

# Request for Proposal No. 23-005

## Human Capital Management Software and Implementation Services



Due Date: July 1, 2022 | 5:00 pm PST

PROPOSER:  
Graviton Consulting  
8801 Folsom Boulevard, Suite 120  
Sacramento, CA 95826

CONTACT:  
Vineet Srivastava, President  
(916) 588-2655  
[vineet@gravitonconsulting.com](mailto:vineet@gravitonconsulting.com)

# Section 1



## Cover Letter

## 1. Cover Letter

July 1, 2022  
County of Tulare  
2637 W. Burrell Avenue, Suite 200  
Visalia, CA 93291

### **Request for Proposal No. 23-005 for Human Capital Management Software and Implementation Services**

Dear the Tulare County Purchasing and Project Teams,

Graviton Consulting Services, Inc. (Graviton), an Oracle partner consultancy company, is pleased to submit our offer to Tulare County in response to your Request for Proposal for a Human Capital Management (HCM) software system and corresponding implementation services.

Graviton Consulting Services, Inc. is a privately held corporation, based in Sacramento, California. Graviton was founded in 2010 by public sector information technology leaders with the goal of developing a systems integration practice focused solely on serving the ERP implementation and support needs of state and local government organizations. Our commitment to our government customers is to deliver personalized world-class innovative solutions and expertise that provide the greatest value to our government client-partners and the constituents whom they represent. With over 60 veteran consultants, we bring industry leading experience in all aspects of ERP implementations and upgrades, from business process transformation and knowledge transfer to architecture design and building of complex integrations.

What sets Graviton apart is the depth and breadth of public sector experience across our consulting team. We have attained our expertise by delivering successful Oracle ERP and HCM services to both neighboring and out-of-state local government organizations. In recent years we have successfully delivered complex Oracle solutions at the County of Mariposa, City of Sacramento, San Joaquin County, Hennepin County, the County of Fresno, the County of Contra Costa and many others.

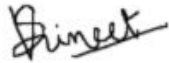
For the County of Tulare, we are pleased to propose Oracle Cloud Services for HCM. Oracle's solution is a true best of breed SaaS product. Oracle Cloud will best help the County to support business transformation, reduce risk from legacy systems, reduce manual processes, provide robust reporting capabilities and meet the changing demands as the County grows.

Graviton will be the implementation partner for the proposed software. For the County, we are proposing an end-to-end 15-month implementation approach. The project will include a single implementation phase: Phase 1 HCM. Phase 1 HCM will start in January 2023 and go live in January 2024. The go live will be followed by 3 months of support through March 2024.

Graviton Consulting is the prime proposer and sole point of contact regarding this proposal. If you have any questions about this document, please feel free to contact me at (916) 337-6551 or email at [vineet@gravitonconsulting.com](mailto:vineet@gravitonconsulting.com).

The signed Signature Page, Exhibit A Debarment, Exhibit B Insurance and copies of all signed addenda are included in Section 11 of this proposal.

Sincerely,



**Vineet Srivastava**, President  
Graviton Consulting Services, Inc.  
8801 Folsom Boulevard, Suite 120  
Sacramento, CA 95826  
Cell: (916) 337-6551

# Section 2



# Requirements

## 2. Requirements

### Exhibit G: Requirements

Please see the following pages for a copy of the Exhibit G requirements matrix that has been provided in a separate Word file along with our response.

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## Tulare County, CA HCM Software Requirements

R = Required  
I = Important  
N = Nice to have  
E = Explore

| Vendor – Software Vendor                               | Response   |
|--|--|
| <b>0. Vendor and Software Name</b>                     | <b>Software Vendor:</b> Oracle Corporation (Oracle Cloud Applications)         |
| <b>1. Vendor Contact:</b>                              |  |
| a. Name and Title                                      | Henrik Beijar, Application Sales Manager                                       |
| b. Address, Phone, Email                               | <b>Phone:</b> (626) 375-0411<br><b>Email:</b> henrik.beijar@oracle.com         |
| <b>2. Vendor Information:</b>                          |  |
| a. Year Founded, Public vs. Private                    | 1976, Publicly Held Corporation  |
| b. Employee Count - Total                              | 132,000 employees  |
| c. Employee Count – Proposed Product                   | Approximately 18,000 employees in Cloud Services and Licenses                  |
| d. Nearest Office to Visalia - Tulare County, CA       | Santa Monica, CA   |
| <b>3. Customers on Proposed Application:</b>           |  |
| a. Total Customers                                     | More than 1,000  |
| b. Total Counties                                      | 28   |
| c. Total Counties of Similar Size                      | 12 (2,000 – 7,500 employees)   |
| d. Total California Counties                           | 3  |
| <b>4. Software Versions</b>                            |  |
| a. Proposed Version and Release Date                   | Oracle HCM Cloud 22B – April 2022  |
| b. Current Version and Release Date                    | Oracle HCM Cloud 22B – April 2022  |
| <b>Implementation Vendor (if different than above)</b> | <b>Response</b>  |
| <b>5. Vendor Name</b>                                  | <b>Prime Proposer and Implementation Partner:</b> Graviton Consulting Services |
| <b>6. Vendor Contact:</b>                              |  |
| c. Name and Title                                      | Vineet Srivastava, President   |
| d. Address, Phone, Email                               | 8801 Folsom Boulevard, Suite 120<br>Sacramento, CA 95826                       |

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|--|--|
|  | <b>Phone:</b> (916) 337-6551<br><b>Email:</b> vineet@gravitonconsulting.com  |
| <b>7. Vendor Information:</b>  |  |
| e. Year Founded, Public vs. Private  | 2011, privately held corporation.  |
| f. Employee Count - Total  | 62 employees   |
| g. Nearest Office to Visalia - Tulare County, CA   | Sacramento, CA   |
| h. Software Applications Implemented   | Oracle Cloud Applications and Oracle PeopleSoft  |
| <b>8. Customers on Proposed Application:</b>   |  |
| e. Total Customers   | 14 current customers   |
| f. Total Counties  | 5 Counties: <ul style="list-style-type: none"> <li>• Mariposa County, CA</li> <li>• Weber County, UT</li> <li>• San Joaquin County, CA</li> <li>• Fresno County, CA</li> <li>• Yamhill County, OR</li> </ul> |
| g. Total Counties of Similar Size  | 5 Counties   |
| h. Total California Counties   | 3 California Counties: <ul style="list-style-type: none"> <li>• Mariposa County</li> <li>• San Joaquin County</li> <li>• Fresno County</li> </ul>  |
| <b>Pricing</b>   | <b>Response</b>  |
| <b>9. Software License:</b> For all modules to meet required functionality including SaaS or Hosting fees to support 4,750 W2s.                            | <b>\$ 634,362</b><br>This is the annual software costs for Years 1-5. There is price protection for the first five years. All maintenance costs and upgrades are included in subscription fees.              |
| <b>10. Implementation:</b> Estimate including process review, design, configuration, training, testing, integration, data conversion, reports, forms, etc. | <b>\$1,351,720</b>   |
| <b>11. Maintenance:</b> Indicate maintenance percent for years 1-10.   | <b>\$0</b><br>Maintenance costs are included in the subscription costs.  |
| <b>12. Recurring SaaS Costs:</b> Indicate annual SaaS fees for years 1-10.   | <b>\$ 6,821,830</b><br>This is the total software cost for Years 1-10.   |



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| <b>13. Other:</b> Indicate any 3 <sup>rd</sup> party software and associated costs required for requirements in scope. | <b>\$0</b><br>There are no third-party software products being proposed. |
| <b>14. Total Year One Cost:</b> Software License, Implementation, Maintenance, SaaS Fees.                              | <b>\$ 1,986,082</b>  |
| <b>15. Total Ten-Year Cost:</b> Software License, Implementation, Maintenance, SaaS fees.                              | <b>\$ 8,173,550</b>  |

| Ranking  |                                | Response – Rating and Comment   |
|----------|--------------------------------|---|
|          | <b>Modules</b>                 |   |
| <b>R</b> | <b>16. Human Resources</b>     | <p><b>4</b></p> <p>Oracle Fusion Human Capital Management Base Cloud Service provides a single global human resources solution to engage your employees, align common HR processes, and promote a culture of compliance and includes:</p> <ul style="list-style-type: none"> <li>• Global Human Resources</li> <li>• Absence Management</li> <li>• Benefits</li> <li>• Cash Management</li> <li>• Payroll Interface</li> <li>• Onboarding</li> <li>• Workforce Directory Management</li> <li>• Workforce Modeling</li> <li>• Workforce Predictions</li> <li>• Work Life Solutions</li> <li>• Fusion Transactional Business Intelligence for Human Capital Management Cloud Service</li> </ul> |
| <b>R</b> | <b>17. Time and Attendance</b> | <p><b>4</b></p> <p>Oracle Time and Labor is a comprehensive, easy to use, rules-based time recording, and management system designed to give you maximum visibility and control over your most valuable resource, your people.</p> <p>Natively integrated with Oracle Global HR, Oracle Absence Management, Oracle Payroll, and Oracle Project Costing, Oracle Time and Labor supports a wide range of time recording needs for both your employees and contingent workforce. The real time rules engine and rule templates provide an extensible and easy to configure method for validating time entries and applying pay rules, with the results included on the timecard.</p>             |

| Ranking |               | Response – Rating and Comment  |
|---------|---------------|--|
|         |               | <p>Integration with Oracle Absence Management means scheduled absences will be shown on the calendar and timecard and absences can be reported through both the calendar and the timecard. With integration to Payroll, including support for retroactive changes, and recording time against valid up-to-date project information, Oracle Time and Labor provides accurate and consistent time related data to the County.</p>  |
| R       | 18. Payroll   | <p><b>4</b></p> <p>Cloud Payroll delivers the payroll, tax reporting and regulatory rules required to accurately process payroll and remain in compliance. In addition, Cloud Payroll gives you the flexibility to determine what should be included in your payroll processes rather than forcing you through a series of steps and reports that may not be meaningful to your agency. Key features include:</p> <ul style="list-style-type: none"> <li>• Rules based payroll solution</li> <li>• Payroll dashboard</li> <li>• Payroll automation with payroll process flows</li> <li>• Payroll checklists with embedded analytics</li> <li>• FastFormula</li> <li>• Retroactive processing</li> <li>• Integrated applications</li> </ul>   |
| R       | 19. Reporting | <p><b>4</b></p> <p>This functionality is part of the Oracle Cloud suite of applications. Oracle Transactional Business Intelligence (OTBI) is designed for operational users who want to create their own custom queries, reports, dashboards, charts and graphs to aid daily decision-making. Users can access, analyze and evaluate real-time transaction data in Cloud applications by using a self-service report design tool to build reports on top of customizable analysis structures. BI Publisher is ideal for high volume, highly-formatted transaction-based reports providing details of current operational data. BI Publisher can be used to produce reports such as government forms, EFT and EDI files, checks, operational reports and correspondence. BI Publisher is</p> |

| Ranking |  | Response – Rating and Comment   |
|---------|--|---|
|         |  | already used to deliver pre-packaged reports in Cloud applications such as payment formats, tax reports and other fixed format, high volume documents. This makes it easy to customize and extend the reporting content already available to suit specific business requirements. |

|   | Technology  |  |
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| R | 20. Deployed as On-Premises, SaaS, or Hosted. Indicate options and percent of customers using each. | <p><b>4</b></p> <p>All products that Oracle has proposed are 100% Software as a Service or Platform as a Service cloud offerings, providing capabilities customers expect out of SaaS and PaaS services including lower TCO, with no hardware to purchase or software to manage and automatic upgrades and rapid feature advancement. Operational tasks such as installation, patches, ongoing maintenance, upgrades, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.</p> |
| R | 21. Capability to read/write to fields programmatically via API.                                    | <p><b>4</b></p> <p>Native integration tools allowing customers to build their own integrations include:</p> <ul style="list-style-type: none"> <li>• RESTful APIs are available for near real-time integration</li> <li>• SOAP webservice are available</li> <li>• Flat file loader tools</li> <li>• Flat file extract tools</li> <li>• ATOM feeds are triggered by events that occur about status of selected data elements.</li> <li>•</li> </ul>  |
| R | 22. Indicate operating system and version requirements for proposed application.                    | <p><b>4</b></p> <p>Oracle Fusion Applications are accessible via most common Internet browsers such as Chrome, Microsoft Edge, Safari, and Firefox. Oracle Fusion Applications require a minimum native screen resolution of 1280x1024 and one of the supported browsers below.</p> <ul style="list-style-type: none"> <li>• Apple Safari 13+</li> <li>• Google Chrome 80+</li> <li>• Microsoft Edge 80+</li> </ul>  |

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|   |  | <ul style="list-style-type: none"> <li>• Mozilla Firefox 68+</li> </ul>   |
| R | 23. Indicate database and version requirements for proposed application.   | <p><b>4</b></p> <p>The proposed solution is a 100% SaaS solution. Oracle database is utilized.</p>  |
| R | 24. 100% Web-based architecture; browser support and 100% functionality within Microsoft Edge and Chrome without the use of compatibility mode(s) or browser modification. | <p><b>4</b></p> <p>All products that Oracle has proposed are 100% Software as a Service or Platform as a Service cloud offerings, providing capabilities customers expect out of SaaS and PaaS services including lower TCO, with no hardware to purchase or software to manage and automatic upgrades and rapid feature advancement. Operational tasks such as installation, patches, ongoing maintenance, upgrades, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.</p> <p>Oracle Fusion Applications are accessible via most common Internet browsers such as Chrome, Microsoft Edge, Safari, and Firefox. Oracle Fusion Applications require a minimum native screen resolution of 1280x1024 and one of the supported browsers below.</p> <ul style="list-style-type: none"> <li>• Apple Safari 13+</li> <li>• Google Chrome 80+</li> <li>• Microsoft Edge 80+</li> <li>• Mozilla Firefox 68+</li> </ul> |
| R | 25. Role-level security to module, function, screen, and field.  | <p><b>4</b></p> <p>Oracle Fusion Applications leverage the security principle of least privilege using the industry best practice of Role Based Access Control (RBAC). Using RBAC, application administrators control access to application functions and data (create, read, update, delete), ensuring that a given user only sees systems functions and rows of data pertinent to his/her job.</p> <p>Administrators configure job roles which map to job functions (duties) and data privileges. Application users are then mapped to the appropriate job roles for their respective positions, thereby enabling the user to execute the necessary tasks for their position. Using RBAC greatly simplifies the process of adding users or changing a users' department</p>   |

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|   |   | or organization. It also increases security by ensuring that one central location and method is used to grant/revoke access to corporate applications.  |
| R | 26. Audit log of adds, modifications or deletions to user rights, roles, permissions.                 | 4<br>Audit of Security assignments is provided.   |
| R | 27. MS Active Directory or Azure Active Directory for Single Sign-On or SAML 2.0 to Active Directory. | 4<br>Customers can opt for Oracle Fusion Applications to federate with a SAML 2.0 compliant identity provider.  |
| N | 28. Single sign-on using Imprivata.   | 4<br>Customers can opt for Oracle Fusion Applications to federate with a SAML 2.0 compliant identity provider.  |
| R | 29. Integration with Office 365. Indicate level of integration with Word and Excel.                   | 4<br>Oracle Fusion Applications support integration with Microsoft Office in the following ways: <ul style="list-style-type: none"> <li>• Export - OTBI results, and online queries can be exported to various formats, including Microsoft Office Excel, PowerPoint, and Adobe PDF.</li> <li>• Import – Data can be imported via Excel templates</li> <li>• SmartView - With the SmartView desktop tool, users can create or run OTBI analyses within MS Excel, Word or PowerPoint and save analyses back into the OTBI catalog real-time. Smart View is an Excel-based analysis tool, ideal for financial analysts needing to quickly define reports and ad hoc queries within a familiar tool</li> </ul> |
| R | 30. Email via Outlook 365.  | 4<br>Users may use their email of choice to receive notifications and approval workflows.   |
| R | 31. Two-factor authentication for mobile, SaaS and Hosted environments.                               | 4<br>Customers can opt for Oracle Fusion Applications to federate with a SAML 2.0 compliant identity provider.  |
| R | 32. List available integration technologies; currently leveraging Open APIs, IIS, SQL Queries, etc.   | 4<br>Oracle Fusion Applications use SOA based concepts and are built using open standards.  |

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|          |  | <p>Oracle Fusion Applications use a variety of integration protocols and payload formats in order to support integration with a wide range of source and target systems. Customers may integrate with source and target systems using delivered templated integrations and integration toolkits. Delivered integration templates may be used for payroll and benefit providers.</p> <ul style="list-style-type: none"> <li>• Native integration tools allowing customers to build their own integrations include:</li> <li>• RESTful APIs are available for near real-time integration</li> <li>• SOAP webservice are available</li> <li>• Flat file loader tools</li> <li>• Flat file extract tools</li> <li>• ATOM feeds are triggered by events that occur about status of selected data elements.</li> </ul> |
|          | <b>33.</b> Indicate integration strategy, experience, and proposed method for the following: |  |
| <b>R</b> | a. CGI Advantage – Core Financials (General Ledger, Accounts Payable)                        | Graviton is familiar with CGI Advantage. We will work with the County staff to understand the CGI requirements for inbound/outbound interfaces with the Oracle Cloud system and will develop interfaces accordingly.   |
| <b>R</b> | b. InTime – Staff Scheduling, Time and Attendance (Fire)                                     | Graviton is familiar with public safety scheduling systems. We will work with the County staff to understand the InTime requirements for inbound/outbound interfaces with the Oracle Cloud system and will develop interfaces accordingly.   |
| <b>R</b> | c. Prolaw – County Council Time and Attendance   | Graviton is experience integrating with third party time entry systems. We will work with the County staff to understand the Prolaw requirements for inbound/outbound interfaces with the Oracle Cloud system and will develop interfaces accordingly.   |
| <b>R</b> | d. WinCAMS – Time and Attendance for RMA, Solid Waste, and General Services                  | Graviton is experience integrating with third party time entry systems. We will work with the County staff to understand the WinCAMS requirements for inbound/outbound interfaces with the Oracle Cloud system and will develop interfaces accordingly.  |

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| <b>R</b> | e. MyWorkplace – benefit self-service - tracks and sends to carriers employee benefit elections and dependents | Graviton has included solutions to integrate with third party benefit providers directly or through a third-party solutions. We will work with the County to understand the requirement and develop a solution accordingly. |
| <b>R</b> | f. Questys –Document Management  | Graviton will review the Oracle Cloud document management capabilities and will work with the County to determine what additional interfaces are required with Questys, and will develop those interfaces accordingly.      |
| <b>R</b> | g. NeoGov – Applicant Tracking   | Graviton is experience integrating Oracle Cloud with NeoGov. Graviton will implement the Oracle Cloud solution to work with NeoGov in the applicant tracking business process   |
| <b>R</b> | h. Relias LMS - Learning Management  | Graviton understands the County's preference to continue with its LMS system. Graviton will work with the county to understand the Relias integration requirements and will develop interfaces accordingly.                 |
| <b>R</b> | i. TCERA CPAS – Pension Reporting  | Graviton has included the effort required to integrate with TCERA CPAS. We will work with the County to understand the requirements and develop the interface accordingly.  |
| <b>R</b> | j. Web Budget System (WBS) – Budget (in-house developed)   | Graviton has included the effort required to integrate with the Web Budget System. We will work with the County to understand the requirements and develop the interface accordingly.                                       |
| <b>R</b> | k. Benefits Accounts Receivable system (BAR)   | Graviton has included the effort required to integrate with the Benefits Accounts Receivable system. We will work with the County to understand the requirements and develop the interface accordingly.                     |
| <b>I</b> | l. COBRA OnQue – Cobra Administration  | Graviton has included the effort required to integrate with COBRA OnQue. We will work with the County to understand the requirements and develop the interface accordingly.   |
| <b>R</b> | m. Chementi – Voluntary benefits (e.g. supplemental disability, pet insurance, etc.)                           | Graviton has included the effort required to integrate with Chementi. We will work with the County to understand the requirements and develop the interface accordingly.  |

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| R | n. Empower – Deferred Comp   | Graviton has included the effort required to integrate with Empower. We will work with the County to understand the requirements and develop the interface accordingly.   |
| R | o. BMG – Employee Money Loan Program (3 <sup>rd</sup> party lending)                             | Graviton has included the effort required to integrate with BMG. We will work with the County to understand the requirements and develop the interface accordingly.   |
| R | p. AgTime – Time and Attendance for Agriculture  | Graviton has included the effort required to integrate with AgTime. We will work with the County to understand the requirements and develop the interface accordingly.  |
| R | q. GovPay – Retiree Premium Payments   | Graviton has included the effort required to integrate with GovPay. We will work with the County to understand the requirements and develop the interface accordingly.  |
| R | 34. Mobile device support for iOS and Android; specify if optimized for these operating systems. | <p><b>4</b><br/>User Interface on Tablet Devices requires minimum native screen resolution of 1280x1024 and one of the supported devices below:</p> <ul style="list-style-type: none"> <li>• Apple Devices: Safari on all iPad models</li> <li>• Android Devices: Google Chrome 42+</li> </ul> <p><b>Apple Devices:</b></p> <ul style="list-style-type: none"> <li>• iOS13+</li> <li>• Note: iPhones and iPods are locked to Portrait mode, iPads are locked to Landscape mode</li> <li>• Flash based SCORM content will not work on iOS devices because iOS does not support Flash</li> </ul> <p><b>Android Devices:</b></p> <ul style="list-style-type: none"> <li>• Android OS 5.0+. See Android Device Support</li> <li>• Note: Phones and smaller tablets are locked to Portrait mode, large tablets are locked to Landscape mode</li> <li>• SCORM content referencing online, or absolute URLs will not work in offline mode</li> <li>• SCORM 2004 not supported on mobile in offline mode</li> </ul> |



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| R | 35. Describe mobile functionality to support remote time entry, approve workflow items, etc.             | <p>4</p> <p>Use the Oracle HCM Cloud mobile app to access HCM cloud features on your mobile device. You can use the mobile app on Android and iOS smartphones and tablets. You use the same URL you use on your desktop to connect to the HCM Cloud application on your mobile. You only see information that's relevant to your role when you sign in.</p> <p>Workflow tasks may be accessed by emails or worklists. You get notified when tasks that you or someone else created require your attention. And tasks may be acted upon directed from email.</p>   |
| R | 36. Describe Web/Portal functionality for internal users.  | <p>4</p> <p>Oracle's solution understands you in the language you use. We do not need to understand the arcane terminology and hierarchical systems technology vendors concoct.</p> <p>Oracle user experience adapts to the agile environments in which user organizations operate, without customization. The solution enables organizations to take control of their business processes using low and no code tools, your organization can now add, delete, and change fields. Add, change and conditionally execute business processes. Do all of this no matter where your users access the system, browser, mobile, text, or voice.</p> <p>Anywhere we make choices, the Oracle Cloud solution takes our role, context, and past behavior into consideration to make smart recommendations.</p> <p>It is also the best at letting you visualize that data by providing sophisticated insights to help you interpret what you see. Finally, Oracle Cloud is not just a new user experience, but a series of tools, reusable components, and services that our customers can use to customize and extend their applications or even build their own.</p> |
|   | General  |   |
| R | 37. Configurable role or user-level dashboards that includes favorites, notifications, key reports, etc. | 4   |

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|   |   | <p>Oracle Transactional BI Dashboards put all the information, functions, and actions that a business user requires to do their job in one place. Dashboards are built with Oracle Transactional BI objects such as analyses and reports.</p>   |
| R | <p><b>38.</b> Create unlimited user-defined fields that can be used in queries and reports.</p>   | <p><b>4</b></p> <p>Oracle does not provide “unlimited” number for user defined fields, or “FlexFields” but can range from 20 to 100 fields per transaction.</p> <p>A Flexfield is a set of placeholder fields associated with business objects and placed on the application pages to contain additional data. You can use Flexfields to modify the business objects and meet enterprise data management requirements without changing the data model or performing any database programming.</p> <p>Using Flexfields, you can capture different data on the same database table and modify the application features. For example, airline manufacturers may require specific attributes for the orders that aren't predefined. Using a Flexfield for the order business object, they can create and configure the required attribute.</p> <p>You can enable Flexfield segments for business intelligence if the Flexfield is registered in the database as an Oracle Business Intelligence-enabled Flexfield. Additionally, flex fields are amiable for integration.</p> |
| I | <p><b>39.</b> Define mandatory fields on screens, forms, etc.</p>   | <p><b>4</b></p> <p>Oracle Fusion Applications provide configuration of pages via Page Composer. Page Composer allows you to configure the look and feel of user interface (UI) pages. You can create changes on a single page that all users can see, or only a subset.</p>   |
| R | <p><b>40.</b> Rules-based hierarchical workflow routing with prioritization, alerts, electronic signatures, and visible approval queue. Define where supported.</p> | <p><b>4</b></p> <p>Oracle Fusion Applications leverage a standards-based workflow service to deliver a Workflow and Approvals engine that enables complex rules and routings. Oracle Fusion Applications deliver workflows out-of-the-box, which can be further configured as needed. Multi-level approvals may be defined based on supervisor or position hierarchies,</p>   |

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|   |  | and tasks may be accessed by emails or worklists.  |
| I | 41. Searchable and context sensitive help. Describe available help features.               | <p><b>4</b></p> <p>Searching for data is intuitive and powerful. The applications provide searches based on partial criteria, wildcards and previously saved searches. They can also use a search feature called "Query by Example (QBE). Query by Example is the row of fields directly above table column headers, used for filtering the data in the table. This allows a user to narrow search results to exactly what they are seeking</p>  |
| R | 42. Describe available online training and support tools.                                  | <p><b>4</b></p> <p>In addition to the Graviton training resources which will be provided, Oracle University offerings and services are designed to help customers build the skill sets necessary to participate in the configuration and deployment of the cloud services, and to maintain those cloud services after initial go live. These standard education offerings address the needs of consultants, developers, administrators and other roles within IT project teams. Oracle's custom education and adoption services focus on the business user audiences and are designed to drive employee adoption, proficiency and readiness.</p> <p>Oracle Launch Pad – Launch Pad is a curated set of foundational/introductory training content, available to anyone at any time. Launch Pad is intended as an introduction to Oracle SaaS offerings through text-based training content that is updated with each new cloud release. Launch pad users will have access to some hands-on activities, as well as Skills Assessments to aid in the learning verification process. Learners can earn points and badges as they develop their understanding of the Oracle cloud.</p> |
| R | 43. Audit log with date, time, user stamp, and before and after values across all modules. | <p><b>4</b></p> <p>The County can configure audit policies to select specific business objects and attributes to be audited. Audit enables tracking the change history of particular attributes of a business object. However, those objects and their attributes must be selected for audit and auditing must be enabled for that application. Your configuration settings</p>  |

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|   |   | <p>determine which attributes to audit for a given object, and when the audit starts and ends. Auditing takes into account all the operations performed on an object and its attributes, such as create, update, and delete. To mitigate performance impact, by default, auditing is disabled for all applications. Customers have additional audit capabilities without turning on audit at the field level, including:</p> <ul style="list-style-type: none"> <li>• View History functions are available on transaction pages, where appropriate,</li> <li>• Effective Dating - Date effectivity preserves a history of changes made to the attributes of some objects. Professional users can retrieve and edit past and future versions of an object.</li> <li>• Last Updated By, Last Updated Date fields are available on appropriate transactions for reporting.</li> </ul>   |
| R | <p><b>44.</b> Attach documents and images to transactions throughout all modules (e.g. PDF, JPEG, TIF, DWG, etc.). Indicate strategy for document management within the application and via integration with Questys.</p> | <p><b>4</b></p> <p>Oracle Fusion Applications support file attachments throughout the application, where applicable. You can use attachments to provide supplementary information to specific business objects. Attachments can be URLs, desktop files, or text. For a business object you may view, create, delete, or edit attachments, depending on your role and granted privileges. Attachments are stored in a content management repository provided by Oracle that is part of the application infrastructure.</p> <p>In addition to standard attachment functionality, Oracle Fusion Applications uniquely offers Document Records. Document records store information about documents, such as visas, licenses, and medical certificates, for a person. The document records attachment component holds the electronic version of a document for a person. It supports a document type of URL, Text, or File name. Document records supports features, such as: who should be able to access the document, approval routing before the document is available for use, and document expiry notification.</p> |

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|   |   | Document records are automatically created for document types such as W2 and Payslip. The County can upload and download attachments via defined Web Service API's.  |
| R | 45. Effective dating of transactions throughout all modules.  | 4<br>Date effectivity preserves a history of changes made to the attributes of some objects. Professional users can retrieve and edit past and future versions of an object. Effective Dating is pervasive throughout the product.   |
| I | 46. Type-ahead feature with drop down list validation.  | 4<br>Yes, type-ahead with drop down list validation is available.  |
| R | <b>Human Resources</b>  |  |
| R | 47. Position Control management including: <ul style="list-style-type: none"> <li>a. Define positions and number of FTE's (1 FTE, .5 FTE, 1.4 FTE, 1.05 FTE, etc.)</li> <li>b. Define Unique Position Control Number (PCN)</li> <li>c. General Ledger coding</li> <li>d. Fund coding</li> <li>e. Assign employee to a position with effective dates; option to temporarily overlap</li> <li>f. Retain history including employees in positions with dates, General Ledger coding, date position was created or inactivated</li> <li>g. Track underfilled and overfilled positions</li> <li>h. Multiple employees to a position</li> <li>i. Multiple positions to one employee</li> <li>j. Positions tied to a job classification</li> <li>k. Multiple positions to a job classification</li> <li>l. Assign supervisor to a position (nice to have)</li> <li>m. Audit trail and report of changes</li> </ul> | 4<br>Oracle HCM Cloud provides your listed features to create, update and date track historical changes of positions for the County and associate general ledger costing/fund requirements. The ability to assign a supervisor to a position is a standard position management feature for HCM Cloud. The HCM Cloud reporting tools and dashboards can provide a rich graphical and data experience of the audit trail of position changes and workflow approvals within the County. |
| R | 48. Allows split funded position (funded from multiple accounts/departments/programs); allocated on hours or percentage.  | 4<br>Oracle HCM Cloud provides the ability to split fund costs based on hours or percentage for a position.  |
| R | 49. Prevent exceeding FTE/headcount limit defined in the system.  | 4<br>Through the delivered position control features, the Oracle solution is able to prevent exceeding FTE/ headcount for a position.  |
| N | 50. Tracks special assignment (within position) - time limits on special assignment.  | 4<br>Positions and assignments for employees are effective dated to manage time limits for special assignments.  |

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| <b>R</b> | <b>51.</b> Allows for position reclassification (moving position to different classification).                         | <b>4</b><br>Reclassifications and movement of associated employees to positions are effective dated to control the organizational change, with action and reason.  |
| <b>N</b> | <b>52.</b> Initiate an online request for new and re-classification and route for approval through workflow.           | <b>4</b><br>Managers and HR Specialists can make requests for new positions or request changes to existing positions via self-service which can then be passed via workflow processing for approvals.  |
| <b>R</b> | <b>53.</b> New Positions and re-classifications are effective dated.   | <b>4</b><br>A fundamental feature of HCM Cloud is effective dating of all position changes and ability to associate action & reasons for the change. The history is made and easily reportable for audits.   |
| <b>R</b> | <b>54.</b> Reports and tracks position step level status (ex: track step 5 positions).                                 | <b>4</b><br>Positions definitions can track step level and there is no limit to the number of steps you can define.  |
| <b>R</b> | <b>55.</b> Reports and tracks position/employee individual salary, tax, benefit, and retirement and POB pension costs. | <b>4</b><br>HCM Cloud and Cloud Payroll manage this employee data in a seamless, integrated solution for transaction processing and reporting.   |
| <b>N</b> | <b>56.</b> Shows org-chart with current incumbents.  | <b>4</b><br>Organizational Charts with current incumbents are a standard feature of the Oracle solution available online via self-service as well as for download.   |
| <b>N</b> | <b>57.</b> Trigger Personnel Actions based on changes in Position attributes.  | <b>4</b><br>With the Oracle solution, changes made to a position can automatically synchronize with the incumbent's personnel record without the need for a separate action or task. A personnel action can be triggered via a Contextual Journey tied to the action of creating a position.<br><br>This journey can define all of the tasks that need to be performed once a position is created. For changes to a Position, the approval workflow can be used to notify a defined role or person that a change has occurred so that appropriate follow up may occur. |

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| <b>R</b> | <b>58.</b> Interface with NeoGov to import selected candidate.   | <b>3</b><br>HCM Cloud has the reporting and interface tools to allow data integration to be configured with NeoGov and many other third-party solutions. Graviton will configure this integration during implementation. There is no additional individual cost for this and the cost is included in the implementation costs given in Exhibit E.   |
| <b>I</b> | <b>59.</b> Manage onboarding process including:<br>a. New hire checklist<br>b. Email notification of new hire to departments<br>c. Self-service for online completion and processing of County new hire packet<br>d. Track forms: I 9, Benefits, W-4, etc.<br>e. Schedule and conduct orientation<br>f. Schedule and conduct mandatory training<br>g. Schedule pre-employment activities<br>h. Track issued items, e.g. equipment, laptop, phone, etc. | <b>4</b><br>HCM Cloud includes a feature called Journeys that allow for configurable checklist to manage the onboarding experience for employees. The County can configure all tasks to performed internally and externally. Links to tasks within the HCM Cloud suite of solutions can performed or with third parties, if necessary. Descriptions of task information and instructions is configurable to deliver an intuitive action experience. |
| <b>N</b> | <b>60.</b> Tracks different checklist based on job classification, department/division, etc.   | <b>4</b><br>In HCM Cloud, Journey checklists can be configured for different groups based on the criteria you provide and much more using Eligibility Profiles.   |
| <b>N</b> | <b>61.</b> Provides self-service for initial enrollment in benefits.   | <b>4</b><br>Employee self-service of benefits is a standard configurable feature that is fully integrated with Core and Payroll to streamline job changes and life event processing, such as initial enrollment, to allow for employee selection of benefit plans/options, and automated enrollments as well. Benefits ESS can be perform using phone, tablet, or PC with a single unified experience because it is web-browser based solution.     |
| <b>R</b> | <b>62.</b> Employee master file data to include:<br>a. 6-digit Identification number, e.g.142102. 1-3 digits = Agency, 1-4 digits = Parent Department, last 2 digits = Unit<br>b. Name – legal and preferred<br>c. Branch, supervisor, location<br>d. Department and division<br>e. Position and salary history<br>f. At Will, Probation, Regular, Extra Help<br>g. Exempt, Non-Exempt<br>h. Contact information<br>i. Dependents – tax purposes       | <b>4</b><br>All these listed features are met using HCM Cloud and Cloud Payroll features. Also, the ability to define Flexfields allows for additional fields to be created to meet requirements as the County's needs grow. Flexfields are reportable into dashboards and data reports.  |

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|          | <ul style="list-style-type: none"> <li>j. Dependents - names</li> <li>k. Benefit elections</li> <li>l. Badge number</li> <li>m. MOU or Bargaining Unit</li> <li>n. Status: Active, On Leave, Terminating, Terminated, Retiree, Cobra, Disability, etc.</li> <li>o. Dates: Hire, Promotion, Anniversary, Re-Hire, Seniority, Benefit, Termination, Probation, User Defined, Merit, Birthdate, Vacation Accrual Date</li> <li>p. Bilingual</li> <li>q. Emergency contacts</li> <li>r. User-defined fields</li> <li>s. Scan and attach documents</li> <li>t. Leave banks and accruals</li> <li>u. Valid earnings and deduction codes by bargaining unit</li> </ul> |   |
| <b>R</b> | <b>63.</b> Employee file for each employee stored in the system.  | <b>4</b><br>Tracking of employee historical data using effective dating is fundamental to the HCM Cloud solutions.  |
| <b>R</b> | <b>64.</b> Granular security access to all or parts of an employee file.  | <b>4</b><br>Employee data and history can be managed using Security features to control viewable data based on role, and organizational structure via department, position, and supervisor trees.   |
| <b>R</b> | <b>65.</b> Rules-based eligibility for benefit elections by job classification, work group, bargaining unit, and status with ability to override with permissions.  | <b>4</b><br>Within Cloud Benefits, Eligibility Profiles are configurable rules to be applied to benefit programs, plans, costs, dependent types, and coverages to support the rules-based eligibility and transaction processing engine to manage organizational benefits. There are many standard fields on the person, dependents, assignments, salary, and user-defined criteria that can be configured to give you the necessary control. |
| <b>R</b> | <b>66.</b> Date-effective changes for pay and benefits.   | <b>4</b><br>Date-effective changes for pay and benefits are a fundamental feature of HCM Cloud to track employee history, initiate workflows and for historical and trend workforce reporting.  |
| <b>R</b> | <b>67.</b> Maintains multiple benefit plans.  | <b>4</b><br>Cloud Benefits provides the ability to define multiple benefit plans and attach to them a benefit program structure or as a stand-alone plan for enrollment.  |



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| <b>R</b> | <b>68.</b> Benefit premium, employee contribution (deduction), and employer contributions vary by job classification and bargaining unit. | <b>4</b><br>Variable Rate and Eligibility Profiles are used to control variability of employee and employer premiums and costs across different active, retiree and union populations.   |
| <b>R</b> | <b>69.</b> Tracks benefits and manages payroll deductions for benefits for employees.   | <b>4</b><br>Cloud Benefits and Cloud Payroll are full integrated to track benefits and payroll deductions real-time when employees make changes to their benefits via self-service. Effective dating controls the point-in-time these deduction changes will occur by using the defined plan & event coverage and deduction begin/end date rule definitions. |
| <b>R</b> | <b>70.</b> Enrolling employee in benefit plan automatically sets payroll deductions.  | <b>4</b><br>Cloud Benefits allows for automatic plan enrollment and associated payroll deductions based on configurable rules you setup.   |
| <b>R</b> | <b>71.</b> Benefit premium amount differs by employee election (tiers).   | <b>4</b><br>Cloud Benefits allow for tiers or option definition to be configured and applied to plans. Valid relationship types can be defined for a tier or option as well.   |
| <b>E</b> | <b>72.</b> Creation of Hire/Rehire action is able to open New Hire Enrollment in Self Service for a pre-determined period of time.        | <b>4</b><br>Cloud Benefits integrates with Core HR assignment changes like Hire/Rehire events with the use of Life Event configuration and specified enrollment periods defined for Hire events in benefit programs and plans.   |
| <b>N</b> | <b>73.</b> Manage current and history of employee dependents to administer health benefits.   | <b>4</b><br>Health Plans use configuration of dependent rules to manage current and history of employee dependents. Some of these rules require dependents of specific relationship types, legal age, SSN, address and required documentation to support dependent enrollments based on a life event for a given plan.                                       |
| <b>R</b> | <b>74.</b> Employees provided set amount of dollars for benefits based on job classification / bargaining unit (cafeteria plan).          | <b>4</b><br>Use Flex Credits to set a dollar amount to be allocated to plans based on Eligibility Profile criteria like job classification / bargaining units. Flex Credits can be established at benefit program and plan levels.   |
| <b>R</b> | <b>75.</b> Track County employees opting out of some benefits (health) and receive cash payment (cash in lieu).                           | <b>4</b>   |

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|          |   | Use Flex Credits or negative cost deduction for managing cash payment for waived coverage.   |
| <b>R</b> | <b>76.</b> Deducts employer paid amount and transfers funds to internal service funds.  | <b>4</b><br>Cloud Benefits and Cloud Payroll work together to define the employer contributions per eligible plans. Transfer of funds can occur in Cloud Payroll as balance adjustments.   |
| <b>R</b> | <b>77.</b> Effective dated changes to benefit plans, premium amounts, rates, and eligibility.   | <b>4</b><br>Cloud Benefits is effective dated to manage configuration changes for benefit plans, premium amounts & rates, and associated eligibility rules. These effective dated changes are to support Open Enrollment, Mid-Year elections or job/life event changes due to negotiated bargaining unit agreements or policy changes. |
| <b>R</b> | <b>78.</b> Generate report to support the reconciliation of deductions to provider billings.  | <b>4</b><br>Reconciliation reports for benefit plan deductions can be created and generated using the Cloud Benefit and Payroll data for your specific insurance providers and third-party vendors.  |
| <b>R</b> | <b>79.</b> Manager Self-Service: leave balances, approve leave requests, performance reviews, notifications, etc.   | <b>4</b><br>HCM Cloud delivers the manager self-service experience to provide insight into employee leave balances, approve leave request and performance reviews. Each workflow can be configured to manage a specific approval process and hierarchy within the County.  |
| <b>R</b> | <b>80.</b> Employee Self-Service: paycheck modeling, direct deposit, view compensation package, view leave balances, make leave requests, view pay advice, view W2 and history, view and update W-4, contacts, address, benefit elections, dependent changes, pay history, etc. | <b>4</b><br>All features are standard Cloud HCM and Cloud Payroll features, except paycheck modeling which is a future software feature.   |
| <b>R</b> | <b>81.</b> Meets federal and multi-state requirements for accepting online W-4. System must support state withholding.  | <b>4</b><br>Employee Self-Service allows for the entry, update and viewing of federal and multi-state withholding requirements.  |
| <b>R</b> | <b>82.</b> Workflow approval routing of all self-service changes to appropriate approver/supervisor before the change is posted.  | <b>4</b><br>Workflow is an inherent and fundamental feature of HCM Cloud to give you configurable control over the self-service changes, and levels & roles of approvers to establish a reportable audit trail.  |

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| <b>I</b> | <b>83.</b> Open enrollment processing including:<br>a. Display employee's current selection for previous year<br>b. Option to confirm the same for new year<br>c. Option to re-select all benefit elections   | <b>4</b><br>Workflow is an inherent and fundamental feature of HCM Cloud to give you configurable control over the self-service changes, and levels & roles of approvers to establish a reportable audit trail.   |
| <b>R</b> | <b>84.</b> Identify employees that have not re-enrolled and provides notification to HRD Benefits and/or employee.  | <b>4</b><br>Reports and Dashboards identify employee enrollment status for HRD Benefits, and alert notifications can be generated to employees with instructions to re-enroll and take action.  |
| <b>R</b> | <b>85.</b> Employees can attach documentation to benefit elections, dependent information, or qualifying life events (example: birth certificate), or if waiving coverage.  | <b>4</b><br>Cloud Benefits allows for configurable certification rules for Documents of Records (e.g., birth certificate, marriage certificate, evidence of insurability) to be uploaded by an employee and require review & approval of document(s) by HRD Benefits to be enrolled into benefit plans.   |
| <b>R</b> | <b>86.</b> Send notification/confirmation via self-service or email to employees for benefit changes.   | <b>4</b><br>HCM Cloud is integrated seamlessly with Cloud Payroll and Time & Labor modules to reflect employee record changes.  |
| <b>R</b> | <b>87.</b> Link to MyWorkplace Open Enrollment benefit Portal; import updates to benefit elections, dependents, etc.  | <b>4</b><br>Cloud Benefits can be interfaced with third party applications to import benefit election data. However, it is recommended the County bring these plans into Cloud Benefits, and eliminate the use of third parties, if possible, to get real-time processing and all data within one solution. HCM Cloud provides spreadsheet loaders to import the benefit election data. |
| <b>R</b> | <b>88.</b> Modifications to employee record in Human Resource module flows through to Payroll and Timekeeping modules.  | <b>4</b><br>HCM Cloud is integrated seamlessly with Cloud Payroll and Time & Labor modules to reflect employee record changes.  |
| <b>N</b> | <b>89.</b> Track unpaid staff including contractors, temps, volunteers, etc.  | <b>4</b><br>Other Person types like contractors, temps, volunteers, surviving spouses, etc. are trackable and reportable within HCM Cloud.  |
| <b>R</b> | <b>90.</b> Salary and compensation management to include:<br>a. Effective dated salary tables<br>b. Grades and Steps – Classification assigned to job code, job code is assigned to job grade (grades have 5 steps)<br>c. Salary bands min/max - Managers | <b>4</b><br>All these Salary and Compensation management features are standard features of HCM Cloud. There is no limit the number of steps that can be configured. Type of compensation or components of salary can be   |

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|   | d. Flat rates – Board, Extra Help, Interns  | defined to give the flexibility to apply them to County's workforce.   |
| I | 91. Salary and benefit modeling support to assess impact of Bargaining/Negotiations.  | <p>4</p> <p>Workforce modeling is a feature in HCM Cloud that allows for what-if scenarios of organization change such as moving employees, adding new employees to start requisitions, adding positions, changing base salary, and changing reports to supervisor with integrated workflow before changes are posted at appropriate effective date of change within the HCM Cloud solution. The Workforce Modeling tool is able to provide analytical data such as the salary impact of any proposed changes.</p> <p>The Workforce Compensation tools can also be used to model and execute salary adjustments.</p> |
| R | 92. Mass change for COLA on step grade and/or salary ranges.  | <p>4</p> <p>The Oracle solution includes several tools for mass salary changes. Step based salary plans can be date-effectively updated for a COLA and synchronized using delivered functionality. In addition, mass changes for COLA can be loaded by using the spreadsheet loader functionality based on the employees assigned step grade via a position or job for a given effective date. Also, a COLA may be assigned during a Compensation Review period by the employee's manager and go through workforce approval process into the Core HR salary record for a given effective date.</p>                   |
| R | 93. Identifies employees working out of class and applies out of class rate (rate is same as higher class to all hours (scheduled and unscheduled). | <p>4</p> <p>HCM Cloud Reporting tools can be used to identify employees working out of class and require Action / Action Reason to make move into a higher class.</p>  |
| R | 94. Email notification or workflow to notify of approaching anniversary dates.  | <p>4</p> <p>HCM Cloud Reporting tools and be used to identify and notify of employees of approaching anniversary dates. A worklist notification and/or email can be sent to employees on periodic basis.</p>   |
| R | 95. Track probation information and time periods: start and end dates, extension dates, reminders for nearing review date, notes, etc.              | <p>4</p> <p>Cloud Performance and Core HR can track probation period information for employees and use Performance templates to have and</p>   |

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|          |  | store probation discussions and reviews on a periodic basis.  |
| <b>N</b> | <b>96.</b> Link to County's Human Resource Policy manuals.   | <b>4</b><br>The County's policy manuals can be loaded as searchable and assignable content in the Learning Cloud library as well as in the HR Help Desk knowledge repository. In addition, a link to an external source for such manuals can be included in the Learning management system, the HR Help Desk knowledge repository and assigned Journeys such as being a part of onboarding.   |
| <b>R</b> | <b>97.</b> Management and tracking of intermittent FMLA on rolling calendar year including maximum allowed (480 hours).              | <b>4</b><br>Absence Management and Core HR provide the features to track intermittent FMLA and concurrent leave types based on rolling calendar year and hours maximums.  |
| <b>R</b> | <b>98.</b> Management and tracking of 4850 leave (Public Safety).  | <b>4</b><br>Absence Management can be configured to track Public Safety requirements using Flexfields and FastFormulas for unique criteria or requirements.   |
| <b>I</b> | <b>99.</b> Performance review management; annual, probationary, due dates, notifications, scores, scan and attach review forms, etc. | <b>4</b><br>The Oracle solution includes the ability to define an unlimited number of performance types and templates including parameters such as the participants, process flow, content, and approvers. Performance documents can be created with intermittent due dates and reminders to participants to keep the review processing on-track.<br><br>Performance dashboards are included to Managers and Administrators to give insights and take actions. Configurable options exist to help evaluators give scores or rankings. Documents can be scanned loaded into performance review process by participants and include feedback from other employees during the year on project contributions and work relationships within the Counties activities. |
| <b>E</b> | <b>100.</b> Personnel evaluation dates set at anniversary of hire date or promotion date with ability to modify.                     | <b>4</b><br>Employee anniversary of hire or promotion dates can be set and modified as necessary and used to trigger performance evaluations.   |

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| <b>R</b> | <b>101.</b> Notify employee, supervisor and other department staff (example: department head, HR) of upcoming and/or late evaluations.                                      | <b>4</b><br>The Performance Management module can notify and show upcoming and late evaluation tasks to the owners for process transparency. Monitoring the process is key to progression and completion of the evaluation process that feed into the Compensation Review periods. |
| <b>N</b> | <b>102.</b> Track employee evaluations and progress towards established goals in the system.  | <b>4</b><br>Progression, communication and transparency of process tasks and goals is key to our solution for managing the evaluation process and developing employee growth.  |
| <b>N</b> | <b>103.</b> Allows employee to make notes on evaluation form prior to evaluation.   | <b>4</b><br>The evaluation process can start with the employee by doing a self-evaluation and notes can be captured through the evaluation process period and accessed during the actual evaluation.   |
| <b>N</b> | <b>104.</b> Store multiple evaluation templates based on position, departments, and job.  | <b>4</b><br>You can design performance evaluation templates in our solution for various organizational groups.   |
| <b>R</b> | <b>105.</b> Link performance evaluation to personnel action such as merit increase.   | <b>4</b><br>Performance Management module evaluations can feed into the Compensation Management Workbench to make merit increases, have workflow approvals, and update employees records with Actions & Reasons and effective date merit increase is to begin.                     |
| <b>R</b> | <b>106.</b> Performance evaluations routed through workflow for approval and electronic signature.  | <b>4</b><br>Yes, performance evaluations are routed via workflow and obtain supervisor & HR department electronic signatures that are auditable.   |
| <b>R</b> | <b>107.</b> Track and manage mandatory training, certifications, licenses, expiration and renewal dates based on job classifications with automated 30/60/90-day reminders. | <b>4</b><br>Learning module can be configured to manage all these requirements to ensure employees are making progress with reminders, if necessary, on approaching or late learning tasks.  |
| <b>I</b> | <b>108.</b> Track ongoing certification compliance (training credits/CEUs).   | <b>4</b><br>Tracking of ongoing and historical certification compliance is key to Oracle's solution to ensure employee are meeting job/position qualifications.  |

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| <b>I</b> | <b>109.</b> Import training information from Relias, My Path, Target Solutions or other LMS systems into employee record.  | <b>3</b><br>Other training systems information can be imported into the Oracle Cloud solution. Graviton will configure this during implementation at no additional individual cost.   |
| <b>E</b> | <b>110.</b> Review functionality for online and classroom training administration including posting of training classes, upload content, registration, attendance, certification, etc.   | <b>0</b><br>This is included in Oracle Cloud Learning. This module is not being proposed.   |
| <b>N</b> | <b>111.</b> Succession Planning functionality and tools; describe available functionality.   | <b>4</b><br>Oracle HCM Cloud has a Succession Planning module to assist your organization in being proactive by identifying key roles as well as potential candidates to fulfill roles for a future point-in-time to ensure continuity of organizational functions. Previous performance evaluations, compensation reviews, goals and employee feedback can all be inputs to the Succession Planning process contained in Oracle HCM Cloud. Managing discussions with potential employees and setting a Learning Path to can be established to grow individuals into succession of roles. |
| <b>I</b> | <b>112.</b> Track disciplinary dates, actions, and resolution.   | <b>4</b><br>Tracking disciplinary dates, action plans and actions including resolutions can be managed by using the HR Help Desk features of the Oracle solution.   |
| <b>R</b> | <b>113.</b> Electronic checklist, Personnel Action Form or wizard to manage separation or offboarding process including:<br>a. Notification to other departments.<br>b. Cobra letter<br>c. Exit interview<br>d. Retirement package<br>e. Pay-outs<br>f. Collect County property<br>g. Address confirmation | <b>4</b><br>All these features can be automated and managed using the Journeys feature of the Oracle solution which enables the definition of separation or offboarding checklists that assign specific tasks to defined participants and monitors such process to completion.  |
| <b>R</b> | <b>114.</b> Department staff initiate effective-dated personnel actions with workflow approval by type.  | <b>4</b><br>Manager Self Service and Administrator functions can perform effective-dated personnel actions with workflow.   |
| <b>R</b> | <b>115.</b> Maintain history of all personnel actions including all attachments for individual personnel actions including employment dates, position, pay, benefit elections, positions, etc.   | <b>4</b><br>All these features are configurable with Oracle HCM Cloud to meet requirements.   |

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| <b>R</b> | <b>116.</b> Define sequential priority when multiple personnel actions are effective on the same day, e.g. COLA % first, and \$.50 per hour merit increase second).   | <b>4</b><br>Components of pay is a feature to manage multiple types of pay on single effective day.   |
| <b>R</b> | <b>117.</b> System update to employee record for approved or effective dated Personnel Actions.   | <b>4</b><br>After a workflow approval, the system is updated with the employee record of change using Action, Action Reasons and Effective Date and fields that are changed.  |
| <b>R</b> | <b>118.</b> Generate notification to 3rd Party providers for Personnel Actions that produce action items, e.g. salary increase affecting life insurance benefit, retirement earnings (not PERS), etc.   | <b>4</b><br>Cloud Benefits has a Carrier Interface solution to notify and transfer employee benefit elections changes due to personal or life actions. Graviton has included a solution for managing benefit enrollments.   |
| <b>R</b> | <b>119.</b> Cobra Administration including notifications, tracking, billings, etc.  | <b>2</b><br>While the Oracle solution contains benefits billing functionality, it is recommended that actual COBRA Administration be outsourced to a third-party provider. Oracle HCM Cloud can transfer employee and benefits data to the COBRA Admin for management of this task. |
| <b>R</b> | <b>120.</b> Regulatory tracking and reporting including FLSA, ADA, EEOC, BLS, etc.  | <b>4</b><br>Regulatory tracking and reporting features are included or reports can be created using Oracle HCM Cloud's reporting tools.   |
| <b>E</b> | <b>121.</b> ACA tracking and reporting (currently managed by MyWorkplace) including:<br>a. Look back reports for actual hours worked<br>b. Generation of 1094 and 1095-C reports<br>c. Mailing of 1095-C reports to employees, former employees and dependents<br>d. Electronic transmittal of 1094 and 1095-C to IRS | <b>4</b><br>Oracle HCM Cloud provides for ACA tracking to generate 1095-C to active employees and dependents; also 1094 to IRS for actives. Retiree and COBRA participants may require MyWorkplace and/or COBRA Admin to perform these ACA tasks.                                   |
| <b>N</b> | <b>122.</b> Generate Employee Compensation Statements.  | <b>4</b><br>A Total Rewards Compensation Statement can be configured and accessed by employees in self-service.   |
| <b>N</b> | <b>123.</b> Org Charting functionality with dynamic updates.  | <b>4</b><br>Organization Charts are dynamically updated based on confirmed workflow approvals and effective dates and are available via self-service.   |
| <b>N</b> | <b>124.</b> Organization structure modeling, with ability to keep as a draft version or revise existing structure if adopted.   | <b>4</b><br>Workforce Modeling is a standard feature to create date-effective models of organizational restructuring including potential personnel  |



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|          |  | and base salary changes. The proposed changes then be submitted for workflow approval and once all such approvals are received all effective records are date-effectively updated.  |
| <b>R</b> | <b>Time and Attendance</b>   |   |
| <b>R</b> | <b>125.</b> Electronic timekeeping for hourly or exempt employees with access via self-service, kiosk, or mobile device. Voice activated time entry is Nice to Have. | <p>4</p> <p>The Oracle solution provides for multiple methods of electronic timekeeping (punch, duration, exception, positive) for hourly or exempt employees which are accessible via self-service, kiosk, or mobile devices. They can enter time via web browser, mobile device, or even offline using a timecard template that can be uploaded later. The delivered Web Clock (time clock simulation) enables an employee to punch in and punch out according to the rules set up for that employee group. In addition, timecards can be designed for an employee to enter time and other related required information according to the rules set up for each employee group.</p> <p>Voice activated time entry could be facilitated through the additional acquisition of the Oracle Digital Assistant Platform for Oracle SaaS to create a Digital Assistant skill for time entry. The Digital Assistant provides for the entry of questions and information via the dictation/voice feature of the device utilized.</p> |
| <b>R</b> | <b>126.</b> Drop down of eligible charge and activity codes specific to employee, pay class, and department.   | <p>4</p> <p>With the Oracle solution, timecards can be designed for an employee to enter time and other related required information such as eligible charge and activity codes according to the rules set up for each employee group. The highly configurable timecard supports Payroll and Projects related data entry and validation, punch, duration, exception and positive time reporting. In addition to reporting time against Payroll and Projects fields, Time and Labor allows users to define their own timecard fields for reporting purposes or for interfacing time data to third party or finance systems. Once the worked time is entered, business-driven rules automate validations and the correct overtime calculation and premium to ensure that employees are paid accurately and on time.</p>   |

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| <b>R</b> | <b>127.</b> Support multiple flex time schedules based on employee group including: <ul style="list-style-type: none"> <li>a. Standard (XX)</li> <li>b. Standard 40, Monday – Friday</li> <li>c. Standard 80, Sunday – Saturday, 207K exemption</li> <li>d. 9/80, first Friday off</li> <li>e. 9/80, second Friday off</li> <li>f. 4/10s</li> <li>g. Sunday through Saturday work week</li> <li>h. 4/9s</li> <li>i. Split Fridays – 8 am to 12 pm on one pay period, 12 pm to 4 pm on next one</li> <li>j. Friday to Friday; every other Friday off</li> <li>k. Others as defined</li> </ul> | <b>4</b><br>Oracle Time and Labor is a configurable and flexible module that will help you manage shifts including the examples defined in this requirement, holiday schedules, and other organization events that affect the availability of workers.  |
| <b>I</b> | <b>128.</b> Display regular work schedule dates, and in and out time on timesheet e.g. start at 08:00, lunch period at 12:00 to 1:00, end day at 5:00 in 12- or 24-hr format.  | <b>4</b><br>The Oracle solution enables the organization to generate timecards for employees that include regular work schedule details which can then be modified or edited by each employee as necessary.   |
| <b>R</b> | <b>129.</b> Automatically apply business rules for eligible employees based on time of day worked: Shift differential (if 50% of shift is worked in shift then whole shift gets the rate. If not, it is the proportion of the shift that gets the rate).   | <b>4</b><br>With the Oracle solution, once worked time is entered, business-driven rules automate validations and the correct overtime calculation and premium to ensure that employees are paid accurately and on time.  |
| <b>R</b> | <b>130.</b> Automatically apply business rules: correct overtime based on hours worked and other qualifying hours per period (defined by business rules).  | <b>4</b><br>With the Oracle solution, once worked time is entered, business-driven rules automate validations and the correct overtime calculation and premium to ensure that employees are paid accurately and on time.  |
| <b>I</b> | <b>131.</b> Manage on call scheduling for qualifying staff.  | <b>2</b><br>While the Oracle solution includes scheduling functionality, for complex scheduling requirements we recommend utilizing one of a third-party scheduling solution such as Kronos. Graviton has not included any third-party software products with this proposal, as we did not feel it was necessary to meet the County's requirements. We can discuss other options with the County if you would like. |
| <b>R</b> | <b>132.</b> Calculate standby, regular, callback minimum, overtime hours, and all on call with reducing callback for phone hours.  | <b>4</b><br>With the Oracle solution, once worked time is entered, business-driven rules automate validations and the correct overtime calculation and premium to ensure that employees are paid accurately and on time.  |

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| <b>R</b> | <b>133.</b> Schedule fluctuating standard hours, e.g. fire suppression employee on shift "A" whose standard hours fluctuate each pay period. Track when working in or out of County. | <b>4</b><br>The Oracle solution is able to capture time for fluctuating standard hours as well as track when working in or out of County and then calculate the correct overtime calculation and premium to ensure that employees are paid accurately and on time.  |
| <b>R</b> | <b>134.</b> Employees can enter time for multiple positions or no position (for extra help).   | <b>4</b><br>The Oracle solution enables an employee to enter time for multiple positions as well as for employees that are not in a position to enter time.   |
| <b>R</b> | <b>135.</b> Time and charge codes can default in with ability to override or employees can enter time in system by hours worked per day.   | <b>4</b><br>The Oracle solution enables the organization to generate timecards for employees with default time and charge codes which can then be modified or edited by each employee as necessary. In addition, employees can enter time in the system by hours worked per day.  |
| <b>N</b> | <b>136.</b> Record punch-in/punch out time based on actual minutes recorded on timesheet.  | <b>4</b><br>The delivered Web Clock (time clock simulation) enables an employee to punch in and punch out according to the rules set up for that employee group.  |
| <b>I</b> | <b>137.</b> Set rounding schema based on bargaining unit (1 or 2 decimals).  | <b>4</b><br>Timecard Layout Templates define the decimal precision displayed on the timecard. Time Calculation Rules determine decimal precision when determining payable time from reported time. These can be configured and tied to different groups. Groups can be static (a listing of employees) or dynamic (based on criteria). A dynamic group could be based on bargaining unit. |
| <b>R</b> | <b>138.</b> Interface with third party time entry system for Fire department (InTime).   | <b>3</b><br>The Oracle solution provides integration capabilities to third-party time clocks and time entry systems. Rules can be applied to the incoming time events. Graviton will develop these integrations. There is no additional individual cost and the cost is included in the overall implementation costs given in Exhibit E.  |
| <b>R</b> | <b>139.</b> Online submittal of overtime requests for advanced approval per MOU rules.   | <b>3</b><br>The Oracle solution does not include a delivered overtime request workflow for advanced approval, but Graviton will configure this process as an HR Help Desk service request. There is no additional/  |

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|          |  | individual cost. This is included in the implementation costs given in Exhibit E.   |
| <b>R</b> | <b>140.</b> Leave management including: <ul style="list-style-type: none"> <li>a. Multiple types and eligibility rules</li> <li>b. Accruals, usage, balances</li> <li>c. Requests with approval routing</li> <li>d. Display approved and unapproved department leave</li> <li>e. Medical forms</li> <li>f. Worker's Comp</li> <li>g. Disability</li> <li>h. 12-month rolling calendar</li> <li>i. FLSA rules for exempt staff</li> <li>j. Family sick leave waivers; use regular sick when depleted</li> <li>k. Track vacation donation hours used</li> <li>l. Automatically apply HWA family sick if using family sick and have HWA hours available.</li> <li>m. Track HWA hours and only allow up to 3 work shifts of HWA (family sick/sick) per calendar year.</li> <li>n. Vacation in lieu of sick</li> <li>o. In/Out board</li> </ul> | <p><b>4</b></p> <p>Oracle Absence Management allows you to configure the rules based on department, bargaining unit, roles, and absence types resulting in a smarter interface and intuitive transactions for your different users. Absence administrators have ultimate control over the configurations, including eligibility rules, validations, accrual, and entitlement definitions. This provides consistent absence policies, which helps reduce risk.</p> <p>Administrators can define and apply absence validation and organization-specific rules to prevent workers from requesting an absence exceeding balance limits set by your policy. You will have support for certifications to manage statutory absence, medical authorizations, late notification overrides, as well as payment suspensions and resumptions.</p> <p>Oracle Absence Management has been designed to improve the efficiency of absence tracking by providing end users with an engaging and simple experience to check their balance/entitlements and book absence on their device of choice. Managers get real-time notifications of absence requests, visibility of their team's availability and an ability to book absence on their employee's behalf where required. All of these experiences help to reduce the time and effort spent collecting accurate leave records.</p> <p>Absence administrators have all the tools they need to manage absence policies using configuration options that have the depth and flexibility required.</p> |
| <b>I</b> | <b>141.</b> Populate time entry with approved leave requests.  | <p><b>4</b></p> <p>All modules within the Oracle solution are delivered natively integrated whereby approved leave requests will automatically populate time entry.</p>   |
| <b>I</b> | <b>142.</b> Leave bank projections for paid time off balances as of a specific date.   | <p><b>4</b></p> <p>With the Oracle solution provides end users with an engaging and simple experience to check their balance/entitlements including projections for paid time off balances as of a</p>  |

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|          |   | specific date and book absence on their device of choice.  |
| <b>R</b> | <b>143.</b> Track multiple types of leave for each employee.  | <b>4</b><br>The Oracle solution can track multiple types of leave for each employee.   |
| <b>R</b> | <b>144.</b> Leave eligibility determined by bargaining unit and state and federal law.  | <b>4</b><br>The Oracle solution gives ultimate control over the configurations within Absence Management, including eligibility rules, validations, accrual or entitlement definitions, and a variety of other options. In addition to the robust configurable options, you can use FastFormula, an Oracle-provided web-based rules authoring facility. FastFormula can be used as an alternative whenever the out of the box options provided do not match your requirements. |
| <b>R</b> | <b>145.</b> Leave can be provided by County to employees at set times (example: leave hours for year provided at beginning of year).  | <b>4</b><br>The Oracle solution provides the ability to for the County to provide employees leave at set times including front-loaded (beginning of plan year) and accrual (per period) based.   |
| <b>R</b> | <b>146.</b> Accrual rate based on:<br>a. Pay period or paid time up to standard hours<br>b. Scheduled hours<br>c. eligible hours (vacation, sick, leave, worked, etc.)<br>d. Flat rate  | <b>4</b><br>The Oracle solution provides for accrual rates to be based on all the examples in this requirement.  |
| <b>R</b> | <b>147.</b> Comp time can be earned based on bargaining unit at rate equal to 1.5 times hours worked (1 hour of overtime worked = 1.5 hours of comp time). Need to be able to calculate any other rate other than 1:1.  | <b>4</b><br>The Oracle solution can define compensatory time rules so that overtime can be converted into comp time at a rate other than 1:1.  |
| <b>R</b> | <b>148.</b> Leave balances can be set to roll over or not roll over depending on:<br>a. Leave type at end of anniversary year (based on benefit LOS)<br>b. Leave type at end of calendar year (e.g. FMLA rolling calendar year)<br>c. Leave type at end of specified date | <b>4</b><br>The Oracle solution is able to define leave balances to roll over or not roll over depending on the examples of this requirement.  |
| <b>R</b> | <b>149.</b> Balances can be capped based on bargaining unit and employee type.  | <b>4</b><br>The Oracle solution enables your organization to cap balances based on bargaining unit, employee type as well as based on other options.   |
| <b>R</b> | <b>150.</b> Leave Accrual rate based on benefit length of service and employee status, e.g. covered, exempt, etc.   | <b>4</b><br>The Oracle solution enables your organization to base leave accrual rate on length of  |

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|          |   | service, employee status as well as based on other options.   |
| <b>R</b> | <b>151.</b> Print leave balances on pay stub.   | <b>4</b><br>The Oracle solution enables your organization to print leaves balances on the employee pay stub.  |
| <b>R</b> | <b>152.</b> If comp limit is reached, convert to overtime payments.   | <b>4</b><br>The Oracle solution enables your organization to define compensatory time rules so that when comp time limit is reached, overtime is paid.  |
| <b>R</b> | <b>153.</b> Track multiple intermittent and continuous leave periods (multiple FMLA and CFRA periods within 12-month rolling calendar) and maintain historical information. | <b>4</b><br>The Oracle solution enables your organization to track multiple intermittent and continuous leave periods and maintain historical information. Your organization is able to create as many variations of leave rules as needed. All updates to such leave plans are tied to effective dates for historical tracking purposes. |
| <b>R</b> | <b>154.</b> Allows employees to take FMLA/CFRA leave and sick leave (or other leave type) at the same time.   | <b>4</b><br>The Oracle solution enables the concurrent tracking of FMLA/CFRA leave and sick leave (or other leave types). The solution is also able to indicate the order in which certain types of leave accruals must be taken when a certain type of leave is requested.   |
| <b>R</b> | <b>155.</b> Provide workflow for notification and approval of FMLA leave.   | <b>4</b><br>The Oracle solution provides for the workflow approval and notification of FMLA leave as well as for other types of leave. The workflow approval process can be varied for different types of leave as well as for different parts of the organization.   |
| <b>R</b> | <b>156.</b> Handle FLSA work weeks that are not in alignment with the pay period, maintaining appropriate base rates.   | <b>4</b><br>The Oracle solution is able to handle FLSA work weeks that are not in alignment with the pay period, maintaining appropriate base rates.  |
| <b>R</b> | <b>157.</b> Track multiple overlapping FLSA work weeks for times when the employee has elected to change their assigned work week (shift swaps).                            | <b>1</b><br>The Oracle Payroll Solution, through the use of multiple assignments, can handle multiple overlapping FLSA work weeks by segregating the different assignment hours to the appropriate FLSA period for the particular assignment.<br><br>The Oracle Time & Labor Solution can be configured to have a multiple assignment     |

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|          |   | <p>timecard template allowing for entry of time against each assignment. The associated rules to calculate OT by each unique FLSA period might become complex and require more advanced configuration.</p> <p>This will require approximately 100 hours to develop at an estimated cost of \$10,100. Graviton will use OIC to develop the solution.</p>  |
| <b>R</b> | <b>158.</b> Manage hours worked for part time staff to 29 hours a week cap for benefit eligibility. Track and report hours worked nearing 1559 or Retired Extra Help nearing 960. | <p><b>4</b></p> <p>The Oracle solution is able to track and report hours nearing defined thresholds. Time edits and time compliance rules could alert employees and managers of employees approaching thresholds.</p>  |
| <b>R</b> | <b>159.</b> Display leave bank balances on time entry screen; issue warning or stop if time entered exceeds leave banks.  | <p><b>4</b></p> <p>The Oracle solution enables an employee to easily see leave bank balances at the time of leave request and issue a warning or stop if leave requested exceeds leave bank balance.</p>   |
| <b>R</b> | <b>160.</b> Allow employee to enter time off requests with an approval process and opportunities for revisions.   | <p><b>4</b></p> <p>The Oracle solution has been designed to improve the efficiency of absence tracking by providing employees with an engaging and simple experience to check their balance/entitlements and book absence on their device of choice. Managers get real-time notifications of absence requests, visibility of their team's availability and an ability to book absence on their employee's behalf where required. Employees also have the ability to enter revisions to leave requests.</p> |
| <b>R</b> | <b>161.</b> Enter a time off request on behalf of a direct report employee and allow direct report employee to review and confirm the request.                                    | <p><b>4</b></p> <p>The Oracle solution enables a manager to book an absence on their employee's behalf where required and allow that employee to review and confirm the request.</p>   |
| <b>R</b> | <b>162.</b> Allow negative leave balances with workflow routing for approval with vacation and family sick wavers.  | <p><b>4</b></p> <p>The Oracle solution enables your organization to allow negative leave balances as well as workflow routing for approval. Workflow approvals can include additional details, comments, or attachments.</p>   |
| <b>R</b> | <b>163.</b> Manage rules for Holiday pay and when holiday can be credited back as vacation hours, e.g. based on work schedule, MOU, date of holiday, etc.                         | <p><b>4</b></p> <p>The Oracle solution enables your organization to manage rules for holiday pay including when holiday can be credited back as vacation hours. These rules can vary based on</p>  |

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|          |   | work schedule, MOU, date of holiday and more.   |
| <b>R</b> | <b>164.</b> Net unscheduled time-off (i.e. partial days or unscheduled leave) with OT hours within the same week, depending on bargaining unit agreements (i.e. worked 4 hours on Monday, but works 9 hours each day Tues – Fri in same week. Total equals 40 hours). | <b>4</b><br>The Oracle solution enables your organization to define the rules of what type of time can be entered by an employee (e.g., different types of time worked as well as different types of time-off). All time entered is translated into the time details needed for calculating payroll (e.g., paid versus unpaid as well as applicable rate of paid time).   |
| <b>R</b> | <b>165.</b> Cap Compensatory Time Off (CTO) hours at different levels based on bargaining unit.   | <b>4</b><br>The Oracle solution is able to cap compensatory time off hours at different levels based on bargaining unit through the use of configuration via the Fast Formula tool.   |
| <b>I</b> | <b>166.</b> Calculate CTO pay out rate for employees who are terminating based on either the current regular rate of pay or the average of the last 3 years regular rate of pay, whichever is higher.   | <b>4</b><br>The Oracle solution is able to calculate CTO pay out rate for employees who are terminating based on either the current regular rate of pay or the average of the last 3 years regular rate of pay, whichever is higher, through the use of a Fast Formula.   |
| <b>R</b> | <b>167.</b> Allow employees to elect to be paid out CTO or bank CTO hours per pay period based on bargaining unit rules.  | <b>4</b><br>The Oracle solution enables employees to elect to be paid out CTO or bank CTO hours per timecard based on bargaining unit rules.  |
| <b>N</b> | <b>168.</b> Manage leave bank waivers including:<br>a. Waiver date range<br>b. Stop accruing hours after deadline<br>c. Alert for nearing expiration  | <b>3</b><br>The Oracle Solution has the ability to track additional fields specific to organizations for the purposes of controlling leave policy.<br><br>The Oracle solution does not include a delivered leave bank waiver workflow, but Graviton will configure this process as an HR Help Desk service request which could help manage the leave bank waiver process.<br><br>There is no additional individual cost for this and it is included in the implementation costs in Exhibit E. |
| <b>R</b> | <b>169.</b> Workflow routing of timesheets for approval to one or more approvers; ability to set up temporary approvers that auto-revert back to original approver based on date.   | <b>4</b><br>The Oracle solution includes the workflow routing of timesheets for approval to one or more approvers. In addition, a proxy can be set up via self-service for temporary approvers that auto-revert back to the original approval based on date.  |



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| <b>R</b> | <b>170.</b> Dashboard view of timesheet status and approval queue for employees that report to approver.  | <b>4</b><br>The Oracle solution enables a dashboard view of timesheet status and approval queue for employees that report to approver. Via the Line Manager Team Timecard Quick Action, a manager can easily see, filter, edit and approve all of the timesheets for his/her direct reports.  |
| <b>R</b> | <b>171.</b> Allow supervisor and other authorized staff to add commentary to a time sheet to document authorized exceptions or reasoning.         | <b>4</b><br>The Oracle solution enables a supervisor and other authorized staff to add commentary to a time sheet or to the time sheet approval to document authorized exceptions or reasoning.   |
| <b>R</b> | <b>172.</b> Allow employees to modify time entry and re-route for approval.   | <b>4</b><br>The Oracle solution enables an employee to modify time entry and resubmit it for approval as well as track the reason for such modification. Your organization can define the parameters around the time frame allowable for timecard modifications.  |
| <b>R</b> | <b>173.</b> Alert or report on missing time entries, hours entered but not posted, approvals, etc.  | <b>4</b><br>The Oracle solution enables your organization to alert and report on missing time entries, missing timecards, hours entered but not posted, as well as time not approved.   |
| <b>N</b> | <b>174.</b> Alert of overlapping or duplicate time entries per day (example: entering time as on-call and regular hours during same time period). | <b>4</b><br>The Oracle solution enables an employee to receive an alert at the time of timecard submission of overlapping or duplicate time entries per day.  |
| <b>N</b> | <b>175.</b> Store overtime approval in advance.   | <b>3</b><br>The Oracle solution does not include a delivered overtime request workflow for advanced approval, Graviton will configure this process as an HR Help Desk service request which could store the overtime approval. There is no additional individual cost for this and it is included in the implementation costs in Exhibit E. |
| <b>R</b> | <b>176.</b> Overtime rules can identify type of hours to track for overtime calculation (hours worked, all hours (work and leave).                | <b>4</b><br>The Oracle solution enables the tracking of hour types for overtime calculation.  |
| <b>R</b> | <b>177.</b> Business rules for timesheets can vary by employee type, earnings program, and/or work group.   | <b>4</b><br>In the Oracle solution, business rules for timesheets can vary by employee type, earnings program, and/or work group. This is   |

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|   |  | facilitated through the definition of different HCM Groups to which the various rules are assigned.   |
| R | 178. Alert if employees have recorded zero hours or more than 24 hours in a day.   | 4<br>The Oracle solution is able to alert an employee of a workforce compliance error at timecard submission if there is a rule violation such as entering too few hours (e.g., zero hours) or entering too many hours (e.g., more than 24 hours in a day). In addition, a manager or administrator can also be alerted if an employee has failed to enter time for the day.  |
| R | 179. Track vacation donation; rules-based vacation donations to receiver's sick leave bank up to 26 pay periods, or 52 weeks; Retain 40 hours vacation minimum after donation. Return unused vacation to donor is Important.   | 4<br>The Oracle solution is able to define the rules for person-to-person leave donation programs including maximums and expirations as well as tracking actual leave donations. Unused leave can be returned to the donating employee through administrator balance adjustments.   |
| R | <b>Payroll</b>   |   |
| R | 180. Bi-weekly, semimonthly and monthly pay cycles. Process off-cycle pay runs as required.  | 4<br>The Oracle solution enables your organization to use the Payroll Definitions task to specify payment frequency, processing schedule, and other parameters for a particular payroll. In addition, off-cycle payroll runs are facilitated through the Oracle QuickPay feature to make payments outside the regular payroll run.  |
| R | 181. Define unlimited earnings and deduction codes that include:<br>a. Rules-based<br>b. Includes regular, additional pay, and special pays<br>c. Include formulas or fixed amounts<br>d. Number of and specific pay periods<br>e. Net to a cap by union group or age<br>f. Define priority for deductions | 4<br>Oracle Payroll Cloud Service for the United States is a rules-based payroll solution that enables your organization to define an unlimited number of earnings and deduction codes including the details and examples included in this requirement.<br><br>The Oracle solution gives you complete control over your processing rules and calculations, even the most complex ones. FastFormula is a powerful way to model business rules to align with your organization's needs. Payroll administrators can quickly create new Fast Formulas, copy and edit existing Fast Formulas, and test their results. Since FastFormula definitions are part of standard configuration, calculations are maintained during upgrades. |

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| <b>R</b> | <b>182.</b> Define valid pay codes for a position or group of positions; limit options at time entry.  | <b>4</b><br>The Oracle solution enables your organization to define valid pay codes and create eligibility rules in order to limit such pay code by position or positions as well as the relative details for such pay codes.   |
| <b>I</b> | <b>183.</b> Track benefit deductions in arrears when pay does not cover deductions.  | <b>4</b><br>The Oracle solution will automatically track benefit deductions in arrears when pay does not cover deductions and recoup those arrears according to your organization's rules. Delivered reports enable your organization to track and monitor those arrears amounts.   |
| <b>R</b> | <b>184.</b> Record multiple garnishments on employee with priority order as flat amount or percent of disposable income.   | <b>4</b><br>The Oracle solution is able to record multiple garnishments for an employee including prioritization and the details needed to process such garnishment whether a flat number or percent of disposable income.  |
| <b>N</b> | 1. Track repayment agreements and correspondence – Future date deductions and set goal limits  | <b>4</b><br>The Oracle solution is able to future date deductions as well as set goal limits for deductions.<br><br>The Oracle solution does not include a delivered repayment agreement workflow, but Graviton will configure this process as an HR Help Desk service request which could store the repayment agreements and correspondence.   |
| <b>R</b> | <b>185.</b> Default values by employee for earnings, hours, General Ledger account (fund/department/unit/object), and charge codes with ability to override, e.g. Project, Grant, etc. | <b>4</b><br>The Oracle solution is able to define default values by employee for earnings, hours, General Ledger account, and charge codes with the ability to override such details at different levels. You can manage costing overrides at the person level for employees in your organization. You have the option to cost all the elements the person is eligible to receive or to cost individual elements. |
| <b>R</b> | <b>186.</b> Assign multiple pay codes per employee per pay period, e.g. base pay plus percentage increase, acting pay, etc.  | <b>4</b><br>With the Oracle solution your organization is able to assign multiple pay codes (also known as earning elements) per employee per pay period. When each earning element is created, your organization is able to set parameters such as:  |

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|          |  | <ul style="list-style-type: none"> <li>Does the element recur each payroll period or does it require explicit entry?</li> <li>Should the element process only once in each payroll period?</li> <li>Can a person have more than one entry of the element in a payroll person?</li> <li>Should the element be processed and paid separately or with other earnings elements?</li> </ul> |
| <b>N</b> | <b>187.</b> Calculate pay over a 24-day work period paid on a bi-weekly pay period (Fire).   | <b>4</b><br>The Oracle solution is able to calculate pay over a 24-day work period paid on a bi-weekly pay period including accurate calculation of FLSA overtime premiums.  |
| <b>R</b> | <b>188.</b> Include special pays in the overtime calculation based on special pay type.  | <b>4</b><br>With the Oracle solution, your organization can define which special pays should be included in the overtime calculation – hours, earnings or both.  |
| <b>R</b> | <b>189.</b> Pay employees different hourly pay rates or flat amounts during one day, week, and pay period.   | <b>4</b><br>The Oracle solution enables your organization to define regular and premium pay rates and pay employees the appropriate rates or amount as they may vary by day, week and pay period based. These rules can be assigned to an employee or group of employees to automate the determination of the applicable amount or rate.   |
| <b>R</b> | <b>190.</b> Calculate and report special pays that are included in employee's retirement compensation amounts while not being paid out on employees' paycheck (e.g. non-payable code that can be pensionable). | <b>4</b><br>While the Oracle solution does not manage your retirement/pension program, your organization can define balances to track any combination of earnings or deduction elements. For example, tracking pension eligible earnings for calculation of a retirement deduction within the solution.  |
| <b>R</b> | <b>191.</b> Electronically generate Personnel Action Form for all pay related modifications, route for approval and apply to employee record in system.  | <b>4</b><br>The Oracle solution enables a paperless personnel action for salary and compensation changes and additions that can be routed for approval and then automatically updated in the employee record.  |
| <b>R</b> | <b>192.</b> Enter mass change that affects all employees or a group of employees with ability to review before   | <b>4</b><br>The Oracle solution delivers multiple methods for your organization to generate mass   |

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|          | updating, e.g. increase Grade 1, Step 1 by 5%, apply COLA increase of 2%, etc.  | compensation changes for all or a group of employees including the ability to model, review and update before submitting such proposal for approval.  |
| <b>R</b> | <b>193.</b> Process merit increases by percent up to maximum in salary range.   | <b>4</b><br>The Oracle solution delivers multiple methods for your organization to process merit increases for a group of employees including the business rules to determine a percent increase up to a maximum in salary range. This also include the ability to use details from Performance Management for modeling and decision-making purposes. |
| <b>R</b> | <b>194.</b> Automatically applies imputed income for employees receiving non-cash benefits (e.g. banked CTO hours reflected as scheduled or worked hours in work period earned for purposes of calculating overtime or additional pays that are based on hours worked). | <b>4</b><br>The Oracle solution is able to automatically calculate imputed income for employees receiving non-cash benefits.  |
| <b>R</b> | <b>195.</b> Calculate regular rate of pay using either standard hours or actual hours worked as the overtime divisor based on bargaining unit.  | <b>4</b><br>The Oracle solution is able to calculate an employee's regular rate of pay using either standard hours or actual hours worked as the overtime divisor based on bargaining unit.   |
| <b>R</b> | <b>196.</b> Generate separate paycheck for overtime pay based on bargaining unit (Fire).  | <b>4</b><br>The Oracle solution can generate a separate paycheck for overtime pay based on bargaining unit. In general, earnings elements can be run in a regular paycheck or as a supplemental paycheck.   |
| <b>R</b> | <b>197.</b> Count vacation or other paid leave as actual hours worked based on bargaining unit (Fire).  | <b>4</b><br>The Oracle solution can count vacation or other paid leave as actual hours worked based on bargaining unit via the Balance Definition function which enables your organization to define what elements should be included in a definition.  |
| <b>R</b> | <b>198.</b> Calculate retirement earnings on specified set of rules that could be different than employees' true earnings (some pay based on hours worked but retirement is based on standard schedule for a specific pay code).  | <b>4</b><br>The Oracle solution can calculate retirement earnings via the Balance Definition function which enables your organization to define what elements should be included in a definition.   |
| <b>N</b> | <b>199.</b> Calculate regular rate of pay and total earnings based on different lengths of work periods including those longer than pay period length (i.e. Fire has a 24-day work period and is paid bi-weekly).   | <b>4</b><br>The Oracle solution is able to calculate regular rate of pay and total earnings based on different time periods even when longer than the pay period length in order to facilitate the  |

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|          |   | automatically calculate FLSA premium amounts.   |
| <b>R</b> | <b>200.</b> Process prior pay period adjustments on the next pay period.  | <b>4</b><br>The Oracle solution is able to process prior pay period adjustments and automatically calculate any retroactive amounts due. RetroPay can then automatically pay any such amounts due on the next payroll run or in a separate payroll run.   |
| <b>R</b> | <b>201.</b> Determine number of leave hours paid on termination and calculate rate based on specified rules, including length of service, retirement tier, bargaining unit, type of separation, etc.  | <b>4</b><br>Since the Oracle solution is natively integrated across functional area, it is able to determine the number of leave hours to be paid on termination as well as calculate the rate based on rules defined in the system which can includes details related to length of service, retirement tire, bargaining unit, and type of separate.                    |
| <b>R</b> | <b>202.</b> Ability to prorate leave accruals earned.   | <b>4</b><br>The Oracle solution is able to prorate leave accruals earned. Your organization can define the proration rule details when defining each leave accrual plan.  |
| <b>R</b> | <b>203.</b> Identifies pensionable earnings vs. non-pensionable earnings.   | <b>4</b><br>The Oracle solution enables your organization to define pensionable earnings versus non-pensionable earnings. This is accomplished via the Balance Definition function which enables your organization to list the earnings elements that should be included in each definition (e.g., pensionable versus non-pensionable).                                 |
| <b>R</b> | <b>204.</b> Process mid-period and retroactive pay and associated impacts on contributions, deductions, FLSA calculations, and reporting to benefit providers.  | <b>4</b><br>The Oracle solution is able to process mid-period and retroactive pay adjustments as well as automatically calculate the associated impacts on contributions, deductions, FLSA calculations, and reporting to benefit providers. RetroPay can then automatically pay any such amounts due or deducted on the next payroll run or in a separate payroll run. |
| <b>R</b> | <b>205.</b> Retro pay calculation used to back date and correct for salary step/grade changes, corrections to errors, changes to timesheet, back pay, tax deductions, benefit deductions, garnishments, leave balances, etc. (with look back period – may be more than 80 hours). | <b>4</b><br>With the Oracle solution, back-dated corrections for salary step/grade changes, corrections to errors, and changes to timesheets, back pay, tax deductions, benefit deductions, garnishments, leave, etc. can be automatically detected by the RetroPay   |

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|          |  | process which will then calculate amounts due or owed as a result of such date-effective change. The lookback period can be more than 80 hours and is able to lookback over multiple pay periods.  |
| <b>R</b> | <b>206.</b> Generate report that identifies all changes made within a specified date range, pay period, etc.   | <b>4</b><br>The Oracle solution includes several RetroPay reports which identify all changes made that warrant a retroactive adjustment as well as the impact of such change. These reports can be run as a standard part of a payroll flow or upon demand.  |
| <b>R</b> | <b>207.</b> Exception reporting to review for double pay, no pay, changes since last payroll, net pay less than benefit deductions and garnishments, etc.                        | <b>4</b><br>The Oracle solution delivers numerous payroll reports to help validate payroll calculations. Additional reports for exception reporting purposes can be created using the reporting tools delivered.   |
| <b>R</b> | <b>208.</b> Generate a gross-to-net report to proof all payroll calculations before checks/pay advices are produced.   | <b>4</b><br>The Oracle solution delivers a gross-to-net report as well as visibility into payroll calculations as a distinct step in the payroll flow to proof all payroll calculations before check/pay advice are produced.  |
| <b>R</b> | <b>209.</b> Provide invoice to employees with deductions and garnishments greater than compensation.   | <b>4</b><br>The Oracle solution automatically tracks deductions and garnishments which are in arrears, the details of which are available in a delivered standard report. An invoice for such amounts can be created at the time of implementation using tools delivered.  |
| <b>R</b> | <b>210.</b> Compares FLSA OT vs. MOU OT and pays employee greater of two.  | <b>4</b><br>The Oracle solution is able to compare FLSA overtime versus MOU overtime and pay the employee the greater of the two. This is accomplished through the use of the FastFormula tool which is able to perform an iterative process to compare defined calculations.  |
| <b>R</b> | <b>211.</b> Payroll clerk reviews and makes required adjustments or corrections to time entry from all systems prior to the generation of pay checks, pay advices, or pay cards. | <b>4</b><br>The Oracle solution enables a payroll clerk to review and make required adjustments and corrections to payroll details prior to the payroll flow moving forward to the generation of any pay checks, pay advice or pay cards.<br><br>Payroll flows enable your organization to define the sequence of steps for your |

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|          |  | complete payroll process which can include processing steps, validation steps, report generation, payments steps, etc. Each validation step can be assigned to a specific person so that the payroll flow does not move to the next task until the appropriate approval is received.   |
| <b>R</b> | <b>212.</b> Generate County defined pay advice, checks, and pay cards.                                   | <b>4</b><br>The Oracle solution is able to generate County defined pay advice, checks and pay cards as a standard part of a payroll flow. The County or its implementer can clone the delivered templates and make any necessary changes. Pay Cards are handled through deductions which are sent to a third-party provider.                   |
| <b>R</b> | <b>213.</b> Generate Positive Pay report.  | <b>4</b><br>The Oracle solution includes numerous standard payroll reports such as a Payroll Register and a Payment Register. These reports can be refined using the reporting tools delivered. In addition, additional payroll reports can be created using the reporting tools delivered.  |
| <b>R</b> | <b>214.</b> Generate vendor and garnishment payments and interface to Accounts Payable.                  | <b>4</b><br>The Oracle solution is able to generate vendor and garnishment payments from within the payroll module as a standard part of a payroll flow. Graviton will create the interface to Accounts Payable during implementation.   |
| <b>N</b> | <b>215.</b> Support direct data feed to benefit providers.   | <b>4</b><br>The Oracle solution includes the ability to generate third-party payments for benefit providers as well as the ability to generate benefit enrollment data extracts for benefit providers.   |
| <b>R</b> | <b>216.</b> Support direct feed into current County Advantage Financials system.                         | <b>3</b><br>The Oracle solution includes the ability to interface to your existing financials system. Such interface would be created at the time of implementation using tools delivered. Graviton will create this interface. There is no additional cost for this and the price is included in the implementation costs given in Exhibit E. |
| <b>R</b> | <b>217.</b> Describe strategy to stay current with mandated Federal and California State reporting; e.g. | <b>4</b><br>Oracle's teams of analysts monitor legislative and other updates to determine possible changes to the application. If the changes are  |



|          |  |   |
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|          | Government Compensation in California report for the State Controller's Office.  | <p>approved to be incorporated into the application, they become part of the quarterly product updates released by Oracle.</p> <p>In certain situations when it requires an update to a client's configuration and not a change in the application Oracle may release a white paper outlining potential approaches to satisfy the new requirements. Other Federal, State and Local requirements can be satisfied using the delivered capabilities of the system to add additional tracking fields, build necessary integrations or develop reports.</p> |
| <b>R</b> | <b>218.</b> Produce data for multi-state and Federal monthly, quarterly, and yearly tax forms and filings, e.g. Form 941.          | <p><b>4</b></p> <p>The Oracle solution stores the data and delivers some of the reports needed for multi-state and Federal monthly, quarterly and yearly tax form filings. The actual filing of forms and any additional reports are facilitated through one of our integrated tax partners.</p>  |
| <b>R</b> | <b>219.</b> Post new adjustments/corrections for a prior period for tax reporting (overrides) based on historical pay information. | <p><b>4</b></p> <p>The Oracle solution provides the ability to perform adjustments or corrections through changing of transactional data or direct balance adjustments. Any new filings needed is facilitated through one of our integrated tax partners.</p>   |
| <b>R</b> | <b>220.</b> Electronic reporting and filing for Social Security, IRS, State and Workers Comp.                                      | <p><b>2</b></p> <p>Electronic reporting and filing for Social Security, IRS, State and Workers Comp is facilitated through one of Oracle's integrated partners.</p>   |
| <b>R</b> | <b>221.</b> Generate W2s (current and amended) and make available via employee self-service portal or generate file if outsourced. | <p><b>4</b></p> <p>The Oracle solution is able to generate W2s (current and amended) and make available via the employee self-service portal or generate a file, if outsourced. However, the actual filing of such information with the IRS is facilitated through one of Oracle's integrated partners.</p>   |
| <b>R</b> | <b>222.</b> Produce a report showing FICA wages, by individual, W-2 Plan, and in total.  | <p><b>4</b></p> <p>The Oracle solution is able to generate a report showing FICA wages, by individual, W-2 Plan, and in total using the reporting tools delivered.</p>  |

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|---|---|---|
| I | <b>223.</b> Produce year-end accruals of salaries, benefits and accrued compensation (e.g. vacation). | <b>4</b><br>The Oracle solution is able to produce year-end accruals of salaries, benefits and accrued compensation (e.g.) using the reporting tools delivered.   |
| I | <b>224.</b> Earned vs. Paid reporting.  | <b>4</b><br>The Oracle solution is able to produce earned versus paid reporting using the reporting tools delivered.  |
| R | <b>225.</b> Generate GASB 68 reporting for pension liability.   | <b>4</b><br>The Oracle solution is able to produce GASB 68 reporting for pension liability using the reporting tools delivered.   |
| R | <b>226.</b> Generate pension earnings and deductions report.  | <b>4</b><br>In addition to delivered Earnings and Deduction Reports, the Oracle solution is able to generate pension earnings and deductions reports using the reporting tools delivered.   |
| R | <b>227.</b> Generate report of retro payments by department.  | <b>4</b><br>The Oracle solution includes a delivered Retro Payment report which can be tailored using the reporting tools delivered.  |
| R | <b>Reporting</b>  |   |
| R | <b>228.</b> Describe available tools for reporting on data from within HCM system across all modules. | <b>4</b><br><p>Oracle Business Intelligence Publisher (BI Publisher) reports are submitted to show the latest application transactional data using the Enterprise Scheduler System (ESS) from either the Scheduled Processes page or from an application-specific work area. BI Publisher has the ability to generate pixel perfect report output. BI Publisher is the tool of choice to generate fixed form reports such as W-2 and tax forms, invoices, purchase orders, or company checks.</p> <p>Oracle Transactional BI Analyses are built off of transactional tables using Subject Areas. Use BI Publisher if the need is for pixel perfect reporting.</p> <p>Oracle Transactional BI Dashboards put all the information, functions, and actions that a business user requires to do their job in one place. Dashboards are built with Oracle Transactional BI objects such as analyses and reports.</p> |

|          |   |   |
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| <b>R</b> | <b>229.</b> User-level query and reporting tools that allows formatting of headers, graphs, charts, etc. List tools offered.  | <b>4</b><br>Oracle Transactional BI Analyses are built off of transactional tables using Subject Areas. Use BI Publisher if the need is for pixel perfect reporting.<br><br>Oracle Transactional BI Dashboards put all the information, functions, and actions that a business user requires to do their job in one place. Dashboards are built with Oracle Transactional BI objects such as analyses and reports.  |
| <b>R</b> | <b>230.</b> Filterable and date-range or point-in-time reporting and queries. Drop down lists or drag and drop for selection criteria (e.g. date range, period range, individual account number, account number range, etc.). | <b>4</b><br>Yes, filterable and date-range and point-in-time reporting and queries are available in Oracle HCM Cloud.   |
| <b>R</b> | <b>231.</b> Deliver library of standard reports for all modules.  | <b>4</b><br>Please review “Review HCM Subject Areas” and “Human Resources Reports” at the following URL:<br><br><a href="https://docs.oracle.com/en/cloud/saas/human-resources/22b/analyze-and-report.html">https://docs.oracle.com/en/cloud/saas/human-resources/22b/analyze-and-report.html</a>   |
| <b>R</b> | <b>232.</b> Power user reporting tools e.g. Microsoft SQL Reporting Services, SAP Analytics Cloud, Power BI, Crystal, Cognos, etc.  | <b>0</b><br>The use of 3rd party reporting tools, such as IBM Cognos, SAP Business Objects, Tableau, and others connecting to Oracle Cloud Applications is not permitted. Oracle Cloud comes complete with its own full spectrum of reporting applications from executive dashboards, pre-built intelligence reports embedded in business process, compliance reports, and ad hoc reporting tools. However, data can be extracted in various formats using our embedded reporting or data extraction tools and loaded into 3rd party reporting platform or a data warehouse (i.e., Oracle Autonomous Data Warehouse). |
| <b>R</b> | <b>233.</b> User-level security flows to queries and reports.   | <b>4</b><br>Yes, there are user-level security flows to queries and reports.  |
| <b>R</b> | <b>234.</b> Drill down to source transactions and attachments from queries or reports following user-security.  | <b>4</b><br>Yes, drill-down is available to source transactions and attachments.  |
| <b>I</b> | <b>235.</b> Schedule generation of reports and distribute via e-mail, to a shared folder, dashboard, or portal.   | <b>4</b>  |

|          |   |  |
|----------|---|--|
|          |   | Yes, you can schedule generation of reports and distribute via email, shared folder, dashboard and portal. |
| <b>R</b> | <b>236.</b> Generate reports in multiple formats, e.g. HTML, PDF, Excel, Word, etc.                   | <b>4</b><br>Oracle supports multiple output formats such as HTML, PDF, CSV, XLS, RTF, DOC, XML, TXT, etc.  |
| <b>I</b> | <b>237.</b> Save report and query templates and make them shareable with other users or kept private. | <b>4</b><br>Reports can be kept private or shared with other users or roles.                               |
| <b>I</b> | <b>238.</b> Searchable reports catalog to understand what reports are available.                      | <b>4</b><br>Yes, there is a searchable reports catalog.  |

# Section 3



## Pricing

### 3. Pricing

#### Exhibit E - Pricing

| Tulare County                        |                     |  |
|--------------------------------------|---------------------|--|
| Human Capital Management - 5,400 W2s |                     |  |
| Software Required Modules            | \$                  | Assumptions  |
| Human Resources                      | \$ 504,762          | See list of modules below.   |
| Time and Attendance                  | \$ 38,880           |  |
| Payroll                              | \$ 90,720           |  |
| Reporting                            | \$ 0                | There is no separate fee for reporting features. Reporting features are integrated into each module. |
| <b>Sub-Total – Software</b>          | <b>\$ 634,362</b>   |  |
| Implementation – Required Software   | \$                  | Assumptions  |
| Implementation                       | \$ 865,275          |  |
| Data Conversion                      | \$ 189,352          |  |
| Training                             | \$ 107,033          |  |
| Report Development                   | \$ 49,437           |  |
| Integration                          | \$ 84,620           |  |
| Travel                               | \$ 56,000           |  |
| Other                                | \$ 0                |  |
| <b>Sub-Total - Implementation</b>    | <b>\$ 1,351,720</b> |  |
| Maintenance – Required Software      | \$                  | Assumptions  |
| <b>Year 1</b>                        | <b>\$ 0</b>         | There are no separate maintenance fees. These are included in Year 1 subscription costs.             |
| <b>Year 2</b>                        | <b>\$ 634,362</b>   | This denotes Year 2 subscription fees. There are no separate maintenance fees.                       |
| <b>Year 3</b>                        | <b>\$ 634,362</b>   | This denotes Year 3 subscription fees. There are no separate maintenance fees.                       |
| <b>Year 4</b>                        | <b>\$ 634,362</b>   | This denotes Year 4 subscription fees. There are no separate maintenance fees.                       |
| <b>Year 5</b>                        | <b>\$ 634,362</b>   | This denotes Year 5 subscription fees. There are no separate maintenance fees.                       |
| <b>Year 6</b>                        | <b>\$ 730,004</b>   | This denotes Year 6 subscription fees. There are no separate maintenance fees.                       |

|                              |                     |   |
|------------------------------|---------------------|---|
| <b>Year 7</b>                | \$ 730,004          | This denotes Year 7 subscription fees. There are no separate maintenance fees.  |
| <b>Year 8</b>                | \$ 730,004          | This denotes Year 8 subscription fees. There are no separate maintenance fees.  |
| <b>Year 9</b>                | \$ 730,004          | This denotes Year 9 subscription fees. There are no separate maintenance fees.  |
| <b>Year 10</b>               | \$ 730,004          | This denotes Year 10 subscription fees. There are no separate maintenance fees. |
|                              |                     |   |
| <b>Sub-Total Maintenance</b> | \$6,187,468         | Total Subscription Costs Years 2-10   |
|                              |                     |   |
| <b>TOTAL</b>                 | <b>\$ 8,173,550</b> | <b>SOFTWARE, IMPLEMENTATION, MAINTENANCE</b>                                    |

### Summary of Project Costs

The Graviton Exhibit E Pricing is comprised of Required Software SaaS fees and Implementation fees and includes a Total 10-Year Cost. With Oracle Cloud, there are no separate maintenance fees. Updates are included in subscription costs. In the Maintenance Fees section, we have given the subscription fees for Years 2-10.

For Professional Services we have provided fixed-fee pricing based on defined milestones.

| Summary of Costs                         |                     |
|--|---------------------|
| Year 1 Software Fees                     | \$ 634,362          |
| Implementation Fees                      | \$ 1,351,720        |
| <b>Total Costs During Project Period</b> | <b>\$ 1,986,082</b> |
| Years 2-10 SaaS Costs                    | \$ 6,187,468        |
| <b>Total 10-Year Costs</b>               | <b>\$ 8,173,550</b> |

### Software SaaS Fees

Oracle Cloud Applications are also modular in nature. The following is a list of all proposed software modules that will be delivered as part of this project.

#### HR Applications:

- Fusion Human Capital Management Base Cloud Service
- Fusion Human Resources Help Desk Cloud Service
- Fusion Talent Management Cloud Service
- Fusion Workforce Compensation Cloud Service
- Benefits Carrier Enrollment Data Exchange
- Additional Environments (x2)
- Oracle Intelligent Advisor Cloud Service
- Oracle Integration Cloud Service

- Oracle Cloud Priority Support

#### **Time and Attendance Applications:**

- Fusion Time and Labor Cloud Service

#### **Payroll Applications:**

- Fusion Payroll Cloud Service

User license metrics and quantities differs based on the individual module. Most modules are by Hosted Employee or Hosted Named User with a quantity of 5,400. All maintenance costs are included in the subscription fees. Reporting features are integrated into each module.

There is price-protection for the first five years.

#### *Implementation and Professional Services Fees*

Below Graviton has provide an explanation of our implementation and professional services fees. Graviton's standard rates, Graviton's planned travel costs, the method for calculating average rates and completing the Exhibit E Pricing, and the steps for defining the payment schedule are explained.

The Graviton professional services cost is summarized in the table below.

**Table: Summary of Professional Services Fees**

| Implementation Phase | Implementation Services Cost |
|----------------------|------------------------------|
| Implementation       | \$ 865,275                   |
| Data Conversion      | \$ 189,352                   |
| Training             | \$ 107,033                   |
| Report Development   | \$ 29,437                    |
| Integration          | \$ 84,620                    |
| Travel               | \$56,000                     |
| Other                | \$ 0                         |
| <b>TOTAL</b>         | <b>\$ 1,351,720</b>          |

Graviton implementation services costs were calculated based on individual billable rate by position. The table below shows the standard rates for each Graviton team member.



**Table: Standard Rates for Project Team**

| Resource           | Role                      | Standard Hourly Rate |
|--------------------|---------------------------|----------------------|
| Greg Catanzano     | Engagement Manager        | \$ 175               |
| Vineet Srivastava  | Solution Architect        | \$ 175               |
| Prashant Jejurikar | Project Manager           | \$ 150               |
| Vimal Chandran     | HCM Functional Consultant | \$ 135               |
| Lalitha Sriram     | HCM Functional Consultant | \$ 135               |
| Logan Krall        | HCM Functional Consultant | \$ 135               |
| Gary Clark         | HCM Functional Consultant | \$ 135               |
| Shruti Jain        | HCM Analyst               | \$20                 |
| Parul Gaekwad      | HCM Analyst               | \$20                 |
| Rajnandini Chouhan | HCM Analyst               | \$20                 |
| Saunak Patel       | Technical Lead            | \$ 135               |
| Charu Vij          | Developer                 | \$ 135               |
| Ray Hirte          | Change Management Lead    | \$ 135               |

Using our standard rates, Graviton calculated implementation labor costs based upon the total hours listed in the Graviton staffing plans included in Section 4.0 of this response.

**Table: Implementation Labor Costs**

| Resource           | Role                      | Hours | Bill Rate | RFP Cost   |
|--------------------|---------------------------|-------|-----------|------------|
| Greg Catanzano     | Engagement Manager        | 328   | \$ 175    | \$ 57,400  |
| Vineet Srivastava  | Solution Architect        | 484   | \$ 175    | \$ 84,700  |
| Prashant Jejurikar | Project Manager           | 1192  | \$ 150    | \$ 178,800 |
| Vimal Chandran     | HCM Functional Consultant | 1176  | \$ 130    | \$ 158,760 |
| Lalitha Sriram     | HCM Functional Consultant | 1144  | \$ 130    | \$ 154,440 |
| Logan Krall        | HCM Functional Consultant | 1144  | \$ 135    | \$ 154,440 |
| Gary Clark         | HCM Functional Consultant | 1144  | \$ 135    | \$ 154,440 |
| Shruti Jain        | HCM Analyst               | 920   | \$20      | \$ 18,400  |
| Parul Gaekwad      | HCM Analyst               | 920   | \$ 20     | \$ 18,400  |
| Rajnandini Chouhan | HCM Analyst               | 920   | \$ 20     | \$ 18,400  |
| Saunak Patel       | Technical Lead            | 1096  | \$ 135    | \$ 147,960 |

| Resource  | Role                   | Hours         | Bill Rate | RFP Cost           |
|-----------|------------------------|---------------|-----------|--------------------|
| Charu Vij | Developer              | 768           | \$ 135    | \$ 103,680         |
| Ray Hirte | Change Management Lead | 340           | \$ 135    | \$ 45,900          |
|           |                        | <b>11,576</b> |           | <b>\$1,295,720</b> |

Anticipated travel costs were then calculated. The table below shows the total travel costs for the project. We are planning for our engagement manager, system architect, and project manager to each make eight one-week trips onsite. We are also planning for our HCM functional consultants to each make eight one-week trips onsite. Those trips will coincide with work sessions during critical path milestones including – Business Process Familiarization, Conference Room Pilots 1-3, System Test, User Acceptance Test, and Production Support. For budget purposes a weekly expense of \$1000 was estimated. The total travel costs for the project are \$56,000.

**Table: Travel Costs**

| Resource           | Role                      | Travel           |
|--------------------|---------------------------|------------------|
| Greg Catanzano     | Engagement Manager        | \$ 8,000         |
| Vineet Srivastava  | Solution Architect        | \$ 8,000         |
| Prashant Jejurikar | Project Manager           | \$ 8,000         |
| Vimal Chandran     | HCM Functional Consultant | \$ 8,000         |
| Lalitha Sriram     | HCM Functional Consultant | \$ 8,000         |
| Logan Krall        | HCM Functional Consultant | \$ 8,000         |
| Gary Clark         | HCM Functional Consultant | \$ 8,000         |
|                    |                           | <b>\$ 56,000</b> |

# Section 4



# Implementation

## 4. Implementation

Provide an overview of your implementation methodology including:

a. **Project Plan: Sample Project Plan including Phases, Tasks, Timeline.**

The Graviton Oracle Cloud implementation methodology has been tailored to meet the unique requirements of implementing cloud applications for our local government customers. The methodology is scalable, adjusting for the size and diversity of stakeholders; it is repeatable, providing consistent structure and activities across diverse initiatives; and it is flexible, where implementation activities and priorities can be adjusted based on individual customer requirements.

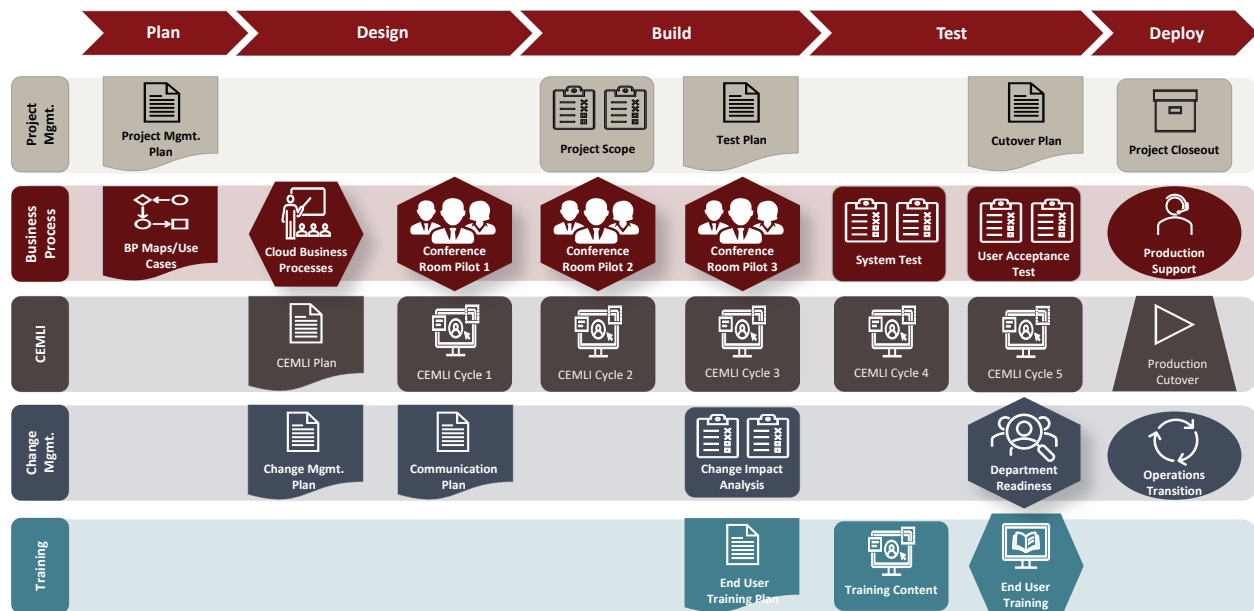
The implementation of Oracle HCM Cloud for the County of Tulare will be conducted over five implementation stages: Plan, Design, Build, Test, and Deploy. The Graviton project team will lead the County's project team through the completion of the tasks and deliverables included in each stage of implementation, allowing the project team to meet the County's implementation objectives.

**Graphic: Graviton Oracle Cloud Implementation Stages**



The structure of the Graviton 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 the County's 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. Furthermore, 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 go-live. These aspects of the Graviton Oracle Cloud implementation methodology are differentiators that repeatedly deliver successes across Graviton clients' projects.

**Graphic: Graviton Oracle Cloud Implementation Methodology**

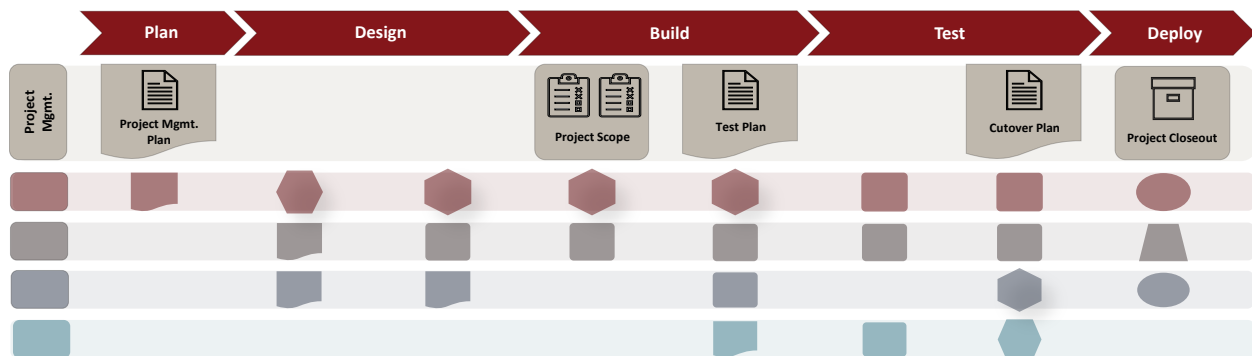


The graphic above depicts the Graviton Oracle Cloud implementation methodology. Across the top, left to right, the methodology includes five stages of implementation – Plan, Design, Build, Test, and Deploy. The boxes within the diagram represent individual deliverables that will be completed by the project team over the course of implementation. Lastly, the left most column lists the implementation tracks – Project Management, Business Process, CEMLI (Configuration, Extension, Modification, Localization, Integration), Change Management, Training – indicating the category of deliverables and implementation tasks and the project team resources primarily responsible for completing those duties.

### *Project Management Track*

The project management track within the Graviton implementation methodology includes those tasks required to plan for and manage the Oracle Cloud application implementation. The Graviton Oracle Cloud implementation approach has been 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 project management track includes five deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

**Graphic: Project Management Track**



The Graviton Oracle Cloud implementation approach requires efficient and accurate decision making, which can only be achieved through a highly functioning team with strong leadership. 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, Graviton's project manager will work collaboratively with the County's project leadership to plan for and manage the Oracle Cloud implementation process.

The tasks included in the project management track are based upon project management best practices. Several core planning deliverables are central to the project management track, including a project management plan, project schedule, and test plan.

### Project Management Track Deliverables

There are five project management track deliverables. The table below lists the project management track deliverable descriptions and both Graviton's and the County's roles in the completion of each deliverable.

**Table: Project Management Track Deliverables**

| Deliverable             | Description  | County Role | Graviton Role |
|-------------------------|--|-------------|---------------|
| Project Management Plan | 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. | Assist      | Lead          |

| Deliverable   | Description  | County Role | Graviton Role |
|---------------|--|-------------|---------------|
| Project Scope | 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. | Assist      | Lead          |
| Test Plan     | 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.   | Assist      | Lead          |
| Cutover Plan  | 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. | Assist      | Lead          |

| Deliverable      | Description   | County Role | Graviton Role |
|------------------|---|-------------|---------------|
| Project Closeout | The project closeout deliverable formally closes the implementation stage of 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, 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. | Assist      | Lead          |

### Project Management Tools

Aside from project management deliverables, the day-to-day role of Graviton's project manager will be to ensure the project team is following the project management processes defined by the project management plan. To that end, Graviton provides a series of project management tools to support our clients and our project team.

Effective collaboration among project team members and system stakeholders is critically important for the project team to move with the required efficiency throughout implementation. Graviton provides access to a dedicated SharePoint site for each of our clients and its project teams. The SharePoint site aligns with the implementation plan phases, stages, tracks, and deliverable to create a valuable tool for information repository and collaboration on implementation tasks and deliverables. The dedicated SharePoint site is provided for our clients use during the planning stage of the project and is administered by Graviton project team members through deployment. We will leverage this tool for Tulare County.

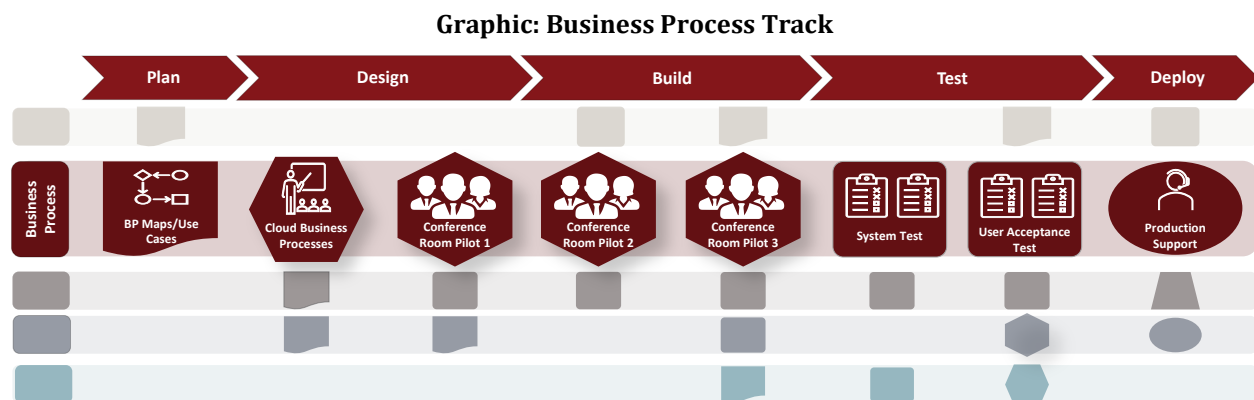


Schedule management is a foundational project management process outlined in the Project Management Plan deliverable. To improve access and collaboration, Graviton has transitioned to Smartsheet as our standard tool for establishing and maintaining project schedules. As an enterprise, Graviton licenses Smartsheet and makes the tool available to our clients and our project teams to develop effective project schedules. Graviton will also leverage Smartsheet for recording project risks, issues, and decisions. The project team will use Smartsheet to track organizational change management tasks including change impacts, department readiness, and communications. Lastly, Smartsheet will serve as the test repository where we track test scenarios and record test results.



## Business Process Track

The business process track within the Graviton Oracle Cloud implementation methodology is the foundation upon which the remaining implementation tracks are established. The technical, change management, training, and project management implementation tasks are built around and supported by the process of defining the organizations future state business processes. The business process track establishes the scope of business processes to be implemented. Those business processes are configured, analyzed, and updated repeatedly through formal cycles of review. Multiple cycles of testing are then conducted where validation of the business processes serve as the acceptance criteria for the system. The business process track includes eight deliverables spanning the five Graviton implementation stages as depicted in the graphic below.



In transitioning to the Oracle Cloud applications, the success of implementation will ultimately be measured by how effective the project team is in adopting the best practice business processes that are native to the Oracle Cloud applications. The steps to complete this transition are at the heart of the business process track. The Graviton team will establish use cases for all business processes to be implemented. Use cases will serve as written descriptions of how users will perform the County's business processes in the Oracle Cloud applications, with granular step-by-step instructions for performing those business process.

Through the completion of the business process track implementation activities, the project team will be constantly refining the business processes via updates to existing use cases as well as through the creation of additional use cases. In the plan stage of implementation an initial pass at the use cases will be established using out of the box Oracle Cloud application business processes together with the County's requirements defined by the RFP and SOW. In the design stage, Graviton's team will conduct demonstrations of the Oracle Cloud application business processes to allow for the County's project team to understand the capabilities of the Oracle Cloud applications.

The first of three Conference Room Pilots is conducted where the Graviton team will establish an initial configuration of the system to demonstrate core end-to-end business processes. In the build stage the project team will conduct Conference Room Pilot 2 and Conference Room Pilot 3 incorporating design decisions made through the iterative implementation process along with CEMLI (Configuration, Extension, Modification, Localization, Integration) being developed by the technical team. This 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 have the confidence to move into the deploy stage of the project knowing the County's business processes have been thoroughly analyzed, designed, built, and tested through the steps included in the business process track.

### Business Process Track Deliverables

The table below lists the business process track deliverable descriptions and both Graviton's and the County's roles in the completion of each deliverable. There will be nine standard business process track deliverables completed in the project.

**Table: Business Process Track Deliverables**

| Deliverable                         | Description   | County Role | Graviton Role |
|-------------------------------------|---|-------------|---------------|
| Business Process Maps and Use Cases | An inventory of business process maps and use cases representing a comprehensive set of the County's 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 map to the County's requirements and include written descriptions of how users will perform tasks to meet organizational business processes. The documents will also 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 the 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. | Assist      | Lead          |

| Deliverable                            | Description  | County Role | Graviton Role |
|--|--|-------------|---------------|
| Cloud Business Process Familiarization | 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. 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 include in Conference Room Pilot 1 will be identified and assigned to CEMLI Cycle 1.  | Assist      | Lead          |
| Conference Room Pilot 1                | 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 to review core end-to-end business processes. At the conclusion of CRP1, new use cases are added, and existing business process maps and uses cases updated to reflect CRP1 findings. 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.  | Assist      | Lead          |
| Conference Room Pilot 2                | 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 to review non-core end-to-end business processes include approvals, more complex business rules, business processes integrated with 3 <sup>rd</sup> party systems, etc. CRP2 is highlighted by the introduction of integrations and converted definitional data. At the conclusion of CRP2, new use cases are added, and existing business process maps and uses cases updated to reflect CRP2 findings. Lastly, the scope of configurations, reports, integrations, and | Assist      | Lead          |

| Deliverable             | Description  | County Role | Graviton Role |
|-------------------------|--|-------------|---------------|
|                         | conversions to be included in Conference Room Pilot 3 are identified and assigned to CEMLI Cycle 3.  |             |               |
| Conference Room Pilot 3 | 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 conversions, reports, integrations, and conversions completed and unit tested as part of CEMLI Cycle 3, are exercised by the project team to revisit open business process decisions, review business processes with security applied, and focus on advanced reporting. CRP3 is highlighted by the introduction of advanced reporting and converted transactional data. At the conclusion of CRP3, new use cases are added, and existing business process maps and uses cases are updated to reflect CRP3 findings. Lastly, the scope of configurations, reports, integrations, and conversions to be completed prior to the completion of system test is identified and assigned to CEMLI Cycle 4. | Assist      | Lead          |
| System Test             | System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3 <sup>rd</sup> 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, the scenarios are then executed by project team members, and the corresponding test issues are tracked in MS Excel.   | Assist      | Lead          |
| User Acceptance Test    | 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, 3 <sup>rd</sup> 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, the scenarios are then executed by   | Lead        | Assist        |

| Deliverable             | Description   | County Role | Graviton Role |
|-------------------------|---|-------------|---------------|
|                         | the County's representatives, and the corresponding test issues are tracked in MS Excel.  |             |               |
| Payroll Validation Test | Payroll validation test is the formal testing of the Oracle Cloud HCM system's gross pay and gross-to-net pay calculation for the County employee population. The purpose of the test is to simulate a single payroll period, and to validate the gross and gross-to-net pay calculations against the legacy production payroll results for the same payroll period. The results will be electronically validated against the legacy system payroll output. Differences will be reconciled by the County's testers with assistance from Graviton team members. The project team will then repeat the payroll validation test for a second pay period. | Lead        | Assist        |
| Production Support      | 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.  | Lead        | Assist        |

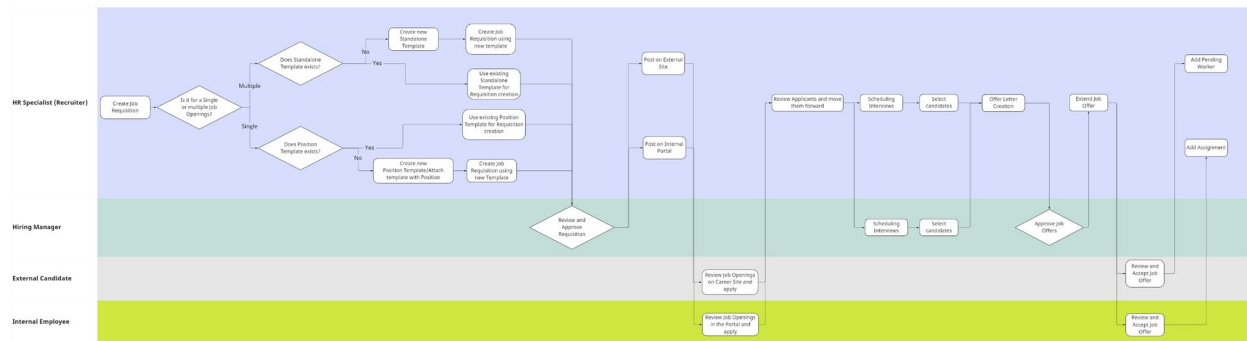
### Business Process Maps

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. Business process maps also support knowledge transfer and the transition to operations.

The following graphic shows a sample 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.

**miro**

**Graphic: Sample Business Process Map**



## Use Cases

As mentioned above the use case is the key to 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. Use cases will become the basis for test scenarios. Use cases will also be the foundation upon which job aids and training content is developed to support knowledge transfer and end user training.

The table below is a sample list of use cases for the implementation of the Oracle Cloud HCM modules.

**Table: Sample List of Use Cases for HR**

| Use Case ID | Use Case Description                     | Module |
|-------------|--|--------|
| HR-01       | Request New Position                     | HR     |
| HR-02       | Approve Position Request                 | HR     |
| HR-02b      | Request Position Update                  | HR     |
| HR-03       | Search Position                          | HR     |
| HR-04       | HR Hiring a Worker - Not using NEOGOV    | HR     |
| HR-05       | Approve New Hire                         | HR     |
| HR-06       | Review Onboarding Tasks as HR Specialist | HR     |
| HR-07       | Onboard a New Worker                     | HR     |
| HR-08       | Employee Resigns                         | HR     |
| HR-09       | Changing Assignments as Manager          | HR     |
| HR-10       | Extend Contract                          | HR     |
| HR-11       | Rehiring an Ex-employee                  | HR     |
| HR-11a      | Search Person as HR Specialist           | HR     |

| Use Case ID | Use Case Description   | Module |
|-------------|--|--------|
| HR-12       | Adding an Area of Responsibility                             | HR     |
| HR-13       | Reassign Area of Responsibility                              | HR     |
| HR-14       | Adding a Family Member (non-person)                          | HR     |
| HR-15       | Adding a Family Member (existing employee)                   | HR     |
| HR-16       | Update employee step - Manually                              | HR     |
| HR-17       | Direct Report Change   | HR     |
| HR-19       | Add Assignment to Employee                                   | HR     |
| HR-20       | Terminating an Employee                                      | HR     |
| HR-21       | Employee Self-Service - Add Document Record                  | HR     |
| HR-22       | Employee Self-Service - Update Demographics                  | HR     |
| HR-23       | Employee Self-Service - Update Disability                    | HR     |
| HR-24       | Employee Self-Service - Update Family and Emergency Contacts | HR     |
| HR-40       | Create Goal as Employee                                      | HR     |
| HR-41       | Create Goal as Manager for Team                              | HR     |
| HR-42       | Create Goal as HR Specialist                                 | HR     |
| HR-43       | Create Goal Plan   | HR     |
| HR-44       | Push out Goal Plan   | HR     |
| HR-45       | Push out Goal Plan   | HR     |
| HR-46       | Request Feedback   | HR     |
| HR-47       | Provide Feedback   | HR     |
| HR-48       | Create Check In Doc  | HR     |
| HR-49       | Complete Check In Doc - Employee                             | HR     |
| HR-50       | Complete Check In Doc - Manager                              | HR     |
| HR-51       | Complete Check In Doc - Manager                              | HR     |
| HR-52       | Complete Goals - Employee                                    | HR     |
| HR-53       | Review Goals - Manager                                       | HR     |
| HR-54       | Performance Review - Evaluate Self                           | HR     |
| HR-55       | Performance Review - Evaluate Employee                       | HR     |
| HR-56       | Performance Review - Manager Confirm Review Meeting          | HR     |

| Use Case ID | Use Case Description   | Module |
|-------------|--|--------|
| HR-57       | Performance Review - Employee Confirm Review Meeting           | HR     |
| HR-58       | Performance Review - Employee Provide Final Feedback           | HR     |
| HR-59       | Performance Review - Manager Provide Final Feedback            | HR     |
| HR-60       | Performance Review - Review Status of Reviews as HR Specialist | HR     |

For each use case the corresponding County requirements are listed along with other control information such as revision history, author, test data, etc. Most importantly the use case lists the detailed sequence of steps required to complete the business process. The graphic below depicts a sample use case and the granular set of steps that are included.

**Graphic: Sample Use Case**

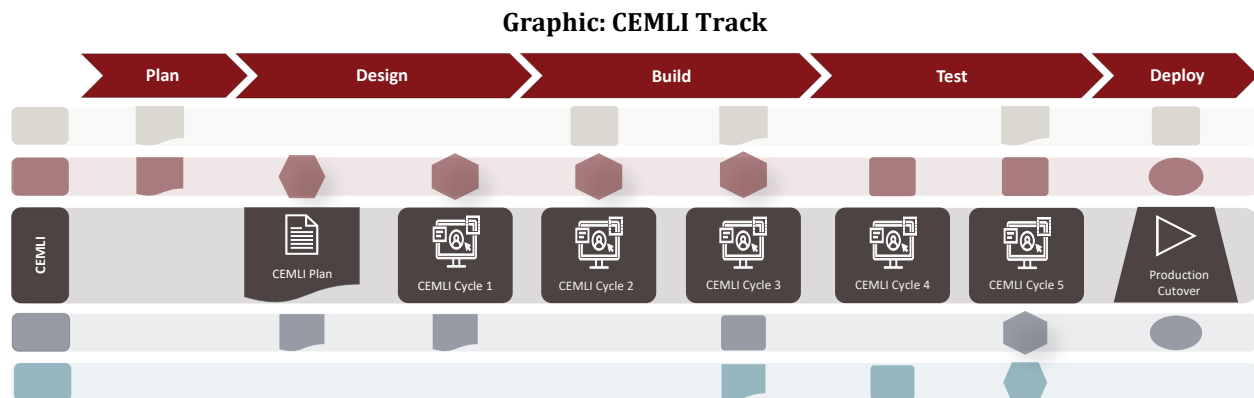
| Validation Scenario ID  | HR-01  | Validation Scenario Name | Request New Position                 |        |        |           |
|-------------------------|--|--------------------------|--------------------------------------|--------|--------|-----------|
| Requirement(s)          | 418, 421, 422, 424, 430  |                          |                                      |        |        |           |
| Revision History        |  |                          |                                      |        |        |           |
| Date                    | Author   | Version                  | Description                          |        |        |           |
| 8/1/2020                | Sarah Dykstra  | 1                        | Initial Version                      |        |        |           |
| Objectives              | Meet Requirement 418, 421, 422, 424, 430                             |                          |                                      |        |        |           |
| Test Setup Requirements | N/A  |                          |                                      |        |        |           |
| Pre-conditions          | N/A  |                          |                                      |        |        |           |
| Test Data               |  |                          |                                      |        |        |           |
| Variable                | Values   |                          |                                      |        |        |           |
| Manager                 | <redacted>   |                          |                                      |        |        |           |
| Info to manage          | Budget Details   |                          |                                      |        |        |           |
| Position                | Equipment Mechanic II, Equipment Mechanic III, Equipment Mechanic IV |                          |                                      |        |        |           |
| Business Unit           | <redacted>   |                          |                                      |        |        |           |
| Job                     | Worker   |                          |                                      |        |        |           |
| Grade                   | Hourly   |                          |                                      |        |        |           |
| HeadCount/FTE           | <redacted>   |                          |                                      |        |        |           |
| Union                   | <redacted>   |                          |                                      |        |        |           |
| Bargaining Group        | <redacted>   |                          |                                      |        |        |           |
| Collective Agreement    | <redacted>   |                          |                                      |        |        |           |
| Test Procedure          |  |                          |                                      |        |        |           |
| Step #                  | Step Details   |                          | Expected Result                      | Result | Tester | Test Date |
| 1                       | Login as Manager   |                          | User is able to login                | G      |        |           |
| 2                       | Select My Team   |                          | My Team section appears              | G      |        |           |
| 3                       | Click on My Team tile  |                          | My Team page opens                   | G      |        |           |
| 4                       | Click on Actions   |                          | Options appear                       | G      |        |           |
| 5                       | Click on Request New Position  |                          | Request a New Positions page appears | G      |        |           |
| 6                       | Update info to manage  |                          | User is able to update               | G      |        |           |
| 7                       | Click Continue   |                          | New Position Information form appear | G      |        |           |
| 8                       | Update each section and click Continue                               |                          | User is able to complete form        | G      |        |           |
| 9                       | Click Submit   |                          | User is able to submit for approval  | G      |        |           |

As stated earlier, one of the greatest challenges to implementing cloud solutions for our local government customers is transitioning from legacy system business processes to the best practice business processes available in the Oracle Cloud applications. That transition is greatly aided through the application of use cases throughout the business process workstream. The level of detail in the use case is critical information for the individual user of the system, as it is the detail steps that makes the use case so valuable in the development of test scenarios, job aids, and training content.



## CEMLI Track

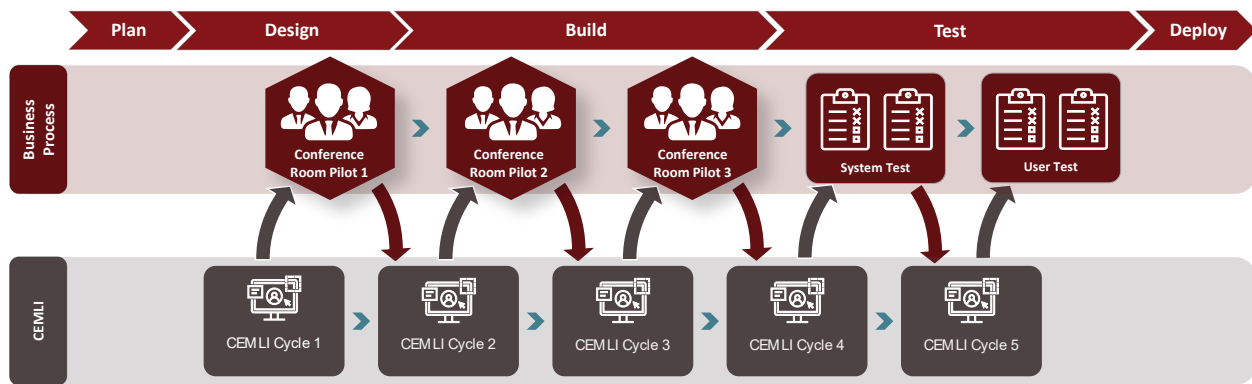
CEMLI is an Oracle term that stands for Configuration, Extension, Modification, Localization, and Integration. In the Graviton Oracle Cloud implementation approach, the CEMLI track includes those tasks required to design, build, unit test, and deploy the Oracle Cloud application configuration as well as the reporting, integrations, and conversions 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 Graviton implementation stages as depicted in the graphic below.



The wide range of application configuration and development activities typically performed during an Oracle Cloud application implementation reside within the CEMLI track. The large majority of CEMLI to be performed by the project team will include configuration, reports, integrations, and conversions. Configuration includes the Oracle Cloud application configuration including application security, and workflow. Reports includes leveraging Oracle tools to access data in the Oracle Cloud predefined subject areas. Integrations include leveraging Oracle tools to integrate the Oracle Cloud applications with third party systems. Conversions include leveraging Oracle tools to convert County system legacy data into the Oracle Cloud applications.

As described in the business process track, the Graviton team will follow an iterative design process where multiple conference room pilot sessions followed by multiple cycles of testing will be conducted to review and update the business process design. To support this iterative design process the Graviton approach is to organize the configuration, reports, integrations, and conversions into CEMLI cycles that each support a corresponding business process deliverable. For each Conference Room Pilot, the system test deliverable, and the user acceptance test deliverable, the project management team will determine the configurations, reports, integrations, and conversions that must be available for the project team to review the planned business processes. The required configurations, reports, integrations, and conversions will be assigned to the corresponding CEMLI cycle. It is anticipated that later CEMLI cycles will address the more complex business processes by including the more complex configurations, reports, integrations, and conversions. The CEMLI Cycle graphic depicts this relationship between CEMLI Cycles and business process track deliverables.

**Graphic: CEMLI Cycles**



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

| CEMLI          | CEMLI Cycle 1   | CEMLI Cycle 2   | CEMLI Cycle 3  | CEMLI Cycle 4  | CEMLI Cycle 5  |
|----------------|---|---|--|--|--|
| Configurations | <ul style="list-style-type: none"> <li>- Core Configuration</li> </ul>  | <ul style="list-style-type: none"> <li>- Configuration Revisions</li> <li>- Workflows and Approvals</li> </ul>  | <ul style="list-style-type: none"> <li>- Configuration Revisions</li> <li>- Application Security</li> </ul>  | <ul style="list-style-type: none"> <li>- Configuration Revisions</li> <li>- Application Security Revisions</li> <li>- Workflow Revisions</li> </ul>          | <ul style="list-style-type: none"> <li>- Assign Security to Users</li> <li>- Assign Workflows to Users</li> </ul>  |
| Reports        | <ul style="list-style-type: none"> <li>- Delivered Dashboards</li> <li>- Delivered Infolets</li> <li>- Subject Areas</li> <li>- Delivered BI Reports</li> </ul> | <ul style="list-style-type: none"> <li>- Delivered Dashboards</li> <li>- Delivered Infolets</li> <li>- Subject Areas</li> <li>- Delivered BI Reports</li> </ul> | <ul style="list-style-type: none"> <li>- Custom Dashboards</li> <li>- Custom Infolets</li> <li>- Subject Areas</li> <li>- Custom BI Reports</li> </ul> | <ul style="list-style-type: none"> <li>- Dashboard Revisions</li> <li>- Infolet Revisions</li> <li>- Subject Areas</li> <li>- BI Report Revisions</li> </ul> | <ul style="list-style-type: none"> <li>- Dashboard Revisions</li> <li>- Infolet Revisions</li> <li>- Subject Areas</li> <li>- BI Report Revisions</li> </ul> |
| Integrations   | -   | <ul style="list-style-type: none"> <li>- FBDI Inbound Interfaces</li> <li>- ADFDI Inbound Interfaces</li> <li>- HCM Extract Outbound</li> </ul>                 | <ul style="list-style-type: none"> <li>- API Inbound</li> <li>- API Outbound</li> <li>- OIC Complex</li> </ul>   | <ul style="list-style-type: none"> <li>- Integration Revisions</li> </ul>  | <ul style="list-style-type: none"> <li>- Integration Revisions</li> </ul>  |
| Conversions    | <ul style="list-style-type: none"> <li>- Subset of Definitional Data</li> </ul>   | <ul style="list-style-type: none"> <li>- Definitional Data</li> <li>- Subset of Transactional Data</li> </ul>   | <ul style="list-style-type: none"> <li>- Transactional Data</li> <li>- Historical Data</li> </ul>  | <ul style="list-style-type: none"> <li>- Data Conversion Revisions</li> </ul>  | <ul style="list-style-type: none"> <li>- Data Conversion Revisions</li> </ul>  |

Graviton team members will be primarily responsible for completing the tasks and deliverables included in the CEMLI track. Participation in CEMLI track activities by the County's project team members is recommended as these tasks serve as valuable opportunities for knowledge transfer.

### CEMLI Track Deliverables

The CEMLI track includes seven deliverables. The table below lists the CEMLI track deliverable descriptions and both Graviton's and the County's roles in the completion of each deliverable.

**Table: CEMLI Track Deliverables**

| Deliverable   | Description  | County Role | Graviton Role |
|---------------|--|-------------|---------------|
| CEMLI Plan    | In Oracle Cloud Implementation CEMLI stands for configuration, extension, modification, localization, and integration. For the County, this will include Oracle Cloud application configuration, reporting, 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. | Assist      | Lead          |
| CEMLI Cycle 1 | 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. The configuration/ development and unit testing of each of these CEMLI's required for Conference Room Pilot 1 will serve as acceptance criteria for CEMLI Cycle 1.   | Assist      | Lead          |
| CEMLI Cycle 2 | 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. The configuration/ development and unit testing of each of these CEMLI's required for Conference Room Pilot 2 will serve as acceptance criteria for CEMLI Cycle 2.  | Assist      | Lead          |

| Deliverable        | Description  | County Role | Graviton Role |
|--------------------|--|-------------|---------------|
| CEMLI Cycle 3      | 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. The configuration/ development and unit testing of each of these CEMLI's required for Conference Room Pilot 3 will serve as acceptance criteria for CEMLI Cycle 3.   | Assist      | Lead          |
| CEMLI Cycle 4      | 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. The configuration/ development and unit testing of each of these remaining CEMLI's required for System Test will serve as acceptance criteria for CEMLI Cycle 4.      | Assist      | Lead          |
| CEMLI Cycle 5      | 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. The configuration/ development and unit testing of each of these remaining CEMLI's required for User Acceptance Test will serve as acceptance criteria for CEMLI Cycle 5. | Assist      | Lead          |
| Production Cutover | 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.   | Assist      | Lead          |

## Oracle 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.

### ***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. Examples of Oracle Cloud application configuration include Entities, Business Units, profile options, Accounting Flexfields, Payment Terms, menus, alerts, and security.

The Graviton Oracle Cloud implementation methodology allows for iterative cycles of configuration to first complete configuration in accordance with the CEMLI plan deliverable, and then refine that configuration based upon the experiences of the project team through the business process track activities (Conference Room Pilots, System Test, and User Acceptance Test).

### ***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 reporting tools. Extensions that would serve as bolt on application features, are not included in the scope of this implementation.

For each approved report extension, the project team will first develop a report specification. The report specifications will follow the guidelines for report development defined by the CEMLI Plan deliverable. Graviton's project resources would then develop the report extension using the Oracle report tool identified in the report specification. Following development, the report extension is unit tested. Once tested to success, the report extension is promoted to the corresponding environment and made available for the applicable Conference Room Pilot or test cycle. To meet the reporting needs of different types of users, Oracle provides a set of Reporting tools including Oracle Transactional Business Intelligence (OTBI), Business Intelligence Publisher, Oracle Financial Reporting Studio, Smart View add-in, etc. Each of these tools provides specialized reporting capabilities for different types of reporting needs.

### ***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 regular Oracle Cloud maintenance update process. For this implementation, the project team should pursue updates to the business processes to align with the delivered Oracle Cloud application functionality so as to avoid dependency on Oracle product development for the implementation of modifications.

## 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 localization CEMLI is changes to accommodate updates to payroll tax laws. Localizations will only be performed by Oracle product development. In the case of localization CEMLI, we can expect Oracle to apply this category of changes on a regular basis as part of the Oracle Cloud maintenance update process.

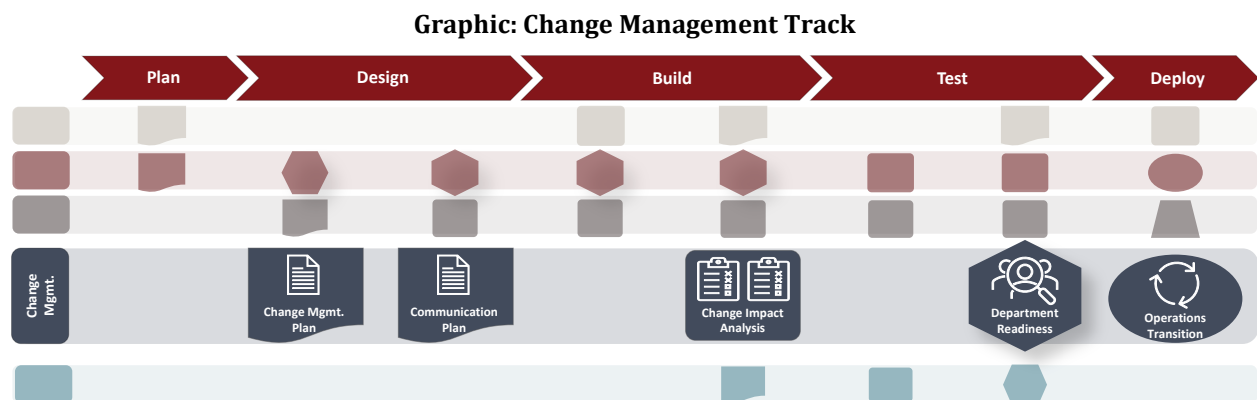
## Integration

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 implementation, Graviton also categorizes data conversions as integrations, due to the tools that Graviton will use to complete the data conversion including ADFDI (Application Development Framework Desktop Integration) and FBDI (File-Based Data Import).

For each approved integration and conversion, the project team will first develop an integration or conversion specification. The specifications will follow the guidelines for either integration or conversion development defined by the CEMLI Plan deliverable. Graviton's project resources would then develop the integration or conversion using the Oracle integration tool identified in the specification. Following development, the integration or conversion is unit tested. Once tested to success, the CEMLI is promoted to the corresponding environment and made available for the applicable Conference Room Pilot or test cycle.

## Change Management Track

The change management track is designed to successfully transition the organization from the legacy systems and existing business processes to the Oracle Cloud applications and the future state business processes that will be implemented as a result. Graviton has developed a change management methodology that is unique in the industry, combining methods to communicate the importance of change, processes, and tools to identify and document change, and programs to assist the County's 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.



The success of implementation will not be simply measured by the project team's ability to complete the migration to the Oracle Cloud applications. The success of implementation is equally dependent on how effective the organization, its departments and the County's individual employees' transition to the new system and business processes introduced by the Oracle Cloud applications. To this end, Graviton's team in collaboration with the County's leadership will focus great energy on providing an effective change management strategy.

The Graviton change management strategy includes three complimentary work streams: communications, department readiness and operations transitions. 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 forums and 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 many 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 of Tulare in its transition from implementation to an operational state, with specific and detailed recommendations for post implementation operations and maintenance support. Graviton believes this effort is critical for the County organization to effectively support the new Oracle Cloud system at go-live and beyond.

Graviton's change management methodology is based on the principle that change management is the responsibility of the entire Oracle Cloud project team as well as the County departments. Graviton will provide the methodology, the tools and direction. The entire project team and the County departments will all play a major role with the change management program and activities.

### Change Management Track Deliverables

The change management track includes five deliverables. The table below lists the change management track deliverable descriptions and both Graviton's and the County's roles in the completion of each deliverable.

**Table: Change Management Track Deliverables**

| Deliverable            | Description  | County Role | Graviton Role |
|------------------------|--|-------------|---------------|
| Change Management Plan | The purpose of the Change Management Plan is to define the approach, methods, tools, resources, and schedule for the major components within the Change Management Implementation track that will be used to communicate, manage, and prepare for the changes introduced by the Oracle Cloud implementation project. The Change Management | Assist      | Lead          |



| Deliverable            | Description  | County Role | Graviton Role |
|------------------------|--|-------------|---------------|
|                        | Plan will be completed during the Design stage of the project.   |             |               |
| Communication Plan     | 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's 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. | Assist      | Lead          |
| Change Impact Analysis | 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 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.<br><br>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.   | Assist      | Lead          |
| Department Readiness   | 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.   | Lead        | Assist        |



| Deliverable                | Description   | County Role | Graviton Role |
|----------------------------|---|-------------|---------------|
|                            | Graviton will provide the templates, tools, and direction for the Departmental Readiness activities and the County will build out the workplans, assign the workplans to the departments and track status.  |             |               |
| Operations Transition Plan | <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 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 operational roles and responsibilities listed as a RASCI (Responsible, Accountable, Supports, Consulted, Informed) chart.</p> <p>Graviton will provide the templates, tools and direction for the Operations Transition Plan and will partner with the County to build the deliverable to address their operations activities.</p> | Assist      | Lead          |

### Change Log

Change impact information captured in the Change Impact Analysis deliverable will be used by the project team to help department stakeholders become familiar with the changes to be introduced by the new applications, internalize the impact of those changes, and determine how to best prepare their employees for the changes.

The Change Impact Analysis includes a Change Log that documents the major changes resulting from the Oracle Cloud implementation and provides recommended action items to address high impact changes. The changes included in the Change Log serve as the foundation upon which department readiness workplans will be developed and monitored through the Test and Deploy stages.

For changes recorded in the Change Log, the project management team will assign action items. Some of these action items will be assigned to the Oracle Cloud project team and others to some or all the departments. The following graphic shows a sample Change Log that will be continuously

updated and added to over the course of implementation. The project team leverages Smartsheet for risks, issues, decisions, and change tracking.

**Graphic: Change Log**

| Change Impact Reference # | Change Impact Name           | Primary Business Area | Business Process # Applicable | Description of Change  | As Is, To Be and Impact Descriptions   | Affected Stakeholder(s)                   | Benefit(s)  | Impact Mitigation Activities  |
|---------------------------|------------------------------|-----------------------|-------------------------------|--|--|---|---|---|
| 1                         | Standardizing on COA         | Payroll Finance       |                               | Organization will use a single, standardized Chart of Accounts Code (COA) instead of two or more.    | <p><b>As Is:</b> At least two COAs in use.</p> <p><b>To Be:</b> One COA for all HCM and Finance systems and more.</p> <p><b>Impact:</b> Departments will need to understand the new COA structure for budgeting and tracking purposes.</p> <p><b>Impact:</b> Changes may be needed to update sub systems or other tools used by individual departments to accommodate the change in the COA structure.</p>   | Budget<br>HR<br>Dept. Heads<br>Accounting | Consistent use of the COA. All sites to use one single unified accounting code string. Crosswalks will be eliminated. | <p><b>Training:</b> Internal to Budget Office. Not part of ERP delivered training. Knowledge transfer activity to the remaining staff. Budget Office to do KT.</p> <p><b>OCM:</b> Develop document to describe change. Share information of the changes to all sites so they can be sure to have adequate time to make changes to any subsystems, spreadsheets, etc. There may be spreadsheet and system impacts across organization.</p> <p><b>Department Liaison Team (DLT):</b> The DLT can be used as a conduit for this information to their organization.</p> |
| 2                         | Position Control implemented | Budget                |                               | Create and maintain new position outside of budget cycle.<br>Budget development and approval process | <p><b>Position Control:</b> will be implemented as a result of the ERP Project and funds are required before creating a position.</p> <p><b>As Is:</b> Sometimes positions are created and filled without funding.</p> <p><b>To Be:</b> Systems force funding to create position or at least explicit override is required.</p> <p><b>Impact:</b> Departments will need to understand that positions cannot be created or filled without funding. The Budget Office will be the owner of the Department Budget table in Oracle Cloud and some updates may be required.</p> | Budget<br>HR<br>Dept. Heads<br>Accounting | Funding must be available which is important or funds would need to be taken from other activities                    | <p><b>Training:</b> Train with both Hyperion and Tasso training. Train Budget Office on maintaining the Department Budget table.</p> <p><b>OCM:</b> Develop policy. Share information with Department managers to ensure they understand the new policy change. Recommend the creation of a Policy to describe the implementation of Position Budget control.</p> <p><b>Department Liaison Team (DLT):</b> The DLT can be used as a conduit for this information to their organization.</p>   |

## Department Work Plans

The objective of department readiness is to ensure departments are ready and prepared to productively use and support the new Oracle Cloud applications and related business processes. Department Readiness allows the County's 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. The department work plans will leverage the information developed by the Change Impact Analysis work.

Department Work Plans will be initiated during the Build Stage of the project, and then updated and maintain through the completion of the Deploy stage. Department Work Plans will be used by the project management team as inputs to the Department Readiness Assessment deliverable to be completed at the conclusion of the Test stage. The following graphic shows a sample Department Work Plan that will be developed and provided to departments to move them towards go-live readiness. This example is for workflow assignments.

### Graphic: Department Work Plans

| Item #  | Readiness Activity  | Target Completion Date | Assigned to | Actual Completion Date | Current Status | Initial Comments / Questions | Ongoing Notes / Issues |
|---|---|------------------------|-------------|------------------------|----------------|------------------------------|------------------------|
| Work Flow Assignments – Department review the Oracle Cloud workflows and associated roles provided by the Oracle Cloud Project Team. Department identify the specific people they recommend to fill the various workflow roles/assignments and confirm the list with the Oracle Cloud Project Team. Department make internal job and role assignment changes as required to support the new workflow assignments. |   |                        |             |                        |                |                              |                        |
| 1   | Project provides Department with the Oracle Cloud work flow roles and explains how these roles will work in the new Oracle Cloud systems. | MM/DD/YY               |             |                        |                |                              |                        |
| 2   | Department staff review roles and identify questions for the Project Team. Questions are submitted to the Project Team.                   | MM/DD/YY               |             |                        |                |                              |                        |
| 3   | Project Team addresses the Department questions and all questions and issues are resolved.  | MM/DD/YY               |             |                        |                |                              |                        |
| 4   | Department identifies the employees to assign to the work flow roles and provides to the Project.   | MM/DD/YY               |             |                        |                |                              |                        |
|   | Project reviews the list of employees assigned to   | MM/DD/YY               |             |                        |                |                              |                        |

### Operations Transition Plan RASCI Chart

The purpose of the Operations Transition Plan is to provide the County with specific and detailed recommendations for post implementation operations and maintenance support.

The Operations Transition Plan builds on current County structure and roles for supporting the legacy enterprise systems as appropriate. In addition to leveraging current teams, roles and systems, the Operations Transition Plan also provides specific recommendations for business ownership, Oracle Cloud system support activities, and portfolio management including the intake of requests, setting priorities and decision making.

A critical component of the Operations Transition Plan is identifying the County's staff who will fill the operations and maintenance roles. It is recommended that this is done during the Build stage of the project so there is ample time to provide Knowledge Transfer from the Graviton team to the County's staff. As a result, the Operations Transition Plan will start to be developed during the Build stage and begin being executed prior to go-live during the later parts of the Test stage.

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 following is a generic example of a Transition Operations RASCI chart.

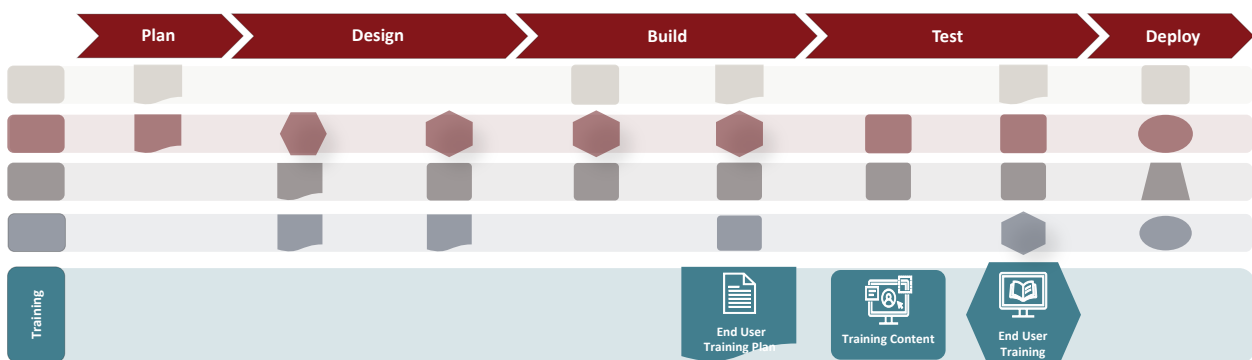
**Graphic: Operations Transitions RASCI Chart**

| Operations and Maintenance Plan, Responsibility Matrix   |                                  |                                       |  |                            |                                  |                                |                             |
|--|----------------------------------|---------------------------------------|--|----------------------------|----------------------------------|--------------------------------|-----------------------------|
|  | Department Payroll and T&L Users | Department Payroll and T&L Super SMEs | Business Owners (Human Resource and Payroll) | Human Resources Operations | Oracle Cloud Application Support | Enterprise Technology Services | Hosted and Managed Services |
| <b>R=Responsible</b><br><b>A=Accountable</b><br><b>S=Supports</b><br><b>C=Consulted</b><br><b>I=Informed</b><br><b>Blank = N/A</b> |                                  |                                       |  |                            |                                  |                                |                             |
| <b>Oversight and Guidance</b>  |                                  |                                       |  |                            |                                  |                                |                             |
| Become the central voice for the system  | I                                | I                                     | R/A  | S                          | S                                |                                | S                           |
| Refine & Socialize Governance Model & Structure  | I                                | I                                     | R/A  | S                          | S                                |                                |                             |
| Develop and communicate direction for the use of the system  | I                                | I                                     | R/A  | R                          | S                                |                                | S                           |
| <b>Application Functional Support</b>  |                                  |                                       |  |                            |                                  |                                |                             |
| Define & document business requirements for system changes   | C                                | C                                     | A  | R                          | R                                |                                | S                           |
| Application problem resolution   | C                                | C                                     | A  | S                          | R                                |                                | S                           |
| Identify root cause of data, application, business process, report, interface, modification problems                               | C                                | C                                     | A  | S                          | R                                |                                | S                           |
| Identify options for application problem resolution  | C                                | C                                     | A  | S                          | R                                |                                | S                           |
| Correct application problems using appropriate methods (configuration, process changes, data corrections and more)                 | I                                | I                                     | A  | I                          | R                                |                                | S                           |
| Correct application problems using appropriate methods (data corrections and more)   | S                                | S                                     | A  | R                          | R                                |                                | S                           |
| Document problems and resolutions  | I                                | I                                     | A  | S                          | R                                |                                | S                           |

## 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 has resulted in a greater emphasis on end user training, which has led Graviton to implement blended learning end user training programs as part of our methodology. The training track includes three deliverables spanning the five implementation stages as depicted in the graphic below.

**Graphic: Training Track**



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 in large part tied to the availability of a mature set of business process maps and use cases, where the business process track has completed Conference Room Pilot 1 and is underway with Conference Room Pilot 2. The inventory of use cases is 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 the training will need to be delivered, and how the training will be delivered.

Following the development of the end user training plan, the focus shifts to the development of training content. Graviton's approach to training content is to take each of the use cases in a designated end user training course, and leveraging the step-by-step instructions within the use case, develop Shareable Content Object Reference Model (SCORM) compliant training content. SCORM 1.2 is an industry standard e-Learning format for training content. Development of SCORM 1.2 training content allows the project team to deliver the end user training through the Graviton learning management system.

The final step in the deployment of the training program is the delivery of end user training. At this point in the project, the team will have put forth a great effort to develop comprehensive use cases and training content. The payoff to the County then is the availability of this training content to the end user through the deployment of Graviton's learning management system. The learning management system allows the end user training program to be an e-Learning 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 also serves as a knowledge base where specific end user training content can be accessed by end users as a refresher whenever needed.

### Training Track Deliverables

The training track includes three deliverables. The table below lists the training track deliverable descriptions and both Graviton's and the County's roles in the completion of each deliverable.

**Table: Training Track Deliverables**

| Deliverable               | Description   | County Role | Graviton Role |
|---------------------------|---|-------------|---------------|
| End User Training Plan    | Graviton's approach to end user training is 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 job descriptions based on the use cases developed by the project team during the design and build stages. The job descriptions 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. | Assist      | Lead          |
| End User Training Content | End User Training Content will consist of job aids and end user training manuals. Job aids are the  | Assist      | Lead          |

| Deliverable       | Description   | County Role | Graviton Role |
|-------------------|---|-------------|---------------|
|                   | 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 manuals that are also based upon the step-by-step processes documented in the use cases. End user training manuals 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 learning management system that is central to the blended learning training program.                    |             |               |
| End User Training | In the blended learning training approach, end user training is delivered in both an online on-demand format and an online instructor led format. Graviton will be responsible for ensuring the delivery on online on-demand training by administering the Graviton learning management system (LMS), ensuring designated users have access to the Graviton LMS and the content is being delivered according to the End User Training Plan. County trainers will be responsible for delivering online instructor-led training. Graviton will administer the LMS to support the instructor-led training. County trainers and/or super users that have attended the train-the-trainer sessions will deliver the online instructor-led training via the Graviton LMS. If required, in person classroom training will be made available and delivered by the County's trainers. | Lead        | Assist        |

## Graviton Training Tools

The transition of Graviton's local government clients from on-premise systems to cloud based systems has resulted in more significant business process change, placing greater emphasis on end user training. To meet this challenge, Graviton has transitioned from traditional classroom training to blended learning end user training programs for our customers. Blended learning includes online on-demand training as well as online instructor-led training. To aid in this effort Graviton has invested in tools that improve the quality and accessibility of end user training including SCORM 1.2 authoring tools and a learning management system.



For online learning content to be most effective, Graviton develops both job aids and videos. 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 documents.

In addition to job aids, Graviton develops end user training video content in SCORM 1.2 format. Graviton leverages Adobe Captivate as our authoring tool for video content. Adobe Captivate is an industry leading authoring tool that can be used to transition content from basic PowerPoint format to interactive videos with simulations, voice over, and recorded webcam content. Graviton provides Adobe Captivate licenses to our project teams to develop end user training video content that are then made available to end users via the Graviton learning management system.



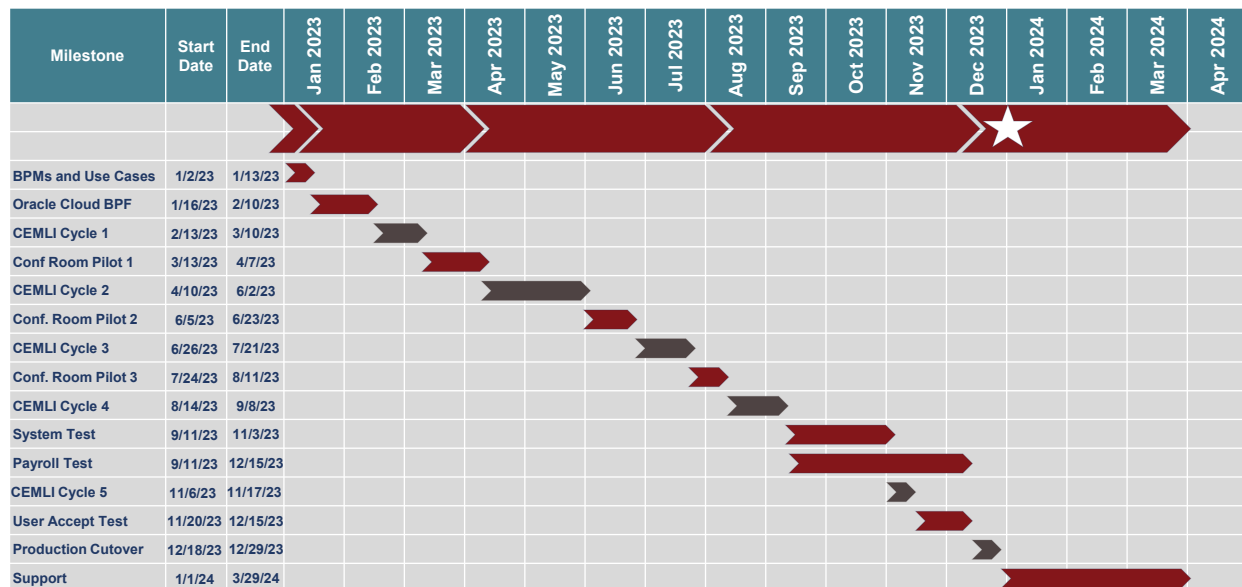
As stated above, to ensure a successful blended learning campaign Graviton provides our Oracle Cloud customers a dedicated learning management system. Or in the case of the County, Graviton can leverage the County's LMS system if that is preferred. Graviton uses the industry leading LearnUpon learning management system (LMS) for our Oracle Cloud customers. Learning management systems allow for the improved organization and administration of online learning training programs. The LearnUpon LMS allows the Graviton project team to leverage our training content to develop courses, blend instructor led and on-demand learning courses, incorporate exams and surveys, manage and group users with minimal overhead, and provide valuable reporting to measure the effectiveness of training. Upon completion of the project, our customers can retain the LearnUpon LMS to serve as a knowledge base for ongoing training that users can leverage to reinforce the abilities that were gained through the implementation process.

## Detailed Project Timeline

The following is a detailed project timeline of tasks/ activities and deliverables for each phase.

The graphic below depicts the Phase 1 HCM critical path in Gantt chart format. The steps included in the critical path represent those priority deliverables and milestones that must remain on schedule for the project team to meet the implementation timeline.

**Graphic: Phase 1 HCM Critical Path**



The complete Phase 1 HCM deliverable schedule is as follows.

| Task Name                                       | Duration    | Start           | Finish          |
|---|-------------|-----------------|-----------------|
| <b>Phase 1 - HCM</b>                            | <b>325d</b> | <b>01/02/23</b> | <b>03/29/24</b> |
| <b>Stage 1 - Plan</b>                           | <b>10d</b>  | <b>01/02/23</b> | <b>01/13/23</b> |
| Business Process Maps/Use Cases                 | 10d         | 01/02/23        | 01/13/23        |
| Project Management Plan                         | 10d         | 01/02/23        | 01/13/23        |
| <b>Stage 2 - Design</b>                         | <b>60d</b>  | <b>01/16/23</b> | <b>04/07/23</b> |
| Cloud Business Process Familiarization Training | 20d         | 01/16/23        | 02/10/23        |
| CEMLI Plan                                      | 10d         | 01/30/23        | 02/10/23        |
| CEMLI Cycle 1                                   | 20d         | 02/13/23        | 03/10/23        |
| Conference Room Pilot 1                         | 20d         | 03/13/23        | 04/07/23        |
| Change Management Plan                          | 10d         | 02/27/23        | 03/10/23        |
| Communications Plan                             | 10d         | 03/27/23        | 04/07/23        |
| <b>Stage 3 - Build</b>                          | <b>90d</b>  | <b>04/10/23</b> | <b>08/11/23</b> |



|                            |            |                 |                 |
|----------------------------|------------|-----------------|-----------------|
| CEMLI Cycle 2              | 40d        | 04/10/23        | 06/02/23        |
| Conference Room Pilot 2    | 15d        | 06/05/23        | 06/23/23        |
| CEMLI Cycle 3              | 20d        | 06/26/23        | 07/21/23        |
| Conference Room Pilot 3    | 15d        | 07/24/23        | 08/11/23        |
| Project Scope              | 10d        | 07/10/23        | 07/21/23        |
| Test Plan                  | 10d        | 07/31/23        | 08/11/23        |
| Change Impact Analysis     | 15d        | 07/03/23        | 07/21/23        |
| End User Training Plan     | 15d        | 07/24/23        | 08/11/23        |
| <b>Stage 4 - Test</b>      | <b>90d</b> | <b>08/14/23</b> | <b>12/15/23</b> |
| CEMLI Cycle 4              | 20d        | 08/14/23        | 09/08/23        |
| System Test                | 40d        | 09/11/23        | 11/03/23        |
| CEMLI Cycle 5              | 10d        | 11/06/23        | 11/17/23        |
| User Acceptance Test       | 20d        | 11/20/23        | 12/15/23        |
| Cutover Plan               | 10d        | 12/04/23        | 12/15/23        |
| End User Training Content  | 30d        | 09/25/23        | 11/03/23        |
| End User Training          | 20d        | 11/20/23        | 12/15/23        |
| <b>Stage 5 - Deploy</b>    | <b>75d</b> | <b>12/18/23</b> | <b>03/29/24</b> |
| Production Cutover         | 10d        | 12/18/23        | 12/29/23        |
| Production Support         | 65d        | 01/01/24        | 03/29/24        |
| Operations Transition Plan | 20d        | 01/01/24        | 01/26/24        |
| Project Closeout           | 20d        | 03/04/24        | 03/29/24        |

## b. County resources: Roles, Responsibilities, Estimated Time per Month

The following table lists the recommended composition of the County's team for this project. We understand that the County has been proactive about identifying some of these resources.

**Table: County of Tulare's Resources and Responsibilities**

| Project Role           | High Level Tasks Overview  |
|------------------------|--|
| <b>Project Manager</b> | The County's project manager will complement Graviton's project manager. While our project manager keeps the project moving forward, the County's project manager will work towards removing any hindrances or obstacles from the County's side. |

|                               |   |
|-------------------------------|---|
| <b>Core Team Leads</b>        | <p>These are the staff that will be trained by the Graviton team during the project. They will participate in the business process familiarization and conference room pilot work sessions. They will provide the inputs that the project team needs to make sure that the system implemented is as per the County's requirements. They will help test and validate the new system and will gain approvals from their respective departmental managers for moving forward with the production cutover.</p> <p>After the complete the "train the trainer" sessions, they will in turn provide this training input to the rest of the users corresponding to their Departments.</p> |
| <b>Subject Matter Experts</b> | <p>These staff will ideally represent the various County departments impacted by the new implementation. They will know the business processes being used within the Departments. The SMEs will also have access to the decision makers from their respective departments.</p>  |
| <b>Technical Staff</b>        | <p>The County's technical staff will support the project in performing tasks related to conversion extracts, interface and report development, database support, network support, etc. They will work closely with the Graviton team to understand the work to be performed and will execute these tasks under the direction of the County's project manager. Technical staff will be assigned as needed to project tasks.</p>  |

### Assumptions About Prior Skills and Competencies of Resources

The efficiency and quality of implementation depends in large part on the resources assigned to the project by both Graviton and the County. Based on our experience implementing systems in the public sector, this is one of the key things that the County can do prior to implementation. This will help the County operationalize the business process changes after the implementation support period has ended.

Based on our experience, we recommend that the County's project staffing have the following skills and competencies:

**Table: Recommended Skills and Competencies for County Staffing**

| Project Role                  | Prior Skills and Competencies   |
|-------------------------------|---|
| <b>Project Manager</b>        | <ul style="list-style-type: none"> <li>• Prior project management experience with an understanding of project management processes such as Scope Management, Time Management, and Risk Management.</li> <li>• Understanding of the County's overall governance structure, the role of key stakeholders across the County, the interdependencies between departments as it relates to the County's integrated business processes.</li> <li>• Authorization by the County to facilitate decision making, address issues, assign project tasks, and prioritize the work assigned to project staff.</li> </ul>                    |
| <b>Core Team Leads</b>        | <ul style="list-style-type: none"> <li>• Expertise in existing business processes in the functional areas to which those subject matter experts are assigned.</li> <li>• Understanding that they are the County's champions for implementing business process changes to align County business practices with the best practice business processes available in the software products.</li> <li>• Authorization by the County to make decisions regarding business process changes and functional design for configuration, reports, security, and interfaces for the functional areas to which they are assigned.</li> </ul> |
| <b>Subject Matter Experts</b> | <ul style="list-style-type: none"> <li>• Understanding that change is imminent and necessary for the County, and a willingness to adjust to that change.</li> <li>• Authorization to prioritize their daily work to accommodate the needs of the project when information or their participation is requested of them by the project team.</li> </ul>   |
| <b>Technical Staff</b>        | <ul style="list-style-type: none"> <li>• Ability to support the conversion effort by extracting data from the County's legacy systems and transforming that data into the requisite format for conversion.</li> <li>• Understanding of both inbound and outbound third-party interfaces, and the ability to provide technical requirements of both to the Graviton team.</li> <li>• Understanding of existing reporting including data sources, and the ability to translate that information into reporting requirements for the Graviton team.</li> </ul>   |

The following tables provides an estimated level of effort for the County's staff during each phase of the project. County resources are aligned with the implementation stages and key deliverables.

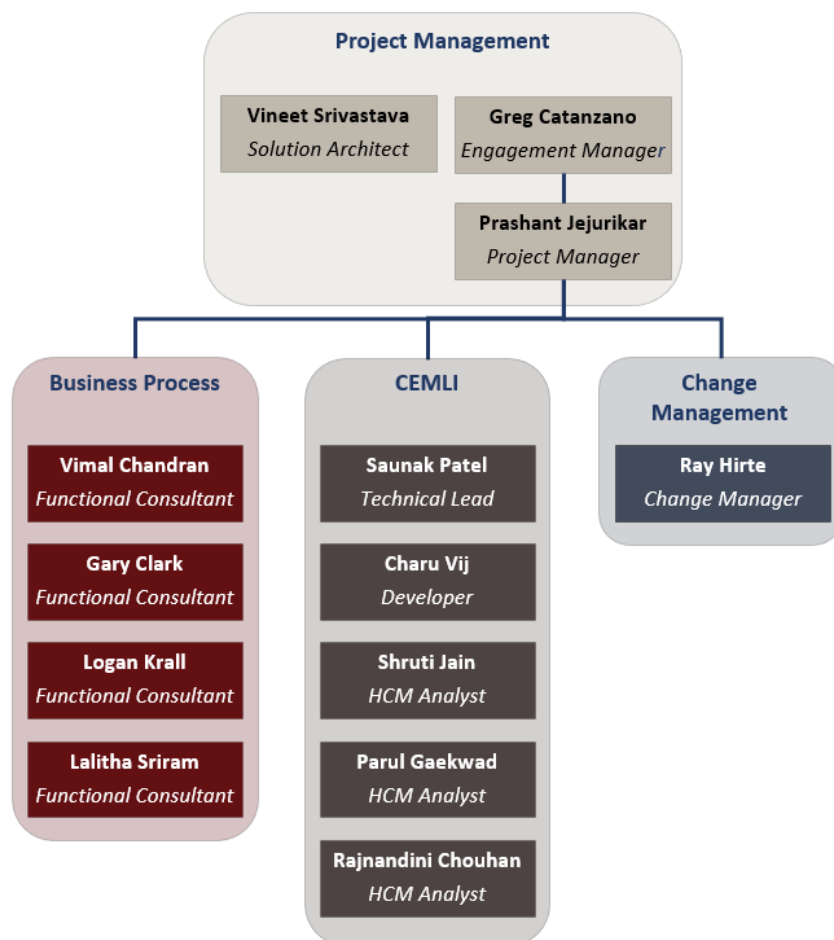
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### c. Proposer Resources: Roles, Responsibilities, Estimated Time per Month

#### *Proposed Project Team*

Graviton will be responsible for the implementation of the proposed Oracle Cloud applications, including project management and training. Graviton is proposing the following experienced project team for the County of Tulare.

**Graphic: Phase 1 HCM: Project Team**



Graviton's proposed project team has extensive experience in Oracle HCM implementations for public sector organizations like the County. The County shall have the right to interview and approve all key personnel.

**Table: Graviton's Proposed Project Team**

| Proposed Team Member | Role/ Function            |
|----------------------|---------------------------|
| Greg Catanzano       | Engagement Manager        |
| Vineet Srivastava    | Solution Architect        |
| Prashant Jejurikar   | Project Manager           |
| Vimal Chandran       | HCM Functional Consultant |
| Gary Clark           | HCM Functional Consultant |
| Logan Krall          | HCM Functional Consultant |
| Lalitha Sriram       | HCM Functional Consultant |
| Saunak Patel         | Technical Lead            |
| Charu Vij            | Developer                 |
| Shruti Jain          | HCM Analyst               |
| Parul Gaekwad        | HCM Analyst               |
| Rajnandini Chouhan   | HCM Analyst               |
| Ray Hirte            | Change Management Lead    |

The following tables provides an estimated level of effort for Graviton's project team during each phase of the project.

[illegible]

## Graviton Project Roles and Responsibilities

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

**Table: Graviton Project Roles**

| Project Role           | Description  |
|------------------------|--|
| Engagement Manager     | The Graviton Engagement Manager will oversee the project's execution and will be accountable for its success. The Engagement Manager will participate in the Steering Committee meetings with the County to ensure that any feedback from the County is addressed appropriately.   |
| Solution Architect     | The Solution Architect 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 the RFP.  |
| Project Manager        | <p>The Graviton Project Manager will manage the day-to-day task assignments for the project team. The Project Manager will be responsible for maintaining the project schedule as well as the risk and issues logs. The Project Manager will also complete the following work products for each implementation phase:</p> <ul style="list-style-type: none"><li>• Project Management Plan</li><li>• Project Scope</li><li>• Test Plan</li><li>• Cutover Plan</li><li>• Project Closeout</li></ul> <p>The Graviton Project Manager will also oversee the completion of the End User training deliverables including the following:</p> <ul style="list-style-type: none"><li>• End User Training Plan</li><li>• End User Training Content</li><li>• End User Training</li></ul> |
| Functional Consultants | Graviton functional consultants will bring Oracle Cloud application expertise to the project team and will work on the work products and deliverables listed in the Implementation Plan through the life of the project. Functional consultants will be responsible for the following work products and deliverables:  |



|                        |  |
|------------------------|--|
|                        | <ul style="list-style-type: none"> <li>• Business Process Maps &amp; Use Cases</li> <li>• Cloud Business Process Familiarization</li> <li>• Conference Room Pilot 1</li> <li>• Conference Room Pilot 2</li> <li>• Conference Room Pilot 3</li> <li>• System Test</li> <li>• User Acceptance Test</li> <li>• Production Support</li> </ul>  |
| Developers             | <p>Graviton developers bring Oracle Cloud development expertise including expert knowledge in the Oracle Cloud tools (OTBI, Oracle PaaS, OIC, etc.) that will be utilized for CEMLI development including extensions, reports, integrations, and data conversions. CEMLI resources will develop the following CEMLI track work products and deliverables listed in the Implementation Plan:</p> <ul style="list-style-type: none"> <li>• CEMLI Plan</li> <li>• CEMLI Cycle 1</li> <li>• CEMLI Cycle 2</li> <li>• CEMLI Cycle 3</li> <li>• CEMLI Cycle 4</li> <li>• Production Cutover</li> </ul> |
| Change Management Lead | <p>The Graviton Change Management Lead will be responsible for working with project team members to facilitate the completion of the change management implementation track work products including the following:</p> <ul style="list-style-type: none"> <li>• Communications Matrix</li> <li>• Stakeholder Analysis</li> <li>• Change Management Plan</li> <li>• Change Impact Analysis</li> <li>• Stakeholder Readiness Assessment</li> <li>• Operations Transition Plan</li> </ul>   |

## Responsibilities of Each Resource in Similar Past Implementation Projects

Please see below for a brief summary of qualifications for our key proposed project team members on similar past implementation projects.

### *Project Management Team:*

#### Greg Catanzano: Engagement Manager

Greg is the CEO of Graviton Consulting. He has been implementing Oracle ERP projects for more than 25 years and completed many complex implementations for various public sector organizations successfully including State of Hawaii Payroll system, San Diego County Office of Education full ERP suite, City of Seattle full ERP suite, Harris County full ERP, and State of Minnesota full ERP. He has worked as the Engagement Manager, responsible for overseeing the overall project success, on similar Oracle Cloud projects for the County of Yamhill and the County of Weber.

#### Vineet Srivastava: Solution Architect

Vineet is the founder and President of Graviton Consulting and has more than 25 years delivering Oracle solutions for government clients. He has led similar Oracle ERP Cloud and PeopleSoft implementation and upgrade projects for clients including the County of Mariposa, County of San Joaquin, County of Hennepin and the City of Sacramento. His responsibilities as the Solution Architect on similar projects for the County of Mariposa and the County of Weber included overseeing the functional and technical design, and for ensuring the Oracle Cloud modules and corresponding CEMLI development met the client's goals.

#### Prashant Jejuriar: Project Manager

Prashant is a Senior Project Manager with over 20 years of IT industry experience, including over 14 years as a practicing PMP. Prashant has a successful track record of managing and governing large scale, cross-platform, parallel-stream projects, in both traditional Waterfall and Agile environments. He has hands-on experience in setting up PMO and governance frameworks and in forecasting and managing project financial plans. He is experienced in creating dashboards and reports that are consumable by senior management. He is also experienced in creating, organizing and maintaining project documentation libraries and deliverable approval workflows on SharePoint. Prashant specializes in Oracle ERP implementations for the public sector and he has worked as the Project Manager on similar projects for the County of San Joaquin, County of Mariposa, County of Yamhill, City of Seattle, the City of Sacramento and Sonoma County.

### *Business Process and Functional Team:*

#### Vimal Chandran: HCM Functional Consultant

Vimal is a Senior Oracle Functional Consultant with over 16 years of IT industry experience in the implementation of Oracle HCM technology. Vimal has hands-on experience in configuring and implementing Core HR and Talent management modules. He works closely with clients to understand their business requirements, identify gaps and deliver solutions that follow the Oracle best practice methodology. He has performed systems analysis, design, installation, maintenance, and enhancement for critical applications within the Core HR, Benefits Administration,

Performance Management and Recruiting modules. He also has extensive experience in creating and maintaining reports and analytics, as well as, configuring security and workflow approvals across different modules. He has worked as an HCM functional consultant on many similar projects, including for the County of Mariposa, Weber County and Yamhill County.

#### **Gary Clark: HCM Functional Consultant**

Gary is a senior functional consultant with over 17 years of professional experience in the public sector, and over 8 years' experience working with Oracle HCM and Payroll modules. He specializes in business process review, analysis, problem solving, organizational, and communications management. He was the Principal Accountant at the City of Sacramento for 10 years and has worked on PeopleSoft projects for the County of San Joaquin as a senior functional consultant specializing in the Absence Management and Time & Labor modules. He has a Bachelors of Sciences in Accounting from California State University, Chico. Gary is also a Licensed CPA in the State of California. He has worked as an HCM functional consultant on similar projects for the County of Mariposa.

#### **Logan Krall: HCM Functional Consultant**

Logan is a senior technical and functional consultant with over 6 years of experience working with Oracle HCM, Time, Absence, Payroll, and Integration products. He has a Bachelors of Science in Computer Information Systems from California State University, Chico and he specializes in detailed requirement gathering, business process design/review, and solution architecture. Most recently, he worked as a functional payroll consultant on Oracle HCM Cloud projects for Mariposa County in California and Weber County in Utah and as a lead technical consultant on an Oracle HCM implementation for the State of Hawaii.

#### **CEMLI Team:**

#### **Saunak Patel: HCM Technical Lead**

Saunak is a dedicated Oracle Cloud Certified professional with over 16 years of experience managing all technical aspects of projects relating to oracle HCM Cloud, with particular expertise in requirements definition, prototyping, proof of concept, design, interface implementation, testing, and maintenance. Saunak has extensive experience implementing and supporting all modules of Oracle HCM Cloud, including Core HR, Benefits, Payroll, Time & Labor, Absence Management, and Talent Management. He has a proven ability to coordinate with cross-functional teams across different HR functional areas to document business requirements and identify best practices. Saunak has hands-on technical experience with Data Validation, Data Conversion, HCM Extract, Fast Formula, HDL, PBL, FBL, Personalization, BI Reports, OTBI Analytics, REST, SOAP and ATOM Feed Integrations. Saunak is also certified on Oracle HCM Cloud Core HR, Oracle HCM Cloud Benefits, Oracle HCM Cloud Payroll, Oracle HCM Cloud Compensation, Oracle People tools and Oracle PeopleSoft HRMS. He has worked as a technical lead on similar projects for Weber County and the City of Lincoln.

#### **Charu Vij: Developer**

Charu is a highly experienced technical consultant with more than 13 years of experience. She has strong experience in end-to-end implementation, roll-outs, upgrades, and application maintenance and support engagements, and is fully conversant with all stages of software development lifecycle. Charu has diverse experience across Oracle HCM Cloud, Oracle Integration Cloud and PeopleSoft

HR, ELM, PeopleSoft Financial suites. Charu has worked as a developer on the CEMLI team on similar Oracle Cloud projects for the County of Mariposa and Weber County and the City of Lincoln.

### *Change Management Team:*

#### **Ray Hirte: Change Management Lead**

Ray is the former ERP Program Manager at Hennepin County. He is an accomplished and results oriented ERP Consultant with more than 20 years of industry experience. Ray has worked with local government customers to develop their strategic direction and meet their business objectives, as well as to help them accomplish business process transformation. Ray has also led the implementation of several system upgrades, implementation of additional modules into existing ERP environments, and implementation of new hardware appliances. His experience encompasses managing multiple teams and direct reports. Ray has extensive experience as the change management lead on similar projects for the County of Mariposa and the County of Weber.

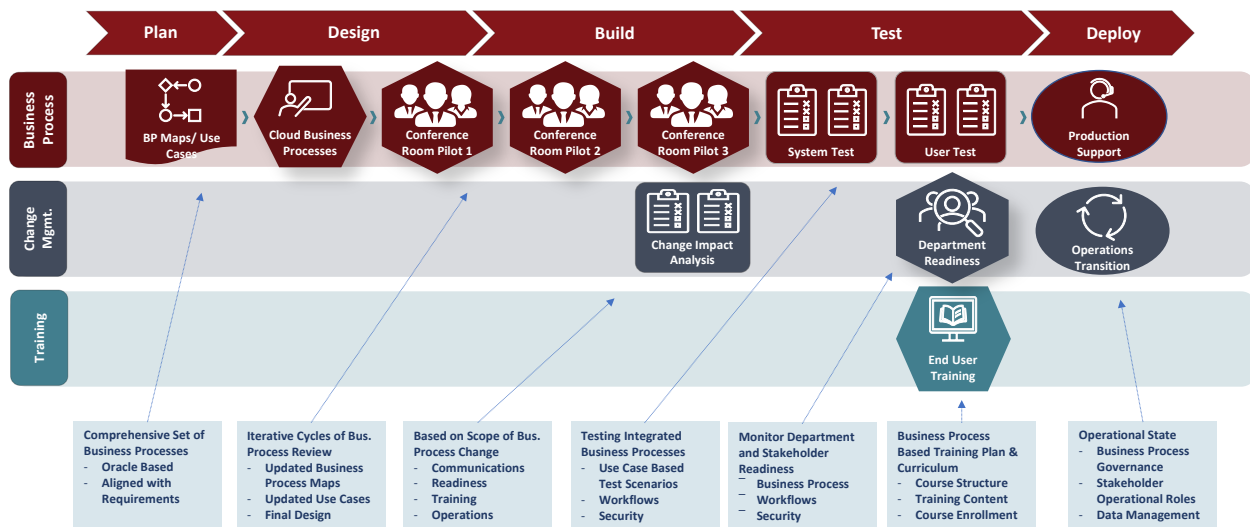
### **d. Process Improvement: Approach to Process Improvement through Implementation**

The greatest challenge to implementing SaaS solutions for Graviton's local government customers is overcoming the difficulties of transitioning from outdated business practices, driven by legacy system limitations, to the best practice business processes available in the Oracle Cloud applications. The Graviton implementation methodology ensures business process transition is effective in terms of number of business process improvements implemented, as well as efficient in terms of speed and thoroughness in which the customer transitions to the improved business processes. To ensure an effective and efficient transition of business processes, all aspects of the Graviton Oracle Cloud implementation approach are connected and carefully coordinated. Collectively we refer to this coordinated effort as business process transformation.

Each of the four Graviton implementation tracks – project management, business process, CEMLI, and change management – are designed to support the business process transformation effort. However, the implementation work products of the business process and change management implementation tracks are specifically included in our approach to ensure the County's successful transition from its legacy business processes to the best practice Oracle Cloud business processes. Completion of the business process implementation track deliverables will drive the analysis, design, and testing of the County's future state business processes, while completion of the change management implementation track deliverables will ensure those future state business process changes are clearly communicated, system users are properly trained, and the County's operational support organization is prepared.

The Graviton implementation approach provides detail definitions of each of the business process and change management implementation track deliverables. Below we have described the relationships between these deliverables and how, through the five stages of our implementation approach, these work products will collectively guide the County through business process transformation to achieve the desired process improvements.

**Graphic: Business Process Transformation Approach**



## Plan

Business process transformation begins immediately during the plan stage of implementation with the establishment of use cases. Rather than focus on existing the County's existing business processes, the project team will first review the best practice Oracle Cloud applications' delivered business processes. Oracle delivered business processes are then aligned with the implementation scope and County requirements to create an initial inventory of use cases.

**Use Cases** - Use cases will include written descriptions of how users perform tasks to complete business processes. The documents will include the step-by-step sequence of tasks to complete the associated business process. Use cases will evolve over the life of the project with new use cases added and existing use cases updated at each step of the Oracle Cloud implementation.

## Design

In the design stage the project team focuses on gaining an in-depth understanding of the Oracle Cloud applications' native business process. Those business processes are analyzed to determine the scope of business process change that will be implemented, an initial approach to configuration, reporting, integrations, and data conversions, and the project teams change management strategy for ensuring business process changes are implemented in an efficient manner resulting in system users being properly prepared for those changes.

**Cloud Business Process Familiarization** – Graviton 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 Oracle Cloud applications. At the conclusion of the cloud business process familiarization sessions, use cases will be reviewed and updated to reflect information gathered.

**Conference Room Pilot 1** – Conference Room Pilot 1 (CRP1) is a series of work sessions planned for and managed by Graviton where the Oracle Cloud applications, inclusive of the initial planned County specific configurations, reports, integrations, and conversions are exercised by the project team to review core end-to-end Oracle Cloud business processes. At the conclusion of CRP1, new

use cases are added, and existing uses cases updated to reflect CRP1 business process findings. The scope of business process transformation is defined and incorporated into the Project Scope deliverable.

**Change Management Plan** – As the scope of business process transformation is defined, the Graviton team will develop the Change Management Plan deliverable defining the communications, readiness, training, and operations transition activities for the duration of the project. The messages, methods, and frequency of business process related communications will be defined. Processes for monitoring and assessing department and user readiness for business process change will be established. The strategy for developing a robust blended learning end user training program will be documented. Lastly, the transition of the County’s operational state, including business process governance and stakeholder roles and responsibilities, will be initiated by the Change Management Plan deliverable.

## *Build*

In the build stage the project team is immersed in the iterative cycles of configuration, review, and analysis to reach a final Oracle Cloud application design with near complete configuration, reports, integrations, and data conversion to support the County’s future state business processes. By the conclusion of the build stage the project team has established the foundation upon which the testing and end user training may be initiated to ensure that County staff attain the knowledge and ability to successfully implement the business process changes.

**Conference Room Pilot 2** – Conference Room Pilot 2 (CRP2) is the second series of work sessions planned for and managed by Graviton where the Oracle Cloud applications, inclusive of revisions to County specific configurations, reports, integrations, and conversions are exercised by the project team to review non-core end-to-end business processes. CRP2 will include approvals, more complex business rules, business processes integrated with 3<sup>rd</sup> party systems, etc. CRP2 will also include converted County definitional data to determine how that data will translate into the Oracle Cloud business processes. At the conclusion of CRP2, new use cases are added, and existing uses cases updated to reflect the CRP2 business process findings.

**Conference Room Pilot 3** – Conference Room Pilot 3 (CRP3) is the third series of work sessions planned for and managed by Graviton where the Oracle Cloud applications, inclusive of further revisions to County specific configurations, reports, integrations, and conversions are exercised by the project team to revisit open business process decisions, review business processes with security applied, and focus on advanced reporting. CRP3 is highlighted by the introduction of advanced reporting and converted transactional data. At the conclusion of CRP3, new use cases are added, and existing uses cases updated to reflect CRP3 business process findings.

## *Test*

In the test stage the project team validates the completed business processes and implements the blended learning end user training program. These activities build upon the business process transformation work completed through the build stage, including the iterative cycles of business process analysis, design, and use case development. The test stage business transformation activities confirm the completeness of the system design and the preparedness of the system users ahead of the County’s deployment of the Oracle Cloud business processes in the production system.



**System Test** – In the system test cycles, Graviton project team members will execute integrated test scenarios to confirm the completeness and accuracy of the business processes to be implemented in the Oracle Cloud system. The integrated test scenarios are developed using the fully developed use cases, incorporating the step-by-step, end-to-end business processes. In the event of negative test results, the business processes, configuration, reports, integrations, and/or conversions will be remediated by the project team until the County's Oracle Cloud business process design is validated.

**End User Training Content** – During the test stage, the project team leverages the fully developed use cases to create end user training manuals and job aids that will serve as training content for the blended learning end user training program. The training content will be based on the step-by-step business processes defined by the use cases. End user training manuals will elaborate on the use case business processes by incorporating process flows and narratives as defined by the end user training curriculum.

**User Acceptance Test** – In the user acceptance test cycles, County project team members will execute integrated test scenarios to confirm the completeness and accuracy of the business processes to be implemented in the Oracle Cloud system. User assigned workflows and security further validate the accuracy of the Oracle Cloud business processes. Like system test, integrated test scenarios are identified using the fully developed use cases, incorporating the step-by-step end-to-end business processes. User acceptance test marks the final validation of the County's Oracle Cloud business process design prior to the production deployment of the Oracle Cloud applications.

**End User Training** – During the test stage, change management implementation track activities culminate in the delivery of end user training. The County's end users will participate in the blended learning program, attending designated on-demand online training as well as instructor-led online training. The structure of courses, user enrollment, and the training content itself is driven by the County's business process design with emphasis on the business process changes to be implemented with the Oracle Cloud applications.

## *Deploy*

In the Deploy stage the project team ensures the successful business process transformation by providing immediate production support services while also facilitating the County's transition to an operational state by supporting the implementation of the operations transition plan.

**Production Support** – For an agreed upon period following the production cutover, Graviton and County project team members will 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. Project team members will monitor system usage and the County's overall adoption of the Oracle Cloud business processes.

**Operations Transition Plan** - The operations transition plan deliverable will define the County operations' organizational structure, operational roles and responsibilities, and business process governance. Following production deployment of the Oracle Cloud system, the project team will support the implementation of the processes defined by the operations transition plan to ensure the County's business processes are effectively supported by County operations. At the center of the operational support model will be the business process driven job aids and training content available online and on-demand via the Graviton learning management system.

## e. Organization Change Management: Methodology and Tools Used

The Graviton implementation methodology overview at the beginning of this section includes a detailed description of the Graviton Change Management approach including the deliverables to be included during each stage of implementation. Below we have included several key aspects of the Graviton approach to change management to further emphasize how closely integrated change management is across the Graviton implementation methodology.

### *Prosci ADKAR Model*

Graviton has determined the greatest challenge our government clients face in transitioning from on-premise systems to cloud based systems is the implementation of changing business processes that affect stakeholders in each department and at every level of the organization. To meet this challenge, we have updated our approach to change management, shifting our focus from a top-down department wide view of change management to a bottom-up view where we focus on implementing change at the individual user level. Placing priority on the individual user aligns well with the Prosci ADKAR model for change management.

ADKAR includes five elements of change that serve as sequential steps to implementing change at the individual user level: Awareness, Desire, Knowledge, Ability, Reinforcement. Individual stakeholders must experience each element in sequence for the change to truly take hold. Graviton has established our five-stage Oracle Cloud implementation methodology to align with the Prosci ADKAR model, ensuring the tasks and deliverables in each project stage align with the corresponding elements of ADKAR.

### *Awareness*

For Oracle Cloud implementation, the ADKAR element of awareness is that individuals understand what the changes are and why those changes are needed. The element of awareness aligns with the plan stage of the Graviton Oracle Cloud implementation methodology. In the plan stage, use cases and business process maps assist in developing awareness of the changes to be implemented. In performing our tasks and completing our deliverables, the project team will ensure that not only do stakeholders understand the changes the organization is heading for, but they understand the factors that have led the organization to embark on this project and why the changes are necessary.

### *Desire*

The ADKAR element of desire means individuals are not only aware of the change, but they also desire the change be implemented. Achieving desire at the individual level can be difficult particularly where individuals demonstrate the greatest resistance to change. The element of desire aligns with the design stage of the Graviton Oracle Cloud implementation methodology. In the design stage the project team must meet resistance to change by demonstrating the benefits of the system, whether they be direct or indirect, to the individual system user. The tasks and activities associated with the Oracle Cloud business process familiarization and Conference Room Pilot 1 deliverables aim at addressing individual resistance and building the element of desire for the new system across the stakeholders.



## Knowledge

The ADKAR element of knowledge is where the individual gains an understanding of how the change will be implemented. With the Oracle Cloud applications this includes understanding how the individual's business processes will work in the new system and how that individual's role and responsibilities will change. The element of knowledge aligns with the build stage of the Graviton Oracle Cloud implementation methodology. In the build stage the project team, including individual system users, will exercise the new system and finalize the use cases during the Conference Room Pilot 2 and Conference Room Pilot 3 tasks and activities. In addition, the project team will be developing the end user training curriculum whereby they will have clear knowledge of how the system will meet the organizational and individual requirements.

## Ability

The ADKAR element of ability is where the individual demonstrates not only knowledge of the change but the ability to perform their duties under the changing conditions. The element of ability aligns with the test stage of the Graviton Oracle Cloud implementation methodology. In the test stage, the project team will execute the formal cycles of system test and user acceptance test demonstrating their ability to process all use cases via test scenarios in the Oracle Cloud applications. In the test stage individual end users will attend training whereby they will perform the new business processes in the Oracle Cloud applications.

## Reinforcement

The ADKAR element of Reinforcement is where the individual is accountable for continuing their performance under the new conditions introduced by the change. The element of reinforcement aligns with the deploy stage of the Graviton Oracle Cloud implementation methodology. In the deploy stage, the project team will focus on transitioning the system into an operational state. To accomplish this the project team will deploy the Graviton learning management system as a knowledge base containing valuable job aid and training material resources. These resources are intended to support individual users and encourage those users to continue demonstrating accountability for performing at a high level in the new system.

## *Change Management Roles and Responsibilities*

### Graviton's Role and Responsibilities in Change Management

All Graviton team members will actively support the change management effort throughout the project lifecycle. The primary duties of Graviton team members are as follows:

**Change Management Lead** – The Graviton change management lead will be responsible for initiating the change management activities from the project management stage through the system design stage. The Graviton change management lead will complete the Communications Plan, Stakeholder Analysis, and Change Management Plan deliverables. During the build, testing, and go live and support stages the Graviton change management lead will support the change management program.

**Functional Consultants** – Graviton functional team members will be responsible for identifying and recording changes in the Smartsheet change log throughout the project. Functional consultants will develop the to be business process maps and use cases along with the end user training

content. These materials are critical to building knowledge, ability, and reinforcement of the change.

**Project Manager** – Following the development of the Change Management Plan deliverable, the Graviton project manager will take the lead in facilitating the gathering and recording of changes in the Smartsheet change log. The Graviton project manager will develop the Change Impact Analysis deliverable during the build stage of implementation. The Graviton project manager will also facilitate the planning of stakeholder activities. The Graviton project manager will oversee the implementation of the Stakeholder Readiness deliverable.

#### **Tulare County's Role and Responsibilities in Change Management**

All County project team members will actively support the change management effort throughout the project lifecycle. The primary duties of County team members are as follows:

**Project Manager** – The County project manager will be responsible for collaborating with both the Graviton change management lead and the Graviton project manager in the completion of the change management deliverables. In the project planning, knowledge transfer, and system design stage the County project manager will support the Graviton change management lead in the development of the Communications Plan, Stakeholder Analysis, and Change Management Plan deliverables. During the build, testing, and go live and support stages, the County project manager will work with the Graviton project manager to complete the Change Impact Analysis and Stakeholder Readiness activities.

**Core Team Leads** – County core team leads will be responsible for identifying and recording changes in the Smartsheet change log throughout the project. Core team leads will support the development of the business process maps and use cases along with the end user training content.

#### **f. Data Conversion: Methodology and Tools Used**

##### *Data Conversion Scope*

For the implementation of Oracle Cloud at Tulare County, the project team will follow the Graviton Oracle Cloud methodology to arrive at the optimal scope of data conversions to be completed. By the completion of the Conference Room Pilot 1 deliverable, the project team will define the scope of data conversion. At this time, the initial scope of data conversion has been developed based on the requirements in the RFP and what in our experience, would be considered standard data conversions. The table below lists our understanding of what the data conversion scope is presently.

**Table: Data Conversion Scope**

| Data Conversion Object          | Years of Data to be Converted       |
|---------------------------------|-------------------------------------|
| General Ledger Account Balances | Three Years                         |
| Budget History                  | Three Years                         |
| Personnel Action History        | All Active Employees for Five Years |

|                                  |                                     |
|----------------------------------|-------------------------------------|
| Employee Files                   | All Active Employee History         |
| Vendor File                      | All Vendors previous three years    |
| Employee Pay History             | All Active Employees for Five Years |
| Training and Certificate History | Three Years                         |
| Capital Assets                   | All Active Assets                   |
| Suppliers                        | All Active Suppliers                |
| Open Invoices                    | All Open invoices                   |
| Accounts Payable History         | All History                         |

### *Data Conversion Process*

During the Analysis stage of the project, the Graviton team will develop the CEMLI Plan deliverable. The CEMLI plan will define the project team's approach to data conversion approach for the Oracle Cloud implementation. In the CEMLI Plan deliverable the Graviton team will document the native Oracle Cloud tools to be used to convert data such as the following:

- FBDI – File Based Data Import
- ADFDI – Application Development Framework Desktop Integration
- HCM Data Loader

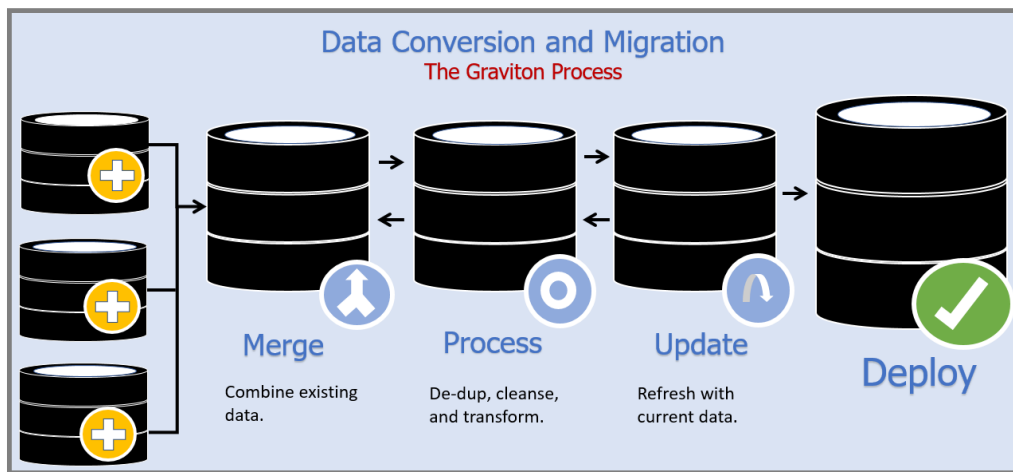
The CEMLI Plan will also document the steps the project team will follow to design, build, and test data conversion programs including:

- Define Field Mapping
- Prepare Data Input Templates
- Extract Legacy Data
- Run Data Conversion Programs
- Validate Data

For all conversions, the project team will complete a detailed data conversion specification. These documents will highlight data fields and validations required for incoming or outgoing data. It is here that the mapping between the legacy system and the new Oracle Cloud system occurs. Graviton's technical lead will work with the <CLIENT>'s resources to ensure that they are educated on the field mapping and data validation requirements for each conversion.

Once the above-mentioned documents are finalized, Graviton's technical lead will begin creating the needed objects to support the CEMLI component, and unit tests as per the specification document. In parallel, the County team will work on the data extracts from the legacy systems. Graviton recommends that this task should be performed with Tulare County's IT Department's support, as they will be the best positioned to programmatically extract the required data. Once this data is extracted, the County's staff will perform quality control and massage the data if required, before handing it over to Graviton.

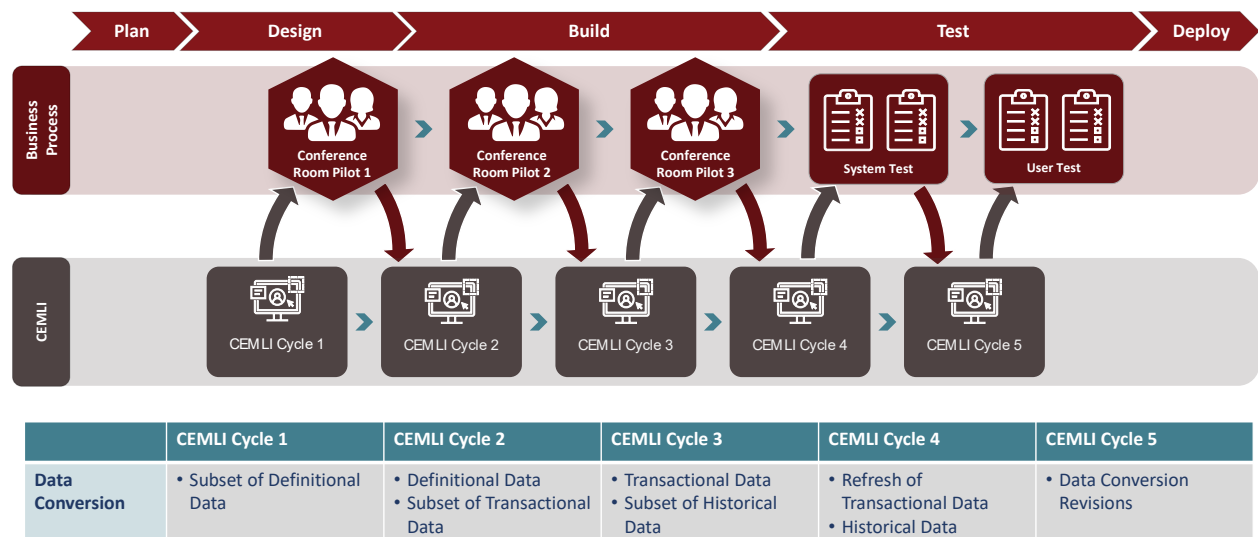
**Graphic: Graviton's Data Conversion Process**



### *Data Conversion Approach*

Following the Graviton Oracle Cloud implementation approach, data conversion is managed via the CEMLI implementation track deliverables. Converted data will be made available for each conference room pilot and test cycle. As the project advances greater sets of definitional, transactional, and historical data are converted.

**Graphic: Data Conversion CEMLI Cycles**



Data conversion for all items is first performed as unit tests – small batches of data to verify extraction and load procedures are properly coded. The goal for the first Conference Room Pilot (CRP) is a small set of the complete data to be converted so that it can be used to demonstrate the system. The goal for the CRP3/ system test is a full set of data for use in system validation. A full set of data is also loaded for User Acceptance Testing (UAT). Graviton will work with the County to create data integrity checks (record counts, visual and programmatic inspection) to ensure data

accuracy, but ultimately, the County is responsible for final UAT and data verification prior to deployment to PROD.

### *Tulare County's Role in Data Conversion*

Tulare County will be responsible for extracting data from the County's legacy systems, and for then providing that data to the Graviton team in the Oracle required format. Graviton will provide that data format to the County at the onset of the project. Also, the County 's staff will play a key role in determining which data to covert, deciding on data validation requirements, and conducting user acceptance testing to ensure proper data validation. Graviton's team will be available as needed to assist the County during testing to resolve any data related issues.

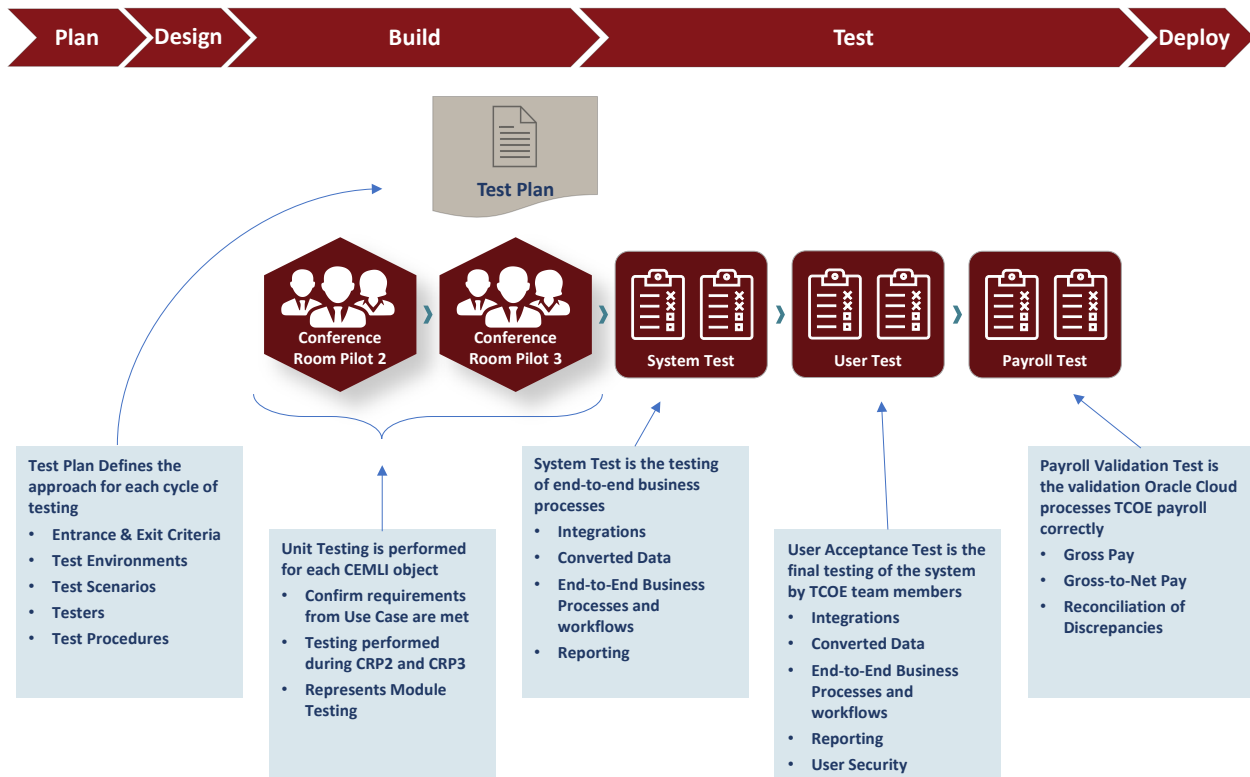
### *g. Testing: Methodology and Tools Used*

The Graviton implementation methodology overview at the beginning of this section includes detailed deliverable definitions for each of the Graviton test deliverables including the test plan, system test, user acceptance test, and payroll validation test. All test deliverables will be performed for each test phase. Below we have included several key aspects of the Graviton testing approach emphasizing each test cycles' objectives and the relationships between the test cycles.

### *Graviton's Testing Approach*

As described in our implementation approach, the Graviton Oracle Cloud methodology includes a series of test cycles to ensure the Oracle Cloud applications are thoroughly tested prior to completion of the project. The project team will complete unit testing, system testing, user acceptance testing and the payroll validation testing. The graphic below depicts the five stages of the Graviton Oracle Cloud implementation methodology and the points in which the test plan will be delivered, and the test cycles executed.

## Graphic: Graviton Testing Approach



By the end of the build stage, the project team will have defined near complete business processes, and will have developed the supporting configuration, reports, integrations, and conversions. At this point, the Graviton project management team will develop a test plan to closely define and organize the cycles of testing that will be completed prior to the County's production cutover of the Oracle Cloud system. For each test cycle, the test plan will establish entrance and exit criteria, list test scenarios, identify test environment considerations, name testers, and define test procedures. The following tests will be conducted by the project team. Test results will be documented in the corresponding deliverables.

**Unit Test** – Unit testing is the isolated testing of each individual configuration, report, integration, and conversion to confirm the CEMLI object meets the requirements defined by the corresponding use case(s). Individual CEMLI objects promoted to Conference Room Pilot 2 and Conference Room Pilot 3 must be unit tested as acceptance criteria for those conference room pilot deliverables.

**System Test** – System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3<sup>rd</sup> 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 Jira test tracking application.

**User Acceptance Test** – 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, 3<sup>rd</sup> 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 Jira test tracking application.

**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 simulate a single payroll period, for a sampling of corresponding personnel. The results are electronically validated against the legacy system payroll output. Differences are reconciled and issues identified and resolved.

### *Graviton Testing Tools*

Use cases will form the basis for test scenarios. The development and maintenance of use cases are keys aspect of the Graviton Oracle Cloud implementation methodology. The use case deliverable definition is included in the Graviton implementation approach at the beginning of this section. The relationship between use cases, business processes, and test cycles is also central to the Graviton business transformation approach. The Graviton developed use cases capture step-by-step instructions for the corresponding end-to-end business processes, making them invaluable not only in the efficient development of test scenarios, but also in tracing back the Oracle Cloud application functionality to the County's requirements to ensure the implementation will meet the needs of the County prior to the production cutover.

In addition to use cases, Graviton will leverage Smartsheet software for quality management including the tracking of test results and test related issues for each test cycle. The Graviton project management team will leverage the Smartsheet dashboard feature to record and manage test results. Where use cases form the basis of our test scenarios, Smartsheet provides a helpful user interface where test results can be captured and easily reported upon or integrated with our project schedule.

## **h. Training: Methodology and Tools Used**

### *Graviton's Training Approach*

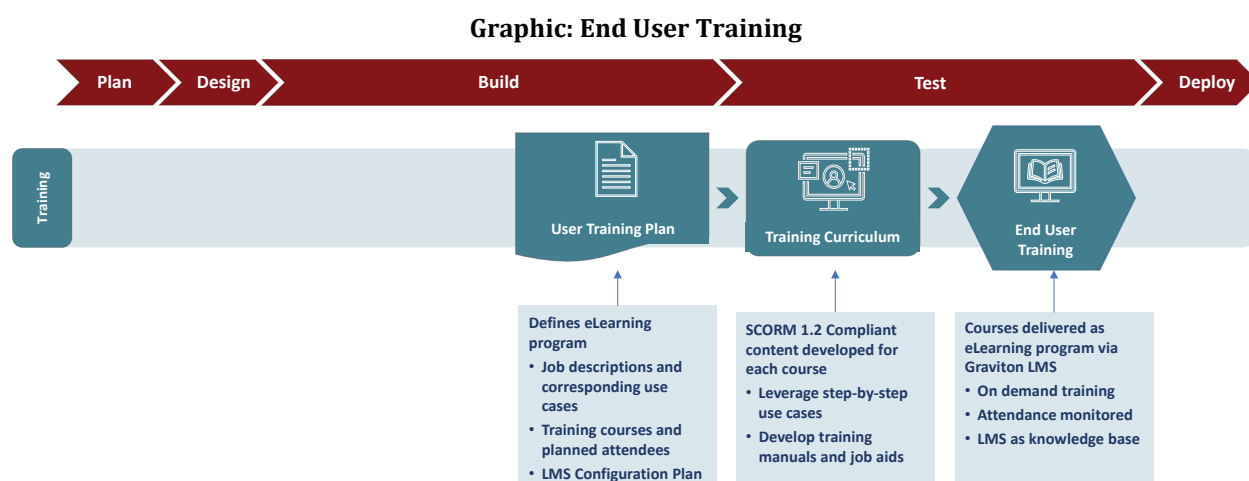
The Graviton end user training approach is to implement a blended learning program where both on-demand and instructor-led online training courses are available to users through Graviton's learning management system. For our local government customers implementing Oracle Cloud, we have found this movement towards an online blended learning approach to be driven by several important variables:

- The physical distance between learners and trainers makes in-person training often impractical or, at a minimum, disruptive to the workforce.
- The extent of business process transformation that is happening with an Oracle Cloud implementation increases the need for employees to repeat training courses.
- The frequency of change in the workforce including new hires and position changes creates the need for training to be available following the formal project training period.



The Graviton blended learning approach addresses each of the items above. Graviton provides a learning management system to allow both on-demand and instructor-led training to be conducted entirely online. The Graviton learning management system allows users to repeat on-demand training and re-watch instructor-led training as often as needed by the employee. Following go-live, Graviton provides access to the Graviton learning management systems to serve as both a knowledge base, and to be available for new hires or employees changing roles to attend the required end user training.

As described previously in the Graviton implementation approach, end user training is a key component of the change management track of the project. There are four deliverables associated with the training program – end user training plan, end user training curriculum, end user training content, and end user training. Detailed deliverable definitions can be found in the Graviton implementation approach. Graviton will provide a change management lead to oversee the development and delivery of the end user training program. The graphic below depicts the five stage Graviton Oracle Cloud implementation methodology and the points in the process where the training deliverables will be completed.



As depicted in the graphic above, the end user training activities are initiated during the build stage of the project. The timing is in large part tied to the availability of a mature set of use cases, where the business process track has completed Conference Room Pilot 1 and is underway with Conference Room Pilot 2.

**End User Training Plan** - The inventory of use cases is 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 the training will need to be delivered, and how the training will be delivered. Business processes and uses cases will be organized into training courses. Course content will be listed, course delivery method (on-demand or instructor-led) will be defined, and course prerequisites identified. A learning management system configuration plan will be included in the end user training plan.

**End User Training Content** – Following completion of the curriculum, the project team will focus on the development of training content. The Graviton approach to training content is to take each of the use cases in a designated end user training course, and leveraging the step-by-step instructions



within the use case, develop Shareable Content Object Reference Model (SCORM) compliant training content. SCORM 1.2 is an industry standard e-Learning format for training content. Development of SCORM 1.2 training content allows the project team to deliver the end user training through the Graviton learning management system.

**End User Training** - The final step in the blended learning training program is the delivery of the end user training during. At this point in the project, the team will have put forth a great effort to develop comprehensive use cases and training content. The payoff to the project is the availability of this training content to the end user through the deployment of the Graviton learning management system. In accordance with the training curriculum, on-demand online training will be made available to designated end users. On demand training can be taken repeatedly by the end user before and after go-live. Where the training curriculum calls for instructor-led training, the County's super users and training will take the lead in delivering that training using the Graviton learning management system.

### *Graviton Training Tools*

For e-Learning content to be most effective, Graviton develops end user training content in SCORM 1.2 format. Graviton leverages Adobe Captivate as our authoring tool. Adobe Captivate is an industry leading authoring tool that can be used to transition content from basic PowerPoint format to interactive videos with simulations, voice over, and recorded webcam content. Graviton provides Adobe Captivate licenses to our project teams to develop end user training content and job aids that are then made available to end users via the Graviton learning management system.



As stated above, to ensure a successful e-Learning campaign Graviton provides our Oracle Cloud customers a dedicated learning management system. Or if the County prefers, Graviton can leverage the County's existing LMS. Graviton uses the industry leading LearnUpon

learning management system (LMS) for our Oracle Cloud customers. Learning management systems allow for the improved organization and administration of e-Learning training programs. The LearnUpon LMS allows the Graviton project team to leverage our training content to develop courses, blend instructor-led and on-demand courses, incorporate exams and surveys, manage and group users with minimal overhead, and provide valuable reporting to measure the effectiveness of training. Upon completion of the project, our customers can retain the LearnUpon LMS to serve as a knowledge base for ongoing training that users can leverage to reinforce the abilities that were gained through the implementation process.

### *i. Report Development*

The implementation of Oracle Cloud applications represents a fundamental shift in the way in which organizations access data. There will always be report requirements for third party stakeholders that are outside of the organization, and for these requirements the project team will develop traditional reports using Oracle's BI Publisher tool. However, for internal reporting requirements, the Graviton implementation approach will be to leverage native Oracle Cloud tools to provide online access to that data in the form of dashboards and infolets. Where users wish to

extract data, the preferred approach will be to leverage the excel extract features available with all Oracle Cloud subject areas and most search pages.

### *Report Scope*

For the implementation of Oracle Cloud at the County, the project team will follow the Graviton Oracle Cloud methodology to arrive at the optimal scope of reports to be completed. By the completion of the Conference Room Pilot 3 deliverable, the project team will finalize the scope of reports. At this time, the initial scope of reports has been developed based on the requirements in the RFP.

### *Report Process*

During the Analysis stage of the project, the Graviton team will develop the CEMLI Plan deliverable. The CEMLI plan will define the project team's approach to reporting for the Oracle Cloud implementation. In the CEMLI Plan deliverable the Graviton team will document the native Oracle Cloud tools to be used for reports including:

- Oracle Cloud Dashboards – Online graphical depiction of data
- Oracle Cloud Infolets – Online presentation of data with option to extract
- Oracle Cloud Subject Areas/Analytics – Online presentation of data with option to extract
- Oracle BI Publisher – Traditional reporting tool for formal formatted reports

The CEMLI Plan will also document the steps the project team will follow to design, configure, and test reports including:

- Identify data requirements
- Define report criteria and logic
- Configure reporting solution
- Unit test report results
- Validate reporting solution supports business processes

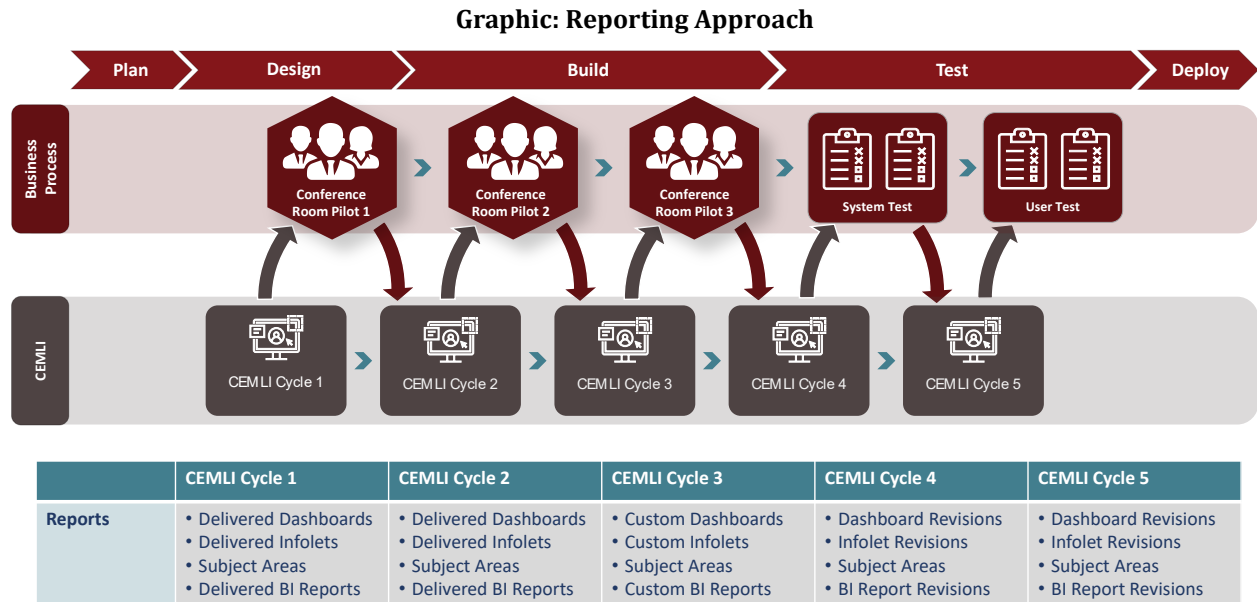
For all dashboards, infolets, subject areas, and BI reports the project team will complete a use case. For all BI reports, the project team will complete a report development specification. These documents will highlight the data requirements, the logic needed, and the audience that will view the reports. It is here that the connection between how the data was reported upon in the legacy system and how that data will be reported upon in the new Oracle Cloud system occurs.

Once the above-mentioned documents are finalized, Graviton's business analysts and/or developers technical lead will begin creating the needed objects to support the CEMLI component, and unit tests as per the use cases and/or specification documents. Once the report solution is developed the County's staff will unit test the results

### *Report Approach*

Following the Graviton Oracle Cloud implementation approach, reports are managed via the CEMLI implementation track deliverables. Reports will be made available for each conference room pilot and each test cycle. As the project advances, more complex reports are developed and tested.

Following the Graviton Oracle Cloud implementation approach, reports are managed via the CEMLI implementation track deliverables. Interfaces will be made available for the second and third conference room pilot and each test cycle. As the project advances, greater sets of interface data are processed and tested.



The goal for the first and second Conference Room Pilots (CRP1 & CRP2) is to review delivered reporting solutions to encourage the County to understand the possibilities and encourage acceptance of the native Oracle Cloud reporting solutions. The goal for the CRP3 is to focus on required custom reports that must be developed for the County. In CRP4 and CRP5, the project team will focus on revisions to each reporting solution to reach optimal value for the County after go-live.

### *County Role in Reports*

The County will be responsible for facilitating the completion of tasks that affect the third-party stakeholders that will be receiving reports from the Oracle Cloud applications. Also, the County's staff will play a key role in validating reporting requirements and conducting user acceptance testing to ensure proper report validation. Graviton's team will be available as needed to assist the County during testing to resolve any reporting issues.

## j. Integration: Methodology, Tools, Experience

### *Integration Methodology and Tools*

For the implementation of Oracle Cloud at Grant County, the project team will follow the Graviton Oracle Cloud methodology to arrive at the optimal scope of interfaces to be completed. By the completion of the Conference Room Pilot 1 deliverable, the project team will finalize the scope of interfaces. At this time, the initial scope of interfaces has been developed based on the requirements in the RFP.

During the Analysis stage of the project, the Graviton team will develop the CEMLI Plan deliverable. The CEMLI plan will define the project team's approach to interface development for the Oracle Cloud implementation. In the CEMLI Plan deliverable the Graviton team will document the native Oracle Cloud tools to be used for interfaces including:

- FBDI – File Based Data Import
- ADFDI – Application Development Framework Desktop Integration
- HCM Extract
- APIs – SOAP/REST Web Services

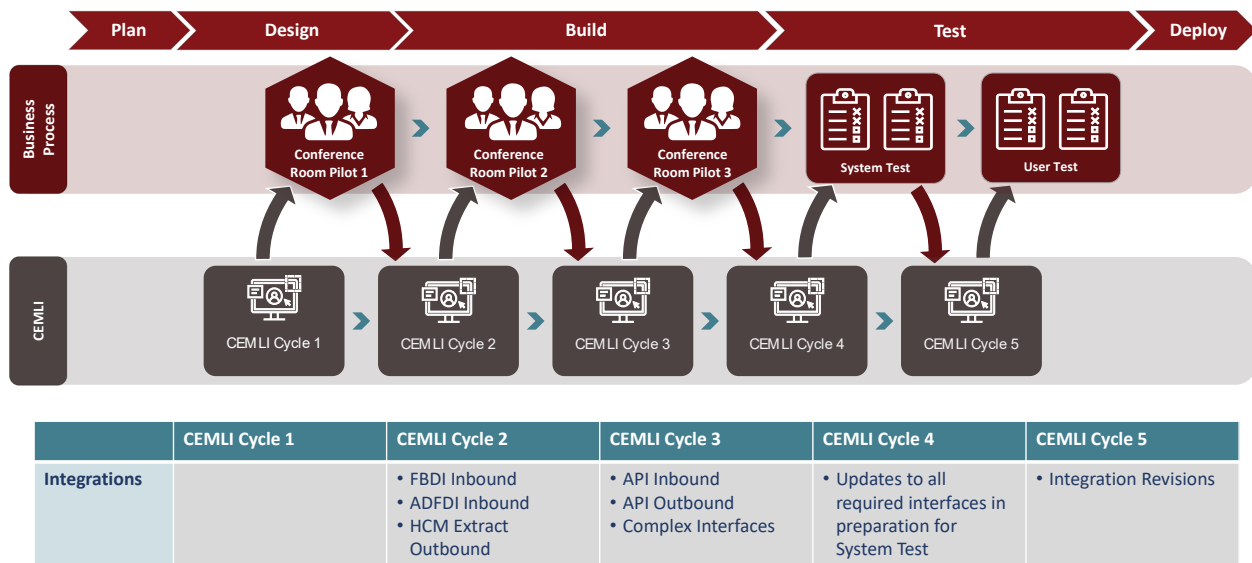
The CEMLI Plan will also document the steps the project team will follow to design, build, and test interface programs including:

- Define Field Mapping
- For inbound interfaces develop legacy data extract processes
- Build interface
- Unit test interface test results
- Validate integrated business process

For all interfaces, the project team will complete a detailed interface specification. These documents will highlight data fields and validations required for incoming or outgoing data. It is here that the mapping between the legacy system and the new Oracle Cloud system occurs. Graviton's technical lead will work with the County's resources to ensure that they are educated on the field mapping and data validation requirements for each interface.

Once the above-mentioned documents are finalized, Graviton's technical lead will begin creating the needed objects to support the CEMLI component, and unit tests as per the specification document. Once the interface is developed the County's staff will unit test the results. Following the Graviton Oracle Cloud implementation approach, interfaces are managed via the CEMLI implementation track deliverables. Interfaces will be made available for the second and third conference room pilot and each test cycle. As the project advances, greater sets of interface data are processed and tested.

**Graphic: Interface CEMLI Cycles**



The goal for the second Conference Room Pilot (CRP2) is to develop an initial set of interfaces so that it can be used to demonstrate the system. The goal for the CRP3 and CRP 4 is to further revise each interface to reach optimal performance for the County after go-live.

### *County's Role in Interfaces*

The County will be responsible for facilitating the completion of tasks that affect the third-party systems that will be sending or receiving interface data with the Oracle Cloud applications. Also, the County's staff will play a key role in determining which data to interface, deciding on interface validation requirements, and conducting user acceptance testing to ensure proper interface validation. The Graviton team will be available as needed to assist the County during testing to resolve any data related issues.

# Section 5



# Support

## 5. Support

Provide an overview of your support services offered and recommended including:

### a. User Level: Regular Hours, After-Hours Support, Average and Guaranteed Response Time, Resources Available, Escalation Process

Premium support is offered to all Oracle Cloud customers free of charge. Oracle Cloud Support, Oracle's standard technical support option, consists of:

- 24/7 toll-free telephone support to log service requests
- 24/7 access to the Cloud Customer Support Portal to log service requests and access information and self-help resources
- Diagnosis and resolution of problems or issues with Oracle Cloud services
- Program updates, fixes, security alerts, and critical patch updates
- General maintenance releases, selected functionality releases, and documentation updates
- Support during change management activities described in the Oracle Cloud Change Management Policy
- Access to community forums
- Non-technical business advisory customer service assistance during normal Oracle business hours (8:00 to 17:00) local time.

### *Service Desk Support Services*

Once a customer has determined they are unable to solve the problem on their own using Oracle's online self-service resources, they can log a service request or case through the internet or by telephone. Oracle Support operates on a call back model. Oracle's goal is to assign the most knowledgeable support engineer based on the product, the problem type, and technical subject matter to own and work on the service request through to resolution. The assigned engineer will contact the customer to begin diagnosis and resolution within a timeframe determined by the severity of the logged issue. The engineer will work with the customer until the issue is resolved.

During this process, the County would be required to provide Oracle with a contact during this 24x7 period to assist with data gathering, testing, and applying fixes. Customers are also expected to propose this severity classification with great care, so that valid Severity 1 situations obtain the necessary resource allocation from Oracle.

### *Service Response Times*

Response times for support are determined by four severity levels for the issue. Oracle classifies requests as Severity Level 1, Severity Level 2, Severity Level 3 and Severity Level 4.

With Oracle's Platinum Level Services, available to all SaaS customers, Oracle offers the following response SLAs for technical support requests:

- Severity 1 = 15 minutes
- Severity 2 = 2 hours
- Severity 3 = 3 hours
- Severity 4 = 8 hours



While Oracle makes every attempt to return calls and inquiries as soon as possible, non-technical support calls, emails, and inquiries are typically returned within six business hours.

The 4 severity levels are classified as follows:

- **Severity Level 1:** Severity Level 1 is Oracle's most critical severity level. In a severity 1 situation, the problem or product defect causes a complete loss of service and work within a customer's organization cannot reasonably continue. The work is critical to customers' business and the situation is an emergency. Oracle will work on Severity 1 issues continuously, 24x7, until resolved or a workaround is provided. Because of this, customers are required to provide 24x7 contact information so that the service request solution process can run smoothly. Severity levels generally apply to a production system, but if customers are within a few days of a go live or a critical milestone and customers run into a showstopper which will impact their ability to meet their go live date, this would also fall into the Severity 1 category.
- **Severity Level 2:** Severity Level 2 implies that the problem or product defect is causing a severe loss of service. There is no customer-acceptable workaround, which means there may be a workaround but it may be as painful as the problem itself. In a severity 2 situation customers' operations can continue but they continue in a restricted fashion. Customers can select from a variety of communication preferences and expect an update frequency of 24 – 48 hours.
- **Severity Level 3:** Severity Level 3 implies that the problem or product defect is causing a minimal loss of service. In this case the impact is more of a minor error or an inconvenience and does not impact customers' ability to complete their work. These issues generally have a simple workaround. Customers can select from a variety of communication preferences and expect an update frequency of 2-3 Business days.
- **Severity Level 4:** Severity Level 4 implies that the issue customers are running into results in no loss of service or resources. This is more of a minor error or notification of documentation error. It could also be a request for assistance in finding documentation or clarification. Customers can select from a variety of communication preferences and expect an update frequency of 3-5 Business days.

### *Escalation Process*

Escalating an issue brings a heightened level of awareness to management and, when appropriate, more resources. It does not automatically change the severity rating of an issue. Therefore, clear communication is essential to bringing about a successful and timely resolution. If the business impact has changed, or was incorrectly set, customers should request a change of severity rather than escalation of the issue.

The escalation process starts by updating the service request. The customer provides a thorough explanation about why they are escalating and prepares a business impact statement to help convey the critical nature and sense of urgency surrounding the service request. The business case should include:

- Key project milestones
- Impact to business



- Volume of transactions affected
- Frequency of the issue
- Number of users impacted
- Availability of a workaround

## b. Hosting or Cloud Services

The proposed solution, Oracle Cloud applications are a 100% Software as a Service product, lowering TCO, with no hardware to purchase or software to manage and automatic upgrades and rapid feature advancement. Operational tasks such as installation, patches, ongoing maintenance, updates, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.

Oracle Cloud applications can be accessed via the most common internet browsers, including Chrome, Microsoft Edge, Safari, and Firefox, on either a computer or mobile device. They are compatible with Android and Apple iOS.

## c. User Groups or Conferences

Oracle is dedicated to maximizing collaboration and information exchange between Oracle and their customers. User groups are an important part of the Oracle Cloud experience. There are hundreds of Oracle User Groups around the world, including many near Tulare County. Many groups are free to join and are organized by product and technology to provide deeper levels of engagement. User group gatherings can take many forms, from smaller meetings at local offices and restaurants to larger, more formal gatherings and conferences, to online and digital meet-ups.

By joining these user groups, the County could showcase your Oracle story and leadership, as well as, boost ongoing learning and development through relevant content and access to other best practices. Oracle User Groups accelerate value realization and customer success through ongoing engagement, education, and experience sharing. These independent communities thrive on networks and knowledge, sharing the latest best practices in technology, and providing the functional guidance needed to help their members succeed in today's increasingly dynamic environment. They also provide information about Oracle Cloud events and updates.

User groups also help customers stay informed about Oracle products, services, and solutions via strategic messages and development updates directly from Oracle.

In addition to events put on by Oracle's User Groups, Oracle hosts several conferences dedicated to their products each year. The largest for the Oracle Cloud applications is CloudWorld, which takes place annually. This year it will be held in October in Las Vegas.

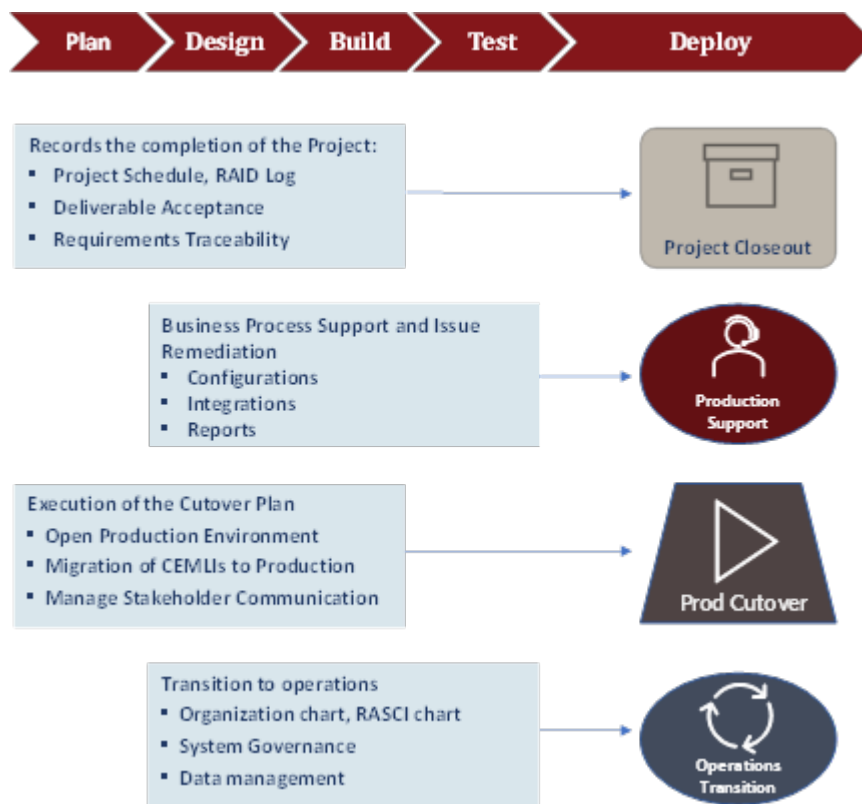
#### d. Post Go-Live Support

The Graviton implementation methodology includes detailed deliverable definitions for each of the Graviton post go-live deliverables that reside in the deploy stage of our implementation approach. The deploy stage represent the go-live and post go-live support period.

##### *Graviton Post Go-Live Support Services*

As described in our implementation approach, the Graviton approach includes a series of deliverables and project tasks to ensure the Oracle Cloud applications are properly transitioned to the County for ongoing operations. The project team will complete the production cutover, provide production support, execute the operations transition plan, and perform the traditional project closeout activities. The graphic below depicts the deploy stage of the five stage Graviton Oracle Cloud implementation methodology. Each implementation track and its team members have an active role in providing the post go-live support services.

**Graphic: Graviton Post Go-Live Support**



The deploy stage includes the following four deliverables spanning the four Graviton implementation tracks.

**Production Cutover** - 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.

**Production Support** - Production support is the period following the production cutover 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.

**Operations Transition Plan** - Critical to the project will be the eventual transition of the system administration and support into a steady state operational model. The operations transition plan deliverable will be initiated during the test stage of the project and finalized during the deploy stage. The operations transition plan deliverable will define the operations' organizational structure. The document will include operational roles and responsibilities listed as a RASCI chart. Business process system governance will address topics such as data management and the intake of requests, setting priorities and decision making.

**Project Closeout** - The project closeout formally closes the implementation 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 issues log, identifying any tasks that have been deferred or canceled by the project management team. 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 County requirements are mapped to use cases, which in turn are mapped to successfully executed test scenarios.

### e. Timing and Frequency of Software Updates

Product enhancements (updates) to Oracle Cloud are provided quarterly, presenting customers with an update model focused around continuous improvement to their solution. These updates include software and infrastructure improvements, optimizing customer experience throughout the year. These updates are part of our customer's subscription and do not require additional charges.

Customers are notified 4 - 6 weeks before new updates become available. Updates are applied to your test environment first, then to your production environment 2 weeks later. As new functionality is steadily introduced into your environment; it is done in a non-disruptive way. That is, new functionality is delivered disabled or turned off. You choose when to enable and begin leveraging as it fits into your schedule. Plus, new feature enablement is as simple as using a wizard-based tool to activate and configure. Overall, this approach is sensitive to your business needs and minimizes any operational disruption.

Oracle releases readiness documentation on upcoming new releases so customers can plan and prepare for updates. Documentation includes white papers, manuals, release content documents as well as videos or webcasts from Development. This readiness material along with documentation will help you prepare for the features/functions introduced with each Quarterly Update.

# Section 6



## Technology Overview

## 6. Technology Overview

Provide an overview of the system technology and strategic direction including:

### a. Options for Technical Architecture; Hosted, On-Premises, SaaS, etc.

The Oracle Cloud Services are delivered via a SaaS deployment only. As such, the County is simply responsible for ensuring that end-user devices meet web browser requirements for access to the Oracle Cloud Applications. Oracle Cloud applications are accessible via the most common internet browsers.

Oracle Cloud applications provide capabilities customers expect out of SaaS applications including lower TCO, with no hardware to purchase or software to manage and automatic upgrades and rapid feature advancement. Operational tasks such as installation, patches, ongoing maintenance, upgrades, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.

### *Infrastructure*

Oracle developed and owns the entire Cloud infrastructure for our applications. Oracle uses all of their own components to support their Cloud offerings including hardware, database, middleware, identity management and operations management. While, other Cloud providers rely on components of other companies to provide the same services. This means that with Oracle, you benefit from a robust, standards-compliant information security architecture that is tightly woven through every layer of the service, from access management in the application layer down to the embassy-grade physical security in data centers.

Oracle's approach provides several advantages to the County:

- All Cloud hosting components are kept in synch regardless of changes to any. This improves performance and lowers the risk of system errors
- All components can be tuned for maximum efficiency and performance.
- Owning all components allows Oracle to be more efficient and provide lower costs to subscribers.
- Oracle has begun to deploy autonomous services to automate tasks like database tuning, patching and security updates. This lowers your costs and ensures a high degree of reliability and availability.
- Oracle Cloud applications also provide the many advantages inherent in SaaS. Oracle provides and maintains all hardware and technology software. Upgrades are provided very frequently, currently four times a year. And the technical upgrades are included with your subscription. All of this reduces the burden of maintaining on premise systems and frees your technical staff to focus on the County's other unique and value-added goals.

## b. Data Centers and Location

Oracle Cloud is spread across data centers owned and operated by Oracle as well as third-party co-location providers. Oracle Data Centers are dedicated data processing facilities with a high level of physical and logical security controls designed to protect customer information assets.

Oracle has at least two separate data centers for each region that function as primary and secondary sites for Oracle Cloud Services within the same geographic region. Customer's production standby (secondary site) environment will reside in a data center separate from their primary site.

## c. System Backups, Management and Retention Schedules (Meet SOC 2 Specs)

Oracle deploys the Oracle Cloud Services on resilient computing infrastructure designed to maintain service availability and continuity in the case of an incident affecting the services. Data centers retained by Oracle to host Oracle Cloud Services have component and power redundancy with backup generators in place, and Oracle may incorporate redundancy in one or more layers, including network infrastructure, program servers, database servers, and/or storage.

Oracle periodically makes backups of your production data in the Oracle Cloud Services for Oracle's sole use to minimize data loss in the event of an incident. Backups are stored at the primary site used to provide the Oracle Cloud Services, and may also be stored at an alternate location for retention purposes.

Oracle Fusion Cloud Applications operate under practices which are aligned with the International Standards Organization - ISO/IEC 27002 Code of Practice for information security controls. Oracle Fusion Cloud Applications are also aligned with ISO 27001 standards and provide SSAE18 SOC1 / SOC2 reports created by external third-party auditors.

## d. Disaster Recovery Services

Disaster Recovery (DR) services for Oracle SaaS Public Cloud Services are intended to provide service restoration capability in the event of a major disaster, as declared by Oracle. Oracle will determine whether an event constitutes a disaster requiring the execution of the DR plan for the affected service. Customer data is replicated in physically separate facilities in order to restore full services in the event of a disaster at a primary site. These services are part of the standard offering.

Oracle will work to perform DR services for Oracle SaaS Public Cloud Services as described below.

- **Recovery Time Objective:** Recovery time objective (RTO) is Oracle's objective for the maximum period of time between Oracle's decision to activate the DR recovery processes described in this document and the point at which you can resume production operations in an alternative site. If the decision to activate DR recovery processes is made during the period in which an upgrade is in process, the RTO extends to include the time required to complete the upgrade. The RTO is 12 hours.

- **Recovery Point Objective:** Recovery point objective (RPO) is Oracle's objective for the maximum period of data loss measured as the time from which the first transaction is lost until Oracle's declaration of the disaster. The RPO does not apply to any data loads that are underway when the disaster occurs. Production services may operate in a degraded state of performance for the duration of the disaster event. The RPO is 1 hour.

#### e. Multiple Environments (Test, Train, Production, etc.)

Oracle Cloud customers are provisioned two environments – a Production Environment for the execution of their Cloud Application and a Stage Environment for the testing of new releases. Additional environment subscription licenses are included for an extra fee. We are proposing one additional test environment for the County and this subscription cost is included in the Exhibit E Pricing.

#### f. Hardware Specifications for the Proposed Solution

There are no additional products or hardware required to operate the proposed solution. Oracle Cloud is a complete, true Software as a Service offering. All operational tasks such as patches, ongoing maintenance, updates, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.

Oracle Cloud is a browser-based application, designed with a responsive user interface, which allows your employees to access the application from any device, including mobile phones and tablets. Oracle Cloud supports most common Internet browsers, such as Chrome, Microsoft Edge, Safari, and Firefox.

Customers may choose to implement optional iOS or Android specific mobile client components and/or optional add-ons to Microsoft Office for specific use cases or to meet the preferences of their users. These are available at no additional cost. For example:

- The ADFdi Add-in for Microsoft Excel provides capabilities for connected spreadsheet upload to the Cloud from a localized installation of Microsoft Office 2007+.
- The SmartView desktop tool, allows authorized users to create or run analyses within Microsoft Excel, Word or PowerPoint and save analyses back into the embedded Cloud analytical catalog in real-time.

In addition, purpose-built mobile applications are available from either Apple's App or Google's Play stores and leverage common smartphone features such as: Oracle HCM Cloud Mobile for offline learning and time entry; and Oracle Fusion Expenses for photo capture and GPS route tracking to calculate mileage for automated expense entry of receipts.

#### g. Mobile Hardware and Operating System Specifications

Oracle Cloud Applications are a true SaaS offering that is hosted and maintained by Oracle, therefore, it only requires a supported browser. The application is certified on Google Chrome 80+, Microsoft Edge 80+, Apple Safari 13+ and Mozilla Firefox 68+.



The user interface on tablet devices requires a minimum native screen resolution of 1280x1024 and one of the supported devices below:

- Apple Devices: Safari on all iPad models
- Android Devices: Google Chrome 42+

Oracle HCM Cloud Mobile requires iOS13+ on Apple Devices or Android OS 5.0+ on Android mobile devices. Please note that tablets will be locked to Landscape mode. Additionally, SCORM content referencing online and SCORM 2004 is not supported on mobile in offline mode.

## h. Support for Two-Factor Authentication

Oracle Cloud Applications supports integration with customer Identity Management solutions to support multi-factor authentication and customers can federate with a SAML 2.0 compliant identity provider. If the current IdP that the County is using today supports two factor authentication, then Oracle can utilize it to authenticate Cloud Applications.

Optionally, *Oracle's Identity Cloud Service (IDCS)* allows you to extend user access security by role and group across Oracle and non-Oracle applications, cloud and on premise. Access security can include multi-factor and adaptive policies for privileged users and critical applications, including policies based on factors such as IP address, geo-location, etc.

## i. Data Dictionary

A unified metadata dictionary, and a metadata store, accessible to all the tools, provide consistency for all the components in the technology stack and enable you to preserve changes across upgrades.

Oracle provides definitions of the data tables and views used within the applications in the following links:

- *Common Features*: <https://docs.oracle.com/en/cloud/saas/applications-common/21a/oedma/index.html>
- *Oracle HCM*: <https://docs.oracle.com/en/cloud/saas/human-resources/22b/oedmh/index.html>

## j. Escrow Agreements

Oracle does not enter into Escrow Agreements with its customers.



# Section 7



## Data Ownership

## 7. Data Ownership

Provide an overview or document that reviews your policy towards data ownership and data transfer. The County's preference is the following: Data belongs to the customer and all data can be sent to customer/ downloaded by customer in a non-proprietary format with schema at request of customer.

The control of Personal Data remains with customer, and as between Customer and Oracle, customer will at all times remain the data controller for the purposes of the Cloud Services, the Agreement, and this Data Processing Agreement. The Customer is responsible for compliance with its obligations as data controller under data protection laws, in particular for justification of any transmission of Personal Data to Oracle (including providing any required notices and obtaining any required consents), and for its decisions and actions concerning the Processing and use of the data.

Customer data can be exported in various non-proprietary formats including .xls, .csv, .pdf, .doc, etc. Oracle Fusion Cloud Applications integrate and interoperate with other cloud and on-premise applications using built-in File-based Loader, Spreadsheet Loader, SOAP- and REST-based Web Services, and Data Extract features. The File-based Loader can be used for data migration and ongoing data import. The file-based import, and data extraction processes, can be completely automated using Web Services. Any Oracle or non-Oracle, cloud-based or on-premise middleware can be used to orchestrate the movement of data between systems.

Additionally, for a period of 60 days upon termination of the Oracle Cloud Services, Oracle will make available, via secure protocols and in a structured, machine-readable format, your Content residing in the production Cloud Services environment, or keep the service system accessible, for the purpose of data retrieval by you.

We have provided copies in *Section 11: Contract Samples* of the following SLA documents that govern the terms and conditions for Oracle Cloud, including those with regards to data ownership.

- **Oracle Data Processing Agreement:** This document defines the parties' roles in processing and controlling Personal Data and how Oracle will act as processor of data under the Cloud Services Agreement (CSA).
- **Oracle Cloud Hosting and Delivery Policy:** This document provides information about how Oracle delivers and supports the service, including:
  - Oracle Cloud Security Policy
  - Oracle Cloud Service Continuity Policy
  - Oracle Cloud Service Level Agreement
  - Oracle Cloud Change Management and Maintenance
  - Oracle Cloud Support Policy
  - Oracle Cloud Suspension and Termination Policy
- **Oracle SaaS Public Cloud Services – Pillar Document:** This document supplements the Oracle Cloud Hosting and Delivery Policies, for public sector organizations.

# Section 8



## Security

## 8. Security

Provide an overview of the security of the software, including:

### a. Security Standards and Certifications

The Oracle Cloud Applications suite were developed with a security-first focus at the forefront and designed with a secure isolation architecture. This protects data from unwanted access and is built-in at multiple layers of the stack. The security-first design improves data protection, scalability, and performance.

Oracle Cloud Services operates under practices which are aligned with the ISO/IEC 27002 Code of Practice for information security controls, from which a comprehensive set of controls are selected. Oracle Cloud Services are aligned with National Institute of Standards and Technology ("NIST") 800-53 and 800-171.

Oracle takes a holistic approach to information security, implementing a multilayered defense security strategy where network, operating system, database, and software security practices and procedures complement one another with strong internal controls, governance, and oversight.

### b. Multi-Tenant Data Isolation

To mitigate security risks associated with Cloud customer data comingling inherent in multi-tenant clouds, Oracle Fusion Cloud Applications environments are provisioned in Oracle's Isolated Tenancy Model, isolating one customer from other Oracle Cloud customers. Data is segregated from other Oracle Cloud customer data via dedicated database, virtual machines and VLANs.

Each customer's application runs on its own database instance, eliminating any chance of comingling of data. Oracle uses server virtualization to optimize hardware, however they dedicate databases, application servers, and web servers to each customer.

### c. Malicious Activity Detection and Response Protocols

Security is at the forefront of Oracle Cloud. Oracle employs intrusion-detection systems within the Oracle intranet to provide continuous surveillance for intercepting and responding to security events as they are identified. Oracle Cloud Services use Network Intrusion Detection Systems (nIDS) to protect the environment. nIDS sensors are deployed in either IPS (Intrusion Prevention Mode) or IDS (Intrusion Detection Mode) on the network, to monitor and block suspicious network traffic from reaching the internal network. nIDS alerts are routed to a centralized monitoring system that is managed by the security operations teams 24/7/365.

Events are analyzed using signature detection, which is a pattern matching of environment settings and user activities against a database of known attacks. Oracle updates the signature database as soon as new releases become available for commercial distribution. Alerts are forwarded to Oracle's IT security for review and response to potential threats.

Oracle will notify you of a confirmed Personal Information Breach without undue delay but at the latest within 24 hours. As information regarding the Personal Information Breach is collected or otherwise reasonably becomes available to Oracle, Oracle will also provide you with (i) a description of the nature and reasonably anticipated consequences of the Personal Information Breach; (ii) the measures taken to mitigate any possible adverse effects and prevent a recurrence; and (iii) where possible, information about the types of Personal Information that were the subject of the Personal Information Breach. You agree to coordinate with Oracle on the content of your intended public statements or required notices for the affected Individuals and/or notices to the relevant Regulators regarding the Personal Information Breach.”

#### d. Data Encryption Between Host and Integrated Systems

Oracle Fusion Cloud Applications support the protection of customer data in transit over the network using a variety of standards-based, secure protocols such as TLS 1.2 or greater and IPsec.

If access is through a Transport Layer Security (TLS) enabled connection, that connection is negotiated for at least 128-bit encryption. The private key used to generate the cipher key is at least 2048 bits. TLS is implemented or configurable for all web-based TLS-certified applications deployed at Oracle. It is recommended that the latest available browsers certified for Oracle programs, which are compatible with higher cipher strengths and have improved security, be utilized for connecting to web enabled programs.

For Fusion Cloud Applications, tenant data at rest is encrypted in the database using Oracle Transparent Data Encryption (TDE) by default. TDE uses AES 256 for Master Key encryption and AES 128 for Tablespace key encryption.

#### e. Management of Public-Facing Services

Oracle has well-defined Security policies that specifically address public-facing services. Personnel, technology, and operations are secured with multiple layers of defense across the life cycle of the information in motion, while at rest, and when accessed or used. In Oracle Cloud Applications, segregation of duties, authentication and password security, encryption, and logging and auditing are mechanisms of redundant defense that enforce protection. A comprehensive defense-in-depth approach to protecting private and sensitive data includes securing sensitive data at rest or stored in database files and their backups, as well as in transit. Data at rest will be secured using Oracle’s Transparent Data Encryption.

- Oracle data centers have numerous methods, tools, and policies to protect network traffic, optimize network usage, and network access. For example, customers can use IP White-listing to control, which devices from their network access the Oracle Cloud Applications. Some of the tools and measures documented for network security include Segregation in Networks; Network Access Control; Network Bandwidth and Latency; Network Routing Control; and Network Intrusion Detection Systems.
- **Firewalls** – Oracle Cloud Services use firewalls to control access between the internet and Oracle Cloud by allowing only authorized traffic. Firewalls are deployed in a layered approach to perform packet inspection with security policies configured to filter packets

based on protocol, port, source, and destination IP address to identify authorized sources, destinations, and traffic types.

- **Antivirus** – Oracle deploys anti-virus/malware software on systems used by Oracle Cloud Service.
- **Intrusion Detection and Prevention** – Oracle Cloud Services use Network Intrusion Detection Systems (nIDS) to protect the environment. nIDS sensors are deployed in either IPS (Intrusion Prevention Mode) or IDS (Intrusion Detection Mode) on the network, to monitor and block suspicious network traffic from reaching the internal network. nIDS alerts are routed to a centralized monitoring system that is managed by the security operations teams 24/7/365.
- **Logging and Activity Monitoring** – Oracle monitors the service infrastructure, and currently generates alerts for CPU, memory, storage, database, network components, and transactions. Oracle's Operations staff attends to automated warnings and alerts associated with deviations of the environment from Oracle-defined monitoring thresholds and follows standard operating procedures to investigate and resolve underlying issues.

#### f. Restricting Application Access by Source IP Address

You can enable the role for location-based access control using IP address. For example, at Weber County, Utah, Graviton has implemented web clock access security. For designated departments, employees can only enter time on their timecards from their work location. Graviton configured the Oracle Cloud applications, using native security capabilities, so the web clock feature is only accessible from specific IP Addresses.

Additionally, Oracle Cloud use a role-based access control (RBAC) security model. You can control who can do what, on which set of data. A user's access to data and functions depends on the user's roles: users have one or more roles that enable them to perform the tasks required by their jobs or positions.

- **Role Provisioning Methods:** Roles can be provisioned to users: Automatically, or manually, using delegated administration. Users such as line managers can provision roles manually to other users. Users can request roles for themselves.
- **Automatic Role Provisioning:** A role is provisioned to a user automatically when at least one of the user's assignments satisfies the conditions specified in the relevant role-mapping definition. The provisioning occurs when the assignment is either created or updated. For example, when a person is promoted to a management position, the line manager role is provisioned automatically to the person if an appropriate role mapping exists. Any change to a person's assignment causes the person's automatically provisioned roles to be reviewed and updated as necessary.
- **De-provisioning:** Delegated roles are removed automatically on the delegator's termination date. For future-dated terminations, the role-removal request is processed on the termination date by the Send Pending LDAP Requests process.



# Section 9



# References

## 9. References

### Exhibit F - References

| References                               |   |
|--|---|
| <b>Client Reference No. 1 - Existing</b> |   |
| Name                                     | <b>County of Yamhill, OR</b>  |
| Number of employees                      | 750   |
| Population                               | 107,000   |
| Contact name and title                   | Mike Barnhart, County Finance Manager   |
| Contact telephone and email              | (503) 474-4119 Ext. 6938,<br>barnhartm@co.yamhill.or.us   |
| Products, modules, services provided     | Full implementation of Oracle Cloud for ERP, EPM and HCM.   |
| Implementation duration and go live date | 16 month, go-live ERP July 2022, go-live EPM and HCM January 2023   |
| System replaced                          | Harris GEMS   |
| <b>Client Reference No. 2 - Existing</b> |   |
| Name                                     | <b>County of Weber, UT</b>  |
| Number of employees                      | 1,200   |
| Population                               | 255,000   |
| Contact name and title                   | Emily Wilde, Project Manager  |
| Contact telephone and email              | (801) 399-8620, ewilde@co.weber.ut.us   |
| Products, modules, services provided     | Full implementation of Oracle HCM Cloud.  |
| Implementation duration and go live date | 13 months, July 2022  |
| System replaced                          | Tyler Munis   |
| <b>Client Reference No. 3 - Existing</b> |   |
| Name                                     | <b>County of Mariposa, CA</b>   |
| Number of employees                      | 500   |
| Population                               | 17,400  |
| Contact name and title                   | Leigh Westerlund, Assistant County Administrator  |
| Contact telephone and email              | (209) 617-1865,<br>lwesterlund@mariposacounty.org   |
| Products, modules, services provided     | Full implementation of Oracle Cloud for ERP, EPM and HCM. Extensive change management was an important component of this project. |



|  |   |
|--|---|
| Implementation duration and go live date | 13 months, July 2021 (Ongoing support services) |
| System replaced                          | HTE Naviline                                    |

| Item                                     | Response   |
|--|--|
| <b>Client Reference No. 1 - Prior</b>    |  |
| Name                                     | <b>County of San Joaquin, CA</b>   |
| Number of employees                      | 8,000  |
| Population                               | 762,000  |
| Contact name and title                   | Kaspas Kurmis  |
| Contact telephone and email              | (209) 953-7678, kkurmis@sjgov.org  |
| Products, modules, services provided     | Full implementation of Oracle Cloud EPM. We have also done other projects for the County, including PeopleSoft upgrades in the past.   |
| Implementation duration and go live date | 8 months, April 2019   |
| System replaced                          | Oracle PeopleSoft  |
| <b>Client Reference No. 2 - Prior</b>    |  |
| Name                                     | <b>County of Hennepin, MN</b>  |
| Number of employees                      | 8,000  |
| Population                               | 1,600,000  |
| Contact name and title                   | Swaps Mohanty, ERP Program Manager   |
| Contact telephone and email              | (612) 596-7780; swaps.mohanty@hennepin.us  |
| Products, modules, services provided     | Graviton has worked with the County on multiple projects including PeopleSoft Finance and HCM upgrades, implementation of strategic sourcing and eSupplier, and providing ongoing project management services. |
| Implementation duration and go live date | 4 years (Multiple Projects), 2018  |
| System replaced                          | PeopleSoft v.9.1   |

# Section 10



## Contract Performance

## 10. Contract Performance

Indicate if during the past five years Proposer has had a contract terminated for convenience, non-performance, or any other reason, or has entered into legal action with a customer. Describe the situation including the name and contact of the contracting party.

Graviton has never had a contract terminated for convenience, non-performance, or any other reason and has no pending or past litigation or legal actions with a customer or other party.

Additionally, Graviton has never filed for bankruptcy and has no mergers or planned organizational changes.

The rest of the page intentionally left blank.

# Section 11



## Contract Samples

## 11. Contract Samples

Provide sample contract documents that may include the following:

- a. Statement of Work
- b. Perpetual Software License or SaaS License Agreement
- c. Maintenance or Support Agreements
- d. Service Level Agreements
- e. 3<sup>rd</sup> Party Agreements

Please see the following pages for copies of a Sample Statement of Work.

There are three applicable SLA agreements for Oracle Cloud: Oracle Data Processing Agreement, Oracle Cloud Hosting and Delivery Policy, and Oracle SaaS Public Cloud Services Pillar Document. We have provided copies of the following in this section:

- **Oracle Data Processing Agreement:** This document defines the parties' roles in processing and controlling Personal Data and how Oracle will act as processor of data under the Cloud Services Agreement (CSA).
- **Oracle Cloud Hosting and Delivery Policy:** This document provides information about how Oracle delivers and supports the service, including:
  - Oracle Cloud Security Policy
  - Oracle Cloud Service Continuity Policy
  - Oracle Cloud Service Level Agreement
  - Oracle Cloud Change Management and Maintenance
  - Oracle Cloud Support Policy
  - Oracle Cloud Suspension and Termination Policy
- **Oracle SaaS Public Cloud Services – Pillar Document:** This document supplements the Oracle Cloud Hosting and Delivery Policies, for public sector organizations.

Finally, please see the end of this section for copies of the following documents:

- Signed Copies of Addendums to this RFP
- Mandatory Signature Page 2
- Exhibit A Debarment
- Exhibit B Insurance



## Statement of Work

# Oracle Cloud Implementation For City of Redding, California



# 1 Document Control

## 1.1 Change Record

| Date       | Author         | Version | Comments                                    |
|------------|----------------|---------|---|
| 06/09/2022 | Greg Catanzano | 0.1     | Initial Draft                               |
| 06/15/2022 | Ryan Doil      | 0.2     | City of Redding updates                     |
| 06/20/2022 | Greg Catanzano | 0.3     | Incorporation of requested language updates |
|            |                |         |   |
|            |                |         |   |

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## 2 Implementation Scope

The Graviton project team, in collaboration with the City project team members (collectively “project team”), will implement the Oracle Cloud modules to meet the scope of requirements listed in the City’s Request for Proposal to provide Software and Implementation Services for an Enterprise Resource Planning (ERP) Software Systems Environment to the City of Redding, California (schedule 5273).

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

- General Ledger and Financial Reporting
- Budgeting
- Procurement
- Contract Management
- Accounts Payable
- Accounts Receivable and Cash Receipts
- Project Accounting and Grant Management
- Inventory and Fixed Assets
- Benefits Administration
- Time and Attendance
- Compensation
- Payroll
- Human Resources and Personnel Management
- Point of Sale

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

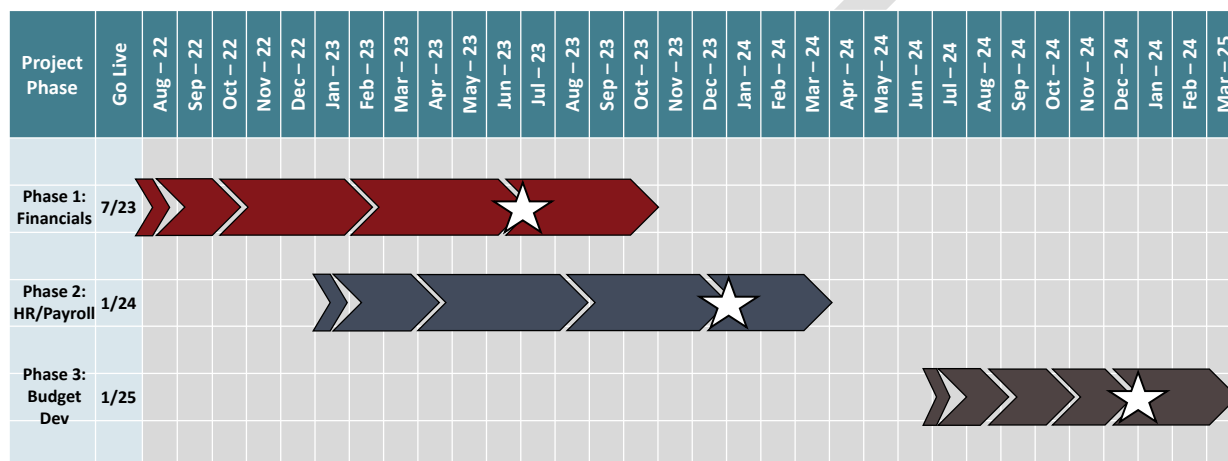
The final solution for replacing and/or integrating with the City’s existing point of sale systems and manual processes is pending further discovery. This Statement of Work allows for the City to complete its assessment of point of sale solution options while Graviton and the City initiate the Oracle Cloud implementation. Graviton will establish due dates in the project schedule for the City to make a final determination on the Point of Sale solution. Graviton will notify the City of any tasks in the project schedule that have a dependency on the Point of Sale solution.

To ensure a successful project, the Graviton team will develop a detailed projects 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 City’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, data conversion, and interfaces, based upon the City RFP and Statement of Work discussions is listed in the sections below.

## 2.1 Oracle Cloud Applications

The graphic below depicts three implementation phases – Phase 1 Finance, Phase 2 HR/Payroll, and Phase 3 Budget Development. The Graviton project team will lead the City through these implementation phases, following the 5 stage Graviton implementation methodology for each. Graviton will direct the project team in the completion of all deliverables and milestone for each of the five implementation stages - Plan, Design, Build, Test, and Deploy. For Phase 1 Finance, Graviton will provide 120 days of production support. For Phase 2 HR/Payroll and Phase 3 Budget Development, Graviton will provide 90 days of production support for each phase.

**Graphic: Multi-Phase Implementation**



The table below identifies the City requirements, per Attachment B, that will be implemented in each project phase. The Oracle Cloud applications that will be implemented for each phase are also listed.

| Phase              | Requirements (Attachment B)  | Oracle Cloud Applications  |
|--------------------|--|--|
| Phase 1 Finance    | Tab 01 – General and Technical<br>Tab 02 – General Ledger and Financial Reporting<br>Tab 04 – Procurement<br>Tab 05 – Contract Management<br>Tab 06 – Accounts Payable<br>Tab 07 – Accounts Receivable and Cash Receipts<br>Tab 08 – Project Accounting and Grant Management<br>Tab 09 – Inventory and Fixed Assets<br>Tab 15 – Data Conversion<br>Tab 16 – Interfaces | B91084 - Oracle Fusion Enterprise Resource Planning Cloud Service<br>B91086 - Oracle Fusion Procurement Cloud Service<br>B91064 - Oracle Fusion Supply Chain Execution Cloud Service<br>B86841 - Oracle Fusion WebCenter Forms Recognition Cloud Service<br>B84490 - Oracle Additional Test Environment for Oracle Fusion Cloud Service<br>B88206 - Oracle PaaS and IaaS Universal Credits |
| Phase 2 HR/Payroll | Tab 01 – General and Technical<br>Tab 10 – Benefits Administration<br>Tab 11 – Time and Attendance<br>Tab 12 – Compensation Management<br>Tab 13 – Payroll<br>Tab 14 – Human Resources and Personnel Management<br>Tab 15 – Data Conversion<br>Tab 16 – Interfaces   | B85800 - Oracle Fusion Human Capital Management Base Cloud Service<br>B87388 - Oracle Fusion Human Resource Help Desk Cloud Service<br>B89482 - Oracle Fusion Workforce Health and Safety Incidents Cloud Service<br>B94925 - Cloud Service Oracle Fusion Human Capital Management Workforce<br>B94933 - Oracle Fusion Human Capital Management Workforce Compensation Cloud Service       |

| Phase                            | Requirements (Attachment B)   | Oracle Cloud Applications   |
|----------------------------------|---|---|
|                                  |   | B86334 - Oracle Fusion Payroll Cloud Service for United States<br>B75365 - Oracle Fusion Time and Labor Cloud Service<br>B84490 - Oracle Additional Test Environment for Oracle Fusion Cloud Service<br>B88206 - Oracle PaaS and IaaS Universal Credits |
| Phase 3<br>Budget<br>Development | Tab 1 – General and Technical<br>Tab 3 – Budgeting<br>Tab 15 – Data Conversion<br>Tab 16 – Interfaces | B91074 - Oracle Enterprise Performance Management Enterprise Cloud Service<br>B91077 - Oracle Additional Application for Oracle Enterprise Performance Management Enterprise Cloud Service  |

## 2.2 Data Conversion Scope

Graviton will complete the required data conversion development to meet the City's business process requirements listed in Attachment B of 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 initial scope of data conversion will include the following fourteen data conversion requirements listed in the RFP Attachment B, Tab 15 Data Conversion. During the Conference Room Pilot work sessions Graviton and the City will review the City's conversion needs, identifying the optimal volume of data to be converted while taking into consideration the level of effort on the part of City resources to cleanse data extracts and validate converted data. The conversion scope will be updated to reflect the City's optimal volume of data to be converted.

| Req # | Data Conversion Object                     | Source | Quantity of Data Available       | Quantity of Data Needed in Future System         | Criticality |
|-------|--|--------|----------------------------------|--|-------------|
| DC.1  | GL Account Balances                        | AS400  | 25 Years                         | Current, plus 9 Years Historical                 | Yes         |
| DC.2  | GL Account Transaction Data                | AS400  | 25 Years                         | Current, plus 3 Years Historical                 | Yes         |
| DC.3  | GL Account Summary Data                    | AS400  | 25 Years                         | Current, plus 9 Years Historical                 | Yes         |
| DC.4  | Budget History                             | AS400  | 25 Years                         | Current, plus 9 Years Historical                 | Yes         |
| DC.5  | Active Vendor File                         | AS400  | 77,000 Vendors                   | Active/Inactive Vendors used in the last 5 years | Yes         |
| DC.6  | Purchase Order History                     | AS400  | 25 Years                         | Current, plus 2 Years Historical                 | Yes         |
| DC.7  | Open Purchase Orders                       | AS400  | 500 Average Open Purchase Orders | All Open Purchase Orders                         | Yes         |
| DC.8  | Cash Receipts History                      | AS400  | 36,500 Receipts Per Year         | Current, plus 2 Years Historical                 | Yes         |
| DC.9  | Outstanding Invoices (AP)                  | AS400  | 350 Invoices Per Year            | All outstanding invoices                         | Yes         |
| DC.10 | Capital Assets                             | AS400  | 7,650 Fixed Assets               | All Active Fixed Assets                          | Yes         |
| DC.11 | Employee Files                             | AS400  | 800 Active Employees             | All Active Employees                             | Yes         |
| DC.12 | Time and Attendance Accrual and Leave Data | AS400  | 25 Years                         | Current, plus 2 Years Historical                 | Yes         |

| Req # | Data Conversion Object             | Source | Quantity of Data Available | Quantity of Data Needed in Future System    | Criticality |
|-------|------------------------------------|--------|----------------------------|---|-------------|
| DC.13 | Employee Pay History               | AS400  | 25 Years                   | 7 Years of Pay History for Active Employees | Yes         |
| DC.14 | Benefit Enrollment and ACA History | AS400  | 25 Years                   | Current, plus 5 Years Historical            | Yes         |

The number of years of data history to be converted into the Oracle Cloud applications will be dependent on the availability and accessibility of data in the City's legacy systems. The Graviton team will provide the Oracle pre-defined conversion templates and City resources will extract 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 collaborate with the City to determine alternative methods for converting the historical data.

## 2.3 Interface Scope

Graviton will complete the required interface development to meet the City's business process requirements listed in Attachment B of 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 initial scope of interfaces includes, but is not limited to, the seventeen interface requirements listed in the RFP Attachment B, Tab 16 Interfaces. During Business Process Familiarization and Conference Room Pilot 1 work sessions, Graviton will review existing City business processes to understand all current inbound and outbound data interfaces, and then recommend a revised scope of interfaces. Graviton commits that all customary interfaces, required by a California municipal government to properly maintain its operations as it transitions to the Oracle Cloud applications, will be added to the interface scope if it is not yet listed in RFP Attachment B, Tab 16.

| Req # | System Type                  | Product and Version  | Desired Type of Data Transfer     | Desired Frequency of Data Transfer | Data Involved in Transfer   |
|-------|------------------------------|----------------------|-----------------------------------|------------------------------------|---|
| INT.1 | Legacy ERP                   | AS400                | File Import Into Selected System  | On-Demand                          | <b>Receive:</b> The new ERP system should receive payroll information from the legacy ERP system for purposes of updating the GL, until the City has fully transitioned to the new system. The ERP system should receive Deduction/Benefit/Accrual information from the legacy payroll system for purposes of creating payments. The new ERP should be able to receive payroll invoice data (garnishments, benefit payments) from the AS400 module. |
| INT.2 | Productivity tools           | Microsoft Office 365 | Interface - Send and Receive Data | Near-Immediate (Real-Time)         | <b>Send:</b> The ERP system should have the ability to integrate with MS Word, MS Excel, Access, and Outlook.<br><b>Receive:</b> Microsoft applications (MS Word, MS Excel, Access, Outlook) should have the ability to integrate with the ERP system.  |
| INT.3 | Active Directory Information | Microsoft            | Interface - Send and Receive Data | Near-Immediate (Real-Time)         | <b>Send:</b> The ERP system should send new user information to update AD in real-time including certain demographic and reporting structure information.<br><b>Receive:</b> The ERP system should receive  |

| Req #  | System Type                        | Product and Version | Desired Type of Data Transfer               | Desired Frequency of Data Transfer | Data Involved in Transfer   |
|--------|------------------------------------|---------------------|---|------------------------------------|---|
|        |                                    |                     |   |                                    | authenticated user information and email addresses in real-time.  |
| INT.4  | Parks and Recreation Software      | CivicRec            | File Import Into Selected System            | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive payment information from CivicRec for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, general ledger allocations, payment method, amount, payment date, and void status.   |
| INT.5  | Weighing Software (Solid Waste)    | Paradigm            | File Import Into Selected System            | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive payment information from Paradigm for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, general ledger allocations, payment method, amount, payment date, and void status.   |
| INT.6  | Community Development Software     | EnerGov             | Interface - Send and Receive Data           | On-Demand                          | <b>Send:</b> The future ERP system will need to send payment information to customer accounts to Tyler EnerGov.<br><b>Receive:</b> The future ERP system will need to receive payment information from EnerGov for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, permit/license number, general ledger allocations, payment method, amount, payment date, and void status.                    |
| INT.7  | Utility Billing Software           | Vertex              | Interface - Send and Receive Data           | On-Demand                          | <b>Send:</b> The future ERP system will need to send payment information to customer accounts to Vertex to update utility accounts.<br><b>Receive:</b> The future ERP system will need to receive payment information from Vertex for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, permit/license number, general ledger allocations, payment method, amount, payment date, and void status. |
| INT.8  | Applicant Tracking                 | NeoGov              | Interface - Receive data in selected system | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive new employee demographic information, benefit elections, and payroll information from NeoGov.  |
| INT.9  | Public Works asset management      | Mainsaver           | Interface - Receive data in selected system | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive new asset information from Mainsaver.  |
| INT.10 | Purchasing Card Vendor (Cal Cards) | US Bank             | Interface - Receive data in selected system | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive detailed payment information including but not limited to: purchasing date, vendor, amount, and cardholder information.  |
| INT.11 | Learning Management                | Target Solutions    | Interface - Send and                        | On-Demand                          | <b>Send:</b> The future ERP system will need to employee name, employee number, and   |



| Req #  | System Type               | Product and Version | Desired Type of Data Transfer                | Desired Frequency of Data Transfer | Data Involved in Transfer  |
|--------|---------------------------|---------------------|--|------------------------------------|--|
|        |                           |                     | Receive Data                                 |                                    | contact information to Target Solutions.<br><b>Receive:</b> The future ERP system will need to receive training, certification, and licensing information from Target Solutions.   |
| INT.12 | Asset Management System   | Dossier             | Interface - Receive data in selected system  | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive new asset information from Dossier.   |
| INT.13 | Public Safety Application | Pubsafe/ Spillman   | File Import Into Selected System             | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive payment information from Pubsafe for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, general ledger allocations, payment method, amount, payment date, and void status.                               |
| INT.14 | Financial Reporting       | Opengov             | Interface - File Export from Selected System | Near- Real Time                    | <b>Send:</b> The future ERP system will send information to OpenGov for transparent financial reporting.   |
| INT.15 | Risk Management Software  | Origami             | Interface - Send and Receive Data            | On-Demand                          | <b>Send:</b> The future ERP system to be able to send information pertaining the employee masterfile to Origami.<br><b>Receive:</b> The future ERP system will need to receive risk information from Origami and update all applicable employee records.   |
| INT.16 | Benefit System            | WorkTerra           | Interface - Send and Receive Data            | On-Demand                          | <b>Send:</b> The future ERP system will send employee information to WorkTerra for benefit selection including contact updates and other employee masterfile data.<br><b>Receive:</b> The future ERP system will receive benefit elections from WorkTerra and apply changes to the employee masterfile in the future system. |
| INT.17 | Parking Citations         | In-House System     | File Import Into Selected System             | On-Demand                          | <b>Receive:</b> The future ERP system will need to receive payment information from the system for the purposes of daily reconciliation. The ERP system should receive, but not limited to, payee information, general ledger allocations, payment method, amount, payment date, and void status.                            |

During the build stage of implementation, the project team will determine the appropriate Oracle tools for developing each interface. The City has licensed Oracle Integration Cloud for complex integrations. However, there are native tools and pre-built integrations available to the City that may be utilized for less complex interfaces.

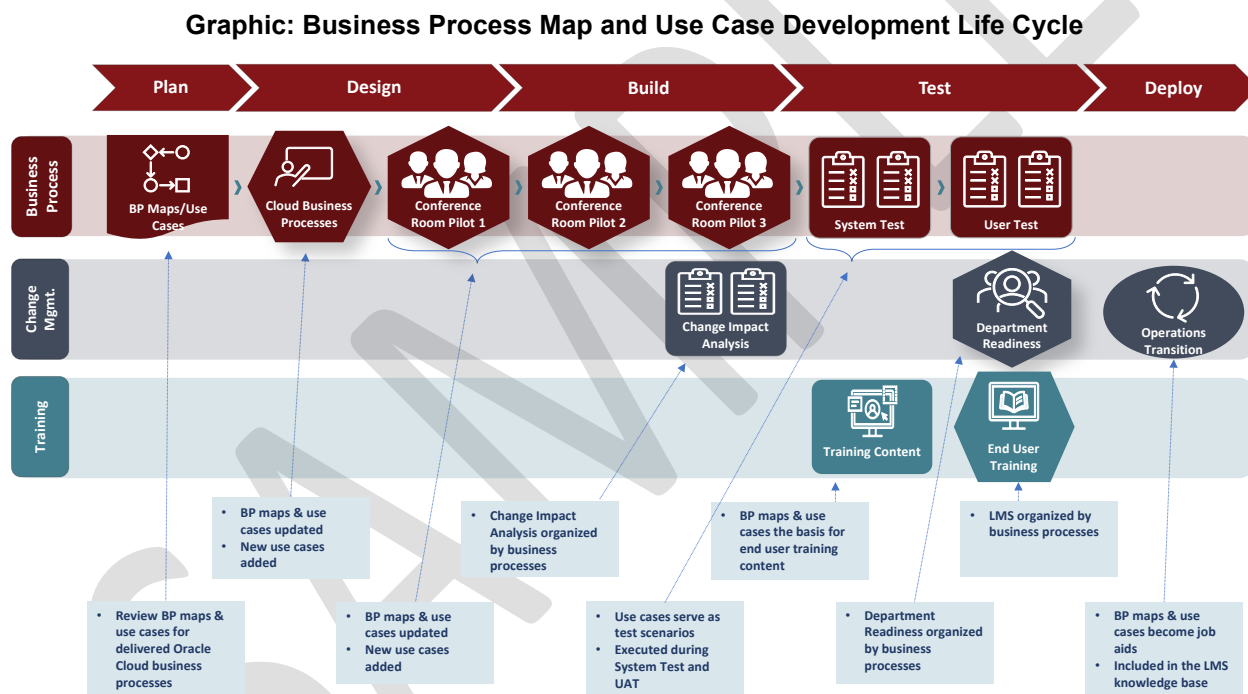
## 2.4 Business Process Maps and Use Cases

To determine the optimal design and implementation scope for the City, Graviton team members will lead the City project team members to define the City's future state business processes through iterative

cycles of business process map and use case development. The Graviton team will establish business process maps for the City's major business processes and use cases for each of the City's business processes to be implemented. Business process maps will provide the City 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 by Graviton to support knowledge transfer and end user training.

Through the completion of the business process track implementation activities, the 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 City. The graphic below depicts the life cycle of business process maps and use cases during implementation.



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 together with the City requirements from the RFP. In the design stage, the Graviton team will conduct Business Process Familiarization demonstrations of the Oracle Cloud applications to expose City project team members to the capabilities of the Oracle Cloud applications. This will be followed by the Conference Room Pilot 1 work sessions, incorporating the information received from the County in the Business Process Familiarization sessions and follow-on meetings. In the build stage the project team will conduct the Conference Room Pilot 2 and Conference Room Pilot 3 work session, 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. 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 City's business processes, reflected in the comprehensive inventory of use cases, become the basis for test scenarios to be



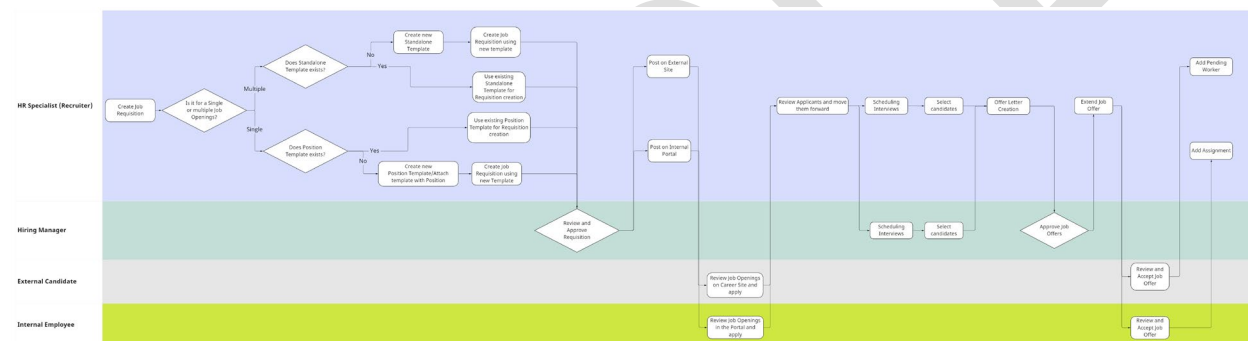
executed as acceptance criteria for both the system test and user acceptance test formal test cycles. Upon completion of the test stage, the project team will move into the deploy stage of the project knowing the organization's business processes have been thoroughly analyzed, designed, built, and tested through this comprehensive implementation process.

## 2.4.1 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 City. Business process maps also support knowledge transfer and the transition to operations. The following graphic shows a sample 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.

miro

**Graphic: Sample Business Process Map**



## 2.4.2 Use Cases

Use cases are the key work products in the business process workflow. 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 Accounts Payable module. The Graviton project team will provide a similar list for each Finance, HR/Payroll, and Budget Development module as a starting point for the development of City specific use cases.

**Table: Sample List of Use Cases**

| Use Case ID | Use Case Name  | Module           |
|-------------|--|------------------|
|             | <b>Invoicing (Accounts Payable Specialist)</b>       |                  |
| AP-01       | Creating a Standard Invoice and Submit for Approval  | Accounts Payable |
| AP-01.1     | Approval/Reject Invoice                              | Accounts Payable |
| AP-02       | Create an Invoice in a Spreadsheet                   | Accounts Payable |
| AP-03       | Creating an Invoice Associated with a Purchase Order | Accounts Payable |
| AP-04       | Search Existing Invoices                             | Accounts Payable |
| AP-05       | Placing a Manual Hold on an Invoice (Optional)       | Accounts Payable |
| AP-06       | Withdraw/Resubmit Invoice Approval (Optional)        | Accounts Payable |
| AP-07       | Delete an invoice (Optional)                         | Accounts Payable |
|             | <b>Invoicing (Central Finance)</b>                   |                  |

| Use Case ID | Use Case Name   | Module           |
|-------------|---|------------------|
| AP-08       | Removing Hold on an invoice                           | Accounts Payable |
| AP-09       | Cancel an Invoice                                     | Accounts Payable |
| AP-10       | Reviewing and Accounting for an Invoice               | Accounts Payable |
| AP-11       | Create Accounting for Invoices                        | Accounts Payable |
|             | <b>Payment (Central Finance)</b>                      |                  |
| AP-12       | Submitting Payment Process Request                    | Accounts Payable |
| AP-13       | Processing a Payment Request                          | Accounts Payable |
| AP-14       | Search Existing Payments                              | Accounts Payable |
| AP-15       | Reviewing and Accounting for a Payment                | Accounts Payable |
| AP-16       | Initiating/Cancel a Stop Payment Request              | Accounts Payable |
| AP-17       | Voiding a Payment                                     | Accounts Payable |
| AP-18       | Reissuing a Payment                                   | Accounts Payable |
|             | <b>Miscellaneous Payments (AP Payment Supervisor)</b> |                  |
| AP-19       | Create and Pay Recurring Payment using Spreadsheet    | Accounts Payable |
| AP-20       | Create and Pay One-Time Payments                      | Accounts Payable |
| AP-21       | Creating a Pre-Payment Invoice                        | Accounts Payable |
| AP-22       | Pay for the Pre-Payment Invoice                       | Accounts Payable |
| AP-23       | Applying a Pre-Payment                                | Accounts Payable |
|             | <b>Inquiry and Reports</b>                            |                  |
| AP-24       | Payables Dashboard (Central Finance Only)             | Accounts Payable |
| AP-25       | Payables Cash Requirement Report                      | Accounts Payable |
| AP-26       | Running the Accounts Payable Payment Reports          | Accounts Payable |
| AP-27       | Running the Accounts Payable Invoices Reports         | Accounts Payable |
| AP-28       | Invoice Detail Listing Report                         | Accounts Payable |
| AP-29       | Closing a Payables Period                             | Accounts Payable |
|             | <b>Configuration</b>                                  |                  |
| AP-30       | Creating a Payment Process Request Template           | Accounts Payable |
| AP-31       | Create Distribution Sets                              | Accounts Payable |

The graphic below depicts a sample 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.

**Graphic: Sample Use Case**

|                         |  |  |  |                          |  |  |  |  |        |        |           |   |
|-------------------------|--|--|--|--------------------------|--|--|--|--|--------|--------|-----------|---|
| Validation Scenario ID  |  | HR-04  |  | Validation Scenario Name |  | HR Hiring a Worker                                   |  |  |        |        |           |   |
| Requirement(s)          |  | Meet Requirement 427, 461  |  |                          |  |  |  |  |        |        |           |   |
| Revision History        |  |  |  |                          |  |  |  |  |        |        |           |   |
| Date                    |  | Author   |  | Version                  |  | Description  |  |  |        |        |           |   |
|                         |  |  |  |                          |  | Test Case created.                                   |  |  |        |        |           |   |
|                         |  |  |  |                          |  |  |  |  |        |        |           |   |
| Test Setup Requirements |  |  |  |                          |  |  |  |  |        |        |           |   |
| Pre-conditions          |  |  |  |                          |  |  |  |  |        |        |           |   |
| Test Data               |  |  |  |                          |  |  |  |  |        |        |           |   |
| Variable                |  | Values   |  |                          |  |  |  |  |        |        |           |   |
| Login                   |  | sandra.laird   |  |                          |  |  |  |  |        |        |           |   |
| Position                |  | Equipment Mechanic II, Equipment Mechanic III, Equipment Mechanic IV |  |                          |  |  |  |  |        |        |           |   |
| Test Procedure          |  |  |  |                          |  |  |  |  |        |        |           |   |
| Step #                  |  | Step Details   |  |                          |  | Expected Result                                      |  |  | Result | Tester | Test Date | C |
| 1                       |  | Login  |  |                          |  | User is able to login                                |  |  | G      |        |           |   |
| 2                       |  | Select My Client Groups  |  |                          |  | My Client Groups section appears                     |  |  | G      |        |           |   |
| 3                       |  | Select New Person  |  |                          |  | New Person page appears                              |  |  | G      |        |           |   |
| 4                       |  | Click on Hire an Employee  |  |                          |  | Hire an Employee page appears                        |  |  | G      |        |           |   |
| 5                       |  | Select a Hire Date   |  |                          |  | User is able to change hire date                     |  |  | G      |        |           |   |
| 6                       |  | Select Legal Employer drop down                                      |  |                          |  | User is able to select                               |  |  | G      |        |           |   |
| 7                       |  | Enter Last name  |  |                          |  | User is able to write Last name                      |  |  | G      |        |           |   |
| 8                       |  | Enter First name   |  |                          |  | User is able to write first name                     |  |  | G      |        |           |   |
| 9                       |  | Select Gender  |  |                          |  | User is able to change Gender                        |  |  | G      |        |           |   |
| 10                      |  | Select Date of Birth   |  |                          |  | User is able to change date of birth                 |  |  | G      |        |           |   |
| 11                      |  | Under National Identifiers select "+" symbol                         |  |                          |  | More options appear                                  |  |  | G      |        |           |   |
| 12                      |  | Select country from Country drop down                                |  |                          |  | User is able to change country                       |  |  | G      |        |           |   |
| 13                      |  | Choose "Social Security Number" from National ID Type                |  |                          |  | User is able to change national ID type              |  |  | G      |        |           |   |
| 14                      |  | Under National ID type in 9 digit number                             |  |                          |  | User is able to write ID number                      |  |  | G      |        |           |   |
| 15                      |  | Click Next   |  |                          |  | Person Information page opens                        |  |  | G      |        |           |   |
| 16                      |  | Select Country if not US   |  |                          |  | User is able to change country, if applicable        |  |  | G      |        |           |   |
| 17                      |  | Enter street address in Address Line 1 field                         |  |                          |  | User is able to type in an address                   |  |  | G      |        |           |   |
| 18                      |  | Enter Zip Code   |  |                          |  | City, state and country should automatically fill in |  |  | G      |        |           |   |
| 19                      |  | Click + to enter Phone   |  |                          |  | Phone line opens                                     |  |  | G      |        |           |   |
| 20                      |  | Choose Type from Drop down   |  |                          |  | User is able to choose                               |  |  | G      |        |           |   |
| 21                      |  | Choose Country Code, if applicable                                   |  |                          |  | User is able to choose                               |  |  | G      |        |           |   |
| 22                      |  | Enter Area Code  |  |                          |  | User is able to enter                                |  |  | G      |        |           |   |
| 23                      |  | Enter Number   |  |                          |  | User is able to enter                                |  |  | G      |        |           |   |

### 3 Implementation Approach

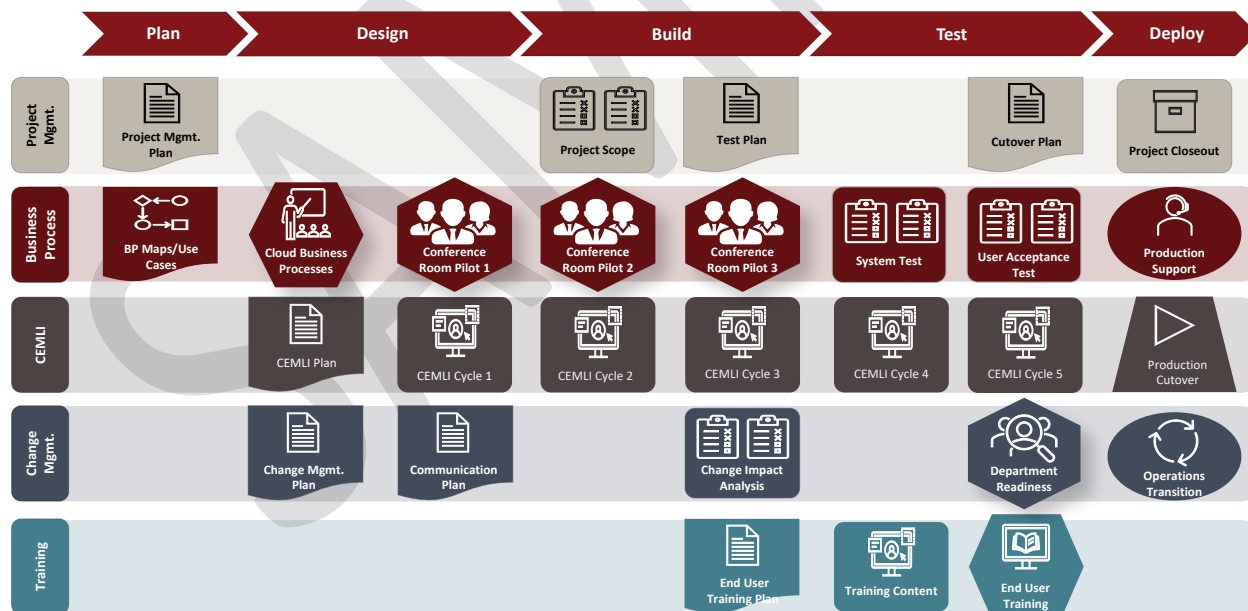
The implementation of Oracle Cloud for City will be conducted over three implementation phases – Finance, HR/Payroll, and Budget Development. Within each phase, the tasks and activities are organized into five implementation stages: Plan, Design, Build, Test, and Deploy. The Graviton project team will lead the City 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 Graviton 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 City 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**

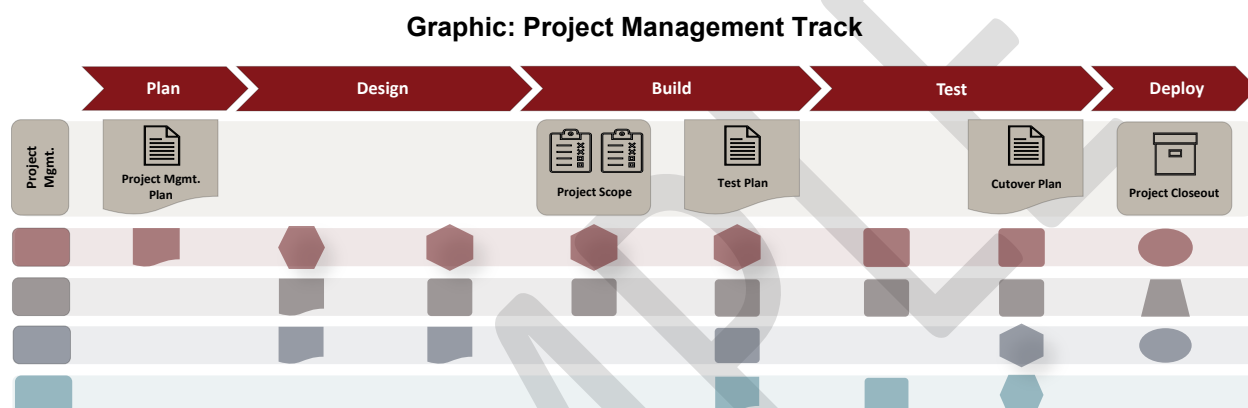


The graphic above depicts the Graviton Oracle Cloud implementation methodology. The methodology is structured in a fashion that is repeatable, allowing the implementation tasks to be duplicated across each of the three implementation phases. Across the top, left to right, the methodology includes five stages of implementation – Plan, Design, Build, Test, and Deploy. The left most column lists the implementation tracks – Project Management, Business Process, CEMLI, Change Management, 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.

### 3.1 Project Management Track

The project management track within the Graviton implementation methodology includes those tasks required to plan for and manage the Oracle Cloud application 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 project management track includes five deliverables spanning the five Graviton implementation stages as depicted in the graphic below.



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 City project leadership to plan for and manage the Oracle Cloud implementation process.

#### 3.1.1 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 provide the following project management tools to support the City and the project team in this effort.

##### SharePoint – Project Collaboration Tool

Graviton will provide access to a dedicated SharePoint site for the City and the project team. The SharePoint site aligns with the implementation plan phases, 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 City and Graviton project managers and will be documented in the Project Management Plan deliverable. The dedicated SharePoint site will be provided by Graviton for City 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 City's network or a City SharePoint site.



##### 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

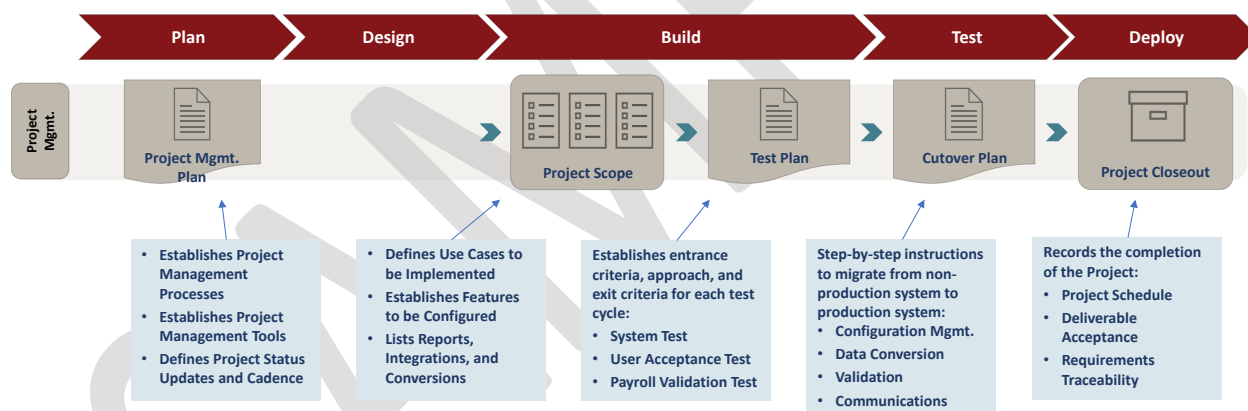


Smartsheet for project management processes such as quality management and risk management. The Graviton project manager will establish and manage the risk log, issues log, decision log, and change log using the Smartsheet software. Smartsheet will also be used by Graviton to record and managed test cycle issues. Graviton will license Smartsheet for the project and will make the software available to the City and project team members. The specific use of Smartsheet for managing the project schedule will be determined by the City 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 City's network or a City Smartsheet license.

### 3.1.2 Project Management Track Deliverables

For each implementation phase, there will be 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 City 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 City 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.

Within the table a check box designates whether the individual deliverable or milestone is a critical path item in the project schedule. In addition, the City has shared the importance of requirements traceability, business process transformation, and knowledge transfer to insure a successful implementation. Where implementation deliverables support these efforts, they are designated as such in the table.



**Table: Project Management Track Deliverables**

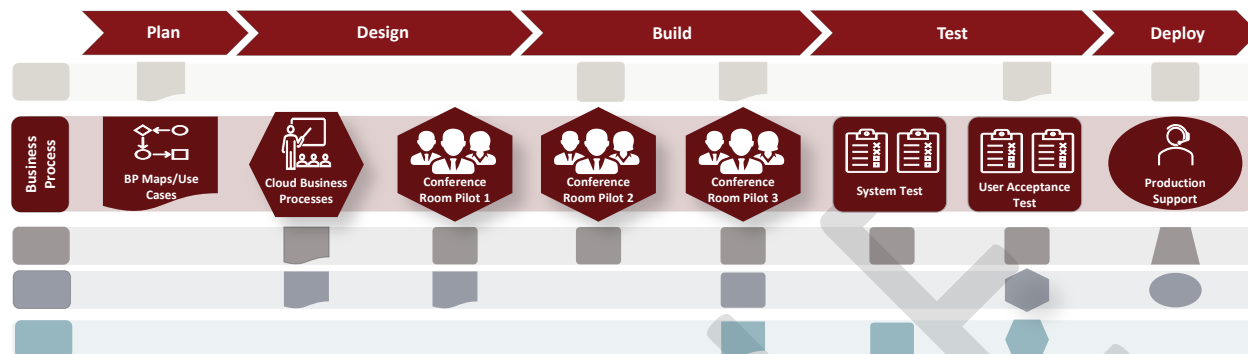
| Deliverable / Milestone  | Acceptance Criteria   | City Role | Graviton Role |
|--|---|-----------|---------------|
| <b>Project Management Plan</b><br><input type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><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.  | Assist    | Lead          |
| <b>Project Scope</b><br><input type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><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.  | Assist    | Lead          |
| <b>Test Plan</b><br><input type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer               | The test plan deliverable is a detailed plan to complete system test, user acceptance test, and for the HCM implementation phase, 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.  | Assist    | Lead          |
| <b>Cutover Plan</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><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.  | Assist    | Lead          |
| <b>Project Closeout</b><br><input type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer        | The project closeout deliverable formally closes the implementation stage of the project phase 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, 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 City's requirements are mapped to use cases, which in turn are mapped to successfully executed test scenarios. | Assist    | Lead          |

## 3.2 Business Process Track

The activities included in the business process track will define the City's future state business processes, providing the foundation upon which the technical, 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 formal cycles of review. Multiple cycles of testing

will be conducted where validation of the business processes serve as the acceptance criteria for the system. For the Finance and Budget Development phases the business process track includes eight deliverables spanning the five Graviton implementation stages as depicted in the graphic below. For the HR/Payroll phase, Payroll Validation Test serves as the ninth business process track deliverable.

**Graphic: Business Process Track**



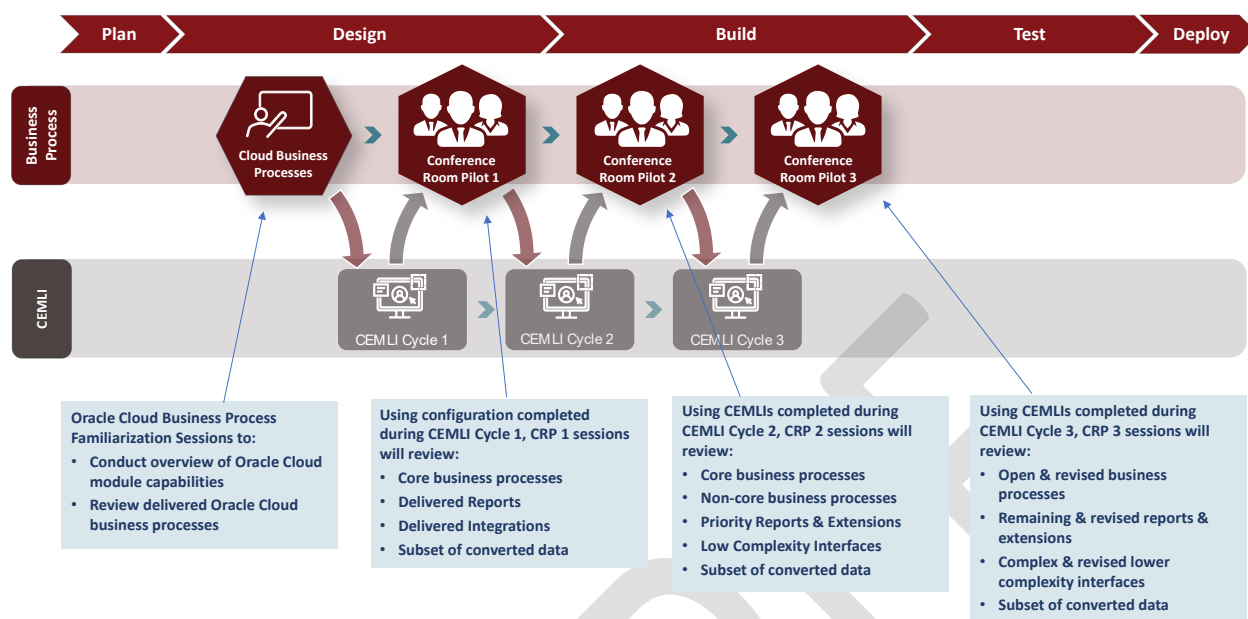
The success of implementation will be measured by how effective the City transitions to the best practice business processes that are native to the Oracle Cloud applications. The steps required to complete this transition are at the core of the business process track.

### 3.2.1 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 City requirements and how the City'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 City use cases identified during the plan and design stages. The Conference Room Pilot environment will be seeded with configuration, development, and data assigned to the corresponding CEMLI Cycles. City 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 CEMLI. At the conclusion of each Conference Room Pilot, use cases will be updated to reflect City feedback and decisions. Subsequent Conference Room Pilots will be planned and the required CEMLI additions and updates identified.

Graviton leads will conduct conference room pilot sessions in person with supporting resources participating remotely. The City and Graviton project management team will schedule conference room pilot work sessions to maximize the value of Graviton resources' onsite participation.



**Graphic: Conference Room Pilots**

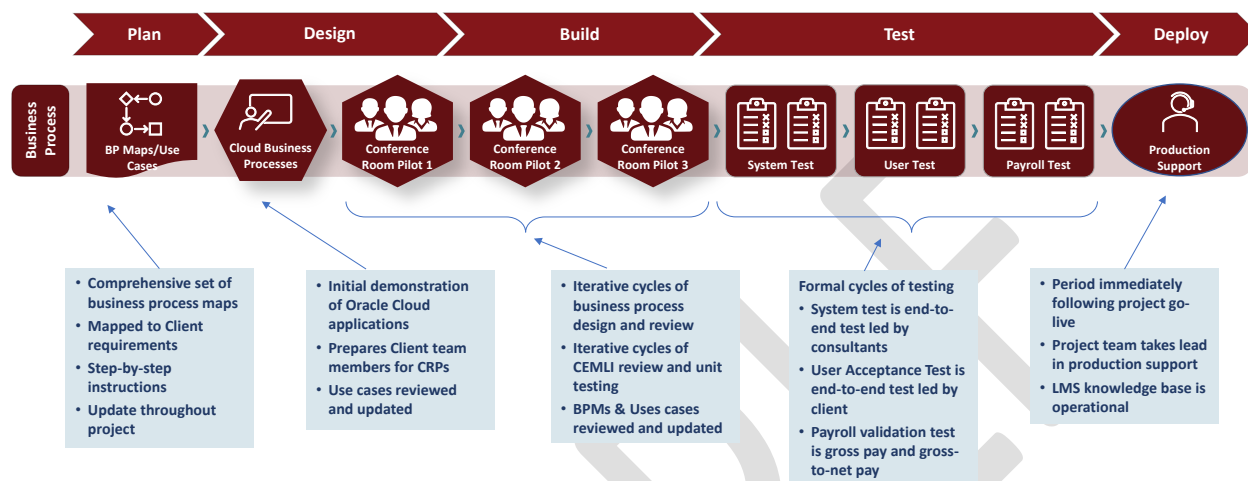
As stated above, the Conference Room Pilots will include continuously revised use cases. The table below shows the planned progression of business processes, configurations, extensions, integrations, and data conversions across the Business Process Familiarization and Conference Room Pilot deliverables.

| CEMLI              | Business Process Familiarization   | Conference Room Pilot 1  | Conference Room Pilot 2  | Conference Room Pilot 3  |
|--------------------|--|--|--|--|
| Business Processes | <ul style="list-style-type: none"> <li>Oracle Base Business Processes</li> </ul> | <ul style="list-style-type: none"> <li>Core End-to-End Business Processes</li> </ul> | <ul style="list-style-type: none"> <li>Core End-to-End Business Processes</li> <li>Non-Core Business Processes</li> </ul>                              | <ul style="list-style-type: none"> <li>Open Business Processes</li> <li>Revised Core and Non-Core Business Processes</li> </ul>  |
| Configuration      |  | <ul style="list-style-type: none"> <li>Initial Configuration</li> </ul>              | <ul style="list-style-type: none"> <li>Configuration Revisions</li> <li>Workflows and Approvals</li> </ul>   | <ul style="list-style-type: none"> <li>Configuration Revisions</li> <li>Workflows and Approval Revisions</li> <li>Application Security</li> </ul>                                    |
| Extension          |  | <ul style="list-style-type: none"> <li>Delivered Reports</li> </ul>                  | <ul style="list-style-type: none"> <li>Priority Custom Reports</li> <li>OIC/PaaS Development</li> </ul>  | <ul style="list-style-type: none"> <li>Report Revisions</li> <li>Lower Priority Custom Reports</li> <li>OIC/PaaS Development Revisions</li> </ul>                                    |
| Integration        |  | <ul style="list-style-type: none"> <li>Delivered Integrations</li> </ul>             | <ul style="list-style-type: none"> <li>Low Complexity FBDI, ADFDI, and HCM Extract Interfaces</li> <li>Low Complexity OIC/PaaS Integrations</li> </ul> | <ul style="list-style-type: none"> <li>Low Complexity Interface Revisions</li> <li>Complex FBDI, ADFDI, and HCM Extract Interfaces</li> <li>Complex OIC/PaaS Integrations</li> </ul> |
| Data Conversion    |  | <ul style="list-style-type: none"> <li>Subset of Definitional Data</li> </ul>        | <ul style="list-style-type: none"> <li>Complete Set of Definitional Data</li> <li>Subset of Transactional Data</li> </ul>                              | <ul style="list-style-type: none"> <li>Complete Set of Transactional Data</li> <li>Subset of Historical Data</li> </ul>  |

### 3.2.2 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 City 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 City 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.

Within the table a check box designates whether the individual deliverable or milestone is a critical path item in the project schedule. In addition, the City has shared the importance of requirements traceability, business process transformation, and knowledge transfer to insure a successful implementation. Where implementation deliverables support these efforts, they are designated as such in the table.

**Table: Business Process Track Deliverables**

| Deliverable / Milestone   | Description   | City Role | Graviton Role |
|---|---|-----------|---------------|
| <b>Business Process Maps and Use Cases</b><br><input checked="" type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | An inventory of business process maps and use cases representing a comprehensive set of the City's 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 map to the City's requirements and include written descriptions of how users will perform tasks to meet organizational business processes. The documents will also 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 | Assist    | Lead          |

| Deliverable / Milestone   | Description   | City Role | Graviton Role |
|---|---|-----------|---------------|
|   | will become the basis for both system and user acceptance test scenarios as well as end user training content.  |           |               |
| <b>Cloud Business Process Familiarization</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | Graviton's project team members will perform an initial demonstration of Oracle Cloud applications for the purpose of familiarizing the City's project staff with the native business processes included with the software. 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 include in Conference Room Pilot 1 will be identified and assigned to CEMLI Cycle 1.   | Assist    | Lead          |
| <b>Conference Room Pilot 1</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer                | Conference Room Pilot 1 (CRP1) is a series of work sessions planned for and managed by Graviton with active City 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, City project team members will then execute the use cases in the non-production system. Graviton will conduct support sessions to assist City project team members to complete the use cases and address any questions that arise. These support sessions are scheduled as office hours on the project calendar. Office hours are periodic 2–3-hour open sessions where City staff can drop-in (or schedule in advance) for questions and knowledge transfer. 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. | Assist    | Lead          |
| <b>Conference Room Pilot 2</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer                | Conference Room Pilot 2 (CRP2) is a series of work sessions planned for and managed by Graviton with active City 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 3 <sup>rd</sup> 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 business process map updates. City project team members will then execute the use cases in the non-production system. Following the sessions, Graviton will conduct support sessions to assist City project team members to complete the uses cases and address any questions that may arise. These support sessions are scheduled as office hours on the project calendar. Office hours are periodic 2–3-hour open sessions where City staff can drop-in (or schedule in advance) for questions and knowledge transfer. At the conclusion of CRP2, new use   | Assist    | Lead          |

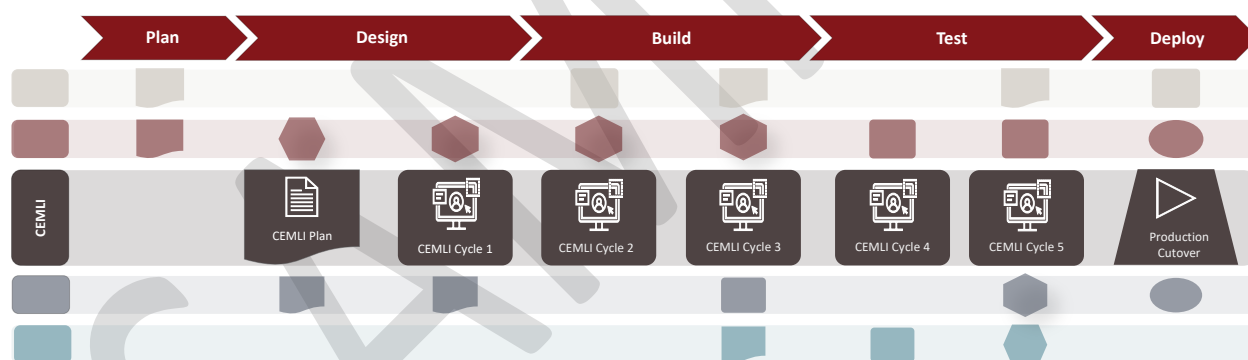
| Deliverable / Milestone  | Description  | City Role | Graviton Role |
|--|--|-----------|---------------|
|  | cases to be added and existing business process maps and use cases to be updated are identified, reflecting the project team's findings from CRP2. Lastly, the scope of configurations, reports, integrations, and conversions to be included in Conference Room Pilot 3 are identified and assigned to CEMLI Cycle 3.   |           |               |
| <b>Conference Room Pilot 3</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer         | Conference Room Pilot 3 (CRP3) is a series of work sessions planned for and managed by Graviton with active City 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. They will demonstrate the corresponding new and updated use cases in the non-production system. Following the sessions, City project team members will then execute the use cases in the non-production system. Graviton will conduct support sessions to assist City project team members to complete the use cases and address any questions that may arise. These support sessions are scheduled as office hours on the project calendar. Office hours are periodic 2–3-hour open sessions where City staff can drop-in (or schedule in advance) for questions and knowledge transfer. 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, and conversions to be completed prior to the completion of system test are identified and assigned to CEMLI Cycle 4. | Assist    | Lead          |
| <b>System Test</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer                     | System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3 <sup>rd</sup> 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 Smartsheet.  | Assist    | Lead          |
| <b>User Acceptance Test</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input checked="" type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | User acceptance test is the formal testing of the complete system by the City'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, 3 <sup>rd</sup> 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 City's representatives, and tracked in Smartsheet.   | Lead      | Assist        |
| <b>Payroll Validation Test</b><br><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability  | Payroll validation test is the formal testing of the Oracle Cloud HCM system's gross pay and gross-to-net pay calculation for the City employee population. The purpose of the test is to simulate a single payroll period, and to validate the gross and gross-to-net pay calculations against the legacy production payroll results for the same payroll period. The results will be   | Lead      | Assist        |

| Deliverable / Milestone   | Description  | City Role | Graviton Role |
|---|--|-----------|---------------|
| <input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer  | electronically validated against the legacy system payroll output. Differences will be reconciled by City testers with assistance from Graviton team members. The project team will then repeat the payroll validation test for a second pay period.   |           |               |
| <b>Production Support</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | 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 City resources in accordance with the operations transition plan. | Lead      | Assist        |

### 3.3 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 City's requirements as defined by the use cases developed by the project team. The CEMLI track includes seven deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

**Graphic: CEMLI Track**



The wide range of application configuration and development activities to be performed during the City's Oracle Cloud application implementation will reside within the CEMLI track. CEMLI stands for configuration, extension, modification, localization, and integration. For each category of CEMLI the project team will follow Oracle Unified Method (OUM) best practices in the completion of the individual CEMLI's.

#### 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 City business requirements. Configuration includes all functional setup tasks completed using the setup and maintenance pages or using implementation projects.

#### 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 City'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 City and Graviton project management.

### **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.

### **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. 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.

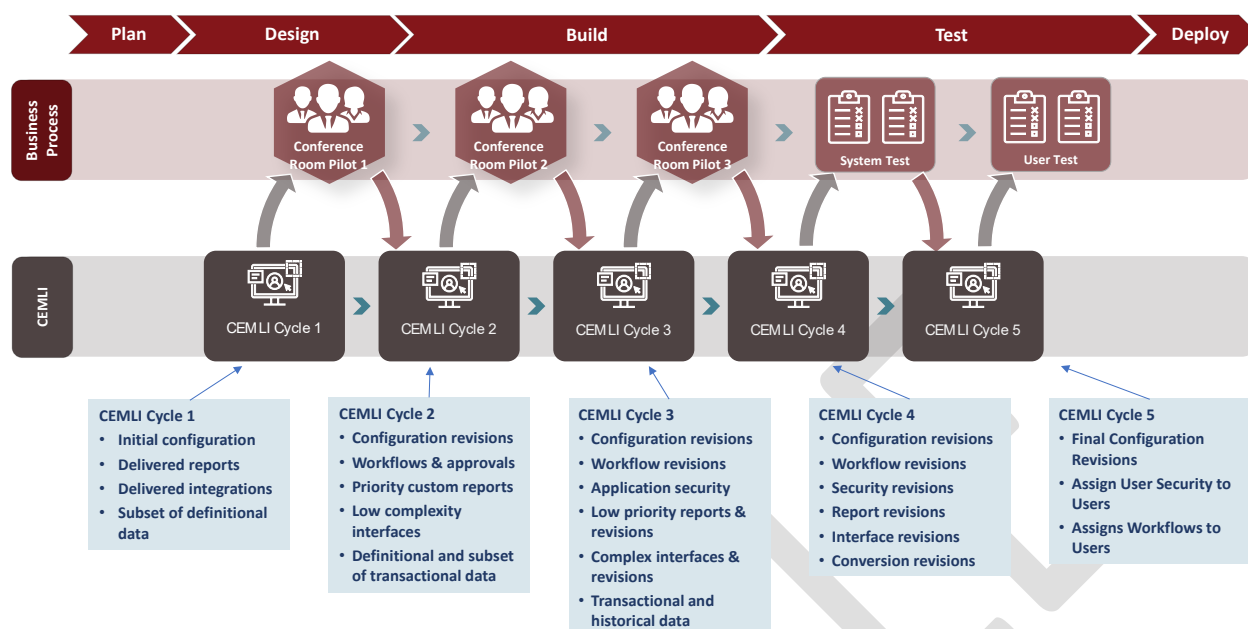
### **Integration**

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. For implementation, Graviton also categorizes data conversions as integrations, due to the tools that Graviton will use to complete the data conversion including HCM Data Loader, ADFDI (Application Development Framework Desktop Integration) and FBDI (File Based Data Import).

## **3.3.1 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



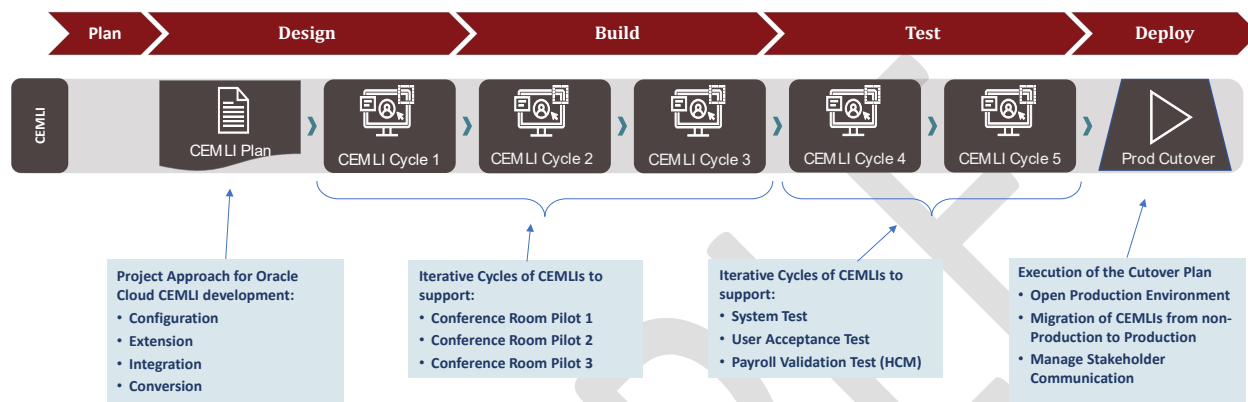
As stated above, the CEMLI cycles will include increasingly complicated configuration and development. The table below shows the planned progression of configurations, extensions, integrations, and data conversions across the five CEMLI cycle deliverables.

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

### 3.3.2 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 City 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 City will review and approve the deliverable in accordance with the deliverable submission and approval process defined in the Agreement and by the Project Management Plan deliverable that will be developed and approved during the plan stage of the project.

Within the table a check box designates whether the individual deliverable or milestone is a critical path item in the project schedule. In addition, the City has shared the importance of requirements traceability, business process transformation, and knowledge transfer to insure a successful implementation. Where implementation deliverables support these efforts, they are designated as such in the table.

**Table: CEMLI Track Deliverables**

| Deliverable/<br>Milestone  | Description  | City<br>Role | Graviton<br>Role |
|--|--|--------------|------------------|
| <b>CEMLI Plan</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer | In Oracle Cloud Implementation CEMLI stands for configuration, extension, modification, localization, and integration. For the City, 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. The CEMLI Plan will identify City Stakeholders impacted by the development of reports, interfaces, extension, and conversions, and will define the methods and timings for engaging those stakeholders to support, and if necessary, participate in the implementation. | Assist       | Lead             |
| <b>CEMLI Cycle 1</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability  | 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   | Assist       | Lead             |



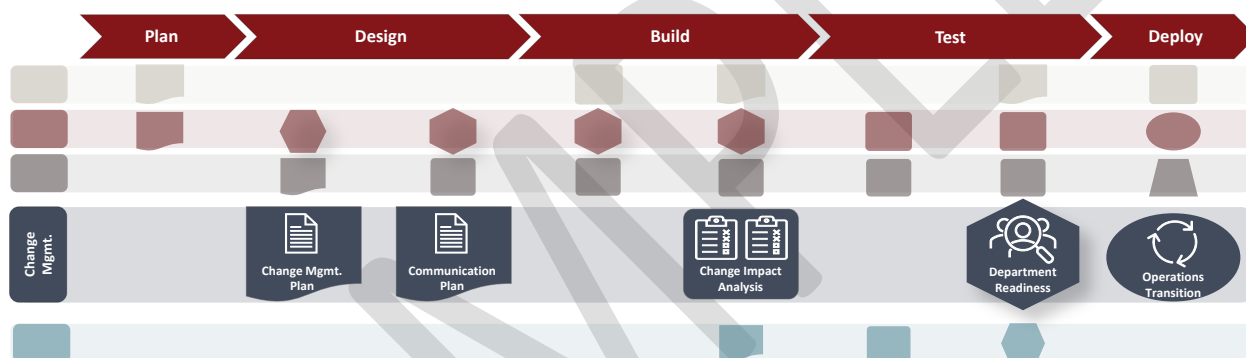
| Deliverable/<br>Milestone   | Description  | City<br>Role | Graviton<br>Role |
|---|--|--------------|------------------|
| <input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer  | <p>conversions to be available for Conference Room Pilot 1 and assign those items to CEMLI Cycle 1. Graviton will schedule and conduct discovery sessions to interview City team members. Discovery sessions will be organized by business area and by CEMLI category, including interfaces, reports, data conversion, workflow, and security. 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.</p>   |              |                  |
| <b>CEMLI Cycle 2</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | <p>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 conduct discovery sessions to interview City team members. Discovery sessions will be organized by business area and by CEMLI category, including interfaces, reports, data conversion, workflow, and security. The configuration/development and unit testing of each of those CEMLI's required for Conference Room Pilot 2 will serve as acceptance criteria for CEMLI Cycle 2.</p> | Assist       | Lead             |
| <b>CEMLI Cycle 3</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | <p>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 City team members. Discovery sessions will be organized by business area and by CEMLI category, including interfaces, reports, data conversion, workflow, and security. The configuration/development and unit testing of each of those CEMLI's required for Conference Room Pilot 3 will serve as acceptance criteria for CEMLI Cycle 3.</p>  | Assist       | Lead             |
| <b>CEMLI Cycle 4</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | <p>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's required for System Test will serve as acceptance criteria for CEMLI Cycle 4.</p>  | Assist       | Lead             |
| <b>CEMLI Cycle 5</b><br><input checked="" type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | <p>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's required for User Acceptance Test will serve as acceptance criteria for CEMLI Cycle 5.</p>   | Assist       | Lead             |
| <b>Production Cutover</b><br><input checked="" type="checkbox"/> Critical Path  | <p>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.</p>  | Assist       | Lead             |

| Deliverable/<br>Milestone   | Description | City<br>Role | Graviton<br>Role |
|---|-------------|--------------|------------------|
| <input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer |             |              |                  |

### 3.4 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 the City 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**



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

The purpose of the communications workstream is to ensure the City 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 forums and 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 City in its transition from implementation to an operational state, with specific and detailed recommendations for post implementation operations and maintenance support. This will be critical for the City organization to effectively support the new Oracle Cloud system at go-live and beyond.

### 3.4.1 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.

#### Change Log

From the start of the project, team members will capture changes and their anticipated impact on City 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 software for the change log. The specific use of Smartsheet for the purpose of recording and managing changes will be determined by the City and Graviton project managers and will be documented in the Project Management Plan and Change Management Plan deliverables.

#### Department Work Plans

Department Readiness allows the City 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 software 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.

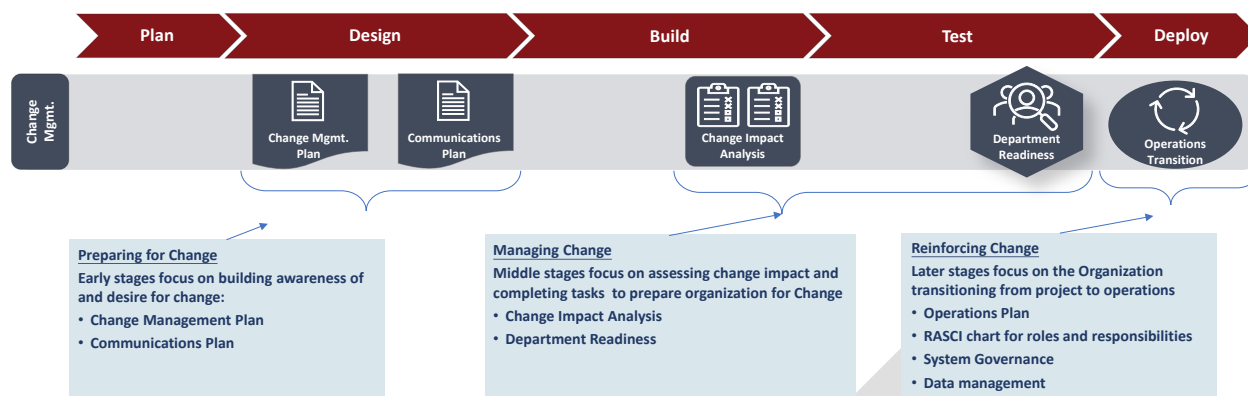
#### Operations RASCI Chart

The purpose of the Operations Transition Plan will be to provide the City with specific and detailed recommendations for post implementation operations and maintenance support. A critical component of the Operations Transition Plan is identifying the City 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 City’s transition to operations and maintenance.

### 3.4.2 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 City 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 City 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.

Within the table a check box designates whether the individual deliverable or milestone is a critical path item in the project schedule. In addition, the City has shared the importance of requirements traceability, business process transformation, and knowledge transfer to insure a successful implementation. Where implementation deliverables support these efforts, they are designated as such in the table.

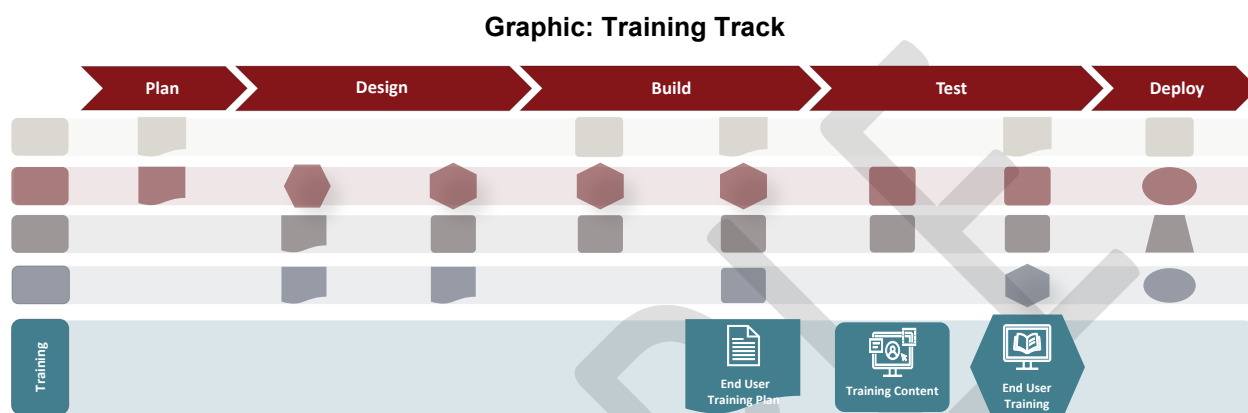
**Table: Change Management Track Deliverables**

| Deliverable / Milestone   | Description  | City Role | Graviton Role |
|---|--|-----------|---------------|
| <b>Change Management Plan</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer            | The purpose of the Change Management Plan is to define the approach, methods, tools, resources, and schedule for the major components within the Change Management Implementation track that will be used to communicate, manage, and prepare for the changes introduced by the Oracle Cloud implementation project. The Change Management Plan will be completed during the Design stage of the project.  | Assist    | Lead          |
| <b>Communications Plan</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer               | The Communications Plan is completed during the Design stage, and describes the approach and methods used to create and manage communications to ensure the City 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. | Assist    | Lead          |
| <b>Change Impact Analysis</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input type="checkbox"/> Knowledge Transfer | The purpose of the Change Impact Analysis deliverable is to document the major changes and impacts to City departments and stakeholders resulting from the implementation of the Oracle Cloud systems. Project team 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.  | Assist    | Lead          |

| Deliverable / Milestone  | Description   | City Role | Graviton Role |
|--|---|-----------|---------------|
|  | 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.   |           |               |
| <b>Department Readiness</b><br><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><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 provide the templates, tools, and direction for the Departmental Readiness activities and the City will build out the workplans, assign the workplans to the departments and track status.</p>   | Lead      | Assist        |
| <b>Operations Transition Plan</b><br><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><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 is to provide the City 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 operational roles and responsibilities listed as a RASCI (Responsible, Accountable, Supports, Consulted, Informed) chart.</p> <p>Graviton will provide the templates, tools and direction for the Operations Transition Plan and will partner with the City to build the deliverable to address their operations activities.</p> | Assist    | Lead          |

## 3.5 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 City. The training track includes three deliverables spanning the five implementation stages as depicted in the graphic below.



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 1 and is underway with Conference Room Pilot 2. 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.

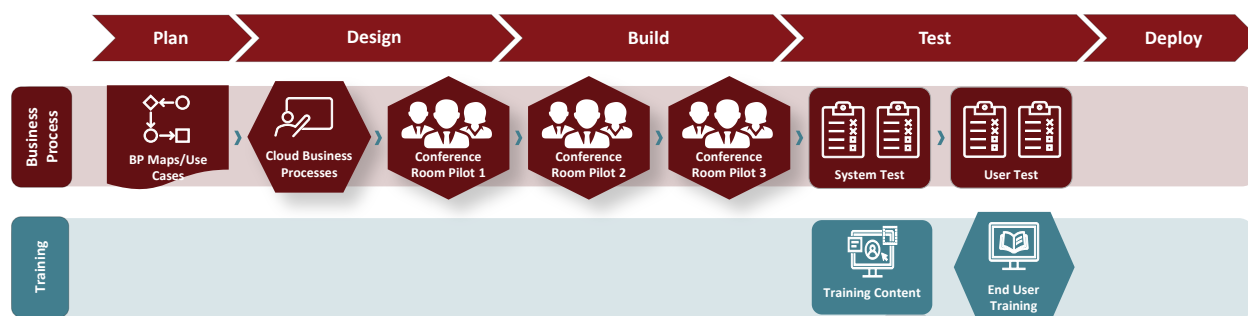
Following the development of the end user training plan, the focus will shift to the development of training content. The approach to training content will be to take each of the use cases in a designated end user training course, and leveraging the step-by-step instructions within the use case, develop 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. All Graviton developed training content will remain the property of the City following project closeout.

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 e-Learning 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. Delivery of instructor-led training will be the responsibility of City project team members after participating in Graviton led train-the-trainer project activities. The train-the-trainer approach is described in the section that follows.

### 3.5.1 Train-the-Trainer Approach

Instructor-led training will be the responsibility of City project staff. Graviton will lead City team members in completing a series of project deliverables that will prepare the City project team members to serve as end user training instructors.



**Graphic: Preparing City Instructors**

City project team members are prepared to deliver training by participating in the business process and training implementation track deliverables depicted above. By participating in these project activities, City project team members will gain the knowledge of and experience with the Oracle Cloud applications that will be needed to deliver proper instructor-led training.

### **Business Process Maps / Use Cases**

City project team members will understand the breadth of native Oracle Cloud application business processes by reviewing the step-by-step instructions for completing transactions in the system, included in the Business Process Maps and Use Cases.

### **Cloud Business Process Familiarization**

City project team members will participate in Graviton led work sessions where the Oracle Cloud application business processes are demonstrated by Graviton team members. The sessions are the starting point in the City project team members developing an understanding of how City users will interact with the system.

### **Conference Room Pilot 1-3**

By participating in the Conference Room Pilot sessions, City project team members will understand the City's Oracle Cloud application design and configuration. City project team members will watch the business processes and use cases get updated through the implementation process.

### **System Test, User Acceptance Test**

Through active participation in both system test and user acceptance test, City project team members will get hands on experience completing all use cases in the system. Firsthand knowledge of the use of the system will translate to greater command of the system in a classroom setting.

### **End User Training Content**

City project team members will have the opportunity to review the End User Training content being developed by the Graviton project team. Having a firm handle on the end user training content will better prepare City project team members to deliver the training content in a classroom setting.

### **End User Training**

With in-classroom support from the Graviton project team, City project team members will leverage the knowledge gained through the train-the-trainer process to effectively deliver Oracle Cloud applications instructor-led training.

### 3.5.2 End User Training Tools

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

#### End User Training PDF Job Aids: Tango

Graviton will develop end user training job aids in PDF 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 documents. The specific use of Tango for developing job aids will be determined by the City 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.



#### End User Training Video Content: Adobe Captivate

Graviton will develop end user training video content and job aids in standard mp4 video 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. The specific use of Adobe Captivate for developing training content and job aids will be determined by the City 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 City'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 City project team members.



#### Learning Management System (LMS): LearnUpon

Graviton will provide a LearnUpon learning management system (LMS) for the City's implementation of Oracle Cloud. The LearnUpon LMS will allow for the improved organization and administration of the blended Learning training program for the City, including course development, blending instructor-led and e-Learning course, incorporating exams and surveys into courses, manage LMS users, and provide reports to the project team on training progress. The specific use of LearnUpon will be determined by the City and Graviton project team members and will be documented in the End User Training Plan deliverable. LearnUpon will be administered by Graviton project team members through completion of the Project Closeout deliverable. Graviton will provide LearnUpon for the City's use during the project and for one year following the project go-live. The Project Closeout deliverable will establish a plan for transitioning the content hosted in LearnUpon from Graviton to the City. If the City requires it, the content will be packaged into SCORM 1.2 compliant format prior to handing it over.

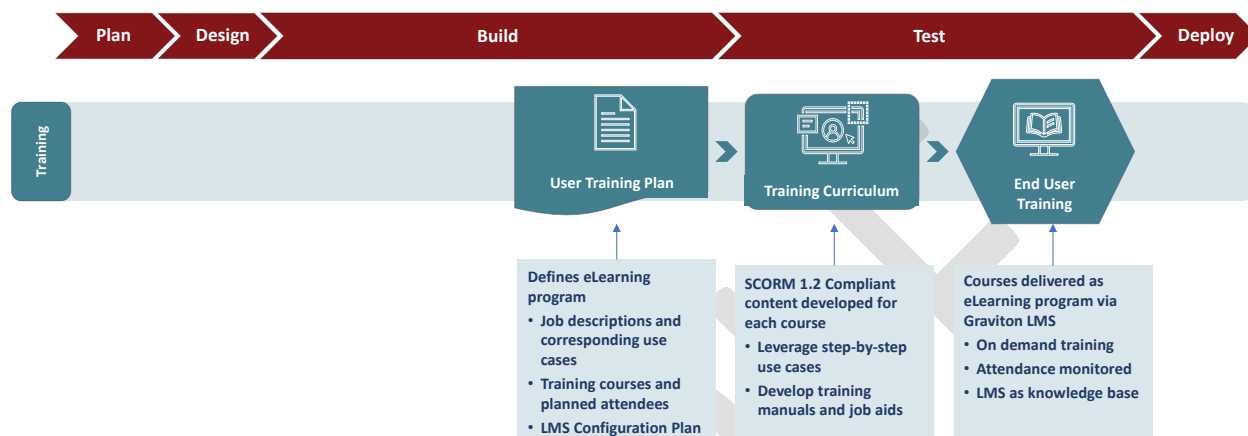




### 3.5.3 Training Track Deliverables

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 City 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 City 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.

Within the table a check box designates whether the individual deliverable or milestone is a critical path item in the project schedule. In addition, the City has shared the importance of requirements traceability, business process transformation, and knowledge transfer to insure a successful implementation. Where implementation deliverables support these efforts, they are designated as such in the table.

**Table: Training Track Deliverables**

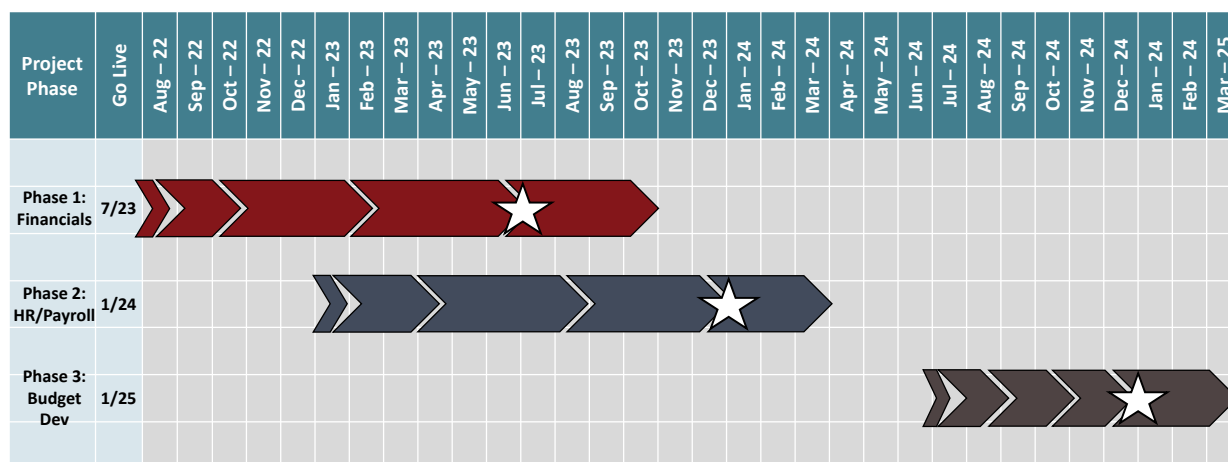
| Deliverable / Milestone  | Description   | City Role | Graviton Role |
|--|---|-----------|---------------|
| <b>End User Training Plan</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer | 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 job descriptions based on the use cases developed by the project team during the design and build stages. The job descriptions 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 City attendees. Lastly, all learning management system configuration and administration decisions to deploy the blended learning program will be defined. | Assist    | Lead          |
| <b>End User Training Content</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability   | Graviton will develop all End User Training content for both online training and City delivered instructor-led training. End User Training Content will consist of job aids and end user training manuals. Job aids are the equivalent of desktop procedures that reflect the step-by-step processes documented in the use cases which are developed and  | Assist    | Lead          |

| Deliverable / Milestone   | Description  | City Role | Graviton Role |
|---|--|-----------|---------------|
| <input checked="" type="checkbox"/> Business Process Transformation<br><input checked="" type="checkbox"/> Knowledge Transfer   | <p>maintained by the Graviton project team. Job aids will serve as operational documents to be referenced by the City's users following the project's transition to an operational state. In addition to job aids, the project team will develop end user training manuals that are also based upon the step-by-step processes documented in the use cases. End user training manuals 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 learning management system that is central to the blended learning training program.</p>  |           |               |
| <b>End User Training</b><br><input type="checkbox"/> Critical Path<br><input type="checkbox"/> Requirements Traceability<br><input checked="" type="checkbox"/> Business Process Transformation<br><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 online instructor led format. Graviton will be responsible for ensuring the delivery on online on-demand training by administering the Graviton learning management system (LMS), ensuring designated users have access to the Graviton LMS and the content is being delivered according to the End User Training Plan. Using Graviton developed End User Training Content, City trainers will be responsible for delivering online instructor-led training. Graviton will administer the LMS to support the instructor-led training. City trainers and/or super users that have attended the train-the-trainer sessions will deliver the online instructor-led training via the Graviton LMS. If required, in person classroom training will be made available and delivered by the City trainers.</p> | Lead      | Assist        |

## 4 Implementation Timeline

The Oracle Cloud implementation for the City will be initiated in August 2022 and completed in March 2025. The graphic below provides a summary level project schedule, showing the three implementation phases and the five implementations stages as described in the Implementation Approach section of this Statement of Work.

**Graphic: Summary Timeline**



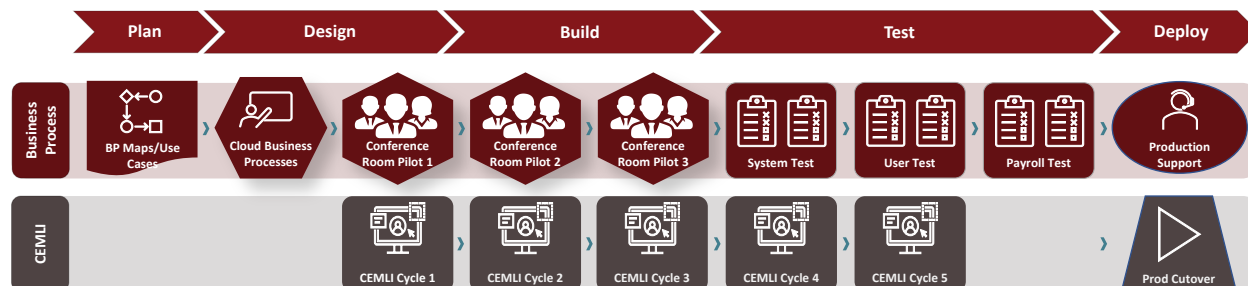
The kick-off date, end date, and go-live date for each of the three implementation phases is listed in the table below.

**Table: City Implementation Phase Schedule**

| Project Phase                | Phase Kick-off Date | Phase End Date | Go-Live Date |
|------------------------------|---------------------|----------------|--------------|
| Phase 1 – Finance            | 08/01/2022          | 10/27/2023     | 07/3/2023    |
| Phase 2 – HR/Payroll         | 01/02/2023          | 03/29/2024     | 01/01/2024   |
| Phase 3 – Budget Development | 07/08/2024          | 03/31/2025     | 01/06/2025   |

The timeline for each phase 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 is defined for each project phase. That is followed by the initial project schedule, including all deliverables, for each project phase.

**Graphic: Graviton Methodology Critical Path**



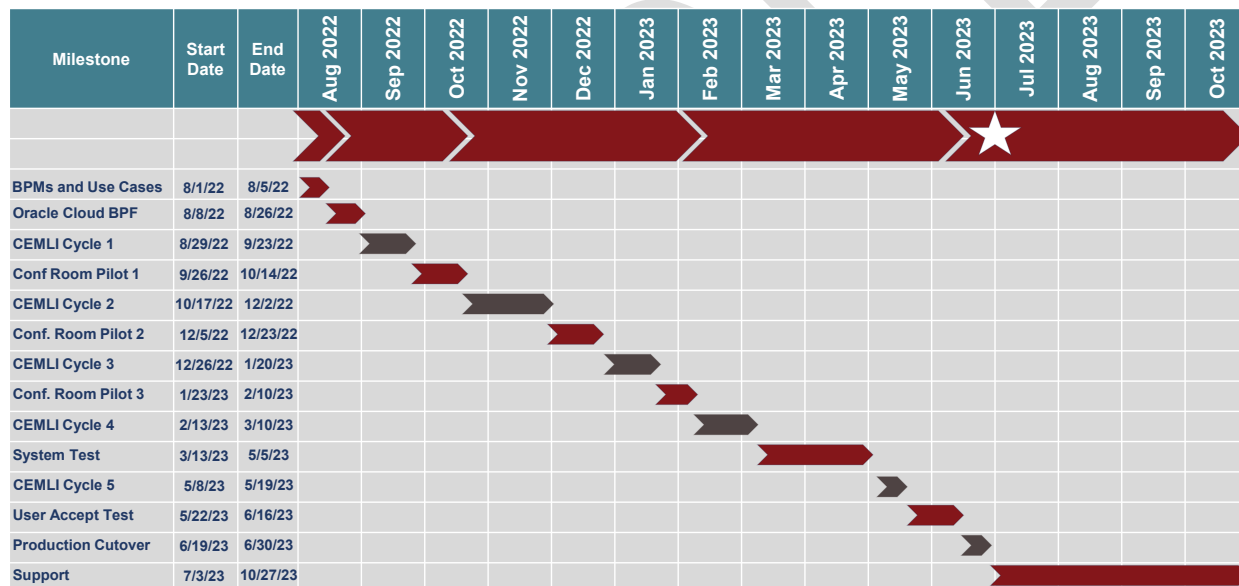
## 4.1 Phase 1 Implementation Timeline

Phase 1 Finance is scheduled to start August 1, 2022, and end October 27, 2023, with a July 3, 2023, go-live. Phase 1 Finance will be an eleven-month implementation followed by four months of support. This Statement of Work includes a Gantt chart depicting the Phase 1 Finance critical path, as well as an initial Phase 1 Finance project schedule.

### 4.1.1 Phase 1 Critical Path

The Phase 1 Finance critical path deliverables are fourteen business process and CEMLI implementation track deliverables required to prepare the Oracle Cloud applications for the City's Phase 1 Finance go-live. The critical path deliverables are the basis for the Phase 1 Finance timeline. The project management, change management, and training implementation track deliverables are scheduled in relation to the Phase 1 Finance critical path deliverables and milestones they are dependent on.

**Graphic: Phase 1 Critical Path Gantt Chart**



### 4.1.2 Phase 1 Schedule

At Phase 1 initiation, a detail project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and City 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 phase. The tables below represent the initial schedule of milestones for Phase 1 Finance. The schedule is the basis for the Graviton Phase 1 Finance staffing plan and implementation services costs.

**Table: Phase 1 Schedule**

| Task Name                       | Duration    | Start           | Finish          |
|---------------------------------|-------------|-----------------|-----------------|
| <b>Phase 1 - Finance</b>        | <b>305d</b> | <b>08/01/22</b> | <b>10/27/23</b> |
| <b>Stage 1 - Plan</b>           | <b>5d</b>   | <b>08/01/22</b> | <b>08/05/22</b> |
| Business Process Maps/Use Cases | 5d          | 08/01/22        | 08/05/22        |

| Task Name                                       | Duration   | Start           | Finish          |
|---|------------|-----------------|-----------------|
| Project Management Plan                         | 5d         | 08/01/22        | 08/05/22        |
| <b>Stage 2 - Design</b>                         | <b>50d</b> | <b>08/08/22</b> | <b>10/14/22</b> |
| Cloud Business Process Familiarization Training | 15d        | 08/08/22        | 08/26/22        |
| CEMLI Plan                                      | 10d        | 08/15/22        | 08/26/22        |
| CEMLI Cycle 1                                   | 20d        | 08/29/22        | 09/23/22        |
| Conference Room Pilot 1                         | 15d        | 09/26/22        | 10/14/22        |
| Change Management Plan                          | 10d        | 09/12/22        | 09/23/22        |
| Communications Plan                             | 10d        | 10/03/22        | 10/14/22        |
| <b>Stage 3 - Build</b>                          | <b>85d</b> | <b>10/17/22</b> | <b>02/10/23</b> |
| CEMLI Cycle 2                                   | 35d        | 10/17/22        | 12/02/22        |
| Conference Room Pilot 2                         | 15d        | 12/05/22        | 12/23/22        |
| CEMLI Cycle 3                                   | 20d        | 12/26/22        | 01/20/23        |
| Conference Room Pilot 3                         | 15d        | 01/23/23        | 02/10/23        |
| Project Scope                                   | 10d        | 01/09/23        | 01/20/23        |
| Test Plan                                       | 10d        | 01/30/23        | 02/10/23        |
| Change Impact Analysis                          | 15d        | 01/02/23        | 01/20/23        |
| End User Training Plan                          | 15d        | 01/23/23        | 02/10/23        |
| <b>Stage 4 - Test</b>                           | <b>90d</b> | <b>02/13/23</b> | <b>06/16/23</b> |
| CEMLI Cycle 4                                   | 20d        | 02/13/23        | 03/10/23        |
| System Test                                     | 40d        | 03/13/23        | 05/05/23        |
| CEMLI Cycle 5                                   | 10d        | 05/08/23        | 05/19/23        |
| User Acceptance Test                            | 20d        | 05/22/23        | 06/16/23        |
| Cutover Plan                                    | 10d        | 06/05/23        | 06/16/23        |
| End User Training Content                       | 30d        | 03/27/23        | 05/05/23        |
| End User Training                               | 20d        | 05/22/23        | 06/16/23        |
| <b>Stage 5 - Deploy</b>                         | <b>75d</b> | <b>06/19/23</b> | <b>10/27/23</b> |
| Production Cutover                              | 10d        | 06/19/23        | 06/30/23        |
| Production Support                              | 65d        | 07/03/23        | 10/27/23        |
| Operations Transition Plan                      | 20d        | 07/03/23        | 07/28/23        |
| Project Closeout                                | 20d        | 10/02/23        | 10/27/23        |

## 4.2 Phase 2 Implementation Timeline

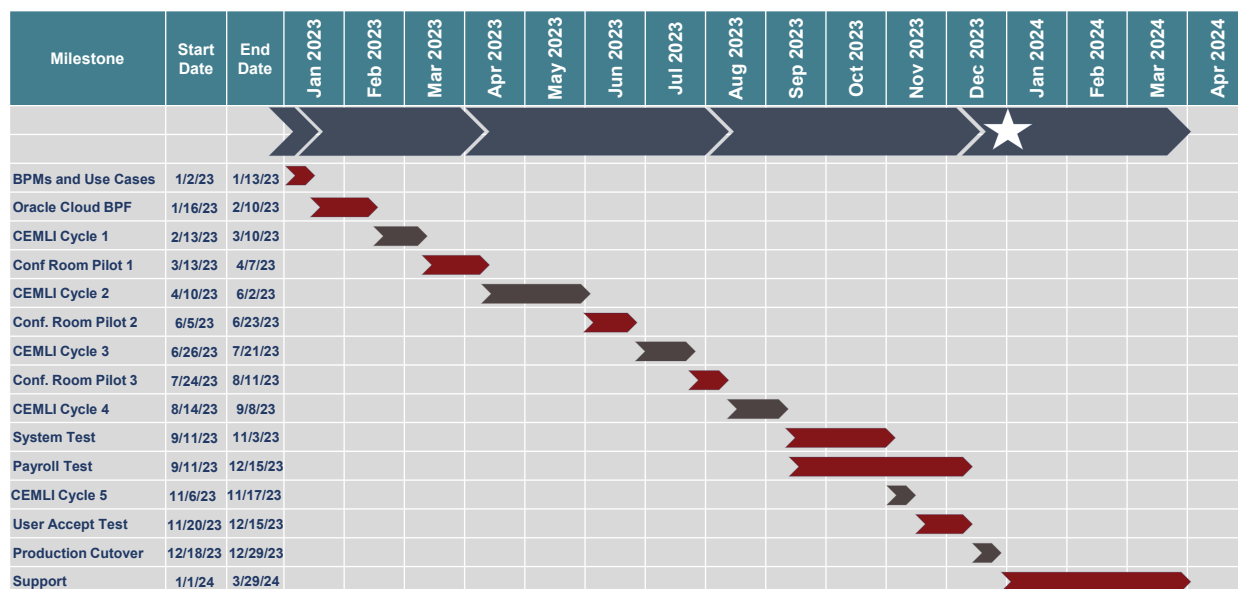
Phase 2 HR/Payroll is scheduled to start January 2, 2023, and end March 29, 2024, with a January 1, 2024, go-live. Phase 2 HR/Payroll will be a twelve-month implementation followed by three months of support. This Statement of Work includes a Gantt chart depicting the Phase 2 HR/Payroll critical path, as well as an initial Phase 2 HR/Payroll project schedule.

### 4.2.1 Phase 2 Critical Path

The Phase 2 HR/Payroll critical path deliverables are fourteen business process and CEMLI implementation track deliverables required to prepare the Oracle Cloud applications for the City's Phase 2 HR/Payroll go-live. The critical path deliverables are the basis for the Phase 2 HR/Payroll timeline. The

project management, change management, and training implementation track deliverables are scheduled in relation to the Phase 2 HR/Payroll critical path deliverables and milestones they are dependent on.

**Graphic: Phase Critical Path Gantt Chart**



## 4.2.2 Phase 2 Schedule

At Phase 2 initiation, a detail project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and City 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 phase. The tables below represent the initial schedule of milestones for Phase 2 HR/Payroll. The schedule is the basis for the Graviton Phase 2 HR/Payroll staffing plan and implementation services costs.

**Table: Phase 2 Schedule**

| Task Name                                       | Duration    | Start           | Finish          |
|---|-------------|-----------------|-----------------|
| <b>Phase 2 - HR/Payroll</b>                     | <b>325d</b> | <b>01/02/23</b> | <b>03/29/24</b> |
| <b>Stage 1 - Plan</b>                           | <b>10d</b>  | <b>01/02/23</b> | <b>01/13/23</b> |
| Business Process Maps/Use Cases                 | 10d         | 01/02/23        | 01/13/23        |
| Project Management Plan                         | 10d         | 01/02/23        | 01/13/23        |
| <b>Stage 2 - Design</b>                         | <b>60d</b>  | <b>01/16/23</b> | <b>04/07/23</b> |
| Cloud Business Process Familiarization Training | 20d         | 01/16/23        | 02/10/23        |
| CEMLI Plan                                      | 10d         | 01/30/23        | 02/10/23        |
| CEMLI Cycle 1                                   | 20d         | 02/13/23        | 03/10/23        |
| Conference Room Pilot 1                         | 20d         | 03/13/23        | 04/07/23        |
| Change Management Plan                          | 10d         | 02/27/23        | 03/10/23        |
| Communications Plan                             | 10d         | 03/27/23        | 04/07/23        |
| <b>Stage 3 - Build</b>                          | <b>90d</b>  | <b>04/10/23</b> | <b>08/11/23</b> |
| CEMLI Cycle 2                                   | 40d         | 04/10/23        | 06/02/23        |
| Conference Room Pilot 2                         | 15d         | 06/05/23        | 06/23/23        |

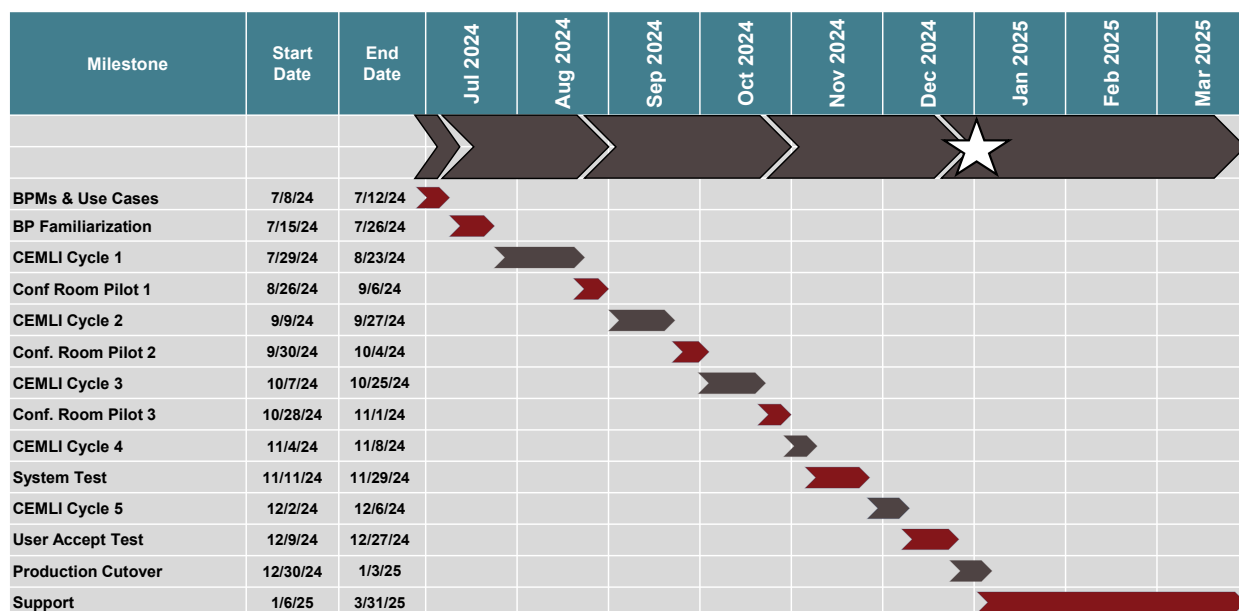
| Task Name                  | Duration   | Start           | Finish          |
|----------------------------|------------|-----------------|-----------------|
| CEMLI Cycle 3              | 20d        | 06/26/23        | 07/21/23        |
| Conference Room Pilot 3    | 15d        | 07/24/23        | 08/11/23        |
| Project Scope              | 10d        | 07/10/23        | 07/21/23        |
| Test Plan                  | 10d        | 07/31/23        | 08/11/23        |
| Change Impact Analysis     | 15d        | 07/03/23        | 07/21/23        |
| End User Training Plan     | 15d        | 07/24/23        | 08/11/23        |
| <b>Stage 4 - Test</b>      | <b>90d</b> | <b>08/14/23</b> | <b>12/15/23</b> |
| CEMLI Cycle 4              | 20d        | 08/14/23        | 09/08/23        |
| System Test                | 40d        | 09/11/23        | 11/03/23        |
| CEMLI Cycle 5              | 10d        | 11/06/23        | 11/17/23        |
| User Acceptance Test       | 20d        | 11/20/23        | 12/15/23        |
| Cutover Plan               | 10d        | 12/04/23        | 12/15/23        |
| End User Training Content  | 30d        | 09/25/23        | 11/03/23        |
| End User Training          | 20d        | 11/20/23        | 12/15/23        |
| <b>Stage 5 - Deploy</b>    | <b>75d</b> | <b>12/18/23</b> | <b>03/29/24</b> |
| Production Cutover         | 10d        | 12/18/23        | 12/29/23        |
| Production Support         | 65d        | 01/01/24        | 03/29/24        |
| Operations Transition Plan | 20d        | 01/01/24        | 01/26/24        |
| Project Closeout           | 20d        | 03/04/24        | 03/29/24        |

## 4.3 Phase 3 Implementation Timeline

Phase 3 Budget Development is scheduled to start July 8, 2024, and end March 31, 2025, with a January 6, 2025, go-live. Phase 3 Budget Development will be a six-month implementation followed by three months of support. This Statement of Work includes a Gantt chart depicting the Phase 3 Budget Development critical path, as well as an initial Phase 3 Budget Development project schedule.

### 4.3.1 Phase 3 Critical Path

The Phase 3 Budget Development critical path deliverables are fourteen business process and CEMLI implementation track deliverables required to prepare the Oracle Cloud applications for the City's Phase 3 Budget Development go-live. The critical path deliverables are the basis for the Phase 3 Budget Development timeline. The project management, change management, and training implementation track deliverables are scheduled in relation to the Phase 3 Budget Development critical path deliverables and milestones they are dependent on.

**Graphic: Phase 3 Critical Path Gantt Chart**

### 4.3.2 Phase 3 Schedule

At Phase 3 initiation, a detail project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and City 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 phase. The tables below represent the initial schedule of milestones for Phase 3 Budget Development. The schedule is the basis for the Graviton Phase 3 Budget Development staffing plan and implementation services costs.

**Table: Phase 3 Schedule**

| Task Name                                       | Duration    | Start           | Finish          |
|---|-------------|-----------------|-----------------|
| <b>Phase 3 - Budget Development</b>             | <b>191d</b> | <b>07/08/24</b> | <b>03/31/25</b> |
| <b>Stage 1 - Plan</b>                           | <b>5d</b>   | <b>07/08/24</b> | <b>07/12/24</b> |
| Business Process Maps/Use Cases                 | 5d          | 07/08/24        | 07/12/24        |
| Project Management Plan                         | 5d          | 07/08/24        | 07/12/24        |
| <b>Stage 2 - Design</b>                         | <b>45d</b>  | <b>07/15/24</b> | <b>09/13/24</b> |
| Cloud Business Process Familiarization Training | 10d         | 07/15/24        | 07/26/24        |
| CEMLI Plan                                      | 5d          | 07/22/24        | 07/26/24        |
| CEMLI Cycle 1                                   | 20d         | 07/29/24        | 08/23/24        |
| Conference Room Pilot 1                         | 15d         | 08/26/24        | 09/13/24        |
| Change Management Plan                          | 5d          | 08/19/24        | 08/23/24        |
| Communications Plan                             | 5d          | 09/09/24        | 09/13/24        |
| <b>Stage 3 - Build</b>                          | <b>35d</b>  | <b>09/16/24</b> | <b>11/01/24</b> |
| CEMLI Cycle 2                                   | 10d         | 09/16/24        | 09/27/24        |
| Conference Room Pilot 2                         | 5d          | 09/30/24        | 10/04/24        |
| CEMLI Cycle 3                                   | 15d         | 10/07/24        | 10/25/24        |
| Conference Room Pilot 3                         | 5d          | 10/28/24        | 11/01/24        |



| Task Name                  | Duration   | Start           | Finish          |
|----------------------------|------------|-----------------|-----------------|
| Project Scope              | 5d         | 10/21/24        | 10/25/24        |
| Test Plan                  | 5d         | 10/28/24        | 11/01/24        |
| Change Impact Analysis     | 10d        | 10/14/24        | 10/25/24        |
| End User Training Plan     | 10d        | 10/21/24        | 11/01/24        |
| <b>Stage 4 - Test</b>      | <b>40d</b> | <b>11/04/24</b> | <b>12/27/24</b> |
| CEMLI Cycle 4              | 5d         | 11/04/24        | 11/08/24        |
| System Test                | 15d        | 11/11/24        | 11/29/24        |
| CEMLI Cycle 5              | 5d         | 12/02/24        | 12/06/24        |
| User Acceptance Test       | 15d        | 12/09/24        | 12/27/24        |
| Cutover Plan               | 5d         | 12/23/24        | 12/27/24        |
| End User Training Content  | 15d        | 11/11/24        | 11/29/24        |
| End User Training          | 10d        | 12/16/24        | 12/27/24        |
| <b>Stage 5 - Deploy</b>    | <b>66d</b> | <b>12/30/24</b> | <b>03/31/25</b> |
| Production Cutover         | 5d         | 12/30/24        | 01/03/25        |
| Production Support         | 61d        | 01/06/25        | 03/31/25        |
| Operations Transition Plan | 10d        | 01/06/25        | 01/17/25        |
| Project Closeout           | 10d        | 03/18/25        | 03/31/25        |

## 5 Implementation Staffing

Implementation of the Oracle Cloud modules for the City will require close collaboration between Graviton and City project team members. However, for the purposes of the Statement of Work, this Oracle Cloud Implementation Staffing section describes the Graviton project team that will complete the implementation of Oracle Cloud for the City. The Graviton project team organization chart and staffing plan are included for each project phase.

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. The Graviton project team roles are consistent across the project's implementation phases.

**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 City to ensure that any feedback from the City is addressed appropriately.  |
| 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 providing the following work products for each implementation phase: <ul style="list-style-type: none"> <li>• Project Management Plan</li> <li>• Project Scope</li> <li>• Test Plan</li> <li>• End User Training Plan</li> <li>• Cutover Plan</li> <li>• Project Closeout</li> </ul>   |
| 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 City's goals as stated in this SOW. Vineet will participate in the Steering Committee meetings with the City.   |
| Business Process Functional 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 SOW through the life of the project. They will be responsible for the following work products and deliverables: <ul style="list-style-type: none"> <li>• Use Cases</li> <li>• Cloud Business Process Familiarization</li> <li>• Conference Room Pilot 1</li> <li>• Conference Room Pilot 2</li> <li>• Conference Room Pilot 3</li> <li>• System Test</li> <li>• User Acceptance Test</li> <li>• Payroll Validation Test</li> <li>• End User Training</li> <li>• Production Support</li> </ul> |

| Project Role               | Description  |
|----------------------------|--|
| 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"> <li>• CEMLI Plan</li> <li>• CEMLI Cycle 1</li> <li>• CEMLI Cycle 2</li> <li>• CEMLI Cycle 3</li> <li>• CEMLI Cycle 4</li> <li>• CEMLI Cycle 5</li> <li>• Production Cutover</li> </ul> |
| CEMLI ERP/HCM/EPM 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"> <li>• CEMLI Cycle 2</li> <li>• CEMLI Cycle 3</li> <li>• System Test</li> <li>• User Acceptance Test</li> <li>• End User Training Content</li> </ul>  |
| Change Manager             | <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"> <li>• Change Management Plan</li> <li>• Communications Plan</li> <li>• Change Impact Analysis</li> <li>• Operations Transition Plan</li> </ul>  |

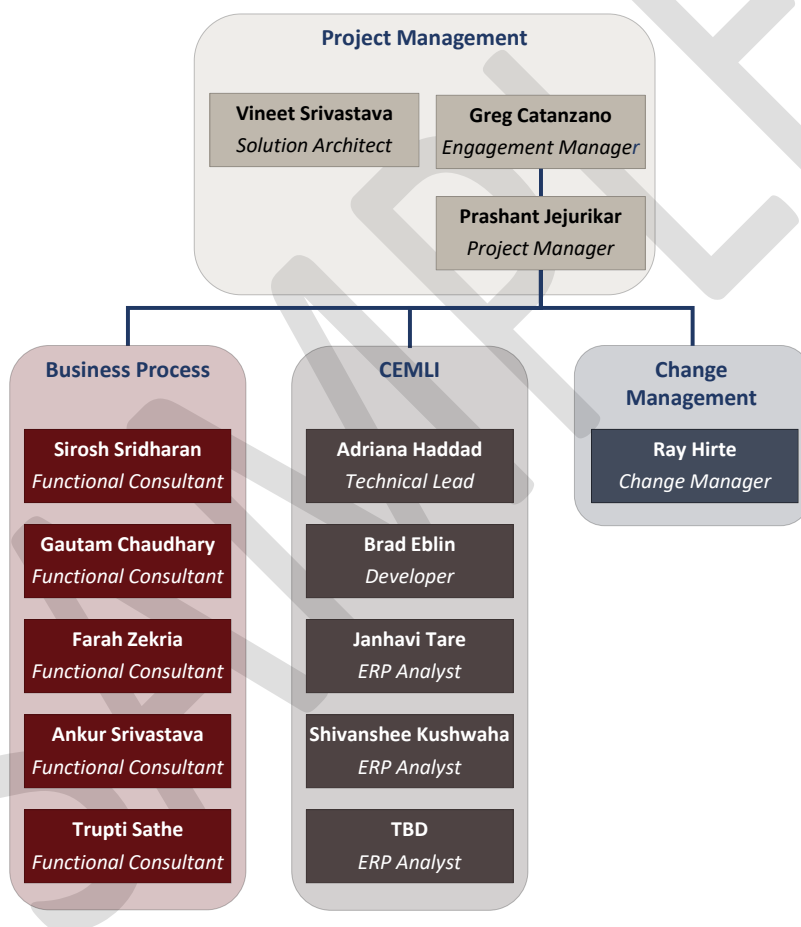
## 5.1 Graviton Phase 1 Implementation Team

For Phase 1 Finance this Statement of Work includes a Graviton project team organization chart and a Graviton staffing plan.

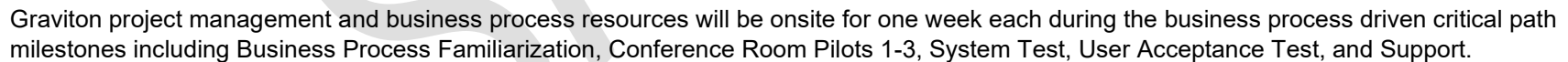
### 5.1.1 Graviton Phase 1 Project Team Organization Chart

Just as Graviton organizes its deliverables and milestones by implementation track, the Graviton Phase 1 Finance 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 Phase 1 Finance team is depicted in the Graviton Phase 1 project team organization chart.

**Graphic: Graviton Phase 1 Project Team Organization Chart**



**Graphic: Graviton Phase 1 Staffing Plan**



**GRAVITON**  
CONSULTING SERVICES

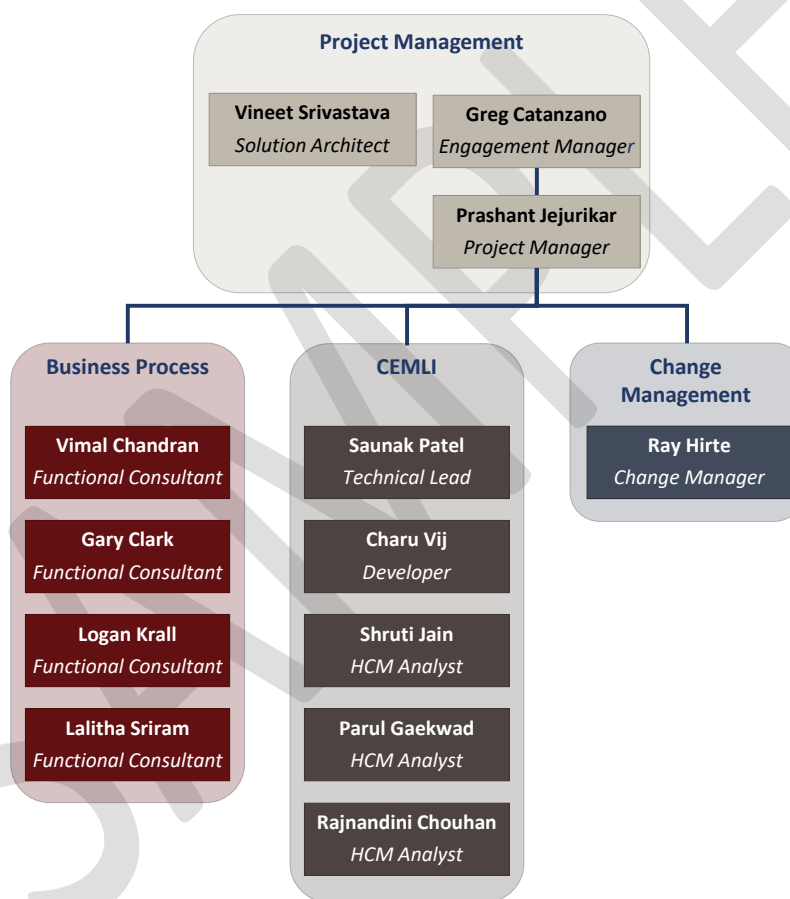
## 5.2 Graviton Phase 2 Implementation Team

For Phase 2 HR/Payroll this Statement of Work includes a Graviton project team organization chart and a Graviton staffing plan.

### 5.2.1 Graviton Phase 2 Project Team Organization Chart

Just as Graviton organizes its deliverables and milestones by implementation track, the Graviton Phase 2 HR/Payroll 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 Phase 2 HR/Payroll team is depicted in the Graviton Phase 1 project team organization chart.

**Graphic: Graviton Phase 2 Project Team Organization Chart**



### Graphic: Graviton Phase 2 Staffing Plan

Graviton project management and business process resources will be onsite for one week each 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 Support.



**GRAVITON**  
CONSULTING SERVICES

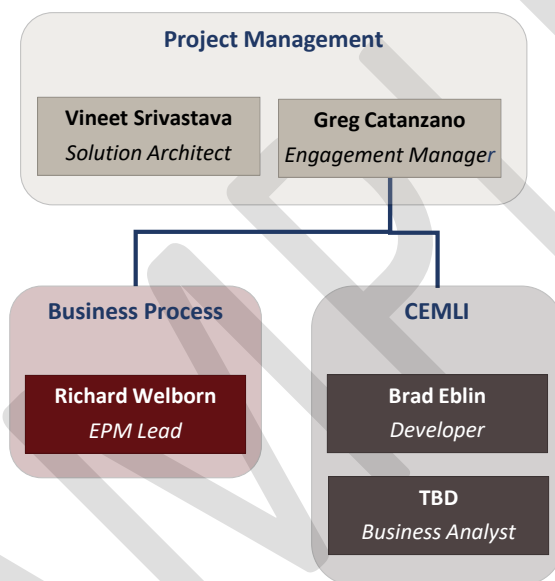
## 5.3 Graviton Phase 3 Staffing Plan

For Phase 3 Budget Development this Statement of Work includes a Graviton project team organization chart and a Graviton staffing plan.

### 5.3.1 Graviton Phase 3 Project Team Organization Chart

Just as Graviton organizes its deliverables and milestones by implementation track, the Graviton Phase 3 Budget Development 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 Phase 3 Budget Development team is depicted in the Graviton Phase 1 project team organization chart.

**Graphic: Graviton Phase 3 Project Team Organization Chart**







## 6 Implementation Cost

The Graviton project team will complete the Oracle Cloud implementation for the City 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.

### 6.1 Implementation Cost Summary

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

**Table: Implementation Cost Summary**

| Phase   | Description        | Services | Travel | Total |
|---------|--------------------|----------|--------|-------|
| Phase 1 | Finance            |          |        |       |
| Phase 2 | HR/Payroll         |          |        |       |
| Phase 3 | Budget Development |          |        |       |
|         |                    |          |        |       |

The table above includes estimated travel expenses for Graviton team members. Graviton and the City will agree to those points in the implementation where onsite attendance by consultants would improve the quality of the project deliverables. Travel costs will not exceed the total listed above. Graviton resources will follow the City's approved travel policy and per diem guidelines. Invoices for travel reimbursement will be billed monthly as incurred.

### 6.2 Implementation Payment Schedule

The table below represents the payment schedule for the implementation of Oracle Cloud for the City. For each payment, the table lists the planned completion date and amount. There are two categories of payments: deliverables and milestones. Deliverable payments will be ready to bill upon completion of the corresponding deliverable and approval from the City that the deliverable meets the acceptance criteria documented in this Statement of Work. Milestone payments will be billed monthly and will not require pre-approval by the City prior to billing. Milestone payments will, however, require all corresponding project management documentation is in good standing prior to the City processing payment for that milestone. The deliverable approval process will be further defined in the Project Management Plan deliverable to be completed during the plan stage of the project.

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

## 6.2.1 Phase 1 Implementation Payment Schedule

The table below lists the Phase 1 Finance payment deliverables and milestones.

**Table: Phase 1 Implementation Payment Schedule**

| No. | Phase   | Deliverable                                    | Completion Date | Amount | Retainage | Net Invoice |
|-----|---------|--|-----------------|--------|-----------|-------------|
| 1   | Finance | Business Process Maps & Use Cases              | 8/5/2022        |        |           |             |
| 2   | Finance | Project Management Report Deliverable Month 1  | 8/31/2022       |        |           |             |
| 3   | Finance | Business Process Familiarization               | 8/26/2022       |        |           |             |
| 4   | Finance | CEMLI Cycle 1                                  | 9/23/2022       |        |           |             |
| 5   | Finance | Project Management Report Deliverable Month 2  | 9/30/2022       |        |           |             |
| 6   | Finance | Conference Room Pilot 1                        | 10/14/2022      |        |           |             |
| 7   | Finance | Project Management Report Deliverable Month 3  | 10/31/2022      |        |           |             |
| 8   | Finance | Project Management Report Deliverable Month 4  | 11/30/2022      |        |           |             |
| 9   | Finance | CEMLI Cycle 2                                  | 12/2/2022       |        |           |             |
| 10  | Finance | Conference Room Pilot 2                        | 12/23/2022      |        |           |             |
| 11  | Finance | Project Management Report Deliverable Month 5  | 12/31/2022      |        |           |             |
| 12  | Finance | CEMLI Cycle 3                                  | 1/20/2023       |        |           |             |
| 13  | Finance | Project Management Report Deliverable Month 6  | 1/31/2023       |        |           |             |
| 14  | Finance | Conference Room Pilot 3                        | 2/10/2023       |        |           |             |
| 15  | Finance | Project Management Report Deliverable Month 7  | 2/28/2023       |        |           |             |
| 16  | Finance | CEMLI Cycle 4                                  | 3/10/2023       |        |           |             |
| 17  | Finance | Project Management Report Deliverable Month 8  | 3/31/2023       |        |           |             |
| 18  | Finance | Project Management Report Deliverable Month 9  | 4/30/2023       |        |           |             |
| 19  | Finance | System Test                                    | 5/5/2023        |        |           |             |
| 20  | Finance | CEMLI Cycle 5                                  | 5/19/2023       |        |           |             |
| 21  | Finance | Project Management Report Deliverable Month 10 | 5/31/2023       |        |           |             |
| 22  | Finance | User Acceptance Test                           | 6/16/2023       |        |           |             |
| 23  | Finance | Production Cutover                             | 6/30/2023       |        |           |             |
| 24  | Finance | Project Management Report Deliverable Month 11 | 6/30/2023       |        |           |             |
| 25  | Finance | Production Support                             | 10/27/2023      |        |           |             |

| No. | Phase   | Deliverable                                | Completion Date | Amount | Retainage | Net Invoice |
|-----|---------|--|-----------------|--------|-----------|-------------|
| 26  | Finance | Finance Phase Closeout (Retainage Payment) |                 |        |           |             |
|     |         |  |                 |        |           |             |

## 6.2.2 Phase 2 Implementation Payment Schedule

The table below lists the Phase 2 HR/Payroll payment deliverables and milestones.

**Table: Phase 2 Implementation Payment Schedule**

| No. | Phase      | Deliverable                                    | Completion Date | Amount | Retainage | Net Invoice |
|-----|------------|--|-----------------|--------|-----------|-------------|
| 1   | HR/Payroll | Business Process Maps & Use Cases              | 1/13/2023       |        |           |             |
| 2   | HR/Payroll | Project Management Report Deliverable Month 1  | 1/31/2023       |        |           |             |
| 3   | HR/Payroll | Business Process Familiarization               | 2/10/2023       |        |           |             |
| 4   | HR/Payroll | Project Management Report Deliverable Month 2  | 2/28/2023       |        |           |             |
| 5   | HR/Payroll | CEMLI Cycle 1                                  | 3/10/2023       |        |           |             |
| 6   | HR/Payroll | Project Management Report Deliverable Month 3  | 3/31/2023       |        |           |             |
| 7   | HR/Payroll | Conference Room Pilot 1                        | 4/7/2023        |        |           |             |
| 8   | HR/Payroll | Project Management Report Deliverable Month 4  | 4/30/2023       |        |           |             |
| 9   | HR/Payroll | Project Management Report Deliverable Month 5  | 5/31/2023       |        |           |             |
| 10  | HR/Payroll | CEMLI Cycle 2                                  | 6/2/2023        |        |           |             |
| 11  | HR/Payroll | Conference Room Pilot 2                        | 6/23/2023       |        |           |             |
| 12  | HR/Payroll | Project Management Report Deliverable Month 6  | 6/30/2023       |        |           |             |
| 13  | HR/Payroll | CEMLI Cycle 3                                  | 7/21/2023       |        |           |             |
| 14  | HR/Payroll | Project Management Report Deliverable Month 7  | 7/31/2023       |        |           |             |
| 15  | HR/Payroll | Conference Room Pilot 3                        | 8/11/2023       |        |           |             |
| 16  | HR/Payroll | Project Management Report Deliverable Month 8  | 8/31/2023       |        |           |             |
| 17  | HR/Payroll | CEMLI Cycle 4                                  | 9/8/2023        |        |           |             |
| 18  | HR/Payroll | Project Management Report Deliverable Month 9  | 9/30/2023       |        |           |             |
| 19  | HR/Payroll | Project Management Report Deliverable Month 10 | 10/31/2023      |        |           |             |
| 20  | HR/Payroll | System Test                                    | 11/3/2023       |        |           |             |

| No. | Phase      | Deliverable                                    | Completion Date | Amount | Retainage | Net Invoice |
|-----|------------|--|-----------------|--------|-----------|-------------|
| 21  | HR/Payroll | CEMLI Cycle 5                                  | 11/17/2023      |        |           |             |
| 22  | HR/Payroll | Project Management Report Deliverable Month 11 | 11/30/2023      |        |           |             |
| 23  | HR/Payroll | User Acceptance Test                           | 12/15/2023      |        |           |             |
| 24  | HR/Payroll | Production Cutover                             | 12/29/2023      |        |           |             |
| 25  | HR/Payroll | Project Management Report Deliverable Month 12 | 12/31/2023      |        |           |             |
| 26  | HR/Payroll | Production Support                             | 3/29/2024       |        |           |             |
| 27  | HR/Payroll | HR/Payroll Phase Closeout (Retainage Payment)  |                 |        |           |             |
|     |            |  |                 |        |           |             |

### 6.2.3 Phase 3 Implementation Payment Schedule

The table below lists the Phase 3 Budget Development payment deliverables and milestones.

**Table: Phase 3 Implementation Payment Schedule**

| No. | Phase  | Deliverable                               | Completion Date | Amount | Retainage | Net Invoice |
|-----|--------|---|-----------------|--------|-----------|-------------|
| 1   | Budget | Business Process Familiarization          | 7/26/2024       |        |           |             |
| 2   | Budget | Conference Room Pilot 1                   | 9/6/2024        |        |           |             |
| 3   | Budget | Conference Room Pilot 2                   | 10/4/2024       |        |           |             |
| 4   | Budget | Conference Room Pilot 3                   | 11/1/2024       |        |           |             |
| 5   | Budget | System Test                               | 11/29/2024      |        |           |             |
| 6   | Budget | User Acceptance Test                      | 12/27/2024      |        |           |             |
| 7   | Budget | Production Support                        | 3/31/2025       |        |           |             |
| 8   | Budget | Budget Phase Closeout (Retainage Payment) |                 |        |           |             |
|     |        |   |                 |        |           |             |

SAMPLE

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# **Data Processing Agreement for Oracle Services**

## **(“Data Processing Agreement”)**

Version June 26, 2019

### **1. Scope and Applicability**

1.1 This Data Processing Agreement applies to Oracle’s Processing of Personal Information on Your behalf as a Processor for the provision of the Services specified in Your Services Agreement. Unless otherwise expressly stated in Your Services Agreement, this version of the Data Processing Agreement shall be effective and remain in force for the term of Your Services Agreement.

1.2 In addition, any Processing of Personal Information subject to Applicable European Data Protection Law is subject to the additional terms of the [European DPA Addendum](#) set out in Exhibit 1 and the Oracle Processor Code referenced therein.

### **2. Responsibility for Processing of Personal Information and Your instructions**

2.1 You are a Controller and Oracle is a Processor for the Processing of Personal Information as part of the provision of the Services. Each party is responsible for compliance with its respective obligations under Applicable Data Protection Law.

2.2 Oracle will Process Personal Information solely for the purpose of providing the Services in accordance with the Services Agreement and this Data Processing Agreement.

2.3 In addition to Your instructions incorporated into the Services Agreement, You may provide additional instructions in writing to Oracle with regard to Processing of Personal Information in accordance with Applicable Data Protection Law. Oracle will promptly comply with all such instructions to the extent necessary for Oracle to (i) comply with its Processor obligations under Applicable Data Protection Law; or (ii) assist You to comply with Your Controller obligations under Applicable Data Protection Law relevant to Your use of the Services.

2.4 Oracle will follow Your instructions at no additional cost to You and within the timeframes reasonably necessary for You to comply with your obligations under Applicable Data Protection Law. To the extent Oracle expects to incur additional charges or fees not covered by the fees for Services payable under the Services Agreement, such as additional license or third party contractor fees, it will promptly inform You thereof upon receiving Your instructions. Without prejudice to Oracle’s obligation to comply with Your instructions, the parties will then negotiate in good faith with respect to any such charges or fees.

2.5 Unless otherwise specified in the Services Agreement, You may not provide Oracle with any sensitive or special Personal Information that imposes specific data security or data protection obligations on Oracle in addition to or different from those specified in the Data Processing Agreement or Services Agreement.

### **3. Privacy Inquiries and Requests from Individuals**

3.1 If You receive a request or inquiry from an Individual related to Personal Information processed by

Oracle for the provision of Services, You can either (i) securely access Your Services environment that holds Personal Information to address the request, or (ii) to the extent such access is not available to You, submit a “service request” via My Oracle Support (or other applicable primary support tool or support contact provided for the Services, such as Your project manager) with detailed written instructions to Oracle on how to assist You with such request.

3.2 If Oracle directly receives any requests or inquiries from Individuals that have identified You as the Controller, it will promptly pass on such requests to You without responding to the Individual. Otherwise, Oracle will advise the Individual to identify and contact the relevant controller(s).

#### **4. Oracle Affiliates and Third Party Subprocessors**

4.1 To the extent Oracle engages Third Party Subprocessors and/or Oracle Affiliates to Process Personal Information, such entities shall be subject to the same level of data protection and security as Oracle under the terms of the Services Agreement. Oracle is responsible for the performance of the Oracle Affiliates’ and Third Party Subprocessors’ obligations in compliance with the terms of this Data Processing Agreement and Applicable Data Protection Law.

#### **5. Cross-border data transfers**

5.1 Without prejudice to any applicable regional data center restrictions for hosted Services specified in Your Services Agreement, Oracle may Process Personal Information globally as necessary to perform the Services.

5.2 To the extent such global access involves a transfer of Personal Information subject to cross-border transfer restrictions under Applicable Data Protection Law, such transfers shall be subject to (i) for transfers to Oracle Affiliates, the terms of the Oracle Intra-Company Data Transfer and Mandate Agreement, which requires all transfers of Personal Information to be made in compliance with Applicable Data Protection Law and all applicable Oracle security and data privacy policies and standards globally; and (ii) for transfers to Third Party Subprocessors, security and data privacy requirements consistent with the relevant requirements of this Data Processing Agreement and Applicable Data Protection Law.

#### **6. Security and Confidentiality**

6.1 Oracle has implemented and will maintain appropriate technical and organizational security measures for the Processing of Personal Information designed to prevent accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to Personal Information. These security measures govern all areas of security applicable to the Services, including physical access, system access, data access, transmission and encryption, input, data backup, data segregation and security oversight, enforcement and other security controls and measures. Additional details regarding the specific security measures that apply to the Services You have ordered are set out in the relevant security practices for these Services:

- For **Cloud Services**: Oracle’s Hosting & Delivery Policies, available at <http://www.oracle.com/us/corporate/contracts/cloud-services/index.html>;
- For **NetSuite (NSGBU) Services**: NetSuite’s Terms of Service, available at: <http://www.netsuite.com/portal/resource/terms-of-service.shtml>;
- For **Global Customer Support Services**: Oracle’s Global Customer Support Security Practices available at: <https://www.oracle.com/support/policies.html>;



- For **Consulting and Advanced Customer Support (ACS) Services**: Oracle's Consulting and ACS Security Practices available at: <http://www.oracle.com/us/corporate/contracts/consulting-services/index.html>.

6.2 All Oracle and Oracle Affiliates employees, as well as any Third Party Subprocessors that Process Personal Information, are subject to appropriate written confidentiality arrangements, including confidentiality agreements, regular training on information protection, and compliance with Oracle policies concerning protection of confidential information.

## 7. Audit Rights

7.1 You may audit Oracle's compliance with its obligations under this Data Processing Agreement up to once per year. In addition, to the extent required by Applicable Data Protection Law, You or Your Regulator may perform more frequent audits.

7.2 If a third party is to conduct the audit, the third party must be mutually agreed to by You and Oracle (except if such third party is a Regulator). Oracle will not unreasonably withhold its consent to a third party auditor requested by You. The third party must execute a written confidentiality agreement acceptable to Oracle or otherwise be bound by a statutory or legal confidentiality obligation.

7.3 To request an audit, You must submit a detailed proposed audit plan to Oracle at least two weeks in advance of the proposed audit date. The proposed audit plan must describe the proposed scope, duration, and start date of the audit. Oracle will review the proposed audit plan and provide You with any concerns or questions. Oracle will work cooperatively with You to agree on a final audit plan.

7.4 The audit must be conducted during regular business hours at the applicable facility, subject to the agreed final audit plan and Oracle's health and safety or other relevant policies, and may not unreasonably interfere with Oracle business activities.

7.5 Upon completion of the audit, You will provide Oracle with a copy of the audit report, which is subject to the confidentiality terms of Your Services Agreement. You may use the audit reports only for the purposes of meeting Your regulatory audit requirements and/or confirming compliance with the requirements of this Data Processing Agreement.

7.6 Each party will bear its own costs in relation to the audit, unless Oracle promptly informs you upon reviewing Your audit plan that it expects to incur additional charges or fees in the performance of the audit that are not covered by the fees payable under Your Services Agreement, such as additional license or third party contractor fees. The parties will negotiate in good faith with respect to any such charges or fees.

7.7 Without prejudice to the rights granted in Section 7.1 above, if the requested audit scope is addressed in a SOC, ISO, NIST, PCI DSS, HIPAA or similar audit report issued by a qualified third party auditor within the prior twelve months and Oracle provides such report to You confirming there are no known material changes in the controls audited, You agree to accept the findings presented in the third party audit report in lieu of requesting an audit of the same controls covered by the report.

## 8. Incident Management and Breach Notification

8.1 Oracle has implemented controls and policies designed to detect and promptly respond to incidents that create suspicion of or indicate destruction, loss, alteration, unauthorized disclosure or access to

Personal Information transmitted, stored or otherwise Processed. Oracle will promptly define escalation paths to investigate such incidents in order to confirm if a Personal Information Breach has occurred, and to take reasonable measures designed to identify the root cause(s) of the Personal Information Breach, mitigate any possible adverse effects and prevent a recurrence.

8.2 Oracle will notify you of a confirmed Personal Information Breach without undue delay but at the latest within 24 hours. As information regarding the Personal Information Breach is collected or otherwise reasonably becomes available to Oracle, Oracle will also provide You with (i) a description of the nature and reasonably anticipated consequences of the Personal Information Breach; (ii) the measures taken to mitigate any possible adverse effects and prevent a recurrence; and (iii) where possible, information about the types of Personal Information that were the subject of the Personal Information Breach. You agree to coordinate with Oracle on the content of Your intended public statements or required notices for the affected Individuals and/or notices to the relevant Regulators regarding the Personal Information Breach.

## **9. Return and Deletion of Personal Information**

9.1 Upon termination of the Services, Oracle will promptly return, including by providing available data retrieval functionality, or delete any remaining copies of Personal Information on Oracle systems or Services environments, except as otherwise stated in the Services Agreement.

9.2 For Personal Information held on Your systems or environments, or for Services for which no data retrieval functionality is provided by Oracle as part of the Services, You are advised to take appropriate action to back up or otherwise store separately any Personal Information while the production Services environment is still active prior to termination.

## **10. Legal Requirements**

10.1 Oracle may be required by law to provide access to Personal Information, such as to comply with a subpoena or other legal process, or to respond to government requests, including public and government authorities for national security and/or law enforcement purposes.

10.2 Oracle will promptly inform You of requests to provide access to Personal Information, unless otherwise required by law.

## **11. Definitions**

**“Applicable Data Protection Law”** means all data privacy or data protection laws or regulations globally that apply to the Processing of Personal Information under this Data Processing Agreement, which may include Applicable European Data Protection Law.

**“Applicable European Data Protection Law”** means (i) the EU General Data Protection Regulation EU/2016/679, as supplemented by applicable EU Member State law and as incorporated into the EEA Agreement; (ii) the Swiss Federal Act of 19 June 1992 on Data Protection, as amended; and (iii) the UK Data Protection Act 2018.

**“Europe”** means for the purposes of this Data Processing Agreement (i) the European Economic Area, consisting of the EU Member States, Iceland, Lichtenstein and Norway; (ii) Switzerland and (iii) the UK after it withdraws from the EU.

**“Individual”** shall have the same meaning as the term “data subject” or the equivalent term under Applicable Data Protection Law.

**“Process/Processing”, “Controller”, “Processor” and “Binding Corporate Rules”** (or the equivalent terms) have the meaning set forth under Applicable Data Protection Law.

**“Oracle Affiliate(s)”** means the subsidiar(y)(ies) of Oracle Corporation that may Process Personal Information as set forth in Section 4.

**“Oracle Intra-Company Data Transfer and Mandate Agreement”** means the Oracle Intra-Company Data Transfer and Mandate Agreement for Customer Services Personal Information entered into between Oracle Corporation and the Oracle Affiliates.

**“Oracle Processor Code”** means Oracle’s Privacy Code for Processing Personal Information of Customer Individuals referenced in the European DPA Addendum.

**“Oracle”** means the Oracle Affiliate that has executed the Services Agreement.

**“Personal Information”** shall have the same meaning as the term “personal data”, “personally identifiable information (PII)” or the equivalent term under Applicable Data Protection Law.

**“Personal Information Breach”** means a breach of security leading to the misappropriation or accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, Personal Information transmitted, stored or otherwise Processed on Oracle systems or the Services environment that compromises the security, confidentiality or integrity of such Personal Information.

**“Regulator”** shall have the same meaning as the term “supervisory authority”, “data protection authority” or the equivalent term under Applicable Data Protection Law.

**“Services”** or the equivalent terms “Service Offerings” or “services” means the Cloud, Advanced Customer Support, Consulting, or Global Technical Support services specified in the Services Agreement.

**“Services Agreement”** means (i) the applicable order for the Services you have purchased from Oracle; (ii) the applicable master agreement referenced in the applicable order, and (iii) the Service Specifications.

**“Third Party Subprocessor”** means a third party, other than an Oracle Affiliate, which Oracle subcontracts with and which may Process Personal Information as set forth in Section 4.

**“You”** means the customer entity that has executed the Services Agreement.

Other capitalized terms have the definitions provided for them in the Services Agreement.

# **Exhibit 1: European Data Processing Addendum for Oracle Services ("European DPA Addendum")**

This European DPA Addendum supplements the Data Processing Agreement to include additional Processor terms applicable to the Processing of Personal Information subject to Applicable European Data Protection Law.

Except as expressly stated otherwise in the Data Processing Agreement, the Services Agreement, this European DPA Addendum or the Oracle Processor Code, in the event of any conflict between these documents, the following order of precedence applies (in descending order): (i) the Oracle Processor Code; (ii) this European DPA Addendum; (iii) the body of the Data Processing Agreement; and (iv) the Services Agreement.

## **1. Cross-Border Data Transfers – Oracle Processor Code**

1.1 The Oracle Processor Code (Binding Corporate Rules for Processors) applies to the Processing of Personal Information by Oracle on Your behalf in its role as a Processor as part of the provision of Services under the Services Agreement and this European DPA Addendum, where such Personal Information is: (i) subject to any data transfer restrictions under Applicable European Data Protection Law; and (ii) processed by Oracle or an Oracle Affiliate in a country outside Europe.

1.2 The most current version of the Oracle Processor Code is available on <https://www.oracle.com/a/ocom/docs/corporate/bcr-privacy-code-051719.pdf>, and is incorporated by reference into the Services Agreement and this European DPA Addendum. Oracle has obtained EEA authorization for its Processor Code and will maintain such authorization for the duration of the Services Agreement.

1.3 Transfers to Third Party Subprocessors shall be subject to security and data privacy requirements consistent with the Oracle Processor Code, the Data Processing Agreement and the Services Agreement.

## **2. Description of Processing**

2.1 *Duration of processing activities.* Oracle may Process Personal Information during the term of the Services Agreement and to perform its obligations under Section 9 of the Data Processing Agreement, unless otherwise required by applicable law.

2.2 *Processing activities.* Oracle may Process Personal Information as necessary to perform the Services, including where applicable for hosting and storage; backup and disaster recovery; service change management; issue resolution; applying new product or system versions, patches, updates and upgrades; monitoring and testing system use and performance; IT security purposes including incident management; maintenance and performance of technical support systems and IT infrastructure; and migration, implementation, configuration and performance testing.

2.3 *Categories of Personal Information.* In order to perform the Services and depending on the Services You have ordered, Oracle may Process some or all of the following categories of Personal Information: personal contact information such as name, home address, home telephone or mobile number, fax

number, email address, and passwords; information concerning family, lifestyle and social circumstances including age, date of birth, marital status, number of children and name(s) of spouse and/or children; employment details including employer name, job title and function, employment history, salary and other benefits, job performance and other capabilities, education/qualification, identification numbers, and business contact details; financial details; goods and services provided; unique IDs collected from mobile devices, network carriers or data providers; IP addresses and online behavior and interest data.

**2.4 Categories of Data Subjects.** Categories of Data Subjects whose Personal Information may be Processed in order to perform the Services may include, among others, Your representatives and end users, such as Your employees, job applicants, contractors, collaborators, partners, suppliers, customers and clients.

**2.5** Additional or more specific descriptions of Processing activities, categories of Personal Information and Data Subjects may be described in the Services Agreement.

### **3. Your Instructions**

**3.1** Your right to provide instructions to Oracle as specified in Section 2 of the Data Processing Agreement encompasses instructions regarding (i) data transfers as set forth in Section 1 of this European DPA Addendum; and (ii) assistance with Data Subject requests to access, delete or erase, restrict, rectify, receive and transmit (data portability), block access to or object to Processing of specific Personal Information or sets of Personal Information as described in Section 3 of the Data Processing Agreement.

**3.2** To the extent required by the Applicable EEA Data Protection Law, Oracle will immediately inform You if, in its opinion, Your instruction infringes Applicable European Data Protection Law. You acknowledge and agree that Oracle is not responsible for performing legal research and/or for providing legal advice to You.

### **4. Notice and Objection Right to New Oracle Affiliates and Third Party Subprocessors**

**4.1** Subject to the terms and restrictions specified in this Section 4 of the European DPA Addendum and Section 4 of the Data Processing Agreement, You provide Oracle general written authorization to engage Oracle Affiliates and Third Party Subprocessors to assist in the performance of the Services.

**4.2** Oracle maintains lists of Oracle Affiliates and Third Party Subprocessors that may Process Personal Information. These lists are available via [My Oracle Support](#), Document ID 2121811.1 (or other applicable primary support tool, user interface or contact provided for the Services, such as the [NetSuite Support Portal](#) or Your Oracle project manager). If You would like to receive notice of any intended changes to these lists of Oracle Affiliates and Third Party Subprocessors, You can (i) sign up per the instructions on My Oracle Support, Document ID 2288528.1; or (ii) Oracle will provide you notice of intended changes where a sign up mechanism is not available. For ACS and Consulting Services, any additional Third Party Subprocessors that Oracle intends to use will be listed in Your order for ACS or Consulting Services, or in a subsequent "Oracle Subprocessor Notice", which Oracle will send to you by e-mail as necessary.

**4.3** Within fourteen (14) calendar days of Oracle providing such notice to You under Section 4.2 above, You may object to the intended involvement of a Third Party Subprocessor or Oracle Affiliate in the performance of the Services, providing objective justifiable grounds related to the ability of such Third Party Subprocessor or Oracle Affiliate to adequately protect Personal Information in accordance with the Data Processing Agreement or Applicable European Data Protection Law in writing by submitting a "service

request” via (i) My Oracle Support (or other applicable primary support tool) or (ii) for ACS and Consulting Services, the project manager for the Services. You and Oracle will work together in good faith to find a mutually acceptable resolution to address such objection, including but not limited to reviewing additional documentation supporting the Third Party Subprocessor’s or Oracle Affiliate’s compliance with the Data Processing Agreement or Applicable European Data Protection Law, or delivering the Services without the involvement of such Third Party Subprocessor. To the extent You and Oracle do not reach a mutually acceptable resolution within a reasonable timeframe, You shall have the right to terminate the relevant Services (i) upon serving thirty (30) days prior notice; (ii) without liability to You or Oracle and (iii) without relieving You from Your payment obligations under the Services Agreement up to the date of termination. If the termination in accordance with this Section 4.3 only pertains to a portion of Services under an order, You will enter into an amendment or replacement order to reflect such partial termination.

## **5. Information and Assistance**

5.1 For hosted Services, Your audit rights under Section 7 of the Data Processing Agreement include the right to conduct inspections of the applicable Services data center facility that hosts Personal Information.

5.2 In addition, You may request that Oracle audit a Third Party Subprocessor or provide confirmation that such an audit has occurred (or, where available, obtain or assist You in obtaining a third-party audit report concerning the Third Party Subprocessor’s operations) to verify compliance with the Third Party Subprocessor’s obligations. You will also be entitled, upon written request, to receive copies of the relevant privacy and security terms of Oracle’s agreement with any Third Party Subprocessors and Oracle Affiliates that may Process Personal Information.

5.3 Oracle provides You with information and assistance reasonable necessary for You to conduct Your data protection impact assessments or consult with Your Regulator(s), by granting You electronic access to a record of Processing activities and any available privacy & security functionality guides for the Services. This information is available via (i) My Oracle Support, Document ID 111.1 or other applicable primary support tool provided for the Services, such as the [NetSuite Support Portal](#), or (ii) upon request, if such access to My Oracle Support (or other primary support tool) is not available to You.

## **6. Data Protection Officer**

6.1 Oracle has appointed a Global Data Protection Officer and, in some European countries, a local Data Protection Officer. Further details on how to contact Oracle’s Global Data Protection Officer and, where applicable, the local Data Protection Officer, are available [here](#).

6.2 If You have appointed a Data Protection Officer, You may request Oracle to include the contact details of Your Data Protection Officer in the relevant Services order.

# Oracle Cloud Hosting and Delivery Policies

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Effective Date: June 2020; Version 2.9

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## OVERVIEW

These Oracle Cloud Hosting and Delivery Policies (these “Delivery Policies”) describe the Oracle Cloud Services ordered by You. These Delivery Policies may reference other Oracle Cloud policy documents; any reference to “Customer” in these Delivery Policies or in such other policy documents shall be deemed to refer to “You” as defined in Your order. References in these Delivery Policies to a Cloud Services’ “data center region” refers to the geographic region listed in Your order for such Services or, if applicable, the geographic region that You have selected when activating the production instance of such Services. In addition, for purposes of the data center region listed in Your order, or selected when activating the production instance of Your Service, “Europe” refers to the member countries of the European Union, the United Kingdom, and Switzerland, collectively. Capitalized terms that are not otherwise defined in these Delivery Policies shall have the meaning ascribed to them in the Oracle agreement, Your order or the policy, as applicable. The Oracle Cloud Hosting and Delivery Policies are generally updated on a biannual basis.

Your order or Oracle’s Service Specifications (such as Oracle Cloud Service Pillar documentation or Service Descriptions) may include additional details or exceptions related to specific Oracle Cloud Services. The Oracle Cloud Service Pillar documentation, the Service Descriptions and the Program Documentation for Oracle Cloud Services are available at [www.oracle.com/contracts](http://www.oracle.com/contracts).

Oracle Cloud Services are provided under the terms of the Oracle agreement, Your order, and Service Specifications applicable to such services. Oracle’s delivery of the Oracle Cloud Services is conditioned on Your and Your users’ compliance with Your obligations and responsibilities defined in such documents and incorporated policies. These Delivery Policies, and the documents referenced herein, are subject to change at Oracle’s discretion; however, Oracle policy changes will not result in a material reduction in the level of performance, functionality, security, or availability of the Oracle Cloud Services provided during the Services Period of Your order.

Oracle Cloud Services are deployed at data centers or third-party infrastructure service providers retained by Oracle, with the exception of Oracle Cloud at Customer Services. Oracle Cloud at Customer Services are Public Cloud Services that are deployed at Your data center or at a third-party data center retained by You. You may purchase these services standalone or they may be deployed as the underlying platform for other Oracle Cloud Services. For Oracle Cloud at Customer Services, Oracle will deliver to Your data center certain hardware components, including gateway equipment, needed by Oracle to operate these services. You are responsible for providing adequate space, power, and cooling to deploy the Oracle hardware (including gateway equipment) and for ensuring adequate network connectivity for Oracle Cloud Operations to access the services. Oracle is solely responsible for maintenance of the Oracle hardware components (including gateway equipment).

These Delivery Policies do not apply to Oracle BigMachines Express, Oracle ETAWorkforce, or such other Oracle Cloud offerings as specified by Oracle in Your order or the applicable Service Description.

## 1. ORACLE CLOUD SECURITY POLICY

## 1.1 Oracle Information Security Practices - General

Oracle has adopted security controls and practices for Oracle Cloud Services that are designed to protect the confidentiality, integrity, and availability of Your Content that is hosted by Oracle in Your Oracle Cloud Services environment and to protect Your content from any unauthorized processing activities such as loss or unlawful destruction of data. Oracle continually works to strengthen and improve those security controls and practices.

Oracle Cloud Services operates under practices which are aligned with the ISO/IEC 27002 Code of Practice for information security controls, from which a comprehensive set of controls are selected.

Oracle Cloud information security practices establish and govern areas of security applicable to Oracle Cloud Services and to Your use of those Oracle Cloud Services. Oracle personnel (including employees, contractors, and temporary employees) are subject to the Oracle information security practices and any additional policies that govern their employment or the services they provide to Oracle.

Oracle takes a holistic approach to information security, implementing a multilayered defense security strategy where network, operating system, database, and software security practices and procedures complement one another with strong internal controls, governance, and oversight.

For those Oracle Cloud Services which enable You to configure Your security posture, unless otherwise specified, You are responsible for configuring, operating, maintaining, and securing the operating systems and other associated software of these select Oracle Cloud Services (including Your Content) that is not provided by Oracle. You are responsible for maintaining appropriate security, protection, and backup of Your Content, which may include the use of encryption technology to protect Your Content from unauthorized access and the routine archiving of Your Content.

## 1.2 Physical Security Safeguards

Oracle employs measures designed to prevent unauthorized persons from gaining access to computing facilities in which Your Content is hosted such as the use of security personnel, secured buildings, and designated data center premises. Oracle provides secured computing facilities for both office locations and production cloud infrastructure. Common controls between office locations and Oracle controlled co-locations/data centers currently include, for example:

- Physical access requires authorization and is monitored
- All employees and visitors must visibly wear official identification while onsite
- Visitors must sign a visitor's register and be escorted and/or observed while onsite
- Possession of keys/access cards and the ability to access the locations is monitored. Staff leaving Oracle employment must return keys/cards

Additional physical security safeguards are in place for Oracle-controlled Cloud data centers, which currently include safeguards such as:

- Premises are monitored by CCTV
- Entrances are protected by physical barriers designed to prevent unauthorized entry by vehicles

- Entrances are manned 24 hours a day, 365 days a year by security guards who perform visual identity recognition and visitor escort management
- Safeguards related to environmental hazards
- Any physical movement of equipment is controlled by hand-delivered receipts and other authorized change control procedures
- Network cables are protected by conduits and, where possible, avoid routes through public areas

This section does not apply to Oracle Cloud at Customer Services. You must provide Your own secure computing facilities for the hosting and operation of the Oracle Cloud at Customer Services-related hardware (including the gateway equipment) and network connections required for Oracle to provide the Oracle Cloud at Customer Services.

### 1.3 System Access Controls

Oracle may, depending upon the particular Cloud Services ordered, apply among others the following controls: authentication via passwords and/or multi-factor authentication, documented authorization and change management processes, and logging of access.

For Cloud Services hosted at Oracle: (i) log-ins to Cloud Services environments are logged and (ii) logical access to the data centers is restricted and protected.

### 1.4 Data Access Controls

For service components managed by Oracle, Oracle's access to Your Content is restricted to authorized staff on a need to know basis. In addition, Oracle provides a mechanism by which You control your access to Your Cloud Services environment and to Your Content by your authorized staff.

### 1.5 User Encryption for External Connections

Your access to Oracle Cloud Services is through a secure communication protocol provided by Oracle. If access is through a Transport Layer Security (TLS) enabled connection, that connection is negotiated for at least 128 bit encryption. The private key used to generate the cipher key is at least 2048 bits. TLS is implemented or configurable for all web-based TLS-certified applications deployed at Oracle. It is recommended that the latest available browsers certified for Oracle programs, which are compatible with higher cipher strengths and have improved security, be utilized for connecting to web enabled programs. The list of certified browsers for each version of Oracle Cloud Services will be made available via a portal accessible to You or in the corresponding Service Description for the Oracle Cloud Services. In some cases, a third party site that You wish to integrate with the Oracle Cloud Services, such as a social media service, may not accept an encrypted connection. For Oracle Cloud Services where HTTP connections with the third party site are permitted by Oracle, Oracle will enable such HTTP connections in addition to the HTTPS connection.

### 1.6 Input Control

The source of Your Content is under Your control and Your responsibility, and integrating Your Content into the Cloud Services environment, is managed by You.

## **1.7 Data Segregation**

Your Content is logically or physically segregated from the content of other customers hosted in the Oracle Cloud Services environments.

## **1.8 Confidentiality and Training**

Oracle staff that may have access to Your Content are subject to confidentiality agreements. Oracle staff are required to periodically complete an information protection and confidentiality awareness training course.

## **1.9 Asset Management**

Oracle is responsible for the protection and inventory of Oracle's Cloud Services assets. The responsibilities may include reviewing and authorizing access requests to those who have a business need and maintaining an inventory of assets.

You are responsible for the assets You control that utilize or integrate with the Oracle Cloud services, including: determining the appropriate information classification for Your Content, and whether the documented controls provided by Oracle Cloud Services are appropriate for Your Content. You must have or obtain any required consents or other legal basis related to the collection and use of information provided by data subjects, including any such consents or other legal basis necessary for Oracle to provide the Cloud Services.

## **1.10 Oracle Internal Information Security Policies**

Oracle Cloud information security policies establish and govern areas of security applicable to Oracle Cloud Services and to Your use of Oracle Cloud Services. Oracle personnel are subject to the Oracle Corporate Information Security Policies and any additional policies that govern their employment or the services they provide to Oracle.

## **1.11 Internal Security Reviews and Enforcement**

Oracle employs internal processes for regularly testing, assessing, evaluating and maintaining the effectiveness of the technical and organizational security measures described in this section.

## **1.12 External Reviews**

Oracle may conduct independent reviews of Cloud Services utilizing third parties in the following areas (the scope of any such reviews may vary by service and country):

- SOC 1 (based on Statement on Standards for Attestation Engagements (SSAE) No 18) and/or SOC 2 reports
- Other independent third-party security testing to review the effectiveness of administrative and technical controls

Relevant information from these reviews may be made available to customers.

## **1.13 Oracle Software Security Assurance**

Oracle Software Security Assurance (OSSA) is Oracle's methodology for building security into the design, build, testing, and maintenance of its products and services, including the Oracle Cloud Services. The OSSA program is described at <https://www.oracle.com/corporate/security-practices/assurance/>.

## 1.14 Other Customer Security Related Obligations

You are responsible for:

- Implementing Your own comprehensive system of security and operational policies, standards and procedures, according to Your risk-based assessments and business requirements
- Ensuring that end-user devices meet web browser requirements and minimum network bandwidth requirements for access to the Oracle Cloud Services
- Managing client device security controls, so that antivirus and malware checks are performed on data or files before importing or uploading data into the Oracle Cloud Services
- Maintaining Customer-managed accounts according to Your policies and security best practices
- Additionally, for Oracle Cloud at Customer Services, You are responsible for the following:
  - Adequate physical and network security
  - Security monitoring to reduce the risk of real time threats and prevent unauthorized access to Your Oracle Cloud Services from Your networks; this includes intrusion detection systems, access controls, firewalls and any other network monitoring, and any management tools managed by You.

## 2. ORACLE CLOUD SERVICE CONTINUITY POLICY

### 2.1 Oracle Cloud Services High Availability Strategy

Oracle deploys the Oracle Cloud Services on resilient computing infrastructure designed to maintain service availability and continuity in the case of an incident affecting the services. Data centers retained by Oracle to host Oracle Cloud Services have component and power redundancy with backup generators in place, and Oracle may incorporate redundancy in one or more layers, including network infrastructure, program servers, database servers, and/or storage.

### 2.2 Oracle Cloud Services Backup Strategy

Oracle periodically makes backups of Your production data in the Oracle Cloud Services for Oracle's sole use to minimize data loss in the event of an incident. Backups are stored at the primary site used to provide the Oracle Cloud Services, and may also be stored at an alternate location for retention purposes. A backup is typically retained online or offline for a period of at least 60 days after the date that the backup is made. Oracle typically does not update, insert, delete or restore Your data on Your behalf. However, on an exception basis and subject to written approval, Oracle may assist You to restore data which You may have lost as a result of Your own actions.

For Oracle Cloud Services which enable You to configure backups in accordance with Your own policies, You are responsible for performing backups and restores of Your data, non-Oracle software, and any



Oracle software that is not provided by Oracle as part of these services. Additionally, You are encouraged to develop a business continuity plan to ensure continuity of Your own operations in the event of a disaster.

### **3. ORACLE CLOUD SERVICE LEVEL AGREEMENT**

#### **3.1 Hours of Operation**

The Oracle Cloud Services are designed to be available 24 hours a day, 7 days a week, 365 days a year, except during maintenance periods, technology upgrades and as otherwise set forth in the Oracle agreement, Your order and this *Oracle Cloud Service Level Agreement*.

#### **3.2 Service Availability**

Commencing at Oracle's activation of Your production Oracle Cloud Service, Oracle works to meet the Target Service Availability Level, or Target Service Uptime of 99.7%. This is in accordance with the terms set forth in the Cloud Service Pillar documentation for the applicable Oracle Cloud Service (or such other Target Service Availability Level or Target Service Uptime specified by Oracle for the applicable Oracle Cloud Service in such documentation).

The foregoing is contingent on Your adherence to Oracle's recommended minimum technical configuration requirements for accessing and using the Oracle Cloud Services from Your network infrastructure and Your user work stations as set forth in the Program Documentation for the applicable Oracle Cloud Services.

##### **3.2.1 Measurement of Availability**

Following the end of each calendar month of the applicable Services Period, Oracle measures the Service Availability Level or Service Uptime over the immediately preceding month by dividing the difference between the total number of minutes in the monthly measurement period and any Unplanned Downtime (as defined below) by the total number of minutes in the measurement period, and multiplying the result by 100 to reach a percent figure.

##### **3.2.2 Reporting of Availability**

Oracle will provide You with access to a Customer notifications portal. This portal will provide metrics on the Service Availability Level for Oracle Cloud Services that You purchased under Your order. For those Oracle Cloud Services for which such metrics are not available via the Customer notifications portal, Oracle will provide metrics on the Service Availability Level upon receipt of a Service Request submitted by You to Oracle requesting the metrics.

##### **3.2.3 Service Credits**

You may receive Service Credits in the event that the Target Service Availability Level or Target Service Uptime for Oracle Cloud Services that You purchased under Your order is below the defined Target Service Availability Level or Target Service Uptime applicable to such Services. Service Credits are defined in the Cloud Service Pillar documentation or Service Description applicable to Your purchased Oracle Cloud Services. Notwithstanding the provisions of this section, if Your order with Oracle or

Service Specifications applicable to your order for a particular Oracle Cloud Service provides a right to receive a higher amount of Service Credits, then You may receive the Service Credits under the provision which provides for the highest amount of Service Credits to You, but You may not recover Service Credits under multiple provisions for the same event.

### **3.3 Definition of Unplanned Downtime**

Oracle Cloud Services are deployed in resilient computing facilities with resilient infrastructure, redundant network connections, and power at each hosting facility.

“Unplanned Downtime” means any time during which a problem with the Oracle Cloud Services prevents Your connectivity. Unplanned Downtime does not include any time during which the Oracle Cloud Services or any Oracle Cloud Services component are not available due to: (i) scheduled maintenance, (ii) circumstances outside of Oracle’s control and other force majeure events (e.g., outages initiated at Your request, outages caused by non-Oracle electrical, network, telecommunication, or other connectivity equipment, security attacks, natural disasters, or political events), (iii) any actions or inactions of You, Your Users or any third party (other than any Oracle agents and contractors who Oracle has engaged to perform the applicable Oracle Cloud Services) or (iv) any suspension by Oracle permitted under Your Oracle agreement or Your order. In addition, with respect to Oracle Cloud at Customer Services, Unplanned Downtime also does not include downtime or other unavailability (i) of Your data center (e.g., due to maintenance) or (ii) occurring outside the on-site hours defined under Your order for Oracle Cloud Operations personnel at Your data center.

### **3.4 Monitoring**

Oracle uses a variety of software tools to monitor the availability and performance of the Oracle Cloud Services and the operation of infrastructure and network components. Oracle does not monitor, or address deviations experienced by any non-Oracle managed components used by You in the Oracle Cloud Services, such as non-Oracle applications.

#### **3.4.1 Monitored Components**

Oracle monitors the hardware that supports the Oracle Cloud Services, and currently generates alerts for monitored network components, such as CPU, memory, storage, database, and other components. Oracle Cloud Operations staff monitors alerts associated with deviations to Oracle defined thresholds, and follows standard operating procedures to investigate and resolve underlying issues.

#### **3.4.2 Customer Monitoring & Testing Tools**

Oracle permits You to conduct limited functional testing for Oracle Cloud Services in Your test environment. Specific rules for testing may be found in the Program Documentation.

Oracle regularly performs penetration and vulnerability testing and security assessments against Oracle Cloud infrastructure, platforms, and applications in order to validate and improve the overall security of Oracle Cloud Services. The Oracle Cloud Services Program Documentation outlines when and how You may assess or test any components that You manage or create in Oracle Cloud Services,



including non-Oracle applications, non-Oracle databases, other applicable non-Oracle software, code, or the use of data scraping tools.

Oracle reserves the right to remove or disable access to any tools or technologies that violate the guidelines in this section or the applicable Oracle Cloud Services Program Documentation, without any liability to You.

## **4. ORACLE CLOUD CHANGE MANAGEMENT POLICY**

### **4.1 Oracle Cloud Change Management and Maintenance**

Oracle Cloud Operations performs changes to cloud hardware infrastructure, operating software, product software, and supporting application software that is provided by Oracle as part of the Oracle Cloud Services, to maintain operational stability, availability, security, performance, and currency of the Oracle Cloud Services. Oracle follows formal change management procedures to review, test, and approve changes prior to application in the production service.

Changes made through change management procedures include system and service maintenance activities, upgrades and updates, and customer specific changes. Oracle Cloud Services change management procedures are designed to minimize service interruption during the implementation of changes.

Oracle reserves specific maintenance periods for changes that may require the Oracle Cloud Services to be unavailable during the maintenance period. Oracle works to ensure that change management procedures are conducted during scheduled maintenance windows, while taking into consideration low traffic periods and geographical requirements.

Oracle will provide prior notice of modifications to the standard maintenance period schedule. For Customer-specific changes and upgrades, where feasible, Oracle will coordinate the maintenance periods with You.

For changes that are expected to cause service interruption, the durations of the maintenance periods for planned maintenance are not included in the calculation of Unplanned Downtime minutes in the monthly measurement period for Service Availability Level (see the *Oracle Cloud Service Level Agreement* above). Oracle uses commercially reasonable efforts to minimize the use of these reserved maintenance periods and to minimize the duration of maintenance events that cause service interruptions.

For Oracle Cloud Services which enable You to perform maintenance activities, You are responsible for configuring and maintaining the operating systems and other associated software.

#### **4.1.1 Emergency Maintenance**

Oracle may be required to execute emergency maintenance in order to protect the security, performance, availability, or stability of the Oracle Cloud Services. Emergency maintenance is required to address an exigent situation (e.g., a hardware failure of the infrastructure underlying such Service) with the Service or Oracle infrastructure that cannot be addressed except on an emergency basis.

Oracle works to minimize the use of emergency maintenance, and to the extent reasonable under the circumstances as determined by Oracle, will work to provide 24 hours prior notice for any emergency maintenance requiring a service interruption.

#### **4.1.2 Major Maintenance Changes**

To help ensure continuous stability, availability, security and performance of the Oracle Cloud Services, Oracle reserves the right to perform major changes to its hardware infrastructure, operating software, applications software and supporting application software under its control, typically no more than twice per calendar year. Each such major change event is considered scheduled maintenance and may cause the Oracle Cloud Services to be unavailable. Each such event is targeted to occur at the same time as the scheduled maintenance period. Oracle will work to provide no less than 60 days prior notice of a major change event.

#### **4.1.3 Data Center Migrations**

Oracle may migrate Your Oracle Cloud Services deployed in data centers retained by Oracle between production data centers in the same data center region as deemed necessary by Oracle or in the case of disaster recovery. For data center migrations for purposes other than disaster recovery, Oracle will provide a minimum of 30 days notice to You.

### **4.2 Software Versioning**

#### **4.2.1 Software Updates**

Oracle requires all Oracle Cloud Services customers to keep the software versions of the Oracle Cloud Services current with the software versions that Oracle designates as generally available (GA) for such Oracle Cloud Services. Software updates will follow the release of every GA release and are required for the Oracle Cloud Services in order to maintain version currency. Oracle's obligations under these Delivery Policies (including the *Oracle Cloud Service Continuity Policy*, the *Oracle Cloud Service Level Agreement*, and the *Oracle Cloud Support Policy*) are dependent on You maintaining GA version currency. Oracle is not responsible for performance, functionality, availability or security issues experienced with Oracle Cloud Services that may result from running earlier versions.

#### **4.2.2 End of Life**

Oracle will host and support only the GA version of an Oracle Cloud Service. All other versions of the Oracle Cloud Service are considered as "End of Life" (EOL). You are required to complete the Oracle Cloud Services update to the latest version before the EOL of a given version. You acknowledge that failure to complete the update prior to the EOL of an Oracle Cloud Service version may result in an update automatically performed by Oracle or a suspension of the Oracle Cloud Services. In certain circumstances where an Oracle Cloud Service version reaches EOL and Oracle does not make available an updated version, Oracle may designate, and require You to transition to, a successor Oracle Cloud Service.

## **5. ORACLE CLOUD SUPPORT POLICY**

The support described in this *Oracle Cloud Support Policy* applies only for Oracle Cloud Services, and is provided by Oracle as part of such Oracle Cloud Services under Your order. Oracle may make available, and You may order for additional fees, additional support service offerings made available by Oracle for the Oracle Cloud Services.

## 5.1 Oracle Cloud Support Terms

### 5.1.1 Support Fees

The fees paid by You for the Oracle Cloud Services under Your order include the support described in this *Oracle Cloud Support Policy*. Additional fees are applicable for additional Oracle support services offerings purchased by You.

### 5.1.2 Support Period

Oracle Cloud support becomes available upon the service start date and ends upon the expiration or termination of the Services (the "support period"). Oracle is not obligated to provide the support described in this Oracle Cloud Support Policy beyond the end of the support period.

### 5.1.3 Technical Contacts

Your technical contacts are the sole liaisons between You and Oracle for Oracle support for Oracle Cloud Services. Those technical contacts must have, at a minimum, initial basic service training and, as needed, supplemental training appropriate for specific role or implementation phase, specialized service/product usage, and migration. Your technical contacts must be knowledgeable about the Oracle Cloud Services in order to help resolve system issues and to assist Oracle in analyzing and resolving service requests. When submitting a service request, Your technical contact should have a baseline understanding of the problem being encountered and an ability to reproduce the problem in order to assist Oracle in diagnosing and triaging the problem. To avoid interruptions in Oracle support for Oracle Cloud Services, You must notify Oracle whenever technical contact responsibilities are transferred to another individual.

### 5.1.4 Oracle Cloud Support

Oracle support for Oracle Cloud Services consists of:

- Diagnoses of problems or issues with the Oracle Cloud Services
- Reasonable commercial efforts to resolve reported and verifiable errors in the Oracle Cloud Services so that those Oracle Cloud Services perform in all material respects as described in the associated Program Documentation
- Support during Change Management activities described in the *Oracle Cloud Change Management Policy*
- Assistance with technical service requests 24 hours per day, 7 days a week
- 24 x 7 access to a Cloud Customer Support Portal designated by Oracle (e.g., My Oracle Support) and Live Telephone Support to log service requests
- Access to community forums
- Non-technical Customer service assistance during normal Oracle business hours (8:00 to 17:00) local time

## 5.2 Oracle Cloud Customer Support Systems

### 5.2.1 Oracle Cloud Customer Support Portal

Oracle provides support for the Oracle Cloud Service acquired by You through the Cloud Customer Support Portal designated for that Oracle Cloud Service. Access to the applicable Cloud Customer Support Portal is governed by the Terms of Use posted on the designated support web site, which are subject to change. A copy of these terms is available upon request. Access to the Cloud Customer Support Portal is limited to Your designated technical contacts and other authorized users of the Oracle Cloud Services. Where applicable, the Cloud Customer Support Portal provides support details to Your designated technical contacts to enable use of Oracle support for Oracle Cloud Services. All service notifications and alerts relevant to Your Oracle Cloud Service are posted on this portal.

### 5.2.2 Live Telephone Support

Your technical contacts may access live telephone support via the phone numbers and contact information found on Oracle's support web site at <https://www.oracle.com/support/contact.html>.

## 5.3 Severity Definitions

Service requests for Oracle Cloud Services may be submitted by Your designated technical contacts via the Cloud Customer Support Portal noted above. The severity level of a service request submitted by You is selected by both You and Oracle, and must be based on the following severity definitions:

### 5.3.1 Severity 1

Your production use of the Oracle Cloud Services is stopped or so severely impacted that You cannot reasonably continue work. You experience a complete loss of service. The impacted operation is mission critical to the business and the situation is an emergency. A Severity 1 service request has one or more of the following characteristics:

- Data corrupted
- A critical documented function is not available
- Service hangs indefinitely, causing unacceptable or indefinite delays for resources or response
- Service crashes, and crashes repeatedly after restart attempts

Oracle will use reasonable efforts to respond to Severity 1 service requests within fifteen (15) minutes. Oracle will work 24x7 until the Severity 1 service request is resolved, a reasonable work-around is put in place, or as long as useful progress can be made. You must provide Oracle with a technical contact during this 24x7 period to assist with data gathering, testing, and applying fixes. You are required to propose this severity classification with great care, so that valid Severity 1 situations obtain the necessary resource allocation from Oracle.

### 5.3.2 Severity 2

You experience a severe loss of service. Important features of the Oracle Cloud Services are unavailable with no acceptable workaround; however, operations can continue in a restricted fashion.

### 5.3.3 Severity 3

You experience a minor loss of service. The impact is an inconvenience, which may require a workaround to restore functionality.

#### **5.3.4 Severity 4**

You request information, enhancement, or documentation clarification regarding the Oracle Cloud Services, but there is no impact on the operation of such service. You experience no loss of service.

### **5.4 Change to Service Request Severity Level**

#### **5.4.1 Initial Severity Level**

At the time Oracle accepts a service request, Oracle will record an initial severity level of the service request based on the above severity definitions. Oracle's initial focus, upon acceptance of a service request, will be to resolve the issues underlying the service request. The severity level of a service request may be adjusted as described below.

#### **5.4.2 Downgrade of Service Request Levels**

If, during the service request process, the issue no longer warrants the severity level currently assigned based on its current impact on the production operation of the applicable Oracle Cloud Service, then the severity level will be downgraded to the severity level that most appropriately reflects its current impact.

#### **5.4.3 Upgrade of Service Request Levels**

If, during the service request process, the issue warrants the assignment of a higher severity level than that currently assigned based on the current impact on the production operation of the applicable Oracle Cloud Service, then the severity level will be upgraded to the severity level that most appropriately reflects its current impact.

#### **5.4.4 Adherence to Severity Level Definitions**

You shall ensure that the assignment and adjustment of any severity level designation is accurate based on the current impact on the production operation of the applicable Oracle Cloud Service. You acknowledge that Oracle is not responsible for any failure to meet performance standards caused by Your misuse or mis-assignment of severity level designations.

### **5.5 Service Request Escalation**

For service requests that are escalated, the Oracle support analyst will engage the Oracle service request escalation manager who will be responsible for managing the escalation. The Oracle service request escalation manager will work with You to develop an action plan and allocate the appropriate Oracle resources. If the issue underlying the service request continues to remain unresolved, You may contact the Oracle service request escalation manager to review the service request and request that it be escalated to the next level within Oracle as required. To facilitate the resolution of an escalated service request, You are required to provide contacts within Your organization that are at the same level as that within Oracle to which the service request has been escalated.

## 6. ORACLE CLOUD SUSPENSION AND TERMINATION POLICY

### 6.1 Termination of Oracle Cloud Services

For a period of 60 days upon termination of the Oracle Cloud Services, Oracle will make available, via secure protocols and in a structured, machine-readable format, Your Content residing in the production Cloud Services environment, or keep the service system accessible, for the purpose of data retrieval by You.

For free trials of Cloud Services, Oracle will make Your Content available for a period of 30 days following termination of the trial. During this retrieval period, Oracle's Cloud Service Level Agreement does not apply and the service system may not be used for any production activities. Oracle has no obligation to retain Your Content after this retrieval period.

If You need assistance from Oracle to obtain access to or copies of Your Content, You must create a service request in the Cloud Customer Support Portal applicable to the service (e.g., My Oracle Support).

Data retrieval and any related assistance by Oracle is not applicable for Oracle Cloud Services that do not store Your Content. You are responsible for ensuring that if those Oracle Cloud Services are dependent on separate Oracle Cloud Services (such as Storage Cloud Service or Database Cloud Services) for the storage of data, those separate Oracle Cloud Services must have a valid duration through the end of the terminating Oracle Cloud Service to enable data retrieval, or for otherwise taking appropriate action to back up or otherwise store separately Your Content while the Production Cloud Services environment is still active prior to termination.

Following expiry of the retrieval period, Oracle will delete Your Content from the Oracle Cloud Services environments (unless otherwise required by applicable law).

For Oracle Cloud at Customer Services, You must make available for retrieval by Oracle any Oracle Cloud at Customer Service-related hardware components (including the gateway equipment) provided by Oracle in good working order and the same condition as at the start of the Oracle Cloud at Customer Services subject to reasonable wear and tear for appropriate use.

### 6.2 Termination of Pilot Environments

This *Oracle Cloud Suspension and Termination Policy* applies to production pilots of Oracle Cloud Services. Production pilots are not available for all Oracle Cloud Services.



# Oracle SaaS Public Cloud Services-Pillar Document

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Effective Date: June-2020 | Last Update: April 2020

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## SCOPE

This document applies to Oracle SaaS Public Cloud Services purchased by You, and supplements the *Oracle Cloud Hosting and Delivery Policies* incorporated into Your order. Section numbers correspond to section numbers in the *Oracle Cloud Hosting and Delivery Policies*.

## 1. ORACLE CLOUD SECURITY POLICY

### 1.2 Physical Security Safeguards

For Oracle DataFox Cloud Service, Oracle Moat Analytics Cloud Service and Oracle Custom Guided Learning Service, the following applies in lieu of the text in section 1.2 of the *Oracle Cloud Hosting and Delivery Policies*:

In accordance with reasonable practices, Oracle provides secured computing facilities for both office locations and production Cloud infrastructure.

#### 1.10 Oracle Internal Information Security Policies

For Oracle Moat Analytics Cloud Service, the following applies in lieu of the text in section 1.10 of the *Oracle Cloud Hosting and Delivery Policies*:

In accordance with reasonable practices, Oracle has and follows corporate security practices (including internal information security policies). Oracle personnel are subject to the corporate security practices (including internal information security policies).

## 2 ORACLE CLOUD SERVICE CONTINUITY POLICY

### Cloud Service Backup Strategy

For the Oracle Maxymiser Marketing Cloud Service, a backup is retained for a period of at least 30 days after the date that the backup is made.

For Oracle SaaS Cloud at Customer Services, a backup is retained for a period of at least 30 days after the date that the backup is made.

### Disaster Recovery for Oracle SaaS Public Cloud Services

Disaster Recovery (DR) services for Oracle SaaS Public Cloud Services are intended to provide service restoration capability in the event of a major disaster, as declared by Oracle. Oracle will determine whether an event constitutes a disaster requiring the execution of the DR plan for the affected Oracle SaaS Public Cloud Service.

Oracle will work to perform DR services for Oracle SaaS Public Cloud Services as described below.

**Recovery Time Objective:** Recovery time objective (RTO) is Oracle's objective for the maximum period of time between Oracle's decision to activate the DR recovery processes described in this document and the point at which You can resume production operations in an alternative site. If the decision to

activate DR recovery processes is made during the period in which an upgrade is in process, the RTO extends to include the time required to complete the upgrade. The RTO for each Oracle SaaS Public Cloud Service is described in this document below or is otherwise stated in the service description for the applicable Oracle SaaS Public Cloud Service.

**Recovery Point Objective:** Recovery point objective (RPO) is Oracle's objective for the maximum period of data loss measured as the time from which the first transaction is lost until Oracle's declaration of the disaster. The RPO does not apply to any data loads that are underway when the disaster occurs. The RPO for each Oracle SaaS Public Cloud Service is described in this document below or is otherwise stated in the service description of the applicable Oracle SaaS Public Cloud Service.

The RTO and RPO do not apply to customizations that depend on external components or third-party software. During active failover events or recovery operations, non-critical fixes and enhancement requests are not supported. Oracle is not responsible for issues arising from third party software and customizations to Oracle programs and services.

**Upon Oracle's declaration of a disaster**, Oracle will commence its DR plan to recover the production environments of the affected Oracle SaaS Public Cloud Services in accordance with the following RTO and RPO. Production services may operate in a degraded state of performance for the duration of the disaster event.

For the following services, the RTO is 12 hours. The RPO is 1 hour.

- Oracle CPQ Cloud Service
- Oracle Fusion Engagement Cloud Service
- Oracle Fusion Enterprise Resource Planning Cloud Service
- Oracle Fusion Human Capital Management Cloud Service
- Oracle Fusion Sales and Service Cloud Service
- Oracle Fusion Supply Chain Management Cloud Service
- Oracle RightNow Service Cloud
- Oracle Taleo Enterprise Cloud Service
- Oracle Transportation Management Cloud Service/Global Trade Management Cloud Service
- Oracle Warehouse Management Cloud Service

For the following services, the RTO is 5 hours. The RPO is 1 hour.

- Oracle Field Service Cloud Service

For the following service, the RTO is 30 minutes. The RPO is 15 minutes.

- Oracle Responsys Automatic Failover for Transactional Messages Cloud Service

**Upon Oracle's declaration of a disaster for the following services,** Oracle will activate processes to recover the production environment of the affected Oracle SaaS Public Cloud Service from the most recent available backup made prior to the onset of the disaster. Although Oracle will work to recover the service promptly, the nature of the disaster may affect the time period within which the service can be recovered. The RTO and RPO do not apply to the following Oracle SaaS Public Cloud Services:

- Adaptive Intelligent Applications for Manufacturing
- Oracle Adaptive Intelligence Applications Cloud Service
- Oracle CoBrowse Cloud Service
- Oracle Commerce Cloud Service
- Oracle Customer Experience Unity Cloud Service
- Oracle Customer Experience for Midsize Cloud Service
- Oracle DataFox Cloud Service
- Oracle Digital Customer Service
- Oracle Eloqua Marketing Cloud Service
- Oracle Enterprise Performance Management Cloud Service
- Oracle Enterprise Resource Planning for Midsize Cloud Service
- Oracle Human Capital Management for Midsize Cloud Service
- Oracle In-Memory Cost Management Cloud Service
- Oracle Infinity Marketing Cloud Service
- Oracle Intelligent Track and Trace Cloud Service
- Oracle Internet of Things Applications
- Oracle Internet of Things Blockchain Applications
- Oracle Maxymiser Marketing Cloud Service
- Oracle Moat Analytics Cloud Service
- Oracle Public Sector Compliance & Regulation Cloud Service
- Oracle Responsys Cloud Service
- Oracle Transactional Business Intelligent Enterprise Cloud Service
- Oracle Social Data & Insight Account and Contact Enrichment Cloud Service
- Oracle Social Relationship Management Cloud Service

- Oracle Student Financial Planning Cloud Service
- Oracle Taleo Business Edition Cloud Service
- Oracle Taleo Learn Cloud Service
- Oracle Video Chat Cloud Service
- Oracle Virtual Assistant Cloud Service

For all Oracle SaaS Public Cloud Services in the **South America Data Center Region** and in the **Middle East Data Center**, in the event of a declared disaster, Oracle will activate processes to recover the production environment of the affected Oracle SaaS Public Cloud Service in an alternative Data Center Region and will work to restore production data from the most recent available backup made prior to the onset of the disaster. Although Oracle will work to recover the Oracle SaaS Public Cloud Service promptly, the nature of the disaster may affect the time period within which the service can be recovered. The RTO and RPO do not apply to Oracle SaaS Public Cloud Services in the **South America Data Center Region** and **Middle East Data Center**.

For Oracle SaaS Cloud at Customer Services, You are required to designate a secondary data center site with network connectivity of sufficient bandwidth as recommended by Oracle between Your primary and DR sites. For Oracle SaaS Cloud at Customer Services, DR is a joint responsibility between Oracle and Customer.

Oracle does not provide DR services for Oracle Fusion HCM Cloud Services deployed in the Japan Data Center.

Oracle CoBrowse Cloud Service is operated from Oracle's North America Data Center region.

### 3 ORACLE CLOUD SERVICE LEVEL AGREEMENT

The source of Your Content is under Your control and Your responsibility, and integrating Your Content into the Cloud Services environment, is managed by You.

#### 3.2 Service Availability

For the purposes of this section, the following definitions will apply:

|                               |  |
|-------------------------------|--|
| Applicable Cloud Services Fee | <ul style="list-style-type: none"> <li>• Refers to the Cloud Services fees that are paid to Oracle for the affected Oracle SaaS Public Cloud Services for the monthly reporting period in which the applicable Target Service Availability Level (or Target Service Uptime) is missed and for which You are entitled to receive Service Credits in accordance with the <i>Oracle Cloud Hosting and Delivery Policies</i>. If You have purchased Oracle SaaS Public Cloud Services from an Oracle partner, You agree that any Service Credits will be issued to that partner and You acknowledge that You are solely responsible for ensuring that any Service Credits are passed on to You.</li> </ul> |
|-------------------------------|--|

|  |   |
|--|---|
|  | <p>You acknowledge that Oracle will have no liability to You, the applicable Oracle partner, or any other party if the full benefit of the credit is not passed on to You.</p> <ul style="list-style-type: none"> <li>• Applicable Cloud Services Fees do not include the fees paid for other Cloud Services that met the defined Target Service Availability Level (or Target Service Uptime).</li> </ul>  |
| Available or Availability                                    | For the purposes of calculating the Service Availability Level of the Oracle SaaS Public Cloud Services, “Available” or “Availability” means that You and Your Users are able to log in and access the OLTP or transactional portion of the Oracle SaaS Public Cloud Services.  |
| Measurement of Service Availability Level                    | As defined in the <i>Oracle Cloud Hosting and Delivery Policies</i>   |
| Service Credits  | <p>For any month in which the Service Availability Level of the affected Oracle SaaS Public Cloud Services is below the applicable Target Service Availability Level (or Target Service Uptime) during a monthly reporting period, You are eligible to receive Service Credits as a percentage of the monthly Applicable Cloud Services Fees:</p> <ul style="list-style-type: none"> <li>• 10% when Service Availability Level is less than 99.7% but greater than 99.5% in the applicable calendar month</li> <li>• 15% when the Service Availability Level is equal to or less than 99.5% but greater than 99.0% in the applicable calendar month</li> <li>• 25% when the Service Availability Level is less than or equal to 99.0% in the applicable calendar month</li> </ul> <p>In no event may the quantity of Service Credits in a month reporting period exceed 25% of that month’s Applicable Cloud Services Fees.</p> |
| Scheduled Downtime   | <p>My Oracle Support in Knowledge Article 1681146.1:<br/> <a href="https://support.oracle.com/epmos/faces/DocumentDisplay?id=1681146.1">https://support.oracle.com/epmos/faces/DocumentDisplay?id=1681146.1</a></p>   |
| Target Service Availability Level (or Target Service Uptime) | <p>The Target Service Availability Level (or Target Service Uptime) for Oracle SaaS Public Cloud Services are set forth in, and subject to, the Oracle Cloud Service Level Agreement of the <i>Oracle Cloud Hosting and Delivery Policies</i> with exceptions as follows:</p> <ul style="list-style-type: none"> <li>• Oracle works to meet a Target Service Availability Level of 99.9% for the production Oracle Responsys Automatic Failover for Transactional Messages Cloud Service, over the measurement period of 1 calendar</li> </ul>  |

|  |  |
|--|--|
|  | <p>month, commencing at Oracle's activation of the production environment.</p> <ul style="list-style-type: none"><li>• Oracle works to meet a Target Service Availability Level of 99.9% for the production Oracle Commerce Cloud Service, over the measurement period of 1 calendar month, commencing at Oracle's activation of the production environment.</li></ul> |
|--|--|

You will be entitled to receive Service Credits if the Service Availability Level of the affected Oracle SaaS Public Cloud Services is below the applicable Target Service Availability Level (or Target Service Uptime) in any calendar month.

In order for Oracle to consider a claim for Service Credits, You must submit such claim within sixty (60) calendar days from when the issue occurred that caused the affected Oracle SaaS Public Cloud Service not to meet its applicable Target Service Availability Level (or Target Service Uptime). You will be entitled to receive only one amount of Service Credits per monthly reporting period in which the applicable Target Service Availability Level (or Target Service Uptime) is missed. The Service Credits will be provided only towards any outstanding balance for the affected Oracle SaaS Public Cloud Services that, as of the date you receive the Service Credits, is owed to Oracle under the relevant order for such Cloud Services, and the provision of these Service Credits represents YOUR EXCLUSIVE REMEDY, AND ORACLE'S ENTIRE LIABILITY, for the missed Target Service Availability Level (or Target Service Uptime).

**Termination for Unavailability**

The Oracle Cloud Service Level Agreement establishes a Target Service Availability Level (or Target Service Uptime) and describes how Oracle defines, measures and reports service availability. If the Service Availability Level of the production Services environment for the Cloud Services fails to meet the Target Service Availability Level (or Target Service Uptime) for at least 3 consecutive months, You may, upon written notice to Oracle, terminate the applicable Cloud Services as of the termination date specified in such notice, provided that You notify Oracle within 30 days. Following the effective date of such termination, You will receive a refund for any fees that You prepaid to Oracle for the terminated Cloud Services for the period following the effective date of the termination.

**4 ORACLE CLOUD CHANGE MANAGEMENT POLICY**

The scheduled maintenance periods for the Oracle SaaS Public Cloud Services are documented on My Oracle Support in Knowledge Article 1681146.1:  
<https://support.oracle.com/epmos/faces/DocumentDisplay?id=1681146.1>.

This policy does not apply to the Oracle CoBrowse Cloud Service.

**4.2 Software Versioning**

**4.2.2 End of Life**



Oracle will provide You with no less than 12 months advance notice prior to the date when the Oracle Cloud Services are no longer generally available as a service (i.e., Oracle will no longer support, or make available for use, any versions of the Cloud Services).

## 5 ORACLE CLOUD SUPPORT POLICY

Oracle platinum-level SaaS Support described in this section supplements the Oracle Cloud Support Policy in Section 5 of the Hosting and Delivery Policies, and is included in the support for all Oracle SaaS offerings, except for Oracle Infinity SaaS offerings. Oracle platinum-level SaaS Support consists of the following:

- Open Service Request Assistance:
  - Chat is available during hours associated with the level of severity of the service request
  - Named support engineers from product implementation through go-live
    - SRs routed to named engineers during customer business hours
    - Weekly 1 hour meeting
- Proactive service request monitoring and escalations based on time to resolution
- Access to Oracle's digital customer success resources for assistance throughout your cloud journey - from implementation guidance to defining/tracking your key business objectives, planning for quarterly cloud releases and value realization
- Oracle Support will proactively monitor general account performance, key milestones, and notify customer of trend usage, and potential feature recommendations
- Oracle LaunchPad: On demand 24x7 digital training located at [education.oracle.com/launchpad](https://education.oracle.com/launchpad) provides end users and administrators a structured learning path for the key features of Oracle Cloud, using a set of interactive online tutorials
- Guided Learning Starter Pack: By visiting [education.oracle.com/starterpack](https://education.oracle.com/starterpack) using your Oracle.com credentials you will gain access to the available Guided Learning Starter Packs
- Severity Definitions:
  - **Severity 2**
    - Oracle will use reasonable efforts to respond to Severity 2 service requests within two (2) hours during local business hours
  - **Severity 3**
    - Oracle will use reasonable efforts to respond to Severity 3 service requests within three (3) hours during local business hours
  - **Severity 4**
    - Oracle will use reasonable efforts to respond to Severity 4 service requests within eight (8) hours during local business hours

For Oracle Moat Analytics Cloud Service, the following applies in lieu of the text in section 5 of the *Oracle Cloud Hosting and Delivery Policies*:

- Support policies can be found at: <https://moat.com/analytics>

## **6 ORACLE CLOUD SUSPENSION AND TERMINATION POLICIES**

Following the end of the Services Period and any applicable data retrieval period, upon Your request, Oracle will provide a confirmation when Your Content has been deleted.

Paragraph 4 of Section 6.1 (Termination of Oracle Cloud Services) of the *Oracle Cloud Hosting and Delivery Policies* does not apply to Oracle Moat Analytics Cloud Service.



## **GLOBAL CHERRYROAD/ORACLE CLOUD SERVICES AGREEMENT TERMS**

**THESE ORACLE CLOUD SERVICES AGREEMENT TERMS APPLY TO THE ORACLE CLOUD SERVICES THAT YOU ORDER FROM THE ORACLE PARTNER THAT HAS SIGNED OR INCORPORATED THIS EXHIBIT A INTO ITS ORDER WITH THE ORACLE PARTNER. THESE ORACLE CLOUD SERVICES AGREEMENT TERMS SHALL TAKE PRECEDENCE OVER ANY CONFLICTING TERMS IN AN ORDER OR ANY ORDERING DOCUMENTATION BETWEEN YOU AND SUCH PARTNER.**

For purposes of this Exhibit A, “You” and “Your” refers to the end user executing this Agreement with the Oracle authorized partner.

### **1. USE OF THE SERVICES**

1.1 You have purchased Oracle services from the Oracle partner that has signed this Exhibit A, and Oracle will make the Oracle services listed in Your order with such partner (the “Services”) available to You pursuant to this Agreement and Your order. Except as otherwise stated in this Agreement or Your order, You have the non-exclusive, worldwide, limited right to use the Services during the period defined in Your order, unless earlier terminated in accordance with this Agreement or Your order (the “Services Period”), solely for Your internal business operations. You may allow Your Users (as defined below) to use the Services for this purpose, and You are responsible for their compliance with this Agreement and Your order.

1.2 The Service Specifications describe and govern the Services. During the Services Period, Oracle may update the Services and Service Specifications (with the exception of the Data Processing Agreement as described below) to reflect changes in, among other things, laws, regulations, rules, technology, industry practices, patterns of system use, and availability of Third Party Content (as defined below). Oracle updates to the Services or Service Specifications will not materially reduce the level of performance, functionality, security or availability of the Services during the Services Period of Your order.

1.3 You may not, and may not cause or permit others to: (a) use the Services to harass any person; cause damage or injury to any person or property; publish any material that is false, defamatory, harassing or obscene; violate privacy rights; promote bigotry, racism, hatred or harm; send unsolicited bulk e-mail, junk mail, spam or chain letters; infringe property rights; or otherwise violate applicable laws, ordinances or regulations; (b) perform or disclose any benchmarking, availability or performance testing of the Services; (c) perform or disclose any performance or vulnerability testing of the Services without Oracle’s prior written approval, or perform or disclose network discovery, port and service identification, vulnerability scanning, password cracking or remote access tests of the Services; or (d) use the Services to perform cyber currency or crypto currency mining ((a) through (d) collectively, (the “Acceptable Use Policy”). In addition to other rights that Oracle has in this Agreement and Your order, Oracle has the right to take remedial action if the Acceptable Use Policy is violated, and such remedial action may include removing or disabling access to material that violates the policy.

### **2. OWNERSHIP RIGHTS AND RESTRICTIONS**

2.1 You or Your licensors retain all ownership and intellectual property rights in and to Your Content (as defined below). Oracle or Oracle’s licensors retain all ownership and intellectual property rights in and to the Services, derivative works thereof, and anything developed or delivered by or on behalf of us under this Agreement.

2.2 You may have access to Third Party Content through use of the Services. Unless otherwise stated in Your order, all ownership and intellectual property rights in and to Third Party Content and the use of such content is governed by separate third party terms between You and the third party.

2.3 You grant Oracle and CherryRoad Technologies (“CherryRoad”) the right to host, use, process, display and transmit Your Content to provide the Services pursuant to and in accordance with this Agreement and Your order. You have sole responsibility for the accuracy, quality, integrity, legality, reliability, and appropriateness of Your Content, and for obtaining all rights related to Your Content required by Oracle to perform the Services.

2.4 You may not, and may not cause or permit others to: (a) modify, make derivative works of, disassemble, decompile, reverse engineer, reproduce, republish or copy any part of the Services (including data structures or similar materials produced by programs); (b) access or use the Services to build or support, directly or indirectly, products or services competitive to Oracle; or (c) license, sell, transfer, assign, distribute, outsource, permit timesharing or service bureau use of, commercially exploit, or make available the Services to any third party except as permitted by this Agreement or Your order.

### **3. NONDISCLOSURE**

3.1 By virtue of this Agreement, the parties may disclose information that is confidential (“Confidential Information”). To the extent permitted by law, Confidential Information shall be limited to Your Content residing in the Services, and all information clearly identified as confidential at the time of disclosure.

3.2 A party’s Confidential Information shall not include information that: (a) is or becomes a part of the public domain through no act or omission of the other party; (b) was in the other party’s lawful possession prior to the disclosure and had not been obtained by the other party either directly or indirectly from the disclosing party; (c) is lawfully disclosed to the other party by a third party without restriction on the disclosure; or (d) is independently developed by the other party.

3.3 Subject to applicable law, each party agrees not to disclose the other party’s Confidential Information to any third party other than as set forth in the following sentence for a period of five years from the date of the disclosing party’s disclosure of the Confidential Information to the receiving party; however, Oracle will protect the confidentiality of Your Content residing in the Services for as long as such information resides in the Services. Each party may disclose Confidential Information only to those employees, agents or subcontractors who are required to protect it against unauthorized disclosure in a manner no less protective than required under this Agreement, and each party may disclose the other party’s Confidential Information in any legal proceeding or to a governmental entity as required by law. Oracle will protect the confidentiality of Your Content residing in the Services in accordance with the Oracle security practices defined as part of the Service Specifications applicable to Your order.

3.4 The parties acknowledge and agree that You and this Agreement are subject to applicable freedom of information or open records law. Should you receive a request under such law for Oracle’s Confidential Information, You agree to give Oracle adequate prior notice of the request and before releasing Oracle’s Confidential Information to a third party, in order to allow Oracle sufficient time to seek injunctive relief or other relief against such disclosure.

### **4. PROTECTION OF YOUR CONTENT**

4.1 In order to protect Your Content provided to Oracle as part of the provision of the Services, Oracle will comply with the applicable administrative, physical, technical and other safeguards, and other applicable aspects of system and content management, available at <http://www.oracle.com/us/corporate/contracts/cloud-services/index.html>.

4.2 To the extent Your Content includes Personal Data (as that term is defined in the applicable data privacy policies and Data Processing Agreement (as that term is defined below), Oracle will furthermore comply with

a. the relevant Oracle privacy policies applicable to the Services, available at <http://www.oracle.com/us/legal/privacy/overview/index.html>; and

b. the applicable version of the Data Processing Agreement for Oracle Services (the “Data Processing Agreement”), unless stated otherwise in Your order. The version of the Data Processing Agreement applicable to Your order (a) is available at <https://www.oracle.com/corporate/contracts/cloud-services/contracts.html#data-processing> and is incorporated herein by reference, and (b) will remain in force during the Services Period of Your order. In the event of any conflict between the terms of the Data Processing Agreement and the terms of the Service Specifications (including any applicable Oracle privacy policies), the terms of the Data Processing Agreement shall take precedence.

4.3 Without prejudice to Sections 4.1 and 4.2 above, You are responsible for (a) any required notices, consents and/or authorizations related to Your provision of, and our processing of, Your Content (including any Personal Data) as part of the Services, (b) any security vulnerabilities, and the consequences of such vulnerabilities, arising from Your Content, including any viruses, Trojan horses, worms or other harmful programming routines contained in Your Content, and (c) any use by You or Your Users of the Services in a manner that is inconsistent with the terms of this Agreement. To the extent You disclose or transmit, or instruct us to disclose or transfer in writing, Your Content to a third party, Oracle is no longer responsible for the security, integrity or confidentiality of such content and applications outside of Oracle’s control.

4.4 Unless otherwise specified in Your order (including in the Service Specifications), You may not provide Oracle or CherryRoad access to sensitive or special personal information that imposes specific data security obligations on Oracle in addition to or greater than those specified in the Service Specifications. If available, You may purchase services from CherryRoad, Oracle or an Oracle authorized partner (e.g., Oracle Payment Card Industry Compliance Services) designed to address particular data protection requirements applicable to Your business or Your Content.

## **5. WARRANTIES, DISCLAIMERS AND EXCLUSIVE REMEDIES**

5.1 Each party represents that it has validly entered into this Agreement and that it has the power and authority to do so. Oracle warrants that during the Services Period, Oracle will perform the Services using commercially reasonable care and skill in all material respects as described in the Service Specifications. If the Services provided to You were not performed as warranted, You must promptly provide Oracle and CherryRoad with a written notice that describes the deficiency in the Services (including, as applicable, the service request number notifying Oracle of the deficiency in the Services).

5.2 ORACLE AND CHERRYROAD DO NOT WARRANT THAT THE SERVICES WILL BE PERFORMED ERROR-FREE OR UNINTERRUPTED, THAT ORACLE WILL CORRECT ALL SERVICES ERRORS, OR THAT THE SERVICES WILL MEET YOUR REQUIREMENTS OR EXPECTATIONS. NEITHER ORACLE NOR CHERRYROAD IS RESPONSIBLE FOR ANY ISSUES RELATED TO THE PERFORMANCE, OPERATION OR SECURITY OF THE SERVICES THAT ARISE FROM YOUR CONTENT OR THIRD PARTY CONTENT OR SERVICES PROVIDED BY THIRD PARTIES.

5.3 FOR ANY BREACH OF THE SERVICES WARRANTY, YOUR EXCLUSIVE REMEDY AND ORACLE’S AND CHERRYROAD’S ENTIRE LIABILITY SHALL BE THE CORRECTION OF THE DEFICIENT SERVICES THAT CAUSED THE BREACH OF WARRANTY, OR, IF ORACLE CANNOT SUBSTANTIALLY CORRECT THE DEFICIENCY IN A COMMERCIALY REASONABLE MANNER, YOU MAY END THE DEFICIENT SERVICES AND ORACLE WILL REFUND TO CHERRYROAD, THE FEES FOR THE TERMINATED SERVICES THAT CHERRYROAD PRE-PAID TO ORACLE FOR THE PERIOD FOLLOWING THE EFFECTIVE DATE OF TERMINATION AND CHERRYROAD WILL IN TURN REFUND TO THE END USER THE FEES FOR THE DEFICIENT SERVICES THAT THE END USER PRE-PAID TO CHERRYROAD FOR THE PERIOD FOLLOWING THE EFFECTIVE DATE OF TERMINATION.

5.4 TO THE EXTENT NOT PROHIBITED BY LAW, THESE WARRANTIES ARE EXCLUSIVE AND THERE ARE NO OTHER EXPRESS OR IMPLIED WARRANTIES OR CONDITIONS INCLUDING FOR SOFTWARE, HARDWARE, SYSTEMS, NETWORKS OR ENVIRONMENTS OR FOR MERCHANTABILITY, SATISFACTORY QUALITY AND FITNESS FOR A PARTICULAR PURPOSE.

## **6. LIMITATION OF LIABILITY**

6.1 IN NO EVENT WILL EITHER PARTY OR ITS AFFILIATES, NOR ORACLE BE LIABLE FOR ANY INDIRECT, CONSEQUENTIAL, INCIDENTAL, SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES, OR ANY LOSS OF REVENUE OR PROFITS, DATA, OR DATA USE, SALES, GOODWILL, OR REPUTATION.

6.2 IN NO EVENT SHALL THE AGGREGATE LIABILITY OF ORACLE AND ORACLE'S AFFILIATES OR CHERRYROAD ARISING OUT OF OR RELATED TO THIS AGREEMENT OR YOUR ORDER, WHETHER IN CONTRACT OR TORT, OR OTHERWISE, EXCEED THE TOTAL AMOUNTS ACTUALLY PAID TO ORACLE OR CHERRYROAD FOR THE SERVICES UNDER THE ORDER GIVING RISE TO THE LIABILITY IN THE TWELVE (12) MONTH PERIOD IMMEDIATELY PRECEDING THE EVENT GIVING RISE TO SUCH LIABILITY LESS ANY REFUNDS OR CREDITS RECEIVED UNDER SUCH ORDER.

## **7. INDEMNIFICATION**

7.1 If a third party makes a claim against either You or Oracle ("Recipient" which may refer to You or Oracle depending upon which party received the Material), that any information, design, specification, instruction, software, service, data, hardware, or material (collectively, "Material") furnished by either You or Oracle ("Provider" which may refer to You or Oracle depending on which party provided the Material) and used by the Recipient infringes the third party's intellectual property rights, the Provider, at the Provider's sole cost and expense, will to the extent not prohibited by law, defend the Recipient against the claim and indemnify the Recipient from the damages, liabilities, costs and expenses awarded by the court to the third party claiming infringement or the settlement agreed to by the Provider, if the Recipient does the following:

- a. notifies the Provider promptly in writing, not later than 30 days after the Recipient receives notice of the claim (or sooner if required by applicable law);
- b. gives the Provider sole control of the defense and any settlement negotiations, to the extent not prohibited by law; and
- c. gives the Provider the information, authority and assistance the Provider needs to defend against or settle the claim.

7.2 If the Provider believes or it is determined that any of the Material may have violated a third party's intellectual property rights, the Provider may choose to either modify the Material to be non-infringing (while substantially preserving its utility or functionality) or obtain a license to allow for continued use, or if these alternatives are not commercially reasonable, the Provider may end the license for, and require return of, the applicable Material and refund any unused, prepaid fees the Recipient may have paid to the other party for such Material. If such return materially affects Oracle's ability to meet its obligations under the relevant order, then Oracle may, upon 30 days prior written notice, terminate the order. If such Material is third party technology and the terms of the third party license do not allow Oracle to terminate the license, then Oracle may, upon 30 days prior written notice, end the Services associated with such Material and refund to CherryRoad, and CherryRoad will in turn refund to You any unused, prepaid fees for such Services.

7.3 The Provider will not indemnify the Recipient if the Recipient (a) alters the Material or uses it outside the scope of use identified in the Provider's user or program documentation or Service Specifications, or (b) uses a version of the Material which has been superseded, if the infringement claim could have been avoided by using an unaltered current version of the Material which was made available to the Recipient. The Provider will not indemnify the Recipient to the extent that an infringement claim is based upon any Material not furnished by the Provider. Oracle will not indemnify You to the extent that an infringement claim is based on Third Party Content or any Material from a third party portal or other external source that is accessible or made available to You within or by the Services (e.g., a social media post from a

third party blog or forum, a third party Web page accessed via a hyperlink, marketing data from third party data providers, etc.).

7.4 This Section 7 provides the parties' exclusive remedy for any infringement claims or damages.

## **8. TERM AND TERMINATION**

8.1. Services provided under this Agreement shall be provided for the Services Period defined in Your order.

8.2. Oracle may suspend Your or Your Users access to, or use of, the Services if Oracle believes that (a) there is a significant threat to the functionality, security, integrity, or availability of the Services or any content, data, or applications in the Services; (b) You or Your Users are accessing or using the Services to commit an illegal act; or (c) there is a violation of the Acceptable Use Policy. When reasonably practicable and lawfully permitted, Oracle will provide You with advance notice of any such suspension. Oracle will use reasonable efforts to re-establish the Services promptly after Oracle determines that the issue causing the suspension has been resolved. During any suspension period, Oracle will make Your Content (as it existed on the suspension date) available to You. Any suspension under this Section shall not excuse You from Your obligation to make payments under this Agreement.

8.3. If either of us breaches a material term of this Agreement or the order and fails to correct the breach within 30 days of written specification of the breach, then the breaching party is in default and the non-breaching party may terminate this Agreement and Your order. If CherryRoad terminates the order as specified in the preceding sentence, You must pay within 30 days all amounts that have accrued prior to such termination, as well as all sums remaining unpaid for the Services under such order(s) plus related taxes and expenses. Except for nonpayment of fees, the nonbreaching party may agree in its sole discretion to extend the 30 day period for so long as the breaching party continues reasonable efforts to cure the breach. You agree that if You are in default under this Agreement, You may not use those Services ordered.

8.4. At the end of the Services Period of an order, Oracle will make Your Content (as it existed at the end of the Services Period) available for retrieval by You during a retrieval period set out in the Service Specifications. At the end of such retrieval period, and except as may be required by law, Oracle will delete or otherwise render unrecoverable any of Your Content that remains in the Services. Oracle's data deletion practices are described in more detail in the Service Specifications.

8.5. Provisions that survive termination or expiration of this Agreement are those relating to limitation of liability, indemnification, payment and others which by their nature are intended to survive.

## **9. THIRD-PARTY CONTENT, SERVICES AND WEBSITES**

9.1 The Services may enable You to link to, transmit Your Content to, or otherwise access third parties' websites, platforms, content, products, services, and information. Oracle and CherryRoad do not control and are not responsible for such Third Party Services. You are solely responsible for complying with the terms of access and use of Third Party Services, and if Oracle accesses or uses any Third Party Services on Your behalf to facilitate performance of the Services, You are solely responsible for ensuring that such access and use, including through passwords, credentials or tokens issued or otherwise made available to You, is authorized by the terms of access and use for such services. If You transfer or cause the transfer of Your Content or Third Party Content from the Services to a Third Party Service or other location, that transfer constitutes a distribution by You and not by Oracle.

9.2 Any Third Party Content Oracle makes accessible is provided on an "as-is" and "as available" basis without any warranty of any kind. You acknowledge and agree that Oracle and CherryRoad are not responsible for, and has no obligation to control, monitor, or correct, Third Party Content. Oracle and CherryRoad disclaim all liabilities arising from or related to Third Party Content.

9.3 You acknowledge that: (i) the nature, type, quality and availability of Third Party Content may change at any time during the Services Period, and (ii) features of the Services that interoperate with third parties such as Facebook™, YouTube™ and Twitter™, etc. (each, a “Third Party Service”), depend on the continuing availability of such third parties’ respective application programming interfaces (APIs). Oracle may need to update, change or modify the Services under this Agreement as a result of a change in, or unavailability of, such Third Party Content, Third Party Services or APIs. If any third party ceases to make its Third Party Content or APIs available on reasonable terms for the Services, as determined by us in our sole discretion, Oracle may cease providing access to the affected Third Party Content or Third Party Services without any liability to You. Any changes to Third Party Content, Third Party Services or APIs, including their unavailability, during the Services Period does not affect Your obligations under this Agreement or the applicable order, and You will not be entitled to any refund, credit or other compensation due to any such changes.

## **10. SERVICE MONITORING, ANALYSES AND ORACLE SOFTWARE**

10.1 Oracle continuously monitors the Services to facilitate Oracle’s operation of the Services; to help resolve Your service requests; to detect and address threats to the functionality, security, integrity, and availability of the Services as well as any content, data, or applications in the Services; and to detect and address illegal acts or violations of the Acceptable Use Policy. Oracle monitoring tools do not collect or store any of Your Content residing in the Services, except as needed for such purposes. Oracle does not monitor, and does not address issues with, non-Oracle software provided by You or any of Your Users that is stored in, or run on or through, the Services. Information collected by Oracle monitoring tools (excluding Your Content) may also be used to assist in managing Oracle’s product and service portfolio, to help Oracle address deficiencies in its product and service offerings, and for license management purposes.

10.2 Oracle may (i) compile statistical and other information related to the performance, operation and use of the Services, and (ii) use data from the Services in aggregated form for security and operations management, to create statistical analyses, and for research and development purposes (clauses i and ii are collectively referred to as “Service Analyses”). Oracle may make Service Analyses publicly available; however, Service Analyses will not incorporate Your Content or Confidential Information in a form that could serve to identify You or any individual. Oracle retains all intellectual property rights in Service Analyses.

10.3 Oracle may provide You with the ability to obtain certain Oracle Software (as defined below) for use with the Services. If Oracle provides Oracle Software to You and does not specify separate terms for such software, then such Oracle Software is provided as part of the Services and You have the non-exclusive, worldwide, limited right to use such Oracle Software, subject to the terms of this Agreement and Your order (except for separately licensed elements of the Oracle Software, which separately licensed elements are governed by the applicable separate terms), solely to facilitate Your use of the Services. You may allow Your Users to use the Oracle Software for this purpose, and You are responsible for their compliance with the license terms. Your right to use any Oracle Software will terminate upon the earlier of Oracle providing notice (by web posting or otherwise) or the end of the Services associated with the Oracle Software. Notwithstanding the foregoing, if Oracle Software is licensed to You under separate third party terms, then Your use of such software is governed by the separate third party terms. Your right to use any part of the Oracle Software that is licensed under the separate terms is not restricted in any way by this Agreement.

## **11. EXPORT**

11.1 Export laws and regulations of the United States and any other relevant local export laws and regulations apply to the Services. Such export laws govern use of the Services (including technical data) and any Services deliverables provided under this Agreement, and You and Oracle each agree to comply with all such export laws and regulations (including “deemed export” and “deemed re-export” regulations). You agree that no data, information, software programs and/or materials resulting from Services (or direct product thereof) will be exported, directly or indirectly, in violation of these laws, or will be used for any

purpose prohibited by these laws including, without limitation, nuclear, chemical, or biological weapons proliferation, or development of missile technology.

11.2 You acknowledge that the Services are designed with capabilities for You and Your Users to access the Services without regard to geographic location and to transfer or otherwise move Your Content between the Services and other locations such as User workstations. You are solely responsible for the authorization and management of User accounts across geographic locations, as well as export control and geographic transfer of Your Content.

## **12. FORCE MAJEURE**

Neither of us, nor Oracle, shall be responsible for failure or delay of performance if caused by: an act of war, hostility, or sabotage; act of God; pandemic; electrical, internet, or telecommunication outage that is not caused by the obligated party; government restrictions (including the denial or cancelation of any export, import or other license); or other event outside the reasonable control of the obligated party. Oracle and You will use reasonable efforts to mitigate the effect of a force majeure event. If such event continues for more than 30 days, Oracle or You may cancel unperformed Services and affected orders upon written notice. This Section does not excuse either party's obligation to take reasonable steps to follow its normal disaster recovery procedures or Your obligation to pay for the Services.

## **13. GOVERNING LAW AND JURISDICTION**

This Agreement is governed by the substantive and procedural laws of the State of California and You and CherryRoad agree to submit to the exclusive jurisdiction of, and venue in, the courts in San Francisco or Santa Clara counties in California in any dispute arising out of or relating to this Agreement.

## **14. NOTICE**

14.1. Any notice required under this Agreement shall be provided to the other party, and Oracle, in writing. If You have a legal dispute with Oracle or if You wish to provide a notice under the Indemnification Section of this Agreement, or if You become subject to insolvency or other similar legal proceedings, You will promptly send written notice to: America, Inc., 500 Oracle Parkway, Redwood Shores, CA 94065, Attention: General Counsel, Legal Department.

14.2. Oracle may give notices applicable to Oracle's Cloud Services customer base by means of a general notice on the Oracle portal for the Cloud Services, and notices specific to You by electronic mail to Your e-mail address on record in Oracle's account information or by written communication sent by first class mail or pre-paid post to Your address on record in Oracle's account information.

## **15. ASSIGNMENT**

You may not assign this Agreement or give or transfer the Services, or any interest in the Services, to another individual or entity.

## **16. OTHER**

16.1 Oracle is an independent contractor and You agree that no partnership, joint venture, or agency relationship exists between Oracle, CherryRoad, and You. Oracle and You are each responsible for paying our own employees, including employment related taxes and insurance. You understand that Oracle's business partners and other third parties, including any third parties with which the Services has an integration or that are retained by You to provide consulting or implementation services or applications that interact with the Services, are independent of Oracle and are not Oracle's agents. Oracle is not liable for, bound by, or responsible for any problems with the Services, Your Content or Your Applications arising due to any acts of any such business partner or third party, unless the business partner or third party is providing Services as an Oracle subcontractor on an engagement ordered under this Agreement and, if so, then only to the same extent as Oracle would be responsible for Oracle resources under this

Agreement. This Agreement is entered exclusively between You and CherryRoad. While Oracle has no contractual relationship with You, Oracle is a third party beneficiary of this Agreement.

16.2 If any term of this Agreement is found to be invalid or unenforceable, the remaining provisions will remain effective and such term shall be replaced with another term consistent with the purpose and intent of this Agreement.

16.3 Except for actions for nonpayment or breach of Oracle's proprietary rights, no action, regardless of form, arising out of or relating to this Agreement may be brought by either party more than two years after the cause of action has accrued.

16.4 Prior to entering into an order governed by this Agreement, You are solely responsible for determining whether the Services meet Your technical, business or regulatory requirements. Oracle will cooperate with Your efforts to determine whether use of the standard Services are consistent with those requirements. Additional fees may apply to any additional work performed by Oracle or changes to the Services. You remain solely responsible for Your regulatory compliance in connection with Your use of the Services.

16.5 Upon forty-five (45) days written notice and no more than once every twelve (12) months, Oracle may audit Your use of the Cloud Services to ensure Your use of the Cloud Services is in compliance with the terms of the applicable order and this Agreement. Any such audit shall not unreasonably interfere with Your normal business operations.

You agree to cooperate with Oracle's audit and to provide reasonable assistance and access to information reasonably requested by Oracle. The performance of the audit and non-public data obtained during the audit (including findings or reports that result from the audit) shall be subject to the provisions of section Nondisclosure of this Agreement. If the audit identifies non-compliance, You agree to remedy (which may include, without limitation, the payment of any fees for additional Cloud Services) such non-compliance within 30 days of written notification of that non-compliance. You agree that neither Oracle nor CherryRoad shall be responsible for any of Your costs incurred in cooperating with the audit.

## **17. ENTIRE AGREEMENT**

17.1 You agree that this Agreement and the information which is incorporated into this Agreement by written reference (including reference to information contained in a URL or referenced policy), together with the applicable order, is the complete agreement for the Services ordered by You and supersedes all prior or contemporaneous agreements or representations, written or oral, regarding such Services.

17.2 It is expressly agreed that the terms of this Agreement and any Oracle order shall supersede the terms in any purchase order, procurement internet portal, or other similar non-Oracle document and no terms included in any such purchase order, portal, or other non-Oracle document shall apply to the Services ordered. In the event of any inconsistencies between the terms of an order and the Agreement, the order shall take precedence; however, unless expressly stated otherwise in an order, the terms of the Data Processing Agreement shall take precedence over any inconsistent terms in an order. This Agreement and orders hereunder may not be modified and the rights and restrictions may not be altered or waived except in a writing signed by authorized representatives of You and of CherryRoad; however, Oracle may update the Service Specifications, including by posting updated documents on Oracle's websites. Except as set forth in Section 16.1, no third party beneficiary relationships are created by this Agreement.

## **18. AGREEMENT DEFINITIONS**

**18.1 "Oracle Software"** means any software agent, application or tool that Oracle makes available to You for download specifically for purposes of facilitating Your access to, operation of, and/or use with, the Services.



**18.2 “Program Documentation”** refers to the user manuals, help windows, readme files for the Services and any Oracle Software. You may access the documentation online at <http://oracle.com/contracts> or such other address specified by Oracle.

**18.3 “Service Specifications”** means the following documents, as applicable to the Services under Your order: (a) the Oracle Cloud Hosting and Delivery Policies, the Program Documentation, the Oracle service descriptions, and the Data Processing Agreement described in this Agreement; (b) Oracle’s privacy policies; and (c) any other Oracle documents that are referenced in or incorporated into Your order. The following do not apply to any non-Cloud Oracle service offerings acquired in Your order, such as professional services: the Oracle Cloud Hosting and Delivery Policies, and Program Documentation. The following do not apply to any Oracle Software that is provided by Oracle as part of the Services and governed by the terms of this Agreement: the Oracle Cloud Hosting and Delivery Policies, Oracle service descriptions, and the Data Processing Agreement.

**18.4 “Third Party Content”** means all software, data, text, images, audio, video, photographs and other content and material, in any format, that are obtained or derived from third party sources outside of Oracle that You may access through, within, or in conjunction with Your use of, the Services. Examples of Third Party Content include data feeds from social network services, rss feeds from blog posts, Oracle data marketplaces and libraries, dictionaries, and marketing data.

**18.5 “Users”** means, for Services, those employees, contractors, and end users, as applicable, authorized by You or on Your behalf to use the Services in accordance with this Agreement and Your order. For Services that are specifically designed to allow Your clients, agents, customers, suppliers or other third parties to access the Services to interact with You, such third parties will be considered “Users” subject to the terms of this Agreement and Your order.

**18.6 “Your Content”** means all software, data (including Personal Data), text, images, audio, video, photographs, non-Oracle or third party applications, and other content and material, in any format, provided by You or any of Your Users that is stored in, or run on or through, the Services. Services under this Agreement, Oracle Software, other Oracle products and services, and Oracle intellectual property, and all derivative works thereof, do not fall within the meaning of the term “Your Content”.

## **19. CLOUD SERVICES AGREEMENT EFFECTIVE DATE**

The Effective Date of this Cloud Services Agreement is \_\_\_\_\_.  
(DATE TO BE COMPLETED BY CHERRYROAD)

### **COMPANY NAME**

### **CHERRYROAD TECHNOLOGIES INC.**

Authorized  
Signature: \_\_\_\_\_

Authorized  
Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Signature Date: \_\_\_\_\_

Signature Date: \_\_\_\_\_



# County of Tulare

## PURCHASING DEPARTMENT

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2637 W. Burrel Ave. Ste.200, Visalia CA 93291-4593  
Telephone 559-205-1100 Fax 559-687-6939

May 27, 2022

### NOTICE TO PROPOSERS

#### **AMENDMENT / ADDENDUM #01 – RFP NO. 23-005**

Note the change of the requirements/specifications of RFP No. 23-005 for Human Capital Management Software and Implementation Services for the following page(s) and include them in your response.

Please sign and return this amendment/addendum acknowledgment with your signed proposal. Failure to provide all documents as required in the original RFP may disqualify your proposal.


Sincerely,

Cher Castellini  
Purchasing Manager

---

### **ACKNOWLEDGMENT OF AMENDMENT / ADDENDUM**

COMPANY NAME: Graviton Consulting Services, Inc.

SIGNATURE: 

NAME & TITLE: (PRINT) Vineet Srivastava, President

**Change in language:**

Last sentence on page 26 of RFP 23-005 reads:

Please use the following document as your response to Section 2 Requirements and provide in Word format. Do not convert the file to a PDF.

Language is being changed to:

**Please use the document in Exhibit “G” as your response to Section 2 Requirements and provide in Word format. Do not convert the file to a PDF.**

Balance of requirements and specifications to remain the same.

**PROPOSAL OPENING DATE OF JULY 01, 2022 AT 5:00 P.M., (PST) REMAINS UNCHANGED.**



# County of Tulare

## PURCHASING DEPARTMENT

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2637 W. Burrel Ave. Ste.200, Visalia CA 93291-4593  
Telephone 559-205-1100 Fax 559-687-6939

June 14, 2022

### NOTICE TO PROPOSERS

#### **AMENDMENT / ADDENDUM #01 – RFP NO. 23-005**

Note the change of the requirements/specifications of RFP No. 23-005 for Human Capital Management Software and Implementation Services for the following page(s) and include them in your response.

Please sign and return this amendment/addendum acknowledgment with your signed proposal. Failure to provide all documents as required in the original RFP may disqualify your proposal.

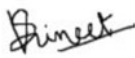
Sincerely,

Cher Castellini  
Purchasing Manager

---

### **ACKNOWLEDGMENT OF AMENDMENT / ADDENDUM**

COMPANY NAME: Graviton Consulting Services, Inc.

SIGNATURE: 

NAME & TITLE: (PRINT) Vineet Srivastava, President

## **ANSWERS TO QUESTIONS RECEIVED BY June 03, 2022 @ 5:00 PM**

|           |  |  |
|-----------|--|--|
| <b>1</b>  | As Tulare County is looking for HCM Service and there are four modules (Human Resources, Time and Attendance, Payroll, Reporting) in the Service, can a vendor bid on any single module.   | No, Human Resources, Payroll, & Reporting are all required – Time and Attendance can be bid separately if vendor has no appropriate modules. |
| <b>2</b>  | Please Confirm how many users will use the system?   | The County issues 5400 W2s per year as indicated in RFP.   |
| <b>3</b>  | Requirement #33q: Can you please expand on the usage / use cases for GovPay in relation to retiree premium payments?   | Used to pay premiums for retirees.   |
| <b>4</b>  | Requirement #224: Can you please further define “Earned vs. Paid” reporting?   | Time off for OT hours earned instead of paying time and a half, such as compensatory time off.   |
| <b>5</b>  | Can the County please verify if vendors may utilize offshore resources as part of their solution?  | For storage, hosting, and accessing data – no; for implementation and development – county may consider with detailed information.           |
| <b>6</b>  | Can you please provide the SPECIAL CONDITIONS attachment as noted in GENERAL CONDITIONS, #22.  | There are no special conditions for this RFP so this paragraph does not apply.   |
| <b>7</b>  | Does Tulare County have dates in mind for the start of this project and a go-live?   | Start date is indicated in RFP – go live date to be reviewed with selected vendor  |
| <b>8</b>  | Are there any specific devices used in the field that are unique to AgTime?  | No, some staff utilize iPads – works on windows as well  |
| <b>9</b>  | RE: Position Control, how is Tulare County managing position control today? If Manual, about how much time annually is spent on position control?  | Using ADP – to be reviewed with selected vendor  |
| <b>10</b> | The RFP states that Tulare County is ‘exploring’ in relation to InTime and AgTime. Does that mean you would consider replacing those two applications? And if so – would you want us to propose a replacement for those two applications?  | Yes – the County is open to consider replacement solutions   |
| <b>11</b> | The “Exhibit D - Requirements” section on page 26 of the RFP appears to give instructions for completing Exhibit G. We have received the Word document headed “HCM Software Requirements,” which we believe is Exhibit G. Are Exhibit D and Exhibit G the same document? Is there a separate Exhibit D document? | Use the Word document provided   |
| <b>12</b> | What internal change management, communications, and training capabilities/resources do you have or expect to have for this project?   | To be reviewed with the selected vendor -indicate your recommended approach  |

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| 13 | Will development of training materials (job aids, Captivate simulation videos, PPTs, etc.) be created internally or by your chosen implementation partner?  | To be reviewed with the selected vendor -indicate your recommended approach  |
| 14 | What is your organization's maturity as it relates to employee self-service and manager self-service?   | Some use – open to exploring future opportunities  |
| 15 | Do you have the need to track retirees and pensioners? Do you pay your retirees through ADP payroll?  | Yes, they are tracked – see Requirements   |
| 16 | Do you self-administer leave of absence or have a third party administer? If you have an administrator, who is it?  | Leaves of Absences are self-administered   |
| 17 | Do you have needs to manage benefits open enrollment in the new HCM system? (or is that handled in MyWorkplace which will stay in place?)   | See Requirement #83  |
| 18 | Do you have a need to track retiree benefits?   | Yes – see Requirements   |
| 19 | Do you plan to track contingent workers?  | No   |
| 20 | How many accruing time off plans do you need configured? (Example: PTO, Vacation, Floating Holiday, Sick Time) How many non-accruing (use as needed) time off plans do you need configured? (Example: Bereavement, Duty, Unpaid Time Off) | To be reviewed with selected vendor  |
| 21 | Which employees will use Time Tracking (hourly, salary or both)?  | All employees will use time tracking   |
| 22 | How many work schedules do you have?  | General employees typically work 8–10-hour shifts. Safety can have up to 24- hours shifts. Work schedules will vary depending on the department or job classification which can be up to 30. |
| 23 | Do you have multiple job requirements for Time Tracking?  | Yes  |
| 24 | Approximately how many subsets of employee populations do you have that report time differently?  | Approximately 10   |
| 25 | How many different payroll schedules do you have that affect Time Tracking?   | See Requirements   |
| 26 | How many different work schedules do you have?  | Redundant to #22   |
| 27 | Do you have an existing time clock/capture system?  | See RFP for current systems  |
| 28 | How many bank accounts will be used for funding in payroll related processing including DDP and paper check funding?  | One  |
| 29 | How many Payroll earnings codes do you have? How many deduction codes?  | To be reviewed with the selected vendor  |
| 30 | How many pay frequencies do you have? (Weekly, Bi-Weekly,   | See Requirements #180  |

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|    | Semi-Monthly, Monthly)  |  |
| 31 | Number of FEIN's/legal entities   | 13 - Auditor Payroll Division processes payroll for Special districts (12 additional FEIN's) |
| 32 | Approximately how many full-time employees does the County currently have? Separately how many part time employees? Separately how many seasonal employees?   | 5400 W2s issued – To be reviewed with selected vendor  |
| 33 | Will proposals be deemed unresponsive if we cannot provide HRIS references at this time? We are currently transitioning customers from an on-premises HRIS solution to our proposed SaaS HRIS solution. | No   |
| 34 | When do you plan to kick off the project? When is your anticipated go live?   | See timeline in RFP – go live will be reviewed with the selected vendor                      |
| 35 | Please provide additional details about BMG – Employee Money Loan Program (3rd party lending)? Are we looking for an alternative solution? Track deductions? Integrate?                                 | See page 11  |
| 36 | Does the County have any expectations or considerations for a go live date?   | This will be determined with the selected vendor. See Timeline in Section I.                 |
| 37 | Once an applicant has accepted the job offer, describe the steps to onboard them.   | See Requirements #59   |
| 38 | Are different types of employees handled different ways? Please describe.   | Yes – to be reviewed with selected vendor  |
| 39 | How many distinct onboarding flows will need to be configured?  | One  |
| 40 | Approximately how many steps/tasks are associated with the distinct onboarding flows?   | See Requirements #59   |
| 41 | Any additional 'Journeys' required for configuration? (Offboarding, Return to work, etc.)   | See Requirements #113  |
| 42 | How many legal entities do you operate within for HR/Payroll?   | One  |
| 43 | Does the organization have employees that work multiple assignments (different job titles/positions, different assignment/job record)? if yes, what percentage of employees have multiple assignments?  | Yes – to be reviewed with selected vendor  |
| 44 | Are you tracking contract information for any of your employees? If yes, what employees are you tracking contract data for?   | Yes – to be reviewed with selected vendor  |
| 45 | Do you have any special taxation rules for any of your employees (i.e.. exempt from Social Security, Medicare, or federal or state unemployment? If yes, please explain.                                | All as mandated by Federal, State, and local jurisdictions                                   |

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| 46 | What percent of the staff are full time-vs-part time?   | The County has FT and PT employees. To be reviewed with selected vendor   |
| 47 | What percentage of employees are salaried?  | To be reviewed with selected vendor   |
| 48 | What percentage of employees are hourly?  | To be reviewed with selected vendor   |
| 49 | What percentage of employees are temporary? Does the number vary by season?   | Varies with season – to be reviewed with selected vendor  |
| 50 | How many current departments (Cost Centers) do you have?  | There are approximately 60 current and historical departments and special districts. To be further reviewed with selected vendor.   |
| 51 | How many current physical Locations do you have?  | 152 Locations   |
| 52 | How many current distinct Job Codes do you have?  | 1155 Active Job Codes   |
| 53 | How many current Salary Plans and Grades do you have?   | We have 5 salary plans:<br>T56 has 4 Grades<br>TCS has 679 Active Grades and 143 Inactive Grades<br>TFR has 8 Active Grades and 54 Inactive Grades<br>TSB has 6 Active Grades and 3 Inactive Grades<br>TSD has 107 Grades |
| 54 | Do you have any defined step progression salary plans?  | Yes   |
| 55 | Are ALL employees associated with a defined position?   | Yes   |
| 56 | in general, is there a one-to-one relationship between a position and an employee?  | Yes, with exceptions  |
| 57 | Do you need to store documents? How many different types of documents?  | Yes – as necessary  |
| 58 | Will you enable the use of Employee self-service for HR? Do you currently have Employee self-service today?   | Yes – Yes   |
| 59 | Will you enable the use of Manager self-service for HR? Do you currently have Manager self-service today? What types of transactions are managers entering? | Yes – Yes   |
| 60 | How many unions/bargaining units associated with the organization? Please list.   | 10 – to be reviewed with the selected vendor  |
| 61 | What percent of the workforce fall under a Union or Bargaining Agreement?   | Approximately 85 %  |
| 62 | Describe the grievance process. Who is responsible for that business process?   | To be reviewed with selected vendor   |



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| 63 | How are grievances initiated, tracked, and stored in the HR System?   | To be reviewed with selected vendor   |
| 64 | What tools are used to document, track, store, and report on grievances?  | To be reviewed with selected vendor   |
| 65 | What type of grievance reporting is performed? Have you customized grievance reports?   | To be reviewed with selected vendor   |
| 66 | Describe the disciplinary action process. Who is responsible for that business process?   | To be reviewed with selected vendor   |
| 67 | What tools are used to document, track, store, and report on disciplinary actions?  | To be reviewed with selected vendor   |
| 68 | What type of discipline action reporting is performed? Have you customized disciplinary reports?  | To be reviewed with selected vendor   |
| 69 | How and what types of seniority dates are tracked?  | See Requirements section of RFP   |
| 70 | Do you have any historical employee HR/job data conversion requirements? Please explain?  | To be reviewed with the selected vendor   |
| 71 | Is your Human Resource department centralized or decentralized? How Many HR staff do you currently have?  | Decentralized; Centralized benefits, recruitment, governance – to be reviewed with selected vendor  |
| 72 | Do you have pay longevity pay? If yes, is longevity included in base pay or paid separately? What is the percent of employees that receive longevity pay? | Selected BUs have longevity pay that has been negotiated. It is paid by an additional pay. Approximately 3% of the workforce has it.  |
| 73 | Do you have any grant reporting requirements out of HR?   | No  |
| 74 | How many distinct benefit programs do you offer and maintain? Please describe.  | We have 6 Medical plans, 2 Dental plans, 1 Vision plan and 1 Pharmacy plan. These are all part of our core Benefits package. We also have 9 Voluntary plans that are offered. |
| 75 | How many different and distinct benefit plans does the organization maintain? (Medical, Dental, Life, FSA, etc.)  | See #74   |
| 76 | Please list the distinct benefit vendors.   | To be reviewed with selected vendor   |
| 77 | Do you offer a retirement plan i.e. 403(b), 457(b) or defined pension plan? Who is the vendor?  | Yes – to be reviewed with selected vendor   |
| 78 | Who is your current COBRA administrator?  | Requirements #33 I.   |
| 79 | Describe the benefit plan year (i.e.. Calendar year based)?   | Calendar  |
| 80 | When is your open enrollment period? If multiple or split OE periods please describe.   | To be reviewed with selected vendor   |
| 81 | How many distinct plans do you offer for 'Flex' credits (i.e. employees provided a set amount of dollars to purchase benefits)?                           | Unique to each employee based on BU, classification and if employed when the benefit amount was frozen.   |

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| <b>82</b>  | Do you actively track and manage retiree benefits or is that outsourced?  | Yes – County tracks and manages                            |
| <b>83</b>  | Provide (list out) the organization's distinct accrual plans (example: Sick, Vacation, PTO, etc.)   | Multiple types – to be reviewed with selected vendor       |
| <b>84</b>  | Provide (list out) the organization's distinct qualification type absence plans the organization supports (for example: bereavement, jury duty, maternity leave, etc.)  | Multiple types – to be reviewed with selected vendor       |
| <b>85</b>  | What type of approval processes are currently supported for absence requests? For example: Employee's manager approves all absence requests. Please indicate how many level of approvals.   | Multiple types – to be reviewed with selected vendor       |
| <b>86</b>  | Will there be a centralized absence administrator, or will there be HR Admins that will work with different groups within the organization or both? If more than one, please provide the estimated number that should have this type of access. | Both - HR Admins are by Dept.                              |
| <b>87</b>  | Are all groups of employees that are currently on different time systems considered for moving to Oracle Cloud T&L except Fire?   | To be reviewed with selected vendor                        |
| <b>88</b>  | Are timeclocks currently used or plan to be implemented with new system?  | At this time, we do not anticipate a need for time clocks. |
| <b>89</b>  | If timeclocks are used, who is and/or will be the vendor?   | At this time, we do not anticipate a need for time clocks. |
| <b>90</b>  | If timeclocks are used, are rules within the 3rd party software or in legacy system? If in 3rd party, will they remain or be moved to new?  | At this time, we do not anticipate a need for time clocks. |
| <b>91</b>  | Please provide number of unions and bargaining units within union.  | See #60  |
| <b>92</b>  | Who maintains the schedules for employees?  | Timekeepers and Payroll                                    |
| <b>93</b>  | Do any non-employees, such as contractors, use (or will be using) the TL system?  | No   |
| <b>94</b>  | Does the organization have a preferred timecard layout?   | To be reviewed with selected vendor                        |
| <b>95</b>  | Are there different holiday schedules for certain groups of employees?  | No   |
| <b>96</b>  | If yes, please provide number of schedules supported.   | N/A  |
| <b>97</b>  | Are there specific custom reports that are unique to the organization that must be replicated in the new system?  | To be reviewed with selected vendor                        |
| <b>98</b>  | If yes, please provide type of report(s).   | To be reviewed with selected vendor                        |
| <b>99</b>  | Please describe On-call scheduling requirements.  | To be reviewed with selected vendor                        |
| <b>100</b> | Approximately how many distinct taxing jurisdictions is the organization subject to (Federal, State and Local?)   | One  |
|            | What types of pay are processed in off cycles? How many in each cycle?  | To be reviewed with selected vendor                        |

|            |  |                                     |
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| <b>101</b> | Approximately how many garnishments do you process each cycle?   | To be reviewed with selected vendor |
| <b>102</b> | Describe the basic General Ledger accounting structure.  | To be reviewed with selected vendor |
| <b>103</b> | How many distinct earnings and deduction codes does the organization process?  | To be reviewed with selected vendor |
| <b>104</b> | Do any of your earnings or deductions require special tax rules other than section 125?  | Yes                                 |
| <b>105</b> | How many payroll banks do you have?  | One                                 |
| <b>106</b> | Number of Payroll Statutory Units (payroll processing)?  | One                                 |
| <b>107</b> | Will terminated employees be able to access their documents (payslips, W2s) after termination? What will be method of access (Ex. ESS (Employee Self Service) , Third Party , Paper)?  | To be reviewed with selected vendor |
| <b>108</b> | Are you expecting to pay any non-employees in the new system, such as:<br>a. Contingent Workers<br>b. Independent Contractors<br>c. Pensioners<br>d. Recruiters<br>e. Surviving Spouse | To be reviewed with selected vendor |
| <b>109</b> | How many unique payrolls / pay groups do you have?   | Less than 10                        |
| <b>110</b> | What is the count of employees and frequency of the payrolls / pay groups?   | To be reviewed with selected vendor |
| <b>111</b> | What is the volume of employees per payroll process type run?  | Defined in RFP – 5400 W2s issued    |
| <b>112</b> | How many unique standard earnings codes were paid in the last year? (Including Regular, Regular Not-worked, Premium, Overtime etc.)  | To be reviewed with selected vendor |
| <b>113</b> | Do you print regular payroll checks in-house or is that done by a third party? If it is done by a third party, which vendor is used?   | To be reviewed with selected vendor |
| <b>114</b> | Are manual checks printed on different check stock / layout than standard payroll checks?  | To be reviewed with selected vendor |
| <b>115</b> | Do you print third party payments / checks or EFT for garnishments, child support (involuntary deductions) in-house or is that done by a third party? If so which vendor is used?      | To be reviewed with selected vendor |

|            |  |   |
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| <b>116</b> | How are your payroll cost account requirements specified for use with general ledger accounting (Chose one selection): (1) the same cost accounts used for ALL U.S. legal entities (companies/business units) (2) different costing rules and cost accounts per each legal entity (3) different costing rules and cost accounts are grouped / combined by legal entities? (4) none of the above – we do not do a payroll costing breakdown at the legal entity level | To be reviewed with selected vendor           |
| <b>117</b> | Do you use a labor distribution system? What specific payroll requirements does It support?  | To be reviewed with selected vendor           |
| <b>118</b> | Are you using a Grants system?   | No – managed in Financial system              |
| <b>119</b> | Are you costing project tasks and expenditures for use with downstream systems such as Project Accounting?   | Yes   |
| <b>120</b> | Do you use a third party such as ADP, MasterTax or Ceridian for Periodic, Quarterly and Annual Tax Filing?   | See RFP                                       |
| <b>121</b> | Do you pay local/city taxes? If so, in which localities for registered states?   | California                                    |
| <b>122</b> | Do you print W-2 forms and W-2C forms in-house from the payroll system or is it done by a third party? If it is done by a third party, which vendor is used?   | County would like to explore both options     |
| <b>123</b> | Do you make payments for any of these groups directly from the payroll system: remote workers, sales workers, and/or consultants?  | No  |
| <b>124</b> | Do you have custom payslip template? Will more than one be required?   | Yes – to be reviewed with the selected vendor |
| <b>125</b> | How many W2's were issued for 2021?  | See RFP – 5400                                |
| <b>126</b> | Is payroll staff centralized or decentralized? How many staff members support payroll?   | To be reviewed with selected vendor           |
| <b>127</b> | How are employee evaluations tracked today? How are employee goals tracked today?  | To be reviewed with selected vendor           |
| <b>128</b> | Does any pre-defined content exist today? e.g. Competencies, Organization Goals, Department Goals  | To be reviewed with selected vendor           |
| <b>129</b> | When is your goal setting process and what are the key roles in the process?   | To be reviewed with selected vendor           |
| <b>130</b> | How many levels of approvals are required during the performance appraisal process and what is the hierarchy approval?   | To be reviewed with selected vendor           |
| <b>131</b> | Are there approvals required during the goal setting process that are separate from employee evaluation? If so, how many levels and what is the  | To be reviewed with selected vendor           |

|            |   |                                     |
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|            | hierarchy approval?   |                                     |
| <b>132</b> | How are Performance Appraisals currently administered and tracked?  | To be reviewed with selected vendor |
| <b>133</b> | What content is evaluated in a performance appraisal? Ex: Goals, Competencies, etc.,  | To be reviewed with selected vendor |
| <b>134</b> | Describe the rating model(s) used for performance reviews.  | To be reviewed with selected vendor |
| <b>135</b> | How are employee skills and qualifications tracked and monitored today?   | To be reviewed with selected vendor |
| <b>136</b> | Is there a library of content for qualifications and skills tracked by employee e.g. licenses, certifications, schools, skills. | To be reviewed with selected vendor |
| <b>137</b> | How is Succession Planning currently managed?   | To be reviewed with selected vendor |
| <b>138</b> | What is the current process for employee career development?<br>Is it tracked?  | To be reviewed with selected vendor |
| <b>139</b> | How is employee training currently administered, tracked and monitored?   | To be reviewed with selected vendor |



# County of Tulare

## PURCHASING DEPARTMENT

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2637 W. Burrel Ave. Ste.200, Visalia CA 93291-4593  
Telephone 559-205-1100 Fax 559-687-6939

June 23, 2022

### NOTICE TO PROPOSERS

#### **AMENDMENT / ADDENDUM #03 – RFP NO. 23-005**

Note the change of the requirements/specifications of RFP No. 23-005 for Human Capital Management Software and Implementation Services for the following page(s) and include them in your response.

Please sign and return this amendment/addendum acknowledgment with your signed proposal. Failure to provide all documents as required in the original RFP may disqualify your proposal.

Sincerely,

Cher Castellini  
Purchasing Manager

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### **ACKNOWLEDGMENT OF AMENDMENT / ADDENDUM**

COMPANY NAME: Graviton Consulting Services, Inc.

SIGNATURE: 

NAME & TITLE: (PRINT) Vineet Srivastava, President

The deadline for submitting proposals is being extended for an additional week. RFP 23-005 currently reads:

Deadline for Submitting Proposals:

**\*JULY 1, 2022 @ 5:00 p.m.**

Email to: [TCbids@tularecounty.ca.gov](mailto:TCbids@tularecounty.ca.gov)

**Change to read**

Deadline for Submitting Proposals:

**\*JULY 8, 2022 @ 5:00 p.m.**

Email to: [TCbids@tularecounty.ca.gov](mailto:TCbids@tularecounty.ca.gov)

Balance of requirements and specifications to remain the same.

TULARE COUNTY  
REQUEST FOR PROPOSAL: NO. 23-005  
INVITES PROPOSALS TO CONTRACT FOR

**HUMAN CAPITAL MANAGEMENT SOFTWARE AND  
IMPLEMENTATION SERVICES**

The County of Tulare invites proposals for offer of a contract to be submitted to the Purchasing Agent to supply HUMAN CAPITAL MANAGEMENT SOFTWARE AND IMPLEMENTATION SERVICES for THE COUNTY as required. Such contract will be for a period of approximately 10 years. However, the County of Tulare reserves the right to terminate the contract, with or without cause, by giving a thirty (30) day written notice of intent to terminate.

**VENDOR'S QUESTIONS ONLY:** Vendors may submit questions they have pertaining to this Request for Proposal to the Purchasing Department to: [TCbids@tularecounty.ca.gov](mailto:TCbids@tularecounty.ca.gov). Any and all questions must be **received by June 03, 2022, by 5:00 P.M.** in order to be considered. Questions and answers will be prepared and distributed to all Vendors only if necessary to clarify substantive items raised. No changes and/or additions will be made to this RFP within forty (40) working hours of its closing date and time.

Proposals will be received by Tulare County Purchasing Agent, 2637 W. Burrel Avenue, Suite 200, Visalia, CA 93291-4953 until **5:00 p.m. PST on July 01, 2022**

ATTACHED SHEETS: The attached sheets are herewith made a part of this Request for Proposal.

AWARD OF PROPOSAL: An award of this Request for Proposal will be based on a Best Value basis.

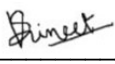
**RETURN PROPOSAL ON THIS FORM.**

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**VENDOR TO COMPLETE**

Undersigned agrees to furnish the commodities and/or services as stipulated in this Request for PROPOSAL at the prices, terms and conditions stated.

Company Graviton Consulting Services, Inc. Address 8801 Folsom Blvd, Suite 120  
Signed By  Vineet Srivastava City Sacramento State CA Zip Code 95826  
Title President Date 7/8/2022 Phone No. (916) 588-2655  
Email Address vineet@gravitonconsulting.com

Rev. 8/21

Note: This signature page must be turned in with your proposal



## EXHIBIT A

### CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS—PRIMARY COVERED TRANSACTIONS

#### INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.

2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.

3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency entering into this transaction.

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered Transaction", provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

### CERTIFICATION

(1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

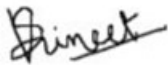
(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;

(b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicated for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.



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Signature

7/8/2022

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Date

Vineet Srivastava, President

---

Printed Name & Title

Graviton Consulting Services, Inc.

---

Name of Agency or Company

## **EXHIBIT B**

### **PROFESSIONAL SERVICES CONTRACTS** **INSURANCE REQUIREMENTS**

CONTRACTOR shall provide and maintain insurance for the duration of this Agreement against claims for injuries to persons and damage to property which may arise from, or in connection with, performance under the Agreement by the CONTRACTOR, his agents, representatives, employees and subcontractors, if applicable.

#### **A. Minimum Scope & Limits of Insurance**

1. Coverage at least as broad as Commercial General Liability, insurance Services Office Commercial General Liability coverage occurrence form GC 00 01, with limits no less than \$1,000,000 per occurrence including products and completed operations, property damage, bodily injury and personal & advertising injury. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
2. Insurance Services Office Form Number CA 00 01 covering Automobile Liability of \$1,000,000 per occurrence including any auto or, if the CONTRACTOR has no owned autos, hired and non-owned auto coverage. If an annual aggregate applies it must be no less than \$2,000,000.
3. Workers' Compensation insurance as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.
4. Professional Liability (Errors and Omissions) insurance appropriate to the CONTRACTOR's profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

#### **B. Specific Provisions of the Certificate**

1. If the required insurance is written on a claims made form, the retroactive date must be before the date of the contract or the beginning of the contract work and must be maintained and evidence of insurance must be provided for at least three (3) years after completion of the contract work.
2. CONTRACTOR must submit endorsements to the General Liability reflecting the following provisions:
  - a. The COUNTY, its officers, agents, officials, employees and volunteers are to be covered as additional insureds as respects; liability arising out of work or operations performed by or on behalf of the CONTRACTOR including material, parts, or equipment furnished in connection with such work or operations.
  - b. For any claims related to this project, the CONTRACTOR's insurance coverage shall be primary insurance as respects the COUNTY, its officers, agents, officials, employees and volunteers. Any insurance or self-insurance maintained by the COUNTY, its officers, agents, officials, employees or volunteers shall be excess of the CONTRACTOR's insurance and shall not contribute with it.
  - c. CONTRACTOR hereby grants to COUNTY a waiver of any right to subrogation which any insurer of CONTRACTOR may acquire against the county by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the COUNTY has received a waiver of subrogation endorsement from the insurer.

- d. Each insurance policy required by this agreement shall be endorsed to state that coverage shall not be canceled, except after written notice has been provided to the COUNTY.
3. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the COUNTY for all work performed by the CONTRACTOR, its employees, agents, and subcontractors. CONTRACTOR waives all rights against the COUNTY and its officers, agents, officials, employees, and volunteers for recovery of damages to the extent these damages are covered by the workers compensation and employers' liability.

C. Deductibles and Self-Insured Retentions

Deductibles and Self-insured retentions must be declared and any deductible or self-insured retention that exceeds \$100,000 will be reviewed by the COUNTY Risk Manager for approval.

D. Acceptability of Insurance

Insurance must be placed with insurers with a current rating given by A.M. Best and Company of no less than A-: VII and a Standard & Poor's Rating (if rated) of at least BBB and from a company approved by the Department of Insurance to conduct business in California. Any waiver of these standards is subject to approval by the County Risk Manager.

E. Verification of Coverage

Prior to approval of this Agreement by the COUNTY, the CONTRACTOR shall file with the submitting department, certificates of insurance with original endorsements effecting coverage in a form acceptable to the COUNTY. Endorsements must be signed by persons authorized to bind coverage on behalf of the insurer. The COUNTY reserves the right to require certified copies of all required insurance policies at any time.

WAIVERS:

I represent and attest that I am a person authorized to make representations on behalf of the CONTRACTOR, and represent the following:

(Mark X if applicable)

- ☐ Automobile Exemption: I certify that does not own nor use vehicles in the performance of the agreement for which this insurance requirement is attached.
- ☐ Workers' Compensation Exemption: I certify that is not required to carry workers' compensation coverage or has filed an exemption with the State of California as required by law.

I acknowledge and represent that we have met the insurance requirements listed above.

Print Name Vineet Srivastava, President Date: 7/1/22

Contractor Name Graviton Consulting Services, Inc.

Signature 



# CERTIFICATE OF LIABILITY INSURANCE

EMBROKER

DATE (MM/DD/YYYY)

07/07/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|   |   |                       |
|---|---|-----------------------|
| <b>PRODUCER</b><br>Embroker Insurance Services LLC<br>24 Shotwell Street<br>San Francisco, CA, 94103          | <b>CONTACT NAME:</b>                                  |                       |
|   | <b>PHONE (A/C, No. Ext):</b> 8444362765               | <b>FAX (A/C, No):</b> |
| <b>INSURED</b><br>Graviton Consulting Services Inc.<br>8801 Folsom Blvd<br>Suite 120<br>Sacramento, CA, 95826 | <b>E-MAIL ADDRESS:</b> certificates@embroker.com      |                       |
|   | <b>INSURER(S) AFFORDING COVERAGE</b>                  |                       |
|   | <b>INSURER A:</b> Sentinel Insurance Company, Limited | <b>NAIC #</b> 11000   |
|   | <b>INSURER B:</b> HARTFORD ACCID & IND CO             | 22357                 |
|   | <b>INSURER C:</b> Hartford Fire Insurance Company     | 19682                 |
|   | <b>INSURER D:</b> CLEAR BLUE SPECIALTY INS CO         | 37745                 |
| <b>INSURER E:</b>   |   |                       |
| <b>INSURER F:</b>   |   |                       |

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE   | ADDL INSD                             | SUBR WVD | POLICY NUMBER   | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS  |              |
|----------|---|---------------------------------------|----------|-----------------|-------------------------|-------------------------|---|--------------|
| A        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b>                                   |                                       |          | 57SBABM7302     | 04/22/2022              | 04/22/2023              | EACH OCCURRENCE   | \$ 1,000,000 |
|          | <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR                            |                                       |          |                 |                         |                         | DAMAGE TO RENTED PREMISES (Ea occurrence)                                       | \$ 1,000,000 |
|          |   |                                       |          |                 |                         |                         | MED EXP (Any one person)  | \$ 10,000    |
|          |   |                                       |          |                 |                         |                         | PERSONAL & ADV INJURY   | \$ 1,000,000 |
|          | GEN'L AGGREGATE LIMIT APPLIES PER:  |                                       |          |                 |                         |                         | GENERAL AGGREGATE   | \$ 2,000,000 |
|          | <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC |                                       |          |                 |                         |                         | PRODUCTS - COMP/OP AGG  | \$ 2,000,000 |
|          | OTHER:  |                                       |          |                 |                         |                         |   | \$           |
| A        | <b>AUTOMOBILE LIABILITY</b>   |                                       |          | 57SBABM7302     | 04/22/2022              | 04/22/2023              | COMBINED SINGLE LIMIT (Ea accident)   | \$ 1,000,000 |
|          | <input type="checkbox"/> ANY AUTO   |                                       |          |                 |                         |                         | BODILY INJURY (Per person)  | \$           |
|          | <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY   |                                       |          |                 |                         |                         | BODILY INJURY (Per accident)  | \$           |
|          | <input checked="" type="checkbox"/> HIRED AUTOS ONLY  |                                       |          |                 |                         |                         | PROPERTY DAMAGE (Per accident)  | \$           |
|          |   |                                       |          |                 |                         |                         |   | \$           |
| A        | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b>  |                                       |          | 57SBABM7302     | 04/22/2022              | 04/22/2023              | EACH OCCURRENCE   | \$ 8,000,000 |
|          | <input type="checkbox"/> <b>EXCESS LIAB</b>   |                                       |          |                 |                         |                         | AGGREGATE   | \$ 8,000,000 |
|          | <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000                      |                                       |          |                 |                         |                         |   | \$           |
| B        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>  |                                       |          | 57WECGI2855     | 12/23/2021              | 12/23/2022              | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER |              |
|          | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)                               | Y/N                                   |          |                 |                         |                         | E.L. EACH ACCIDENT  | \$ 1,000,000 |
|          | If yes, describe under DESCRIPTION OF OPERATIONS below  | <input checked="" type="checkbox"/> Y | N/A      |                 |                         |                         | E.L. DISEASE - EA EMPLOYEE  | \$ 1,000,000 |
|          |   |                                       |          |                 |                         |                         | E.L. DISEASE - POLICY LIMIT   | \$ 1,000,000 |
| D        | Employee Theft of Insured Property  |                                       |          | CR01-100014-221 | 06/13/2022              | 06/13/2023              | Aggregate   | \$1,000,000  |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Hartford Fire Insurance Company, NAIC# 19682

Technology Errors And Omissions Cyber Package - 57TE026853521, 12/23/2021 - 12/23/2022 Aggregate \$3,000,000.00

Evidence of Coverage

**CERTIFICATE HOLDER****CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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