
PY02.20	Review Payroll Register Report
PY02.21	Review Payroll ACH file
PY02.22	Verify Payslips
PY02.23	Review Payment Register
PY02.24	Run Positive Pay Report
PY02.25	Calculate Quick Pay
PY02.26	Review Payroll Flow Patterns

Use Case ID	Use Case Description
PY02.27	Review Payroll Element creation
PY02.28	Payroll to IRS

10 Exhibit A – County Functional Requirements

See Section 2 Requirements from Graviton’s proposal response to the County of Tulare RFP **No. 23-005 Human Capital Management Software and Implementation Services**