



Statement of Work

EXHIBIT A

Oracle Cloud Implementation
For
County of Monterey



1 Document Control

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2 Contents

1	DOCUMENT CONTROL	2
2	CONTENTS	3
3	ORACLE CLOUD IMPLEMENTATION SCOPE	6
3.1	ORACLE CLOUD APPLICATIONS	7
3.2	DATA CONVERSION SCOPE	10
3.3	INTERFACE SCOPE	16
3.3.1	<i>Oracle Integration Cloud (OIC)</i>	16
3.4	BUSINESS PROCESS MAPS AND USE CASES	17
3.4.1	<i>Business Process Maps</i>	19
3.4.2	<i>Use Cases</i>	21
4	ORACLE CLOUD IMPLEMENTATION APPROACH	23
4.1	PROJECT MANAGEMENT TRACK	28
4.1.1	<i>Project Management Tools</i>	28
4.1.2	<i>Project Management Track Deliverables</i>	30
4.2	BUSINESS PROCESS TRACK	34
4.2.1	<i>Conference Room Pilots</i>	34
4.2.2	<i>Testing</i>	36
4.2.3	<i>Business Process Track Deliverables</i>	39
4.3	CEMLI TRACK	46
4.3.1	<i>CEMLI Categories</i>	46
4.3.2	<i>CEMLI Cycles</i>	54
4.3.3	<i>CEMLI Track Deliverables</i>	56
4.4	CHANGE MANAGEMENT TRACK	61
4.4.1	<i>Change Management Tools</i>	62
4.4.2	<i>Stakeholder Communication Production</i>	63
4.4.3	<i>Change Management Track Deliverables</i>	64
4.5	TRAINING TRACK	68

4.5.1	<i>End User Training Tools</i>	69
4.5.2	<i>Training Content Production</i>	71
4.5.3	<i>Training Track Deliverables</i>	73
5	ORACLE CLOUD IMPLEMENTATION TIMELINE	77
5.1	PHASE 1 ERP IMPLEMENTATION TIMELINE.....	78
5.1.1	<i>Phase 1 ERP Critical Path</i>	78
5.1.2	<i>Phase 1 ERP Schedule</i>	79
5.2	PHASE 2 HCM IMPLEMENTATION TIMELINE.....	80
5.2.3	<i>Phase 2 HCM Critical Path</i>	80
5.2.4	<i>Phase 2 HCM Schedule</i>	81
5.3	PHASE 3 EPM IMPLEMENTATION TIMELINE	82
5.3.5	<i>Phase 3 EPM Critical Path</i>	82
5.3.6	<i>Phase 3 EPM Schedule</i>	83
6	ORACLE CLOUD IMPLEMENTATION STAFFING	85
6.1	PROJECT ROLES	85
6.1.1	<i>Graviton Project Roles</i>	85
6.1.2	<i>County Project Roles</i>	87
6.2	PHASE 1 ERP PROJECT TEAM.....	90
6.2.1	<i>Phase 1 ERP Project Team Organization Charts</i>	90
6.2.2	<i>Phase 1 ERP Staffing Plans</i>	92
6.3	PHASE 2 HCM PROJECT TEAM.....	95
6.3.1	<i>Phase 2 HCM Project Team Organization Charts</i>	95
6.3.2	<i>Phase 2 HCM Staffing Plans</i>	97
6.4	PHASE 3 EPM PROJECT TEAM	100
6.4.1	<i>Phase 3 EPM Project Team Organization Charts</i>	100
6.4.2	<i>Phase 3 EPM Staffing Plans</i>	102
6.5	PROJECT GOVERNANCE	105
7	ORACLE CLOUD IMPLEMENTATION COST	106
7.1	IMPLEMENTATION COST SUMMARY	106

7.2	IMPLEMENTATION PAYMENT SCHEDULE.....	107
7.2.1	Phase 1 ERP Implementation Payment Schedule.....	108
7.2.2	Phase 2 HCM Implementation Payment Schedule	109
7.2.3	Phase 3 EPM Implementation Payment Schedule.....	111
7.3	ORACLE DELIVERY CONFIDENCE+.....	112
7.4	GRAVITON IMPLEMENTATION SERVICES RATE CARD.....	112
8	ORACLE CLOUD IMPLEMENTATION ACCEPTANCE	113
8.1	DELIVERABLE OR SERVICE ACCEPTANCE.....	113
8.2	ORACLE CLOUD SYSTEM / PHASE ACCEPTANCE	114
8.3	WARRANTY.....	114
9	APPENDIX A - ORACLE CLOUD IMPLEMENTATION RASCI CHART	115
10	APPENDIX B – COUNTY FUNCTIONAL REQUIREMENTS	128

3 Oracle Cloud Implementation Scope

The Graviton project team will collaborate with County of Monterey (County) project team members to implement the Oracle Cloud applications to meet the County requirements established by **RFP #10813 County of Monterey ERP Replacement**. The Oracle Cloud applications will be implemented by the Graviton project team in a manner consistent with the Graviton proposal response to the RFP requirements included in this Statement of Work as Exhibit A.

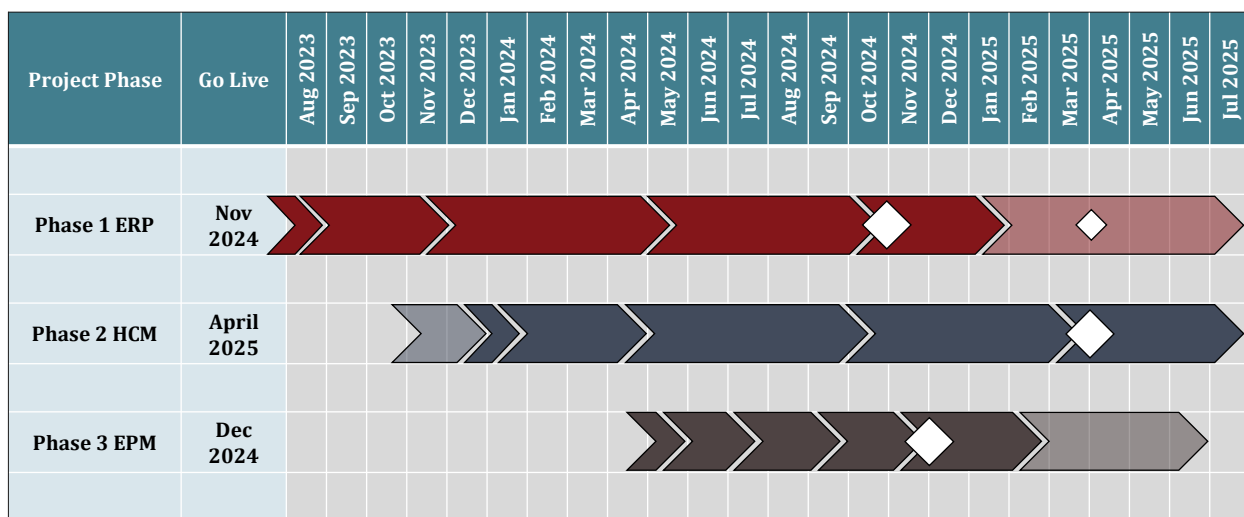
The County requires the implementation of the Oracle Cloud applications to replace the County's existing systems and manual processes to perform the business processes listed in **RFP Attachment C – Functional & Technical Requirements**. Implementation of the Oracle Cloud applications represents a significant business process transformation for the County. The objective of the project will be to align County business processes with the best practice business processes delivered with the Oracle Cloud applications.

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

3.1 Oracle Cloud Applications

The graphic below depicts three implementation phases – Phase 1 ERP, Phase 2 HCM, and Phase 3 EPM. The Graviton project team will lead the County through these implementation phases, following the five stage Gravition implementation methodology for each. Gravition 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. Following each project phase go-live, Gravition will provide extended production support.

Graphic: Multi-Phase Implementation



The table below identifies the County requirements, per SOW Exhibit A – County Functional Requirements, that will be implemented in each project phase, and the corresponding Oracle Cloud applications that will be configured and deployed to meet those requirements.

Table: Phase 1 ERP Scope of Oracle Cloud Applications

Phase	Oracle Cloud Products	Functionality	SKU
Phase 1 ERP	Oracle Fusion Enterprise Resource Planning Cloud Service	General Ledger Accounts Payable Accounts Receivable Fixed Assets Bank Reconciliation Grants & Projects Financials Reporting	B91084
	Oracle Fusion Procurement Cloud Service	Requisitioning Purchase Order Processing Vendor Management and Self Service Solicitations Supplier Qualifications & Certifications Contract Management	B91086
	Oracle Fusion Document Recognition Cloud Service	Optical Character Recognition for Accounts Payable	B73948

Phase	Oracle Cloud Products	Functionality	SKU
	Oracle Fusion Human Capital Management Base Cloud Service*	Core Human Resources	B85800
	Oracle Enterprise Data Management (EDM) Cloud Service	Enterprise master data management Chart of Account approval workflow Data mapping from legacy COA to Oracle COA	B91920
	Oracle Fusion Risk Management Cloud Service	Segregation of duties controls and fraud audit capabilities	B91085
	Oracle Data Masking for Fusion Cloud Services	Mask data in the Test instance	B85243
	Oracle Digital Assistant Platform for SaaS	Enterprise Chatbot	B91939
	Oracle DataFox Supplier Intelligence Cloud Service	Web sourced supplier data validation	B93451
	Oracle PaaS and IaaS Universal Credits	Oracle Integration Cloud for complex integrations Archive storage for Converted legacy historical data	B88206
	Oracle Additional Test Environment for Oracle Fusion Cloud Service	Additional non-production environment for Oracle ERP and HCM	B84490
	Oracle Cloud Priority Support for SaaS	Named Technical Account Manager and support service request prioritization	B86668 B86669

**A limited implementation of Oracle Fusion Human Capital Management Base Cloud Service is required in Phase 1 ERP to support security and workflow configurations. The implementation of Oracle Fusion Human Capital Management Base Cloud Service will be completed in Phase 2 HCM.*

Table: Phase 2 HCM Scope of Oracle Cloud Applications

Phase	Oracle Cloud Applications	Functionality	SKU
Phase 2 HCM	Oracle Fusion Human Capital Management Base Cloud Service	Core Human Resources Absence Management Positions Benefits Connections Journeys	B85800
	Oracle Fusion Human Resources Help Desk Cloud Service	HR Knowledge Base Case Management	B87388
	Oracle Fusion Workforce Compensation Cloud Service	Compensation Planning & Tracking	B94933
	Oracle Fusion Payroll Cloud Service for United States	Payroll	B86334
	Oracle Fusion Time and Labor Cloud Service	Time Entry Web Clock Time Validation	B75365
	Oracle Fusion HCM Communicate Cloud Service	Email and notifications to specific employee groups	B95499
	Oracle Fusion Touchpoints Cloud Service	Listening and action channel between employees and managers	B95573

Phase	Oracle Cloud Applications	Functionality	SKU
	Oracle Policy Automation for Workers Cloud Service	Wizard driven process and case management	B88872
	Oracle Enterprise Data Management (EDM) Cloud Service	Enterprise master data management Chart of Account approval workflow Data mapping from legacy COA to Oracle COA	B91920
	Oracle Fusion Risk Management Cloud Service	Segregation of duties controls and fraud audit capabilities	B91085
	HIPAA Advanced Security for Fusion SaaS in the Oracle Public Cloud	Additional Security layer to manage and limit access to data designated as subject to HIPAA regulation	B87365
	Oracle Data Masking for Fusion Cloud Services	Mask data in the Test instance	B85243
	Oracle Fusion Advanced Human Capital Management Controls Cloud Service	Automate data analyses and exception workflows to satisfy data privacy regulations	B89448
	Oracle Digital Assistant Platform for SaaS	Enterprise Chatbot	B91939
	Oracle PaaS and IaaS Universal Credits	Oracle Integration Cloud for complex integrations Archive storage for Converted legacy historical data	B88206
	Oracle Additional Test Environment for Oracle Fusion Cloud Service	Additional non-production environment for Oracle ERP and HCM	B84490
	Oracle Cloud Priority Support for SaaS	Named Technical Account Manager and support service request prioritization	B86668 B86669

Table: Phase 3 EPM Scope of Oracle Cloud Applications

Phase	Oracle Cloud Applications	Functionality	SKU
Phase 3 EPM	Oracle Enterprise Performance Management Enterprise Cloud Service	Budgeting & Planning Narrative Reporting Reconciliation Cost Management & Allocations Financial Close & Consolidation	B91074
	Oracle Enterprise Data Management (EDM) Cloud Service	Enterprise master data management Chart of Account approval workflow Data mapping from legacy COA to Oracle COA	B91920
	Oracle Additional Application for Oracle Enterprise Performance Management Enterprise Cloud Service	Additional non-production environment for Oracle EPM	B91077

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

3.2 Data Conversion Scope

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

Table: Phase 1 ERP Scope of Data Conversion

No.	Functional Area	Data Conversion	Comments
Phase 1 ERP Data Conversions			
1	General Ledger	Ledger Balances	The data for FY24 and past historical data (account balances, account transactions, account summary, to the extent available) will be converted as part of the conversion effort. In terms of the level of detail to be converted, we will convert Ledger Balances by Month by detail Chart of Account. Ledger Balances will be converted from the old COA to the new COA. We will work with the County team to complete this translation.
2	General Ledger	Ledger Detail	The year-to-date detail data for FY25 will be converted as part of the conversion effort. In terms of the level of detail to be converted, we will convert Ledger Detail by Month by detail Chart of Account. Ledger Detail will be converted from the old COA to the new COA. We will work with the County team to complete this translation.
3	General Ledger	Control Budgets	Final Budgets from FY24 and prior years will be converted as part of the conversion effort. Since the new Budget will be finalized prior to go-live, the new budget will also be converted as soon as it is finalized. In terms of level detail to be converted we will convert final budgets by month by detail Chart of Account. Budgets will be converted from the old COA to the new COA. We will work with the County team to complete this translation.
4	Grants & Projects	Grant/Project Accounting	Active Projects and Grants rolling over the go-live date will be converted to Oracle through Oracle delivered FBDI templates. Graviton will work with the County to understand from the legacy data, the expenses, billed amount and open receivables associated with each Project and Grant. CIP assets will also be converted in Projects
5	Fixed Assets	Active Fixed Assets	All assets in service at the time of go-live will be converted, based upon the information extracted from the County's legacy system. The conversion will require accurate Accumulated Depreciation numbers for the

No.	Functional Area	Data Conversion	Comments
Phase 1 ERP Data Conversions			
			Year ending FY23. Regarding the level of detail to be converted, Graviton will convert individual assets. Graviton will look to the County to provide accurate asset accounting, category, and location information. The fixed asset conversion will include the County's leases and subscription agreements.
6	Accounts Payable	Invoices	Graviton will convert all unpaid invoices which are copied from Purchasing and all non-Purchasing invoices which are unpaid in the Legacy system. All distributions will be mapped to the new COA distributions. The Graviton team will work with the County to identify all unpaid invoices and create reversal entries for liability in General Ledger for the converted invoices. Where the County is able to extract complete sets of historical invoice information, matching the Oracle pre-defined templates, Graviton will convert those historical invoices into the Oracle AP module. Where the complete set of data is unavailable, Graviton will convert those invoices into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
7	Accounts Receivable	Customers	The Graviton team will convert from the legacy extracts, customers associated with open receivables as well as customers that are Grant sponsors. Where the County is able to extract complete sets of historical customer information, matching the Oracle pre-defined templates, Graviton will convert those historical customers into the Oracle AR module. Where the complete set of data is unavailable, Graviton will convert those customers into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion. Graviton will work with the County to establish the detailed customer conversion requirements during the project's design stage.
8	Accounts Receivable	Accounts Receivable Transactions	All Accounts Receivable transactions that have not been fully paid as of go-live will be converted into Oracle using the unpaid balance amount. This will allow the County to receive payments against these Invoices. Open AR items will need to be converted from the old COA to the new COA. Adjustment Journal will be required to reverse the Open AR recorded in Oracle. Where the County is able to extract complete sets of historical AR transactions, matching the Oracle pre-defined templates, Graviton will convert those historical AR transactions into the Oracle AR module. Where the complete set of data is unavailable, Graviton will convert those AR transactions into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
9	Procurement	Suppliers (Vendors)	Graviton will extract a final supplier's list prior to Go-Live. The list of suppliers will consist of recent suppliers (transactions within the last several years) and any suppliers with open POs, invoices, contracts, etc. Where the County is able to extract complete sets of historical supplier information, matching the Oracle pre-defined templates, Graviton will convert those historical suppliers into the Oracle PO module. Where the

No.	Functional Area	Data Conversion	Comments
Phase 1 ERP Data Conversions			
			complete set of data is unavailable, Graviton will convert those suppliers into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion. Graviton will work with the County to establish the detailed supplier (vendors) conversion requirements during the project's design stage.
10	Procurement	Purchase Orders	The County's open and partially received/paid purchase orders will be converted for Go-Live via FBDI Template. All distributions will be mapped to the new COA distributions. For the partially paid purchase orders, they will be matched to the corresponding invoices in the new system. Where the County is able to extract complete sets of historical purchase order data, matching the Oracle pre-defined templates, Graviton will convert those historical purchase orders into the Oracle PO module. Where the complete set of data is unavailable, Graviton will convert those customers into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
11	Procurement	Supplier Contracts	Graviton will convert all Active/Open Procurement Contracts at the time of Go-Live with their remaining balances. Our team will work with the County to identify the different types of contracts and ensure they are all converted. Any Open POs tied to the contract will also be converted and tied to the contract. Where the County is able to extract complete sets of historical supplier contract information, matching the Oracle pre-defined templates, Graviton will convert those historical customers into the Oracle Enterprise Contracts module. Where the complete set of data is unavailable, Graviton will convert those supplier contracts into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion. Graviton will work with the County to establish the detailed supplier contract's conversion requirements during the project's design stage.
12	Procurement	NIGP Codes	Graviton will convert all of the County's active NIGP codes at the time of Go-Live. Our team will work with the County to identify the active NIGP codes and ensure each is properly converted and available in the Oracle Cloud system.

Table: Phase 2 HCM Scope of Data Conversion

No.	Functional Area	Data Conversion	Comments
Phase 2 HCM Data Conversions			
1	Human Resources	Employee Records	The scope of employee records to be converted includes active and inactive employees. Minimally, all active employees will be converted into the Oracle HR module. Where the County is able to extract complete sets of inactive employee information, matching the Oracle pre-defined templates, Graviton will convert those inactive employees into the Oracle HR module. Where that data is unavailable, Graviton will convert the inactive employee records into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion. Graviton will work with the County to establish the detailed employee records conversion requirements during the project's design stage.
2	Human Resources	Workforce Structure	In Oracle Cloud HCM, workforce structure includes those data elements required to implement key features such as position control, workflow approvals, and performance management. The conversion of workforce structure will include County positions , jobs, organization structure (divisions, branches, units, etc.), departments , locations, grades, grade rates, and grade ladders, as required to achieve the County's workforce structure design in Oracle Cloud HCM. This will include approved classifications by fiscal year.
3	Human Resources	Personnel Actions	The scope of personnel actions to be converted include current and historical personnel action records. Where the County is able to extract complete sets or personnel action data to meet the Oracle pre-defined template requirements, Graviton will convert those personnel actions into the Oracle HR module. Where that data is unavailable, Graviton will convert the personnel actions into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion.
4	Payroll	Earning Balances	The scope of earning balances conversions will be to convert year-to-date earnings balances as well as current year quarterly accumulations for all active and inactive employees that had earnings in the current year. Prior year earnings will be included in the employee record conversion described above. Graviton will work with the County to establish the detailed earning balances conversion requirements during the project's design stage.
5	Payroll	Deduction Balances	The scope of deduction balances conversion will be to convert year-to-date balances for all payroll deductions for all employees that had earnings in the current year. This would include a goal balance for any active loan or wage levy. Graviton will work with the County to establish the detailed deduction balances conversion requirements during the project's design stage.

No.	Functional Area	Data Conversion	Comments
Phase 2 HCM Data Conversions			
6	Payroll	Tax Balances	The scope of tax balances conversion will be to convert year-to-date balances for all payroll taxes for all employees that had earnings in the current year. Graviton will work with the County to establish the detailed tax balances conversion requirements during the project's design stage.
7	Time and Absence	Leave Balances	The scope of leave balances conversion will be to convert year-to-date balances for all leaves for all employees that had earnings in the current year. This will include FMLA as well as allowable year-to-date/fiscal year against taken year-to-date/fiscal year. Graviton will work with the County to establish the detailed leave balances conversion requirements during the project's design stage.
8	Time and Absence	Historical Leaves	The scope of historical leaves to be converted include prior year leaves. Where the County is able to extract complete sets or historical leave data to meet the Oracle pre-defined template requirements, Graviton will convert that historical leave data into the Oracle Time and Absence module. Where that data is unavailable, Graviton will convert the historical leave data into the historical data archive application described in section 4.3.1.6.1 Historical Data Conversion. Graviton will work with the County to establish the detailed historical leave conversion requirements during the project's design stage.
9	Benefits	Benefit Balances	The scope of benefit balances conversion will be to convert active benefit balances for all active employees. This conversion will included benefit enrollment data for employees and their dependents. Graviton will work with the County to establish the benefit enrollent and benefit balance conversion requirements during the project's design stage.
10	Benefits	Retirement Balances	The scope of retirement balances conversion will be to convert retirement balances for all active employees enrolled in CalPERS. Retirement balance conversion will be one element of the overall CalPERS extension to be developed in Oracle Integration Cloud. Graviton will work with the County to establish the CalPERS retirement balances conversion requirements during the design stage.

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

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

3.3 Interface Scope

Graviton will complete the required interface development to meet the County's business process requirements listed in the request for proposal Attachment C – Functional & Technical Requirements, which is included in Appendix B of this SOW. 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.

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

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

3.3.1 Oracle Integration Cloud (OIC)

The Oracle Cloud SaaS products include several integration tools that will handle many of the County's required interfaces. However, the project team anticipates the more complex integrations will benefit from using the more robust Oracle Integration Cloud (OIC) solution. OIC is part of the Oracle Platform as a Service (PaaS) suite of products. The project will have the ability to provision OIC and other PaaS products by utilizing Oracle Universal Credits, which the project team has included in the CherryRoad/Oracle agreements. The County will contract CherryRoad/Oracle for 26,000 universal credits on an annual basis. These universal credits appear as *SKU-B88206 – Oracle PaaS and IaaS Universal Credits* in the CherryRoad Cloud Services Ordering Document CPQ-2663711-1.

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

- *SKU-B89639 – Oracle Integration Cloud Service – Standard Edition – 2 units (5k messages per hour) – approximately 12,439 units annually. The SKU-B89639 is found under the category of Enterprise Integration Cloud Services in the CherryRoad Cloud Services Ordering Document CPQ-2663711-1.*
- *SKU-B88293 – Oracle Database Cloud Service – Standard Edition – General Purpose – 2 OCPUs - approximately 4,204 units Annually. The SKU-B88293 is found under the category of Data Management Cloud Services in the CherryRoad Cloud Services Ordering Document CPQ-2663711-1.*
- *SKU-B91445 – Oracle Cloud Infrastructure – Block Volume (Gigabyte Storage Capacity per Month) – 0 units Annually. The SKU-B91445 is found under the category of Storage Cloud Services in the CherryRoad Cloud Services Ordering Document CPQ-2663711-1.*

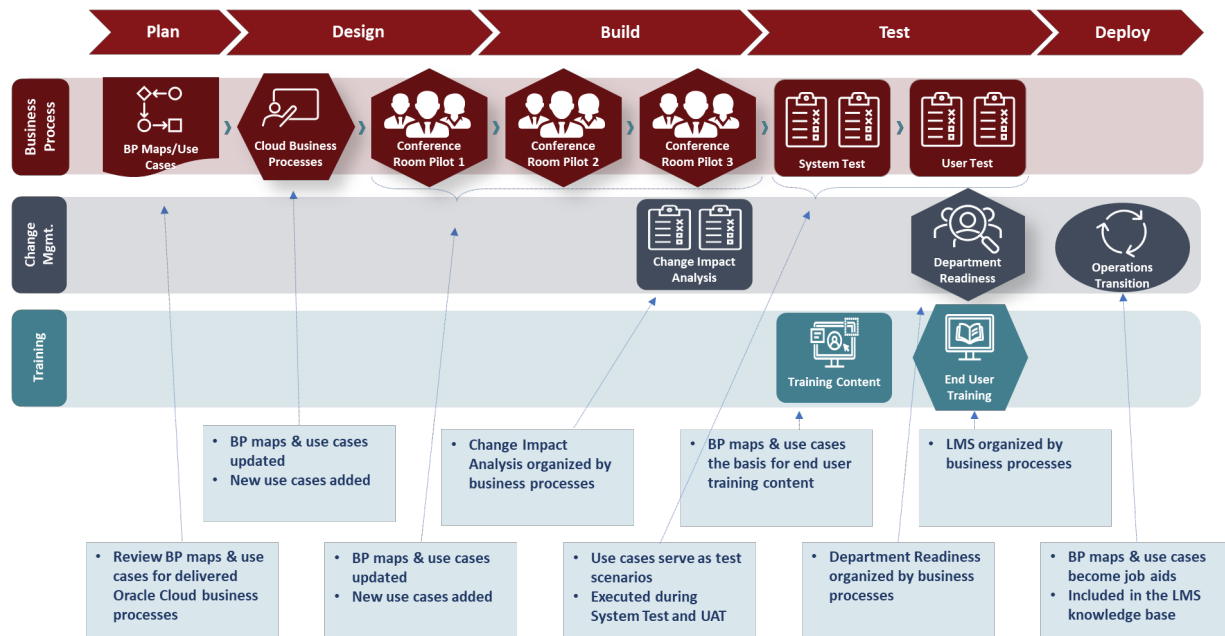
These SKUs will require approximately 16,643 (64%) of the annual universal credits in the CherryRoad Cloud Services Ordering Document. The County may elect to use the remaining universal credits to provision more units, provision other PaaS and IaaS products, or do nothing at all and not get charged for the unused universal credits.

3.4 Business Process Maps and Use Cases

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

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

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

Graphic: Business Process Map and Use Case Development Life Cycle

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

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

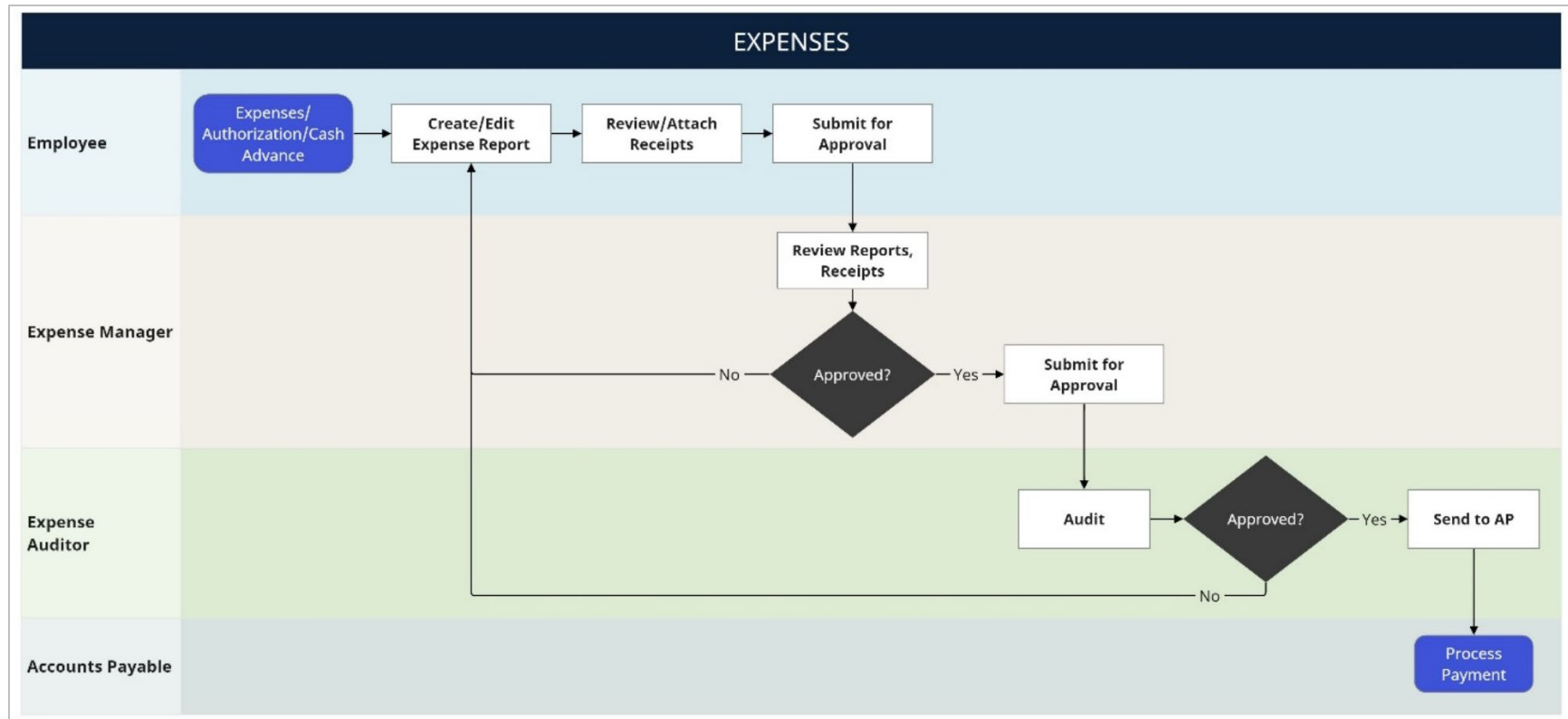
The iterative process of conducting three Conference Room Pilots solidifies the design and build of the Oracle Cloud applications. The project team will then move into the test stage where the County's business processes, reflected in the comprehensive inventory of use cases, become the basis for test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

3.4.1 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 County. Business process maps also support knowledge transfer and the transition to operations. The following graphic shows a sample Oracle Cloud Expenses module business process map to be created and maintained by the Graviton team members throughout the project. The project team leverages Miro for online collaboration in the development of business process maps.



Graphic: Sample Business Process Map



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

3.4.2 Use Cases

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

Table: Sample List of Use Cases

Oracle Cloud HCM Implementation Benefits Use Cases				
Author:	Amit Thakar			
Creation Date:	3/3/2023			
Use Case ID	Use Case Description	CRP1	CRP2	CRP3
BN01	Employee Tasks			
BN01.01	View Benefits	Y		
BN01.02	View Benefit Contact Person	Y		
BN01.03	Compare Benefits Medical Plans	N		
BN01.04	Using the Health Savings Account (HSA) Calculator	N		
BN01.05	Using the Dependent Care FSA Calculator	Y		
BN01.06	Using the Health Care FSA Calculator	Y		
BN01.07	Report Life Events	Y		
BN01.08	Start Enrollment/Make Changes	Y		
BN01.09	Verify Enrollments	Y		
BN01.10	View Pending Actions	N		
BN01.11	Verify Dependent Information	Y		
BN01.12	Verify Document Records	Y		
BN01.13	Unrestricted Life Event	Y		
BN02	Benefit Specialist Tasks	Y		
BN02.01	Add Benefit Relationship	Y		
BN02.02	Validate Employment Information	Y		
BN02.03	Validate Compensation	Y		
BN02.04	Validate Person Information	Y		
BN02.05	Validate People to Cover Information	Y		
BN02.06	Add Unrestricted Life Event	Y		
BN02.07	Add Potential Life Event	Y		
BN02.08	Evaluate Life Event	Y		
BN02.09	Close Out Life Event	Y		
BN02.10	Override Enrollment	N		
BN02.11	View Enrollment Dashboard	Y		
BN03	Benefit Administrator Tasks	Y		
BN03.01	Create a new plan	Y		
BN03.02	Update Annual Plan Rates	Y		
BN03.03	Load Benefits Rates with Worksheet	N		
BN03.04	Update Open Enrollment Period	N		
BN03.05	Verify element entries	Y		

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

Graphic: Sample Use Case

BN02.06	Add Unrestricted Life Event
General Instructions, Prerequisites, and/or Dependence	

Step #	Step Details
1	Login as Benefit Administrator
2	Click Benefits Administration
3	Click on Enrollment
4	Enter Name or Person ID
5	Click on Employee
6	Under the Benefit Relationship drop down menu, select Unrestricted
7	Under Evaluated Life Event, click on the '+ Add' button
8	Click on Add Unrestricted Enrollment
9	A message will appear that enrollment is open. Click on the green 'Enroll' button
10	Choose which unrestricted plan to add/change
11	Click on pencil icon to edit
12	Select either flat amount or percentage of pay and enter amount
13	Click OK
14	Click Continue
15	Click Submit
16	You should receive a message that your benefit elections were saved

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

4 Oracle Cloud Implementation Approach

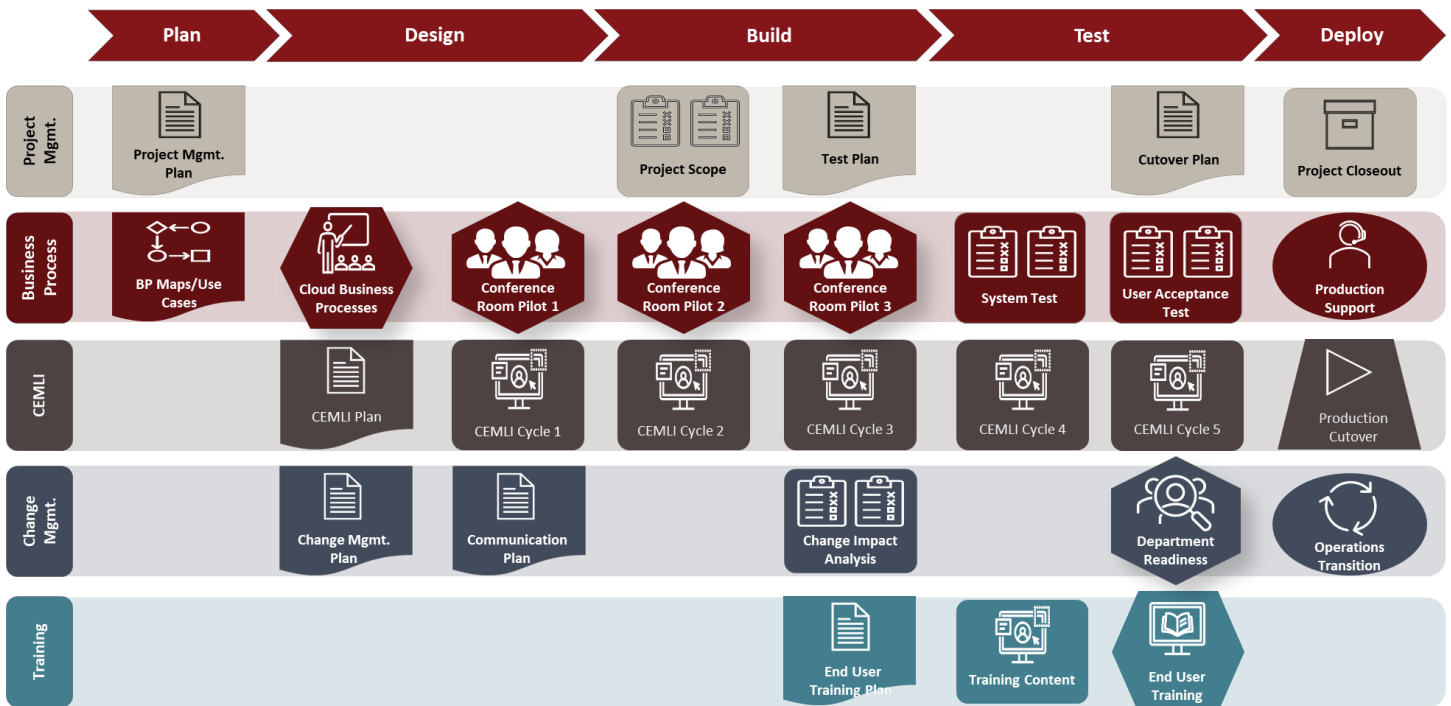
The implementation of Oracle Cloud for the County of Monterey, California will be conducted over three implementation phases – Phase 1 ERP, Phase 2 HCM, and Phase 3 EPM. Within each phase, the tasks and activities are organized into five implementation stages: Plan, Design, Build, Test, and Deploy. The Graviton project team will lead the County project team through the completion of the tasks and deliverables included in each stage of implementation, allowing the project team to deliver upon the scope of implementation defined by this SOW.

Graphic: Oracle Cloud Implementation Stages



The structure of the Oracle Cloud implementation methodology is based largely on Oracle’s Unified Method (OUM), with accommodations for improved decision making, focus on operational knowledge transfer, development of business process centric end user training, and an alignment of project tasks with change management best practices. Early and frequent exposure of County project team members and stakeholders to the Oracle Cloud applications and its native best practice business processes improves the speed and accuracy of decision making.

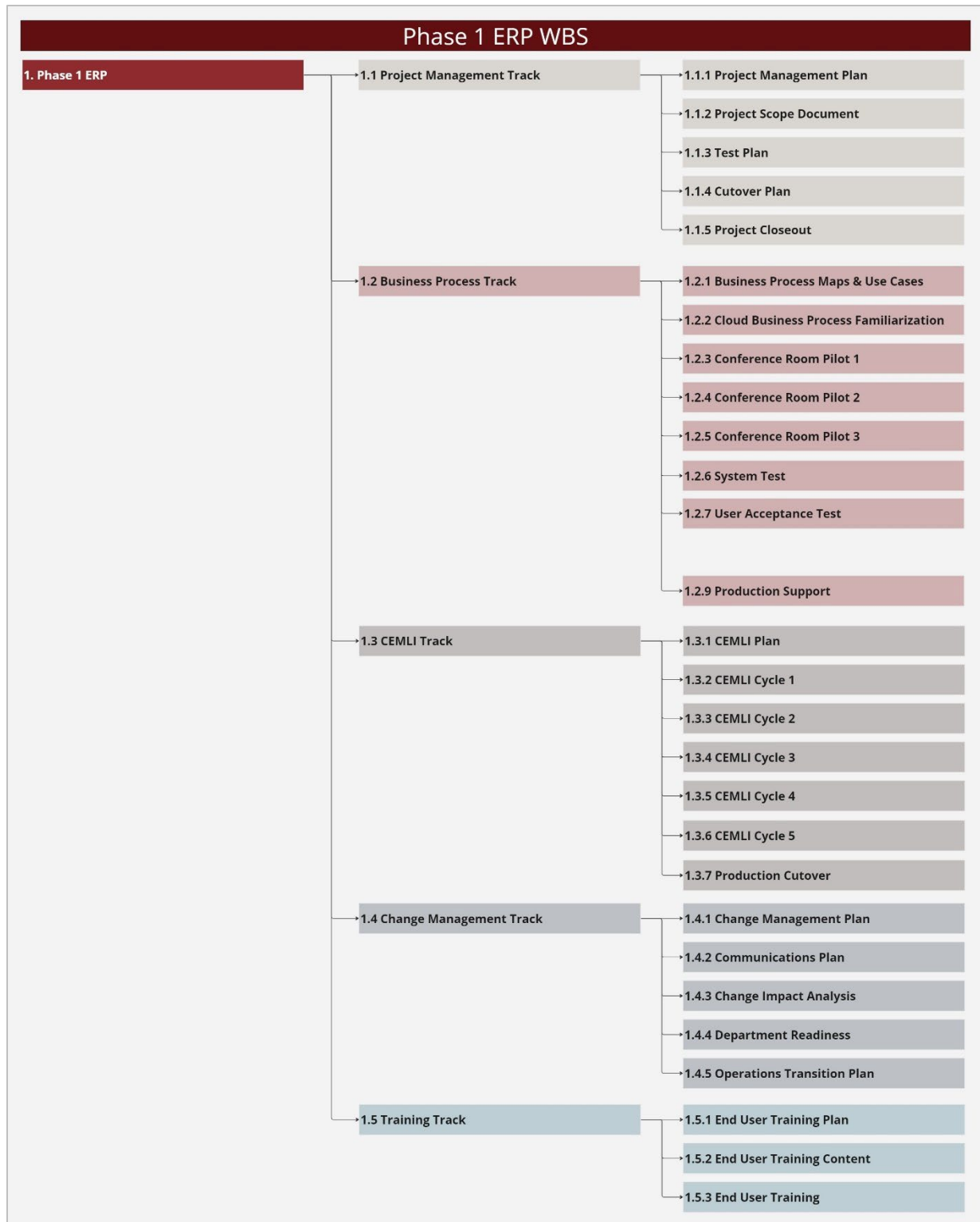
Graphic: Graviton Oracle Cloud Implementation Methodology



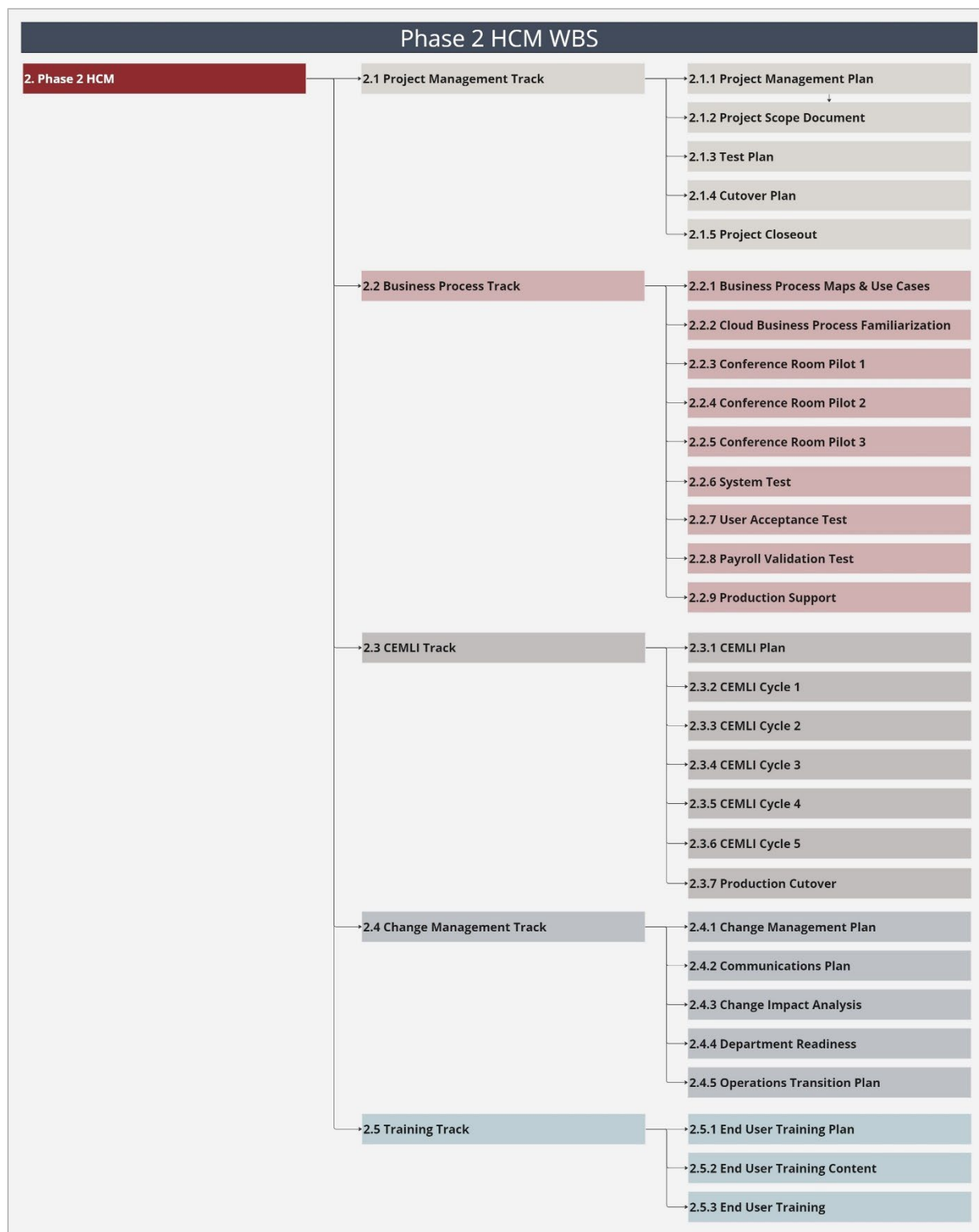
The graphic above depicts the Graviton Oracle Cloud implementation methodology. Across the top, left to right, the methodology includes five stages of implementation – Plan, Design, Build, Test, and Deploy. The left most column lists the implementation tracks – Project Management, Business Process, CEMLI,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

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

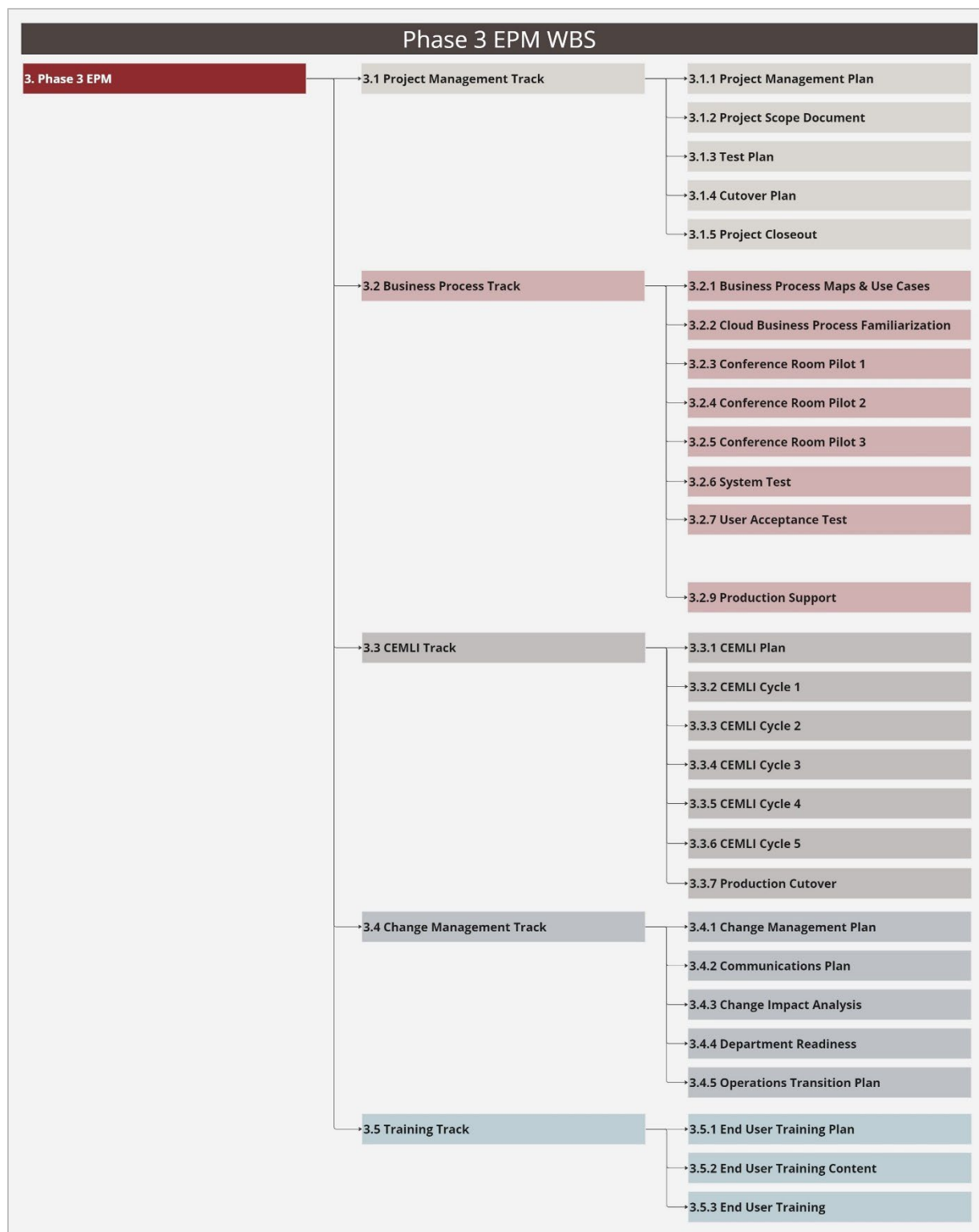
Graphic: Phase 1 ERP Work Breakdown Structure (WBS) Numbering System



Graphic: Phase 2 HCM Work Breakdown Structure (WBS) Numbering System



Graphic: Phase 3 EPM Work Breakdown Structure (WBS) Numbering System

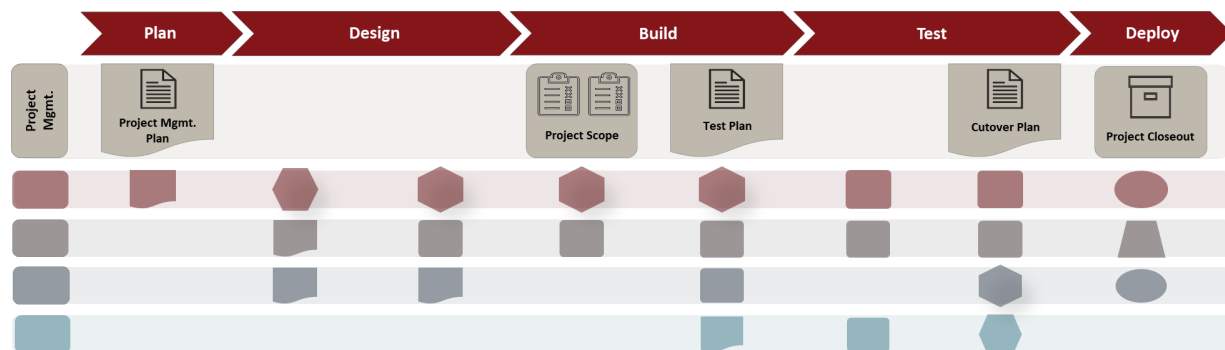


4.1 Project Management Track

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

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

Graphic: Project Management Track Deliverables



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

4.1.1 Project Management Tools

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

- **SharePoint** – The project’s secure repository to store, organize, share, and access project deliverables, work products, and supporting documentation.
- **Smartsheet** – The project’s secure cloud-based project management system includes dashboards, views, and workflows to record and present project schedule and status.
- **OneNote** – A Microsoft Office 365 application, OneNote is the project team’s tool to set meeting agendas and record meeting notes.
- **Miro** – The project’s cloud-based visual collaboration tool, Miro is leveraged to develop business process maps, mind maps, and other system and project related diagrams.

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

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

4.1.1.1 SharePoint – Project Collaboration Tool

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



4.1.1.2 Smartsheet – Project Management Tool

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



4.1.1.3 OneNote – Meeting Agendas and Notes

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



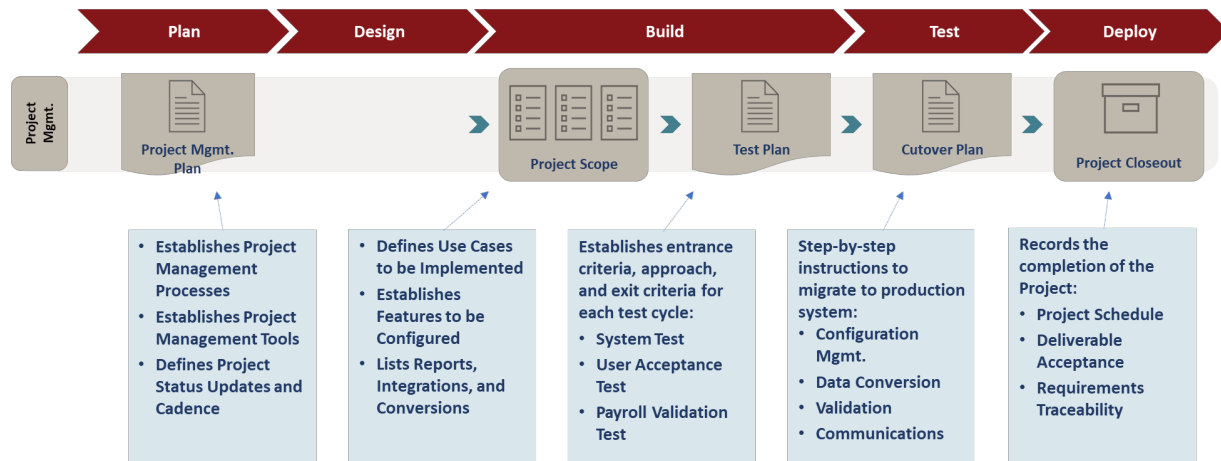
The OneNote project management notebook will be established by Graviton for the County during the plan stage of the project and will be administered by Graviton project team members through completion of the Project Closeout deliverable. The Project Closeout deliverable will establish a plan for the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

4.1.2 Project Management Track Deliverables

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

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

Graphic: Project Management Track Deliverables



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

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

Table: Project Management Track Deliverables

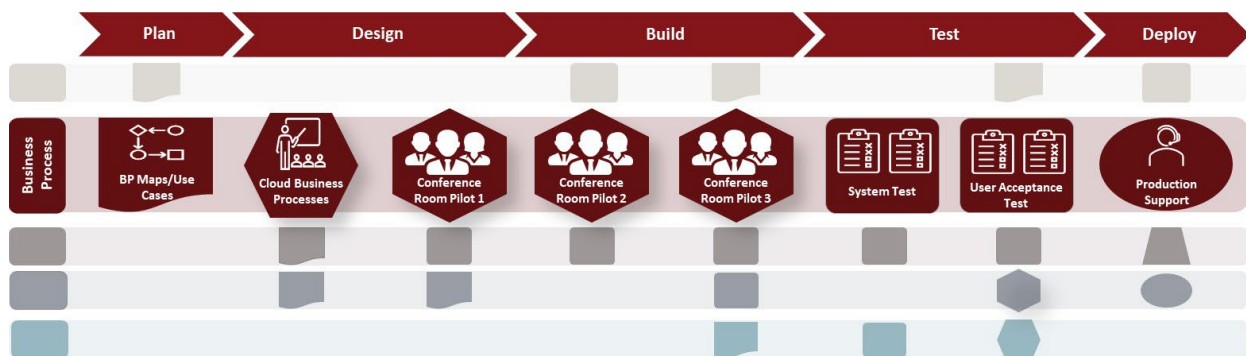
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
Project Management Plan ☐ Critical Path ☒ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The project management plan deliverable establishes the project management processes to ensure the project team functions with effectiveness and efficiency throughout the project. The project management plan will define the tools and processes for scope management, schedule management, quality assurance, risk and issue management, resource management, and communications management for the project. The project management plan deliverable will include the project schedule. The project schedule will be developed in Smartsheet and will include, but is not limited to, the tasks, assigned resources, start dates, and end dates.	1.1.1 Phase 1 ERP 2.1.1 Phase 2 HCM 3.1.1 Phase 3 EPM	The County will assist Graviton in the completion of the Project Management Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Management Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Project Scope ☐ Critical Path ☒ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The project scope deliverable lists the use cases to be achieved through the Oracle Cloud implementation process. The deliverable will identify the corresponding CEMLI, including configurations, reports, integrations, and conversions, that will be deployed to meet the project scope. Upon completion of the project scope deliverable, the project team will institute change control to manage the addition or removal of use cases and corresponding CEMLI to the scope of the project.	1.1.2 Phase 1 ERP 2.1.2 Phase 2 HCM 3.1.2 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Project Scope deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Scope deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Test Plan ☐ Critical Path ☒ Requirements Traceability ☐ Business Process Transformation	The test plan deliverable is a detailed plan to complete system test, user acceptance test, and payroll validation test cycles (HCM Only). For each test cycle, the test plan will define the test cycle entrance criteria, test environment, test methods and procedures,	1.1.3 Phase 1 ERP 2.1.3 Phase 2 HCM 3.1.3 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Test Plan deliverable. The County will actively participate in deliverable related work	Graviton is responsible for leading the project team in the completion of the Test Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks.

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☐ Knowledge Transfer	scope of use cases/test scenarios, test schedule, test participants, test issue reporting, and test exit criteria.		sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Cutover Plan ☐ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The cutover plan deliverable provides a narrative explanation of the approach to migrate the Oracle Cloud applications from the non-production environment to a production environment and operational state. The deliverable will include step-by-step instructions for completing the production cutover, including application configuration management, data conversion sequencing, department assigned tasks, and communication channels for providing status and coordinating joint tasks.	1.1.4 Phase 1 ERP 2.1.4 Phase 2 HCM 3.1.4 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Cutover Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Cutover Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Project Closeout ☐ Critical Path ☒ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The project closeout deliverable formally closes the project and marks the transition to an operational state. The project closeout deliverable records the completion of the implementation tasks included in the project schedule and the log of risks, actions, issues, decisions, and changes. Any tasks that have been deferred or canceled by the project management team will be identified. The deliverable provides records of the submission and acceptance of each of the project deliverables. Lastly, the project closeout deliverable serves as a traceability report where the County's requirements are mapped to use cases, which in turn are mapped to successfully executed test scenarios.	1.1.5 Phase 1 ERP 2.1.5 Phase 2 HCM 3.1.5 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Project Closeout deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Project Closeout deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

4.2 Business Process Track

The activities included in the business process track will define the County's future state business processes, providing the foundation upon which the CEMLI, change management, training, and project management track implementation tasks are planned and executed. The business process track will establish the scope of business processes to be implemented. Those business processes will be configured, analyzed, and updated repeatedly through iterative formal review cycles. Multiple cycles of testing will be conducted where validation of the business processes serves as the acceptance criteria for the system. For Phase 1 ERP and Phase 3 EPM the business process track includes eight deliverables spanning the five Graviton implementation stages as depicted in the graphic below. For Phase 2 HCM, Payroll Validation Test serves as the ninth business process track deliverable.

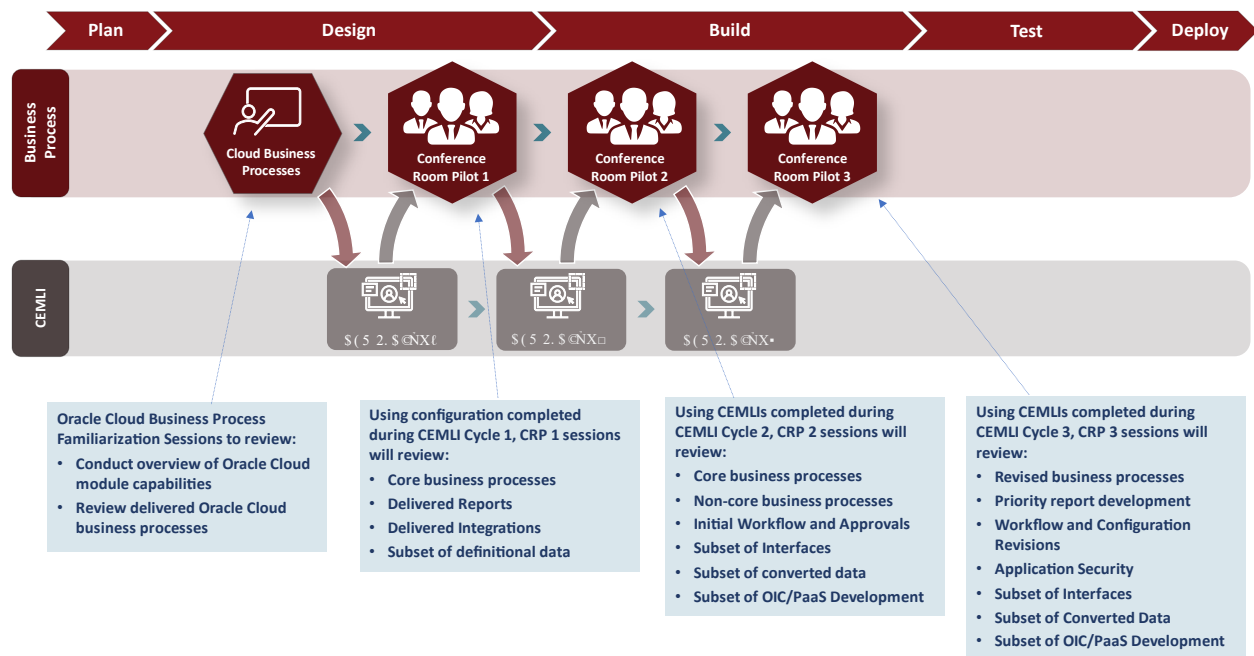
Graphic: Business Process Track Deliverables



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

4.2.1 Conference Room Pilots

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

Graphic: Conference Room Pilots

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

Table: Conference Room Pilots Approach

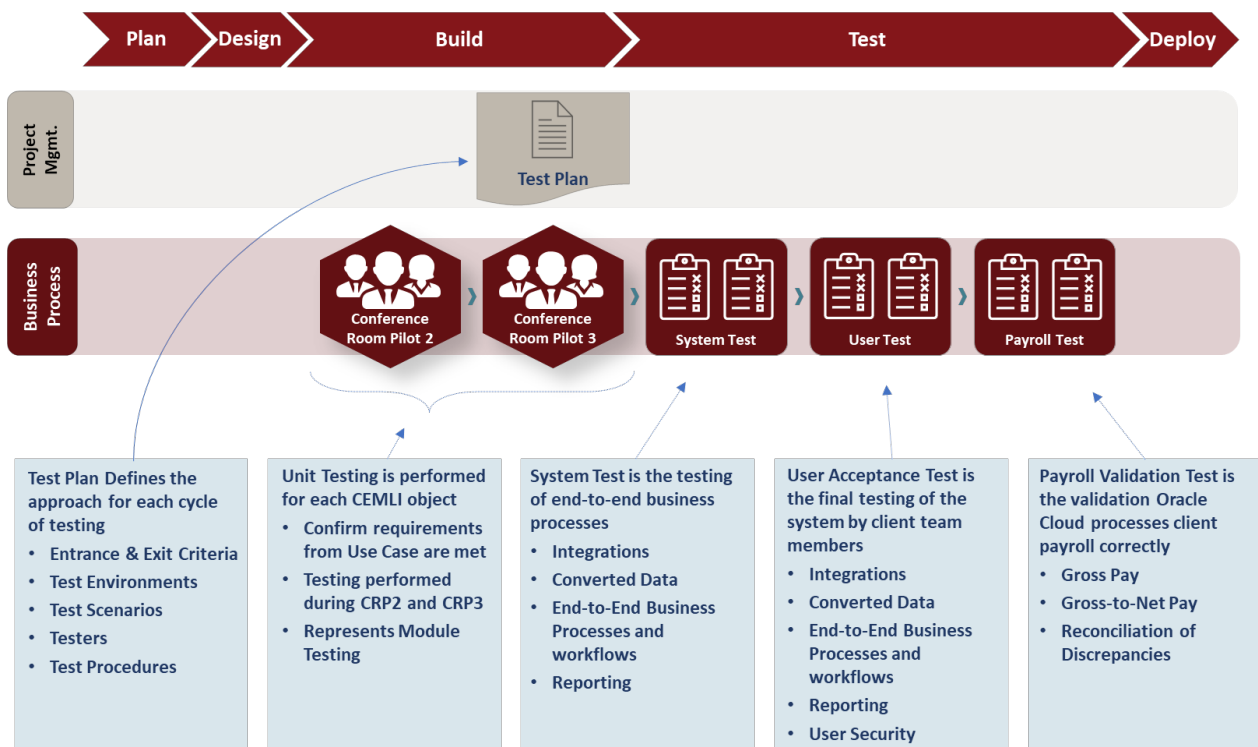
CEMLI	Business Process Familiarization	Conference Room Pilot 1	Conference Room Pilot 2	Conference Room Pilot 3
Business Processes	Oracle Base Business Processes	Core End-to-End Business Processes	- Core End-to-End Business Processes - Non-Core Business Processes	- Open Business Processes - Revised Core and Non-Core Business Processes
Configuration		Initial Configuration	- Configuration Revisions - Subset of Workflows and Approvals	- Configuration Revisions - Workflows and Approval Revisions - Application Security
Extension		Delivered Reports	Subset of OIC/PaaS Development	- High Priority Custom Reports - OIC/PaaS Development Revisions
Integration		Delivered Integrations	Subset of FBDI, ADFDI, and HCM Extract Interfaces	- Subset of FBDI, ADFDI, and HCM Extract Interfaces - Subset of OIC/PaaS Integrations

CEMLI	Business Process Familiarization	Conference Room Pilot 1	Conference Room Pilot 2	Conference Room Pilot 3
Data Conversion		• Subset of Definitional Data	• Subset of Definitional Data • Subset of Transactional Data	• Complete Set of Definitional Data • Complete Set of Transactional Data

4.2.2 Testing

The project team will complete unit testing, system testing, user acceptance testing, and payroll validation testing (Phase 2 HCM). The graphic below depicts the five stages of the Oracle Cloud implementation methodology and the points in which the test plan will be delivered, and the test cycles executed.

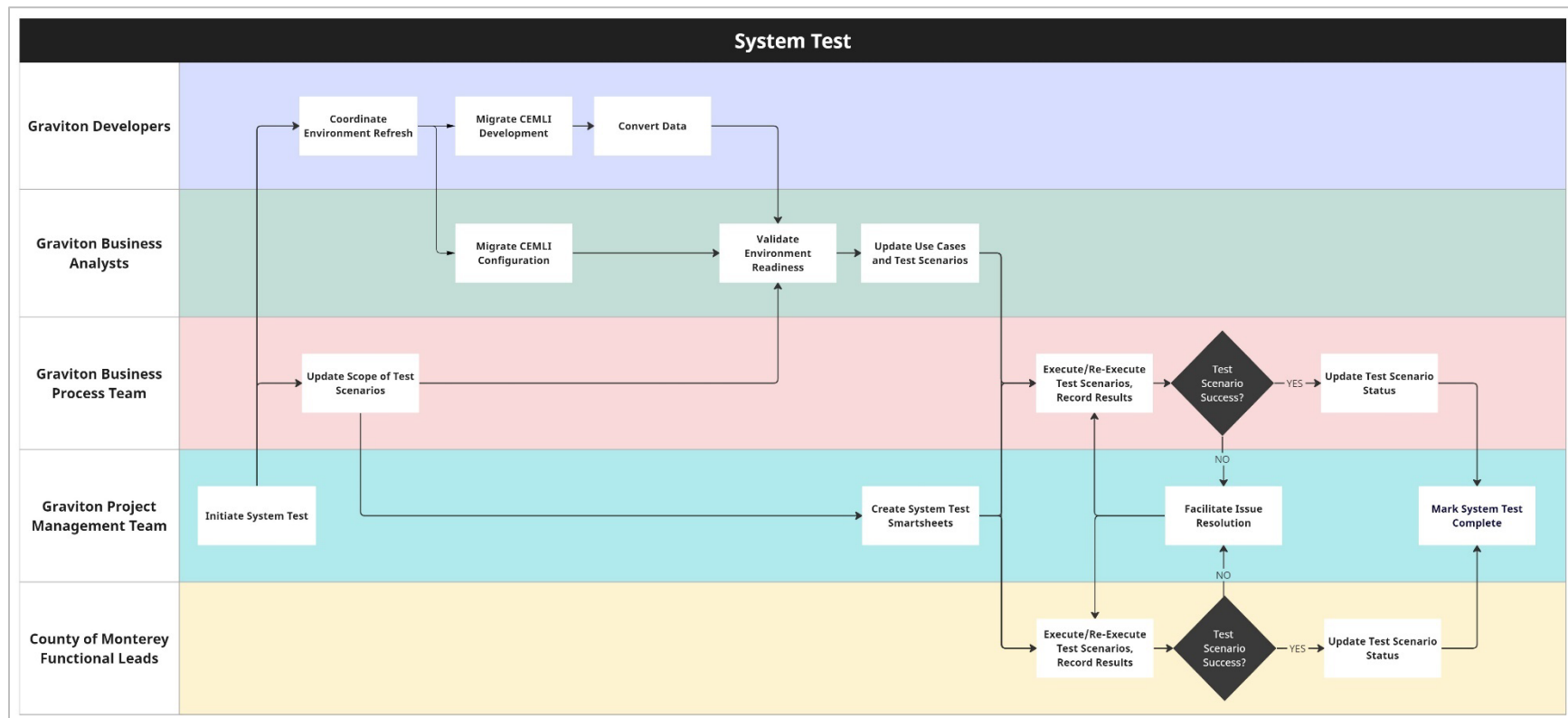
Graphic: Testing Approach



4.2.2.1 System Test

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

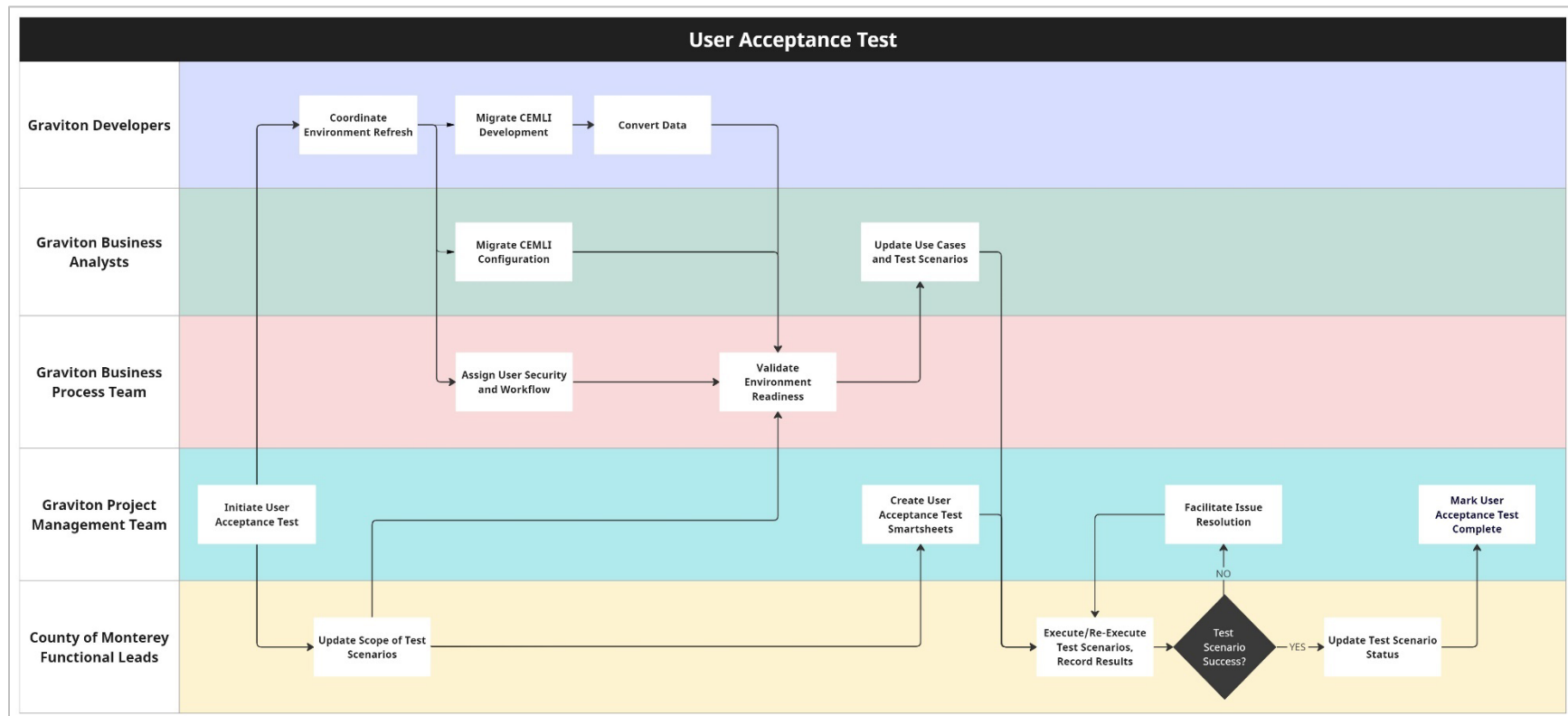
Graphic: System Test Process Diagram



4.2.2.2 User Acceptance Test

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

Graphic: User Acceptance Test Process Diagram



4.2.2.3 Payroll Validation Test

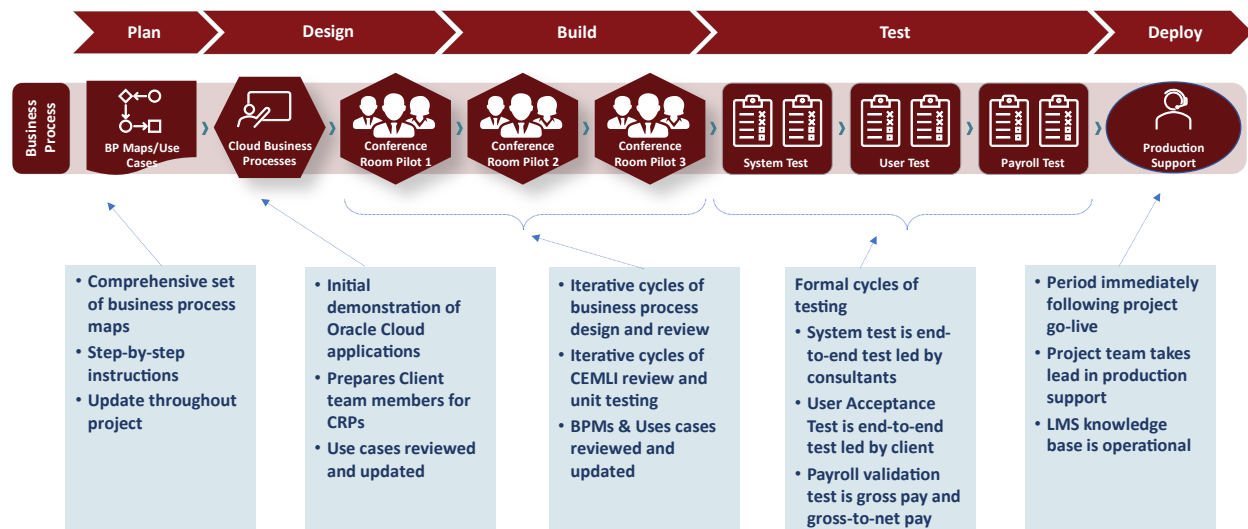
Payroll validation testing is the formal testing of the gross and gross-to-net payroll calculation for the employee population. The purpose of the test is to run payrolls for multiple payroll periods, for a full population of County personnel. The results are electronically validated against the legacy system payroll output. Differences are reconciled and issues identified and resolved until only agreeable differences remain. **The test is repeated until the County agrees the Oracle Cloud HCM system is correctly calculating the County's payroll.**

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

4.2.3 Business Process Track Deliverables

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

Graphic: Business Process Track Deliverables



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

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

Table: Business Process Track Deliverables

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
Business Process Maps and Use Cases ☒ Critical Path ☒ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	An inventory of business process maps and use cases representing a comprehensive set of Oracle Cloud best practice business processes will be initiated during the plan stage and maintained throughout the completion of the project. Business process maps are swim lane diagrams depicting integrated business processes across stakeholders. Use cases will include step-by-step sequence of tasks to complete the associated business process. Business process maps and use cases will evolve over the life of the project with new business process maps and use cases added, and existing business process maps and use cases updated at each step in the business process track. Completed business process maps will become the basis for application security and workflows, as well as business process overviews to be included in end user training content. Completed use cases will become the basis for both system and user acceptance test scenarios as well as end user training content.	1.2.1 Phase 1 ERP 2.2.1 Phase 2 HCM 3.2.1 Phase 3 EPM	The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for assembling and submitting the Business Process Maps and Use Cases deliverable. Graviton will be responsible for generating deliverable content and submitting deliverable work products for approval.
Cloud Business Process Familiarization ☒ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	Graviton's project team members will perform an initial demonstration of Oracle Cloud applications for the purpose of familiarizing the County's project staff with the native business processes included with the software. These sessions will be the County project team members' first look at the Oracle Cloud applications after project initiation. The County team members need not prepare use cases or requirements to participate in the Cloud Business Process Familiarization sessions. At the conclusion of the cloud business process	1.2.2 Phase 1 ERP 2.2.2 Phase 2 HCM 3.2.2 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the Cloud Business Process Familiarization sessions. Designated County project team members will participate in the sessions and provide feedback in accordance with the project communications processes established by the Project	Graviton is responsible for preparing and leading the Cloud Business Process Familiarization sessions. Graviton will generate work session content and ensure all required topics are included in the appropriate work sessions. Graviton will record the Cloud Business Process Familiarization sessions, making them

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
	familiarization sessions, business process maps and use cases will be reviewed and updated to reflect information gathered. Lastly, the scope of configurations, reports, integrations, and conversions (CEMLIs) to be included in Conference Room Pilot 1 will be identified and assigned to CEMLI Cycle 1.		Management Plan deliverable.	available to all project team members upon submission of the deliverable.
Conference Room Pilot 1 ☒ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	Conference Room Pilot 1 (CRP1) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The Oracle Cloud applications, inclusive of configurations, reports, integrations, and conversions completed and unit tested as part of CEMLI Cycle 1, are exercised by the project team members during live sessions to review core end-to-end business processes. In each session, Graviton project team members will provide an overview of the Oracle Cloud applications and business process maps, and then demonstrate use cases in the non-production system. Following the sessions, County project team members will then execute the use cases in the non-production system and record the results. Graviton will conduct “Office Hours” support sessions to assist County project team members to complete the use cases and address any questions that arise. At the conclusion of CRP1, new use cases to be added and existing business process maps and use cases to be updated are identified, reflecting the project team’s findings from CRP1. Lastly, the scope of configurations, reports, integrations, and conversions to be included in Conference Room Pilot 2 are identified and assigned to CEMLI Cycle 2.	1.2.3 Phase 1 ERP 2.2.3 Phase 2 HCM 3.2.3 Phase 3 EPM	The County is responsible for coordinating County team members’ participation in the Conference Room Pilot 1 work sessions. County project team members will participate in their assigned Conference Room Pilot 1 work sessions and follow up office hours sessions. County project team members will complete their assigned use cases in the designated non-production environment and record their results and feedback in the Conference Room Pilot 1 results Smartsheets, in accordance with the project management processes defined by the Project Management Plan deliverable.	Graviton is responsible for preparing and leading the Conference Room Pilot 1 work sessions. Graviton will generate work session content and ensure all required topics are included in the appropriate work sessions. Graviton will record the Conference Room Pilot 1 work sessions, making them available to all project team members upon submission of the deliverable. Graviton will conduct follow up office hours sessions to provide support to County team members. At Conclusion of Conference Room Pilot 1 work sessions, Graviton team members will identify the additions and updates to be included in CEMLI Cycle 2.

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
Conference Room Pilot 2 ☒ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	Conference Room Pilot 2 (CRP2) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The Oracle Cloud applications, inclusive of configurations, reports, integrations, and conversions completed and unit tested as part of CEMLI Cycle 2, are exercised by the project team members during live sessions to revisit core business processes and review non-core end-to-end business processes including approvals, more complex business rules, business processes integrated with 3rd party systems, etc. CRP2 is highlighted by the introduction of integrations and converted definitional data. In each session, Graviton project team members will provide an overview of the changes completed during CEMLI Cycle 2 and any corresponding business process map updates. County project team members will then execute the use cases in the non-production system and will record the results. Following the sessions, Graviton will conduct “Office Hours” support sessions to assist County project team members to complete the uses cases and address any questions that may arise. At the conclusion of CRP2, new use cases to be added and existing business process maps and use cases to be updated are identified, reflecting the project team’s findings from CRP2. Lastly, the scope of configurations, reports, integrations, and conversions to be included in Conference Room Pilot 3 are identified and assigned to CEMLI Cycle 3.	1.2.4 Phase 1 ERP 2.2.4 Phase 2 HCM 3.2.4 Phase 3 EPM	The County is responsible for coordinating County team members’ participation in the Conference Room Pilot 2 work sessions. County project team members will participate in their assigned Conference Room Pilot 2 work sessions and follow up office hours sessions. County project team members will complete their assigned use cases in the designated non-production environment and record their results and feedback in the Conference Room Pilot 2 results Smartsheets, in accordance with the project management processes defined by the Project Management Plan deliverable.	Graviton is responsible for preparing and leading the Conference Room Pilot 2 work sessions. Graviton will generate work session content and ensure all required topics are included in the appropriate work sessions. Graviton will record the Conference Room Pilot 2 work sessions, making them available to all project team members upon submission of the deliverable. Graviton will conduct follow up office hours sessions to provide support to County team members. At Conclusion of Conference Room Pilot 2 work sessions, Graviton team members will identify the additions and updates to be included in 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	1.2.5 Phase 1 ERP 2.2.5 Phase 2 HCM 3.2.5 Phase 3 EPM	The County is responsible for coordinating County team members’ participation in	Graviton is responsible for preparing and leading the Conference Room Pilot 3

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☒ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	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 priority reporting and converted transactional data. In each session, Graviton project team members will provide an overview of the changes completed during CEMLI Cycle 3 and the corresponding business process map updates. Following the sessions, County project team members will execute the use cases in the non-production system and record the results. Graviton will conduct support sessions to assist County project team members to complete the use cases and address any questions that may arise. At the conclusion of CRP3, new use cases to be added and existing business process maps and uses cases to be updated are identified, reflecting the project team's findings from CRP3. Lastly, the scope of configurations, reports, integrations, and conversions to be completed prior to the completion of system test are identified and assigned to CEMLI Cycle 4.		the Conference Room Pilot 3 work sessions. County project team members will participate in their assigned Conference Room Pilot 3 work sessions and follow up office hours sessions. County project team members will complete their assigned use cases in the designated non-production environment and record their results and feedback in the Conference Room Pilot 3 results Smartsheets, in accordance with the project management processes defined by the Project Management Plan deliverable.	work sessions. Graviton will generate work session content and ensure all required topics are included in the appropriate work sessions. Graviton will record the Conference Room Pilot 3 work sessions, making them available to all project team members upon submission of the deliverable. Graviton will conduct follow up office hours sessions to provide support to County team members. At Conclusion of Conference Room Pilot 3 work sessions, Graviton team members will identify the additions and updates to be included in CEMLI Cycle 4.
System Test ☒ Critical Path ☒ Requirements Traceability ☒ Business Process Transformation ☐ Knowledge Transfer	System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3rd party system integration, and advanced reporting. The system test variables, including entrance and exit criteria will be established by the test plan deliverable. System test scenarios will be developed based upon use cases,	1.2.6 Phase 1 ERP 2.2.6 Phase 2 HCM 3.2.6 Phase 3 EPM	The County will review System Test results and provide approval of the deliverable work products.	Graviton is responsible for leading the project team in the completion of System Test. Graviton will prepare the system test environment. Graviton will plan, facilitate, and execute system test scenarios in

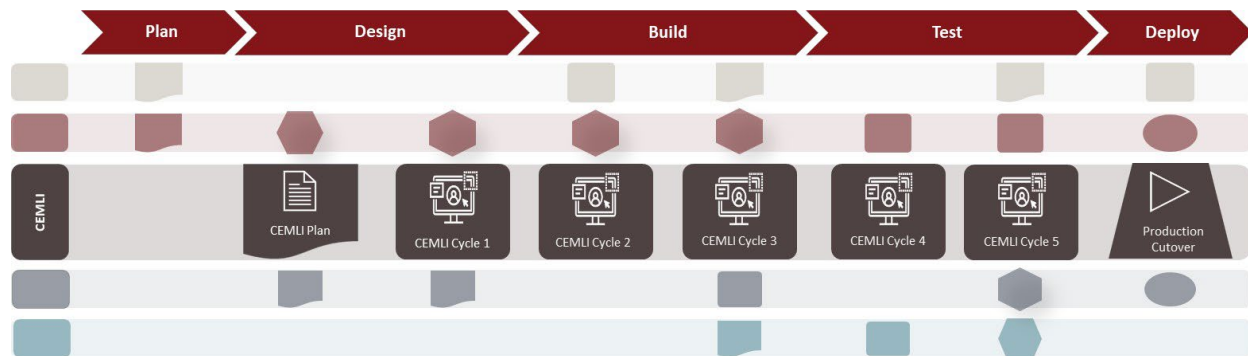
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
	executed by project team members, and tracked in the Smartsheet system test results tracking sheet.			accordance with the corresponding approved Test Plan deliverable. Graviton will record the System Test results in Smartsheet. Graviton will address system test issues and coordinate regression testing of system test scenarios as needed.
User Acceptance Test ☒ Critical Path ☒ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	User acceptance test is the formal testing of the complete system by the County's project team members and end users. User acceptance test will test the complete system and will be highlighted by completed end user security and workflows, converted data, 3rd party system integration, and advanced reporting. The user acceptance test variables, including entrance and exit criteria, will be established by the test plan deliverable. User acceptance test scenarios will be developed based upon use cases, executed by the County's representatives, and tracked in the Smartsheet user acceptance test results tracking sheet. User Acceptance Test will be the pre-requisite for the County granting Conditional Acceptance as described in Section 8 of this SOW. Unless otherwise agreed upon by the County and Graviton, all scope items required for go-live must be available for User Acceptance Test for the County to grant Conditional Acceptance of the phase.	1.2.7 Phase 1 ERP 2.2.7 Phase 2 HCM 3.2.7 Phase 3 EPM	The County is responsible for leading the project team in the completion of the User Acceptance Test. The County will plan, facilitate, and execute user acceptance test scenarios in accordance with the corresponding approved Test Plan deliverable. The County will record the user acceptance test results in Smartsheet.	Graviton will prepare the user acceptance test environment. Graviton will address open issues and coordinate regression testing of user acceptance test scenarios as needed. Graviton will administer Smartsheet in support of the User Acceptance Test.
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	2.2.8 Phase 2 HCM	The County is responsible for participating in the preparation of the payroll	Graviton is responsible for leading the project team in accordance with the

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☒ Knowledge Transfer	population. The purpose of the test is to run payrolls for multiple payroll periods, for a full population of County personnel, and to validate the gross and gross-to-net pay calculations against the legacy production payroll results for the same payroll periods. The results will be electronically validated against the legacy system payroll output. Differences are reconciled and issues identified and resolved until only agreeable differences remain. The test is repeated until the County agrees the Oracle Cloud HCM system is correctly calculating the County's payroll.		validation testing. The County team members will execute the payroll validation test under the direction of Graviton. The County will assist in the reconciliation of payroll validation test results, and in the resolution of issues identified during payroll validation testing.	corresponding Test Plan deliverable, to complete the Payroll Validation Test. Graviton will prepare the payroll validation test environment. Graviton will facilitate the reconciliation of payroll validation test results and take the lead in the resolution of issues identified during payroll validation testing.
Production Support ☒ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ 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 County resources in accordance with the operations transition plan.	1.2.9 Phase 1 ERP 2.2.9 Phase 2 HCM 3.2.9 Phase 3 EPM	The County is responsible for leading County staff in transitioning the Oracle Cloud system to an operational state. The County will take the lead in the resolution of Level 1 help desk issues and will support Graviton in the resolution of Level 2 and Level 3 help desk issues, as defined by the Operations Transition Plan deliverable.	Graviton will support the County in transitioning the Oracle Cloud system to an operational state. Graviton will take the lead in the resolution of Level 2 and Level 3 help desk issues as defined by the Operations Transition Plan deliverable. Graviton will facilitate the resolution of open system issues identified during the production support period.

4.3 CEMLI Track

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

Graphic: CEMLI Track Deliverables



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

4.3.1 CEMLI Categories

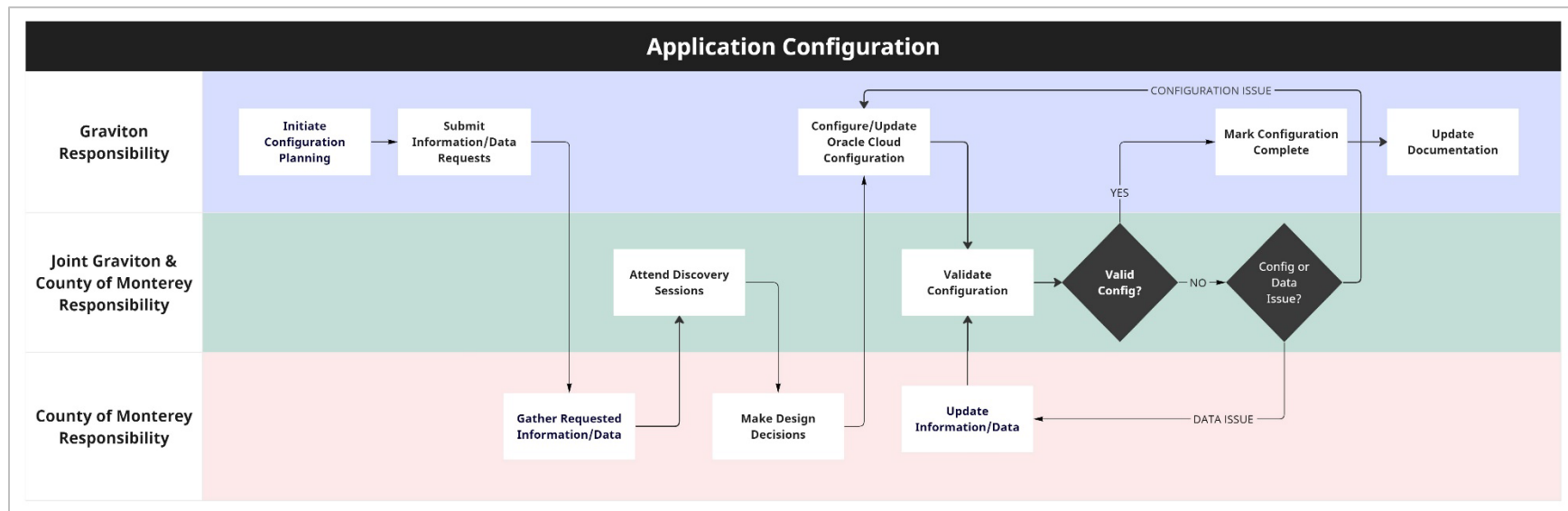
For each category of CEMLI the project team will follow Oracle Unified Method (OUM) best practices in the completion of the individual CEMLI. The project team’s implementation approach for addressing each category of CEMLI is documented below.

4.3.1.1 Configuration

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

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

Graphic: Application Configuration Process Diagram

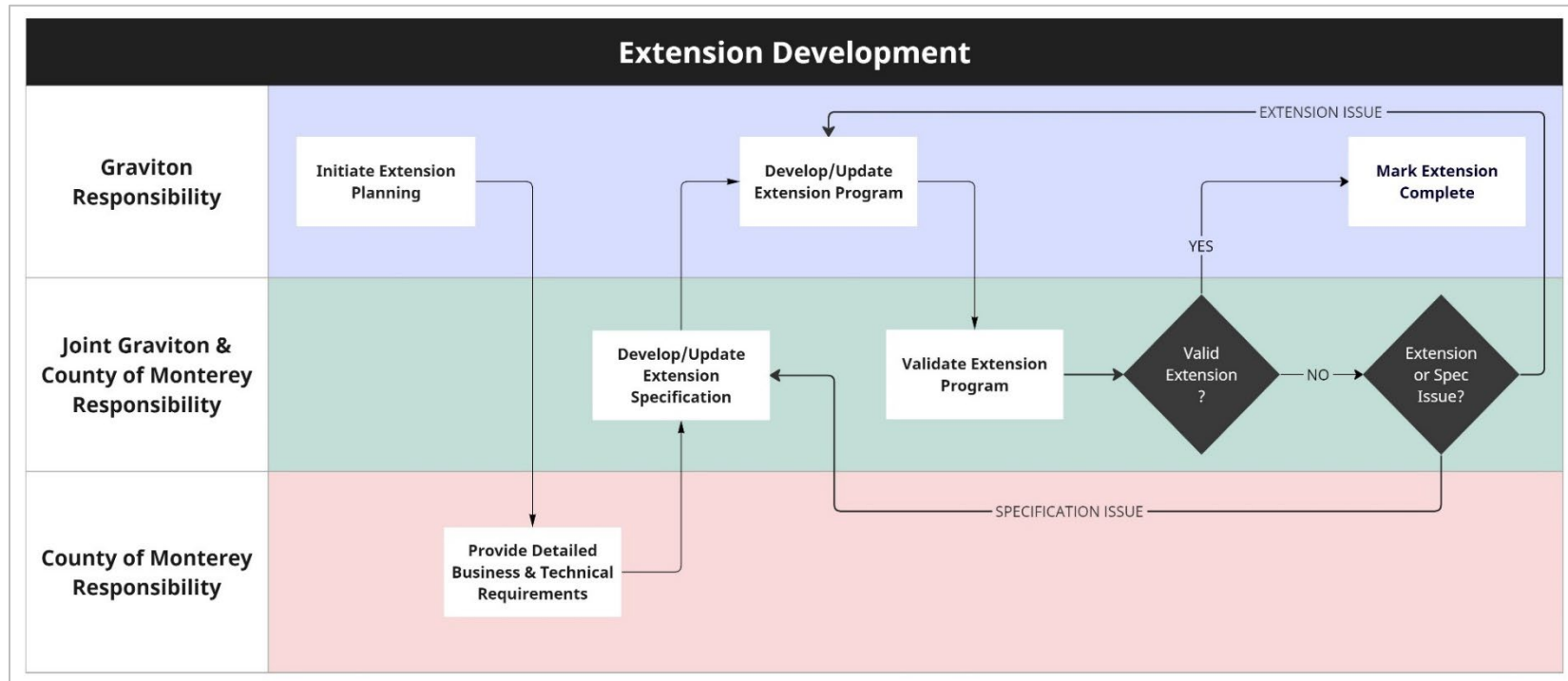


4.3.1.2 Extension

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

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

Graphic: Extension Development Process Diagram



4.3.1.3 Modification

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

4.3.1.4 Localization

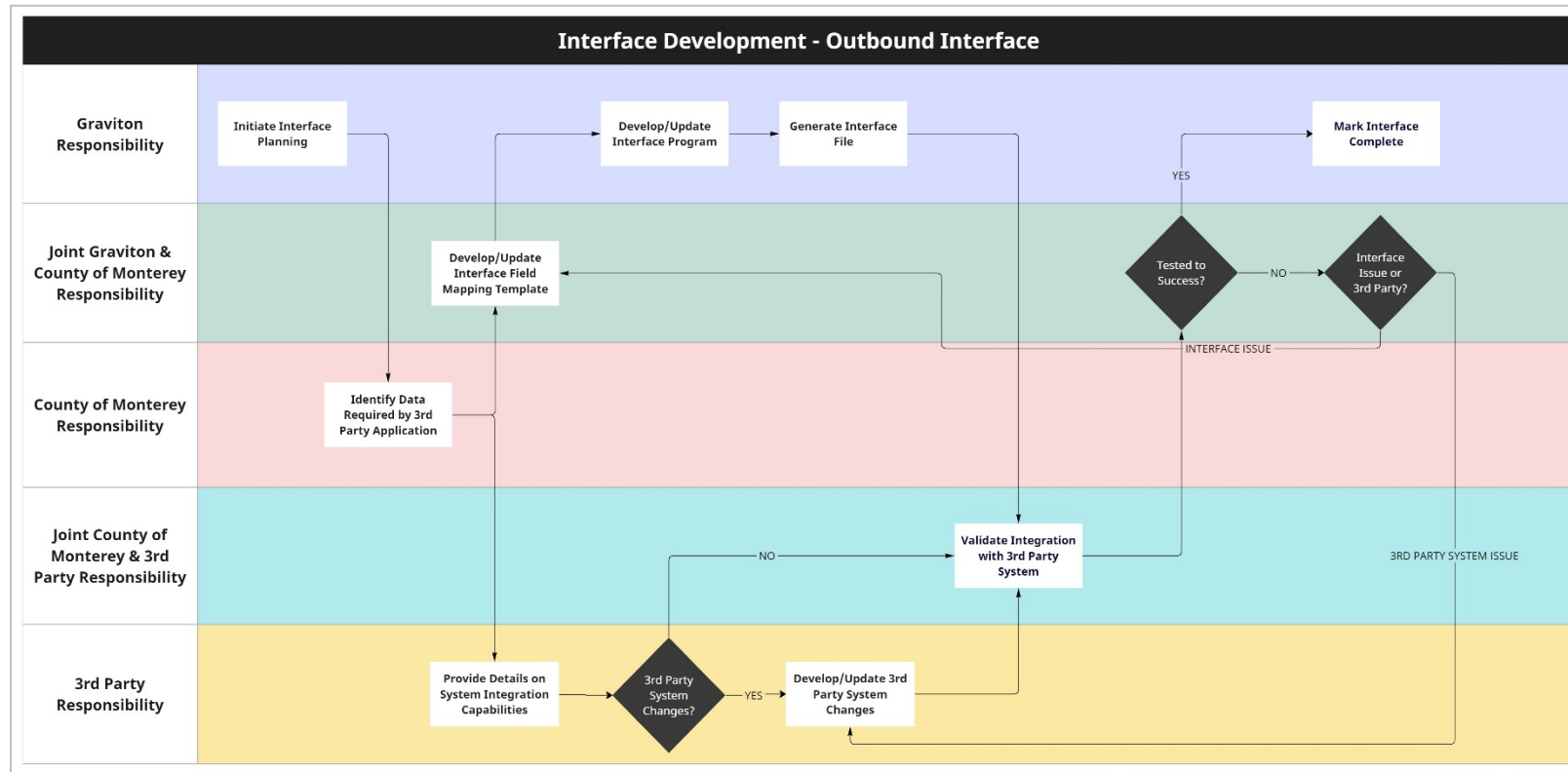
The CEMLI category, Localization, refers to the maintenance of the system to accommodate requirements that apply to specific countries or regions. An example of localizations are changes to accommodate updates to payroll tax calculations. In the case of Monterey, Localizations include Federal, State,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

4.3.1.5 Integration

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

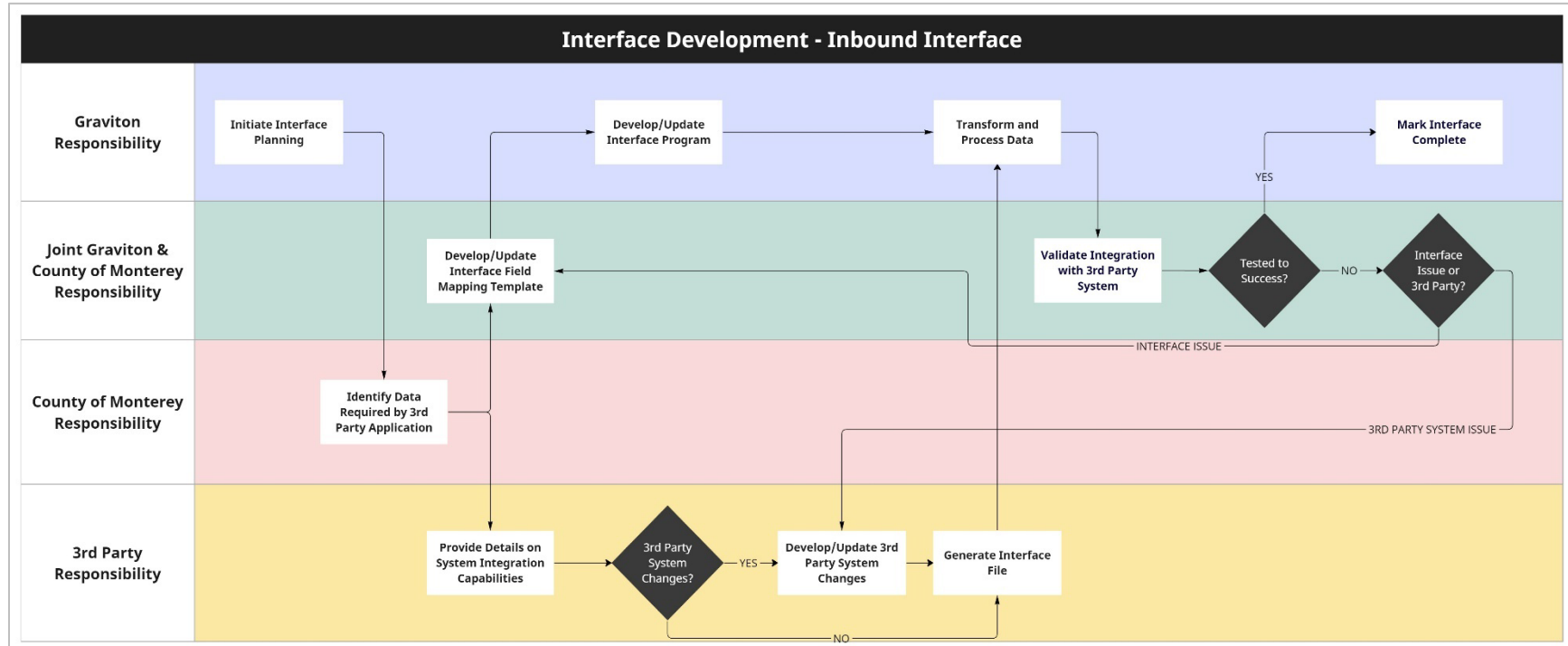
The steps to initiating and completing the development of inbound and outbound integrations within each CEMLI cycle are depicted in the process diagrams below. These steps will be updated as agreed upon by the project management team and documented in the CEMLI Plan deliverable.

Graphic: Outbound Interface Development Process Diagram



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

Graphic: Inbound Interface Development Process Diagram



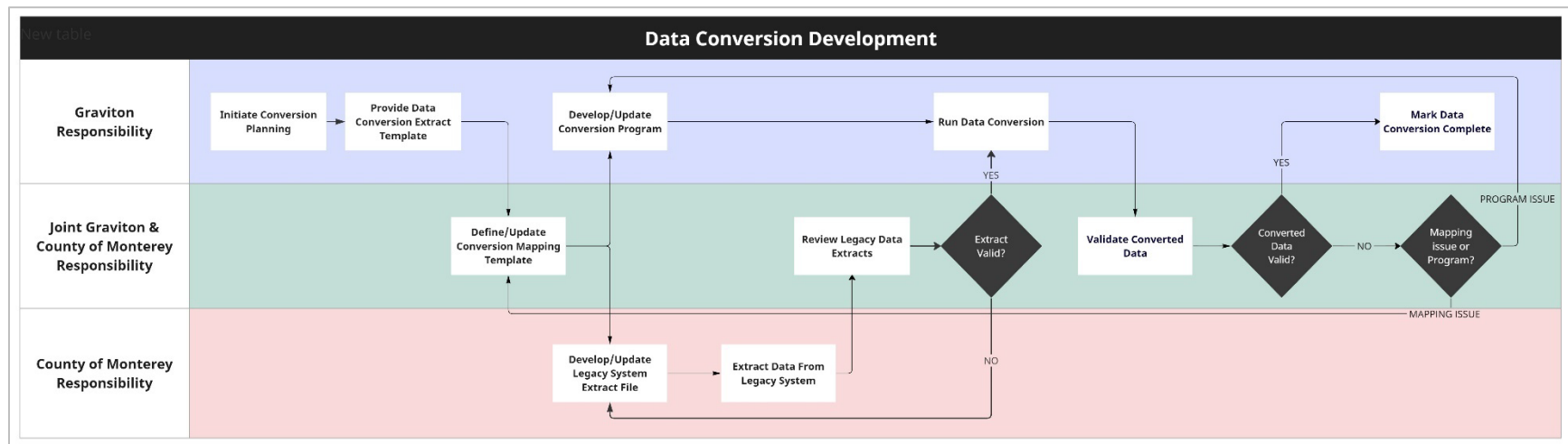
For each inbound integration, at the Develop/Update Interface Field Mapping Template step in the above diagram, Graviton and the County will determine the integration method to be used. As stated earlier, integrations may be open interfaces with validation and load programs; standards-based interfaces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

4.3.1.6 Data Conversion

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

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

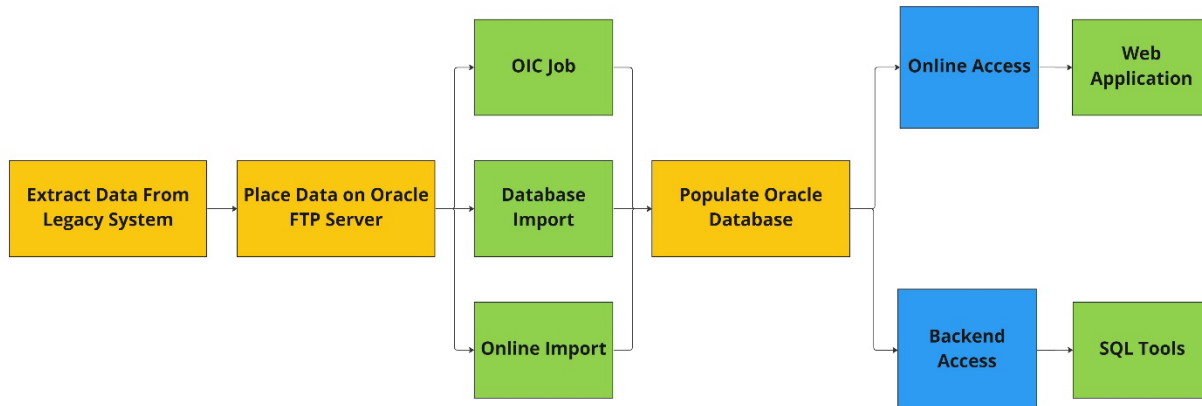
Graphic: Data Conversion Development Process Diagram



4.3.1.6.1 Historical Data Conversion

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

Graphic: Historical Data Archive



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

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

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

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

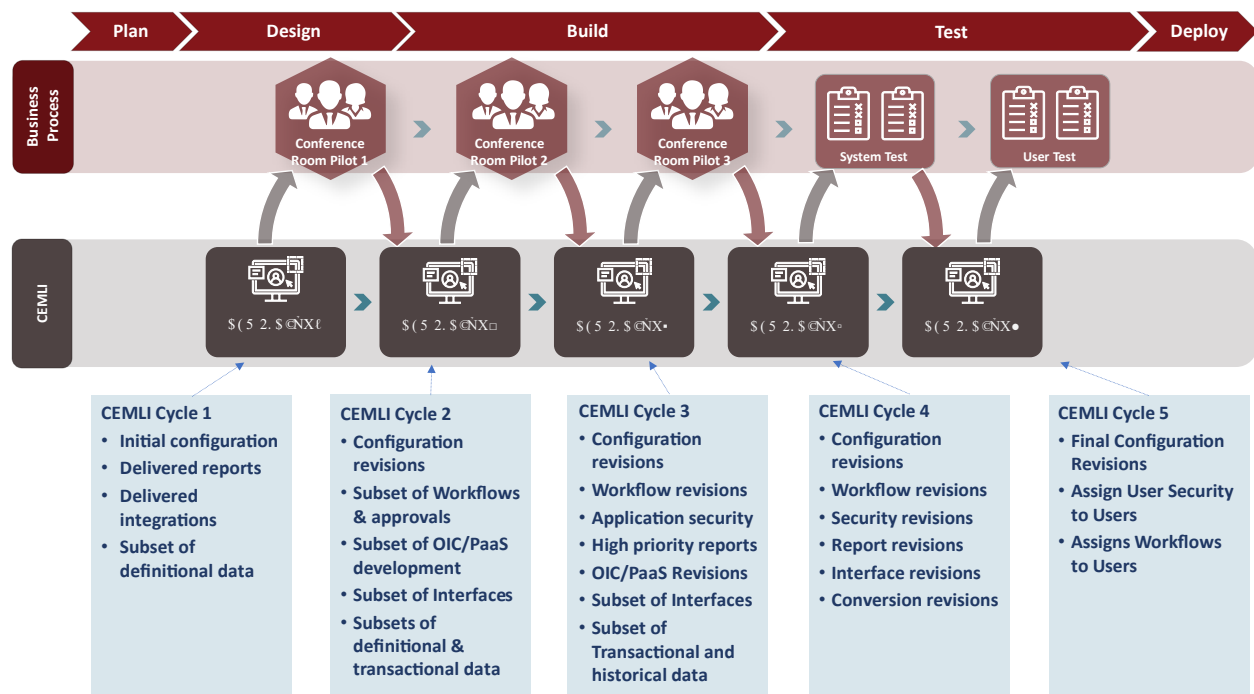
Oracle Database – The historical data archive application will be built upon an Oracle database to be provisioned with the County’s PaaS/IaaS universal credits. The Graviton team will structure the database tables to align with the historical data extracts.

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

4.3.2 CEMLI Cycles

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

Graphic: CEMLI Cycles



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

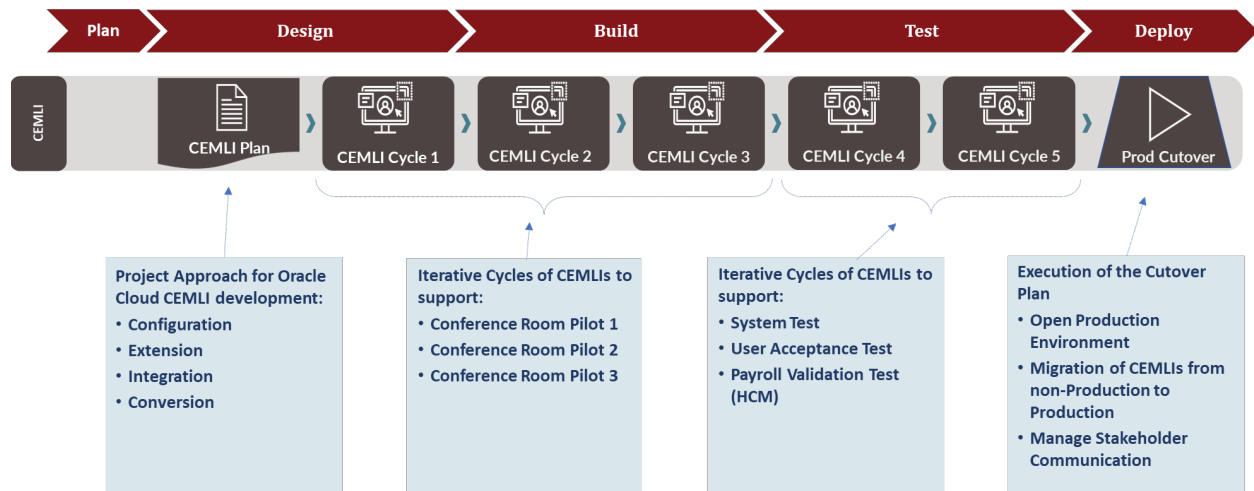
Table: CEMLI Cycles Approach

CEMLI	CEMLI Cycle 1	CEMLI Cycle 2	CEMLI Cycle 3	CEMLI Cycle 4	CEMLI Cycle 5
Configuration	Core Configuration	- Configuration Revisions - Subset of Workflows and Approvals	- Configuration Revisions - Workflow Revisions - Application Security	- Configuration Revisions - Workflow Revisions - Application Security Revisions	- Final Configuration Revisions - Assign Security to Users - Assign Workflows to Users
Extension	Delivered Reports	Subset of OIC/PaaS Development	- High Priority Custom Reports - OIC/PaaS Development Revisions	- Low Priority Reports & High Priority Report Revisions - OIC/PaaS Revisions	Process Scheduling/Automation
Integration	Delivered Integrations	Subset of FBDI, ADFDI, and HCM Extract Interfaces	- Subset of FBDI, ADFDI, and HCM Extract Interfaces - Subset of OIC/PaaS Integrations	- FBDI, ADFDI, and HCM Extract Interfaces Revisions - OIC/PaaS Integrations Revisions	Process Scheduling/Automation
Data Conversion	Subset of Definitional Data	- Subset of Definitional Data - Subset of Transactional Data	- Complete Set of Definitional Data - Subset of Transactional Data	- Complete Set of Transactional Data - Subset of Historical Data	- Complete Set of Historical Data - Final Data Conversion Revisions

4.3.3 CEMLI Track Deliverables

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

Graphic: CEMLI Track Deliverables



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

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

Table: CEMLI Track Deliverables

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
CEMLI Plan ☐ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	In Oracle Cloud Implementation CEMLI stands for configuration, extension, modification, localization, and integration. For the County, this will include Oracle Cloud application configuration, reporting, extensions, integrations, and data conversions. The CEMLI plan will layout the project team's approach to completing each CEMLI category including standards for specifications, development, and unit testing. The CEMLI plan will identify preferred tools and establish guidelines for utilizing environments in the completion of CEMLI's.	1.3.1 Phase 1 ERP 2.3.1 Phase 2 HCM 3.3.1 Phase 3 EPM	The County will assist Graviton in the completion of the CEMLI Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the CEMLI Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
CEMLI Cycle 1 ☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☒ Knowledge Transfer	CEMLI Cycle 1 is the first of five cycles of CEMLI configuration and development. Upon completion of Oracle Cloud business process familiarization, the project team will determine the configurations, reports, integrations, and conversions to be available for Conference Room Pilot 1 and assign those items to CEMLI Cycle 1. Graviton will schedule and conduct discovery sessions to interview County team members. Discovery sessions will be organized by business area. The configuration/ development and unit testing of each of those CEMLI's required for Conference Room Pilot 1 will serve as acceptance criteria for CEMLI Cycle 1.	1.3.2 Phase 1 ERP 2.3.2 Phase 2 HCM 3.3.2 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the CEMLI Cycle 1 discovery sessions. County project team members will participate in the discovery sessions as assigned, providing input and decision-making regarding business process, configuration, and development design. County project team members will complete assigned action items in accordance with the Project Management Plan deliverable.	Graviton is responsible for completing the CEMLI Cycle 1 configuration and development tasks to prepare the County environment for Conference Room Pilot 1. Graviton will facilitate discovery sessions and assign actions as required to meet the CEMLI Cycle 1 goals. Graviton will update use cases, business process maps, and other project documentation as required for Conference Room Pilot 1.
CEMLI Cycle 2 ☒ Critical Path	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	1.3.3 Phase 1 ERP 2.3.3 Phase 2 HCM 3.3.3 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the CEMLI Cycle 2 discovery	Graviton is responsible for completing the CEMLI Cycle 2 configuration and development tasks to

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☐ Requirements Traceability ☐ Business Process Transformation ☒ Knowledge Transfer	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 County team members. Discovery sessions will be organized by business area. The configuration/ development and unit testing of each of those CEMLI's required for Conference Room Pilot 2 will serve as acceptance criteria for CEMLI Cycle 2.		sessions. County project team members will participate in the discovery sessions as assigned, providing input and decision-making regarding business process, configuration, and development design. County project team members will complete assigned action items in accordance with the Project Management Plan deliverable.	prepare the County environment for Conference Room Pilot 2. Graviton will facilitate discovery sessions and assign actions as required to meet the CEMLI Cycle 2 goals. Graviton will update use cases, business process maps, and other project documentation as required for Conference Room Pilot 2.
CEMLI Cycle 3 ☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☒ Knowledge Transfer	CEMLI Cycle 3 is the third of five cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 2, the project team will determine the configurations, reports, integrations, and conversions to be available for Conference Room Pilot 3 and assign those items to CEMLI Cycle 3. Graviton will schedule and conduct discovery sessions to interview County team members. Discovery sessions will be organized by business area. The configuration/ development and unit testing of each of those CEMLI's required for Conference Room Pilot 3 will serve as acceptance criteria for CEMLI Cycle 3.	1.3.4 Phase 1 ERP 2.3.4 Phase 2 HCM 3.3.4 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the CEMLI Cycle 3 discovery sessions. County project team members will participate in the discovery sessions as assigned, providing input and decision-making regarding business process, configuration, and development design. County project team members will complete assigned action items in accordance with the Project Management Plan deliverable.	Graviton is responsible for completing the CEMLI Cycle 3 configuration and development tasks to prepare the County environment for Conference Room Pilot 3. Graviton will facilitate discovery sessions and assign actions as required to meet the CEMLI Cycle 3 goals. Graviton will update use cases, business process maps, and other project documentation as required for Conference Room Pilot 3.
CEMLI Cycle 4 ☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation	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	1.3.5 Phase 1 ERP 2.3.5 Phase 2 HCM 3.3.5 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the CEMLI Cycle 4 discovery sessions. County project team members will	Graviton is responsible for completing the CEMLI Cycle 4 configuration and development tasks to prepare the County environment for System Test.

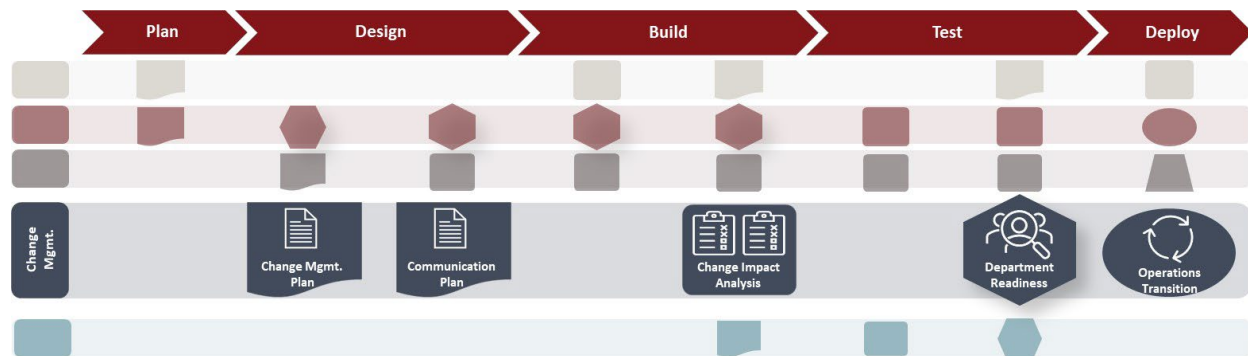
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☒ Knowledge Transfer	and assign those items to CEMLI Cycle 4. Graviton will schedule additional discovery sessions, as required, to complete CEMLI Cycle 4. The configuration/ development and unit testing of the remaining CEMLI required for System Test will serve as acceptance criteria for CEMLI Cycle 4.		participate in the discovery sessions as assigned, providing input and decision-making regarding business process, configuration, and development design. County project team members will complete assigned action items in accordance with the Project Management Plan deliverable.	Graviton will facilitate discovery sessions and assign actions as required to meet the CEMLI Cycle 4 goals. Graviton will update test scenarios and other project documentation as required for System Test.
CEMLI Cycle 5 ☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☒ Knowledge Transfer	CEMLI Cycle 5 is the fifth of five cycles of CEMLI configuration and development. Upon completion of System Test, the project team will determine the remaining configurations, reports, integrations, and conversions to be available for User Acceptance Test and assign those items to CEMLI Cycle 5. Graviton will schedule additional discovery sessions, as required, to complete CEMLI Cycle 5. The configuration/ development and unit testing of the remaining CEMLI required for User Acceptance Test will serve as acceptance criteria for CEMLI Cycle 5.	1.3.6 Phase 1 ERP 2.3.6 Phase 2 HCM 3.3.6 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the CEMLI Cycle 5 discovery sessions. County project team members will participate in the discovery sessions as assigned, providing input and decision-making regarding business process, configuration, and development design. County project team members will complete assigned action items in accordance with the Project Management Plan deliverable.	Graviton is responsible for completing the CEMLI Cycle 5 configuration and development tasks to prepare the County environment for the User Acceptance Test. Graviton will facilitate discovery sessions and assign actions as required to meet the CEMLI Cycle 5 goals. Graviton will update test scenarios and other project documentation as required for System Test.
Production Cutover ☒ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The production cutover deliverable is the transition of Oracle Cloud Applications and data from the non-production environment to the production environment. The deliverable marks the successful completion of each task included in the previously submitted and approved cutover plan deliverable.	1.3.7 Phase 1 ERP 2.3.7 Phase 2 HCM 3.3.7 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Production Cutover deliverable. The County will actively participate in the production cutover process in accordance with the	Graviton is responsible for leading the project team in the completion of the Production Cutover deliverable. Graviton will plan, facilitate, and execute deliverable tasks in accordance with the

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
			approved Cutover Plan deliverable.	approved Cutover Plan deliverable.

4.4 Change Management Track

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

Graphic: Change Management Track Deliverables



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

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

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

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

4.4.1 Change Management Tools

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

4.4.1.1 Change Log

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

4.4.1.2 Communications Authoring

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



4.4.1.3 Department Work Plans

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

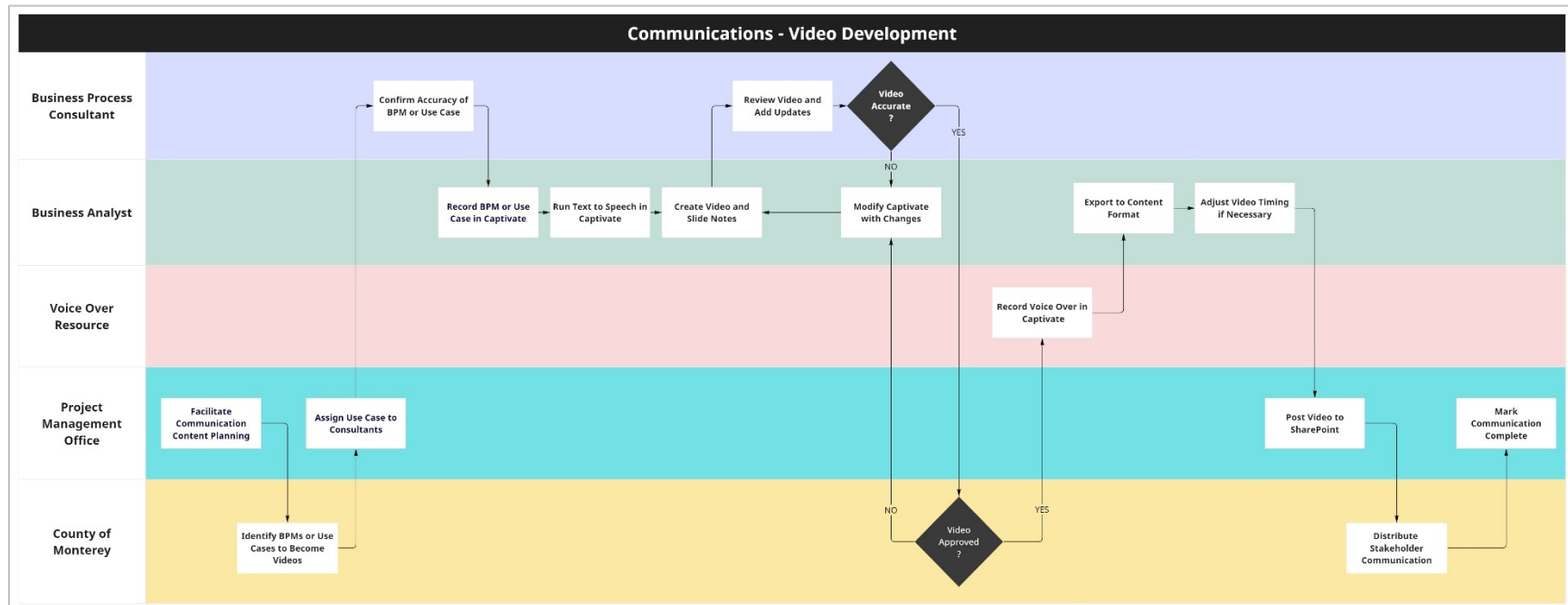
4.4.1.4 Operations RASCI Chart

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

4.4.2 Stakeholder Communication Production

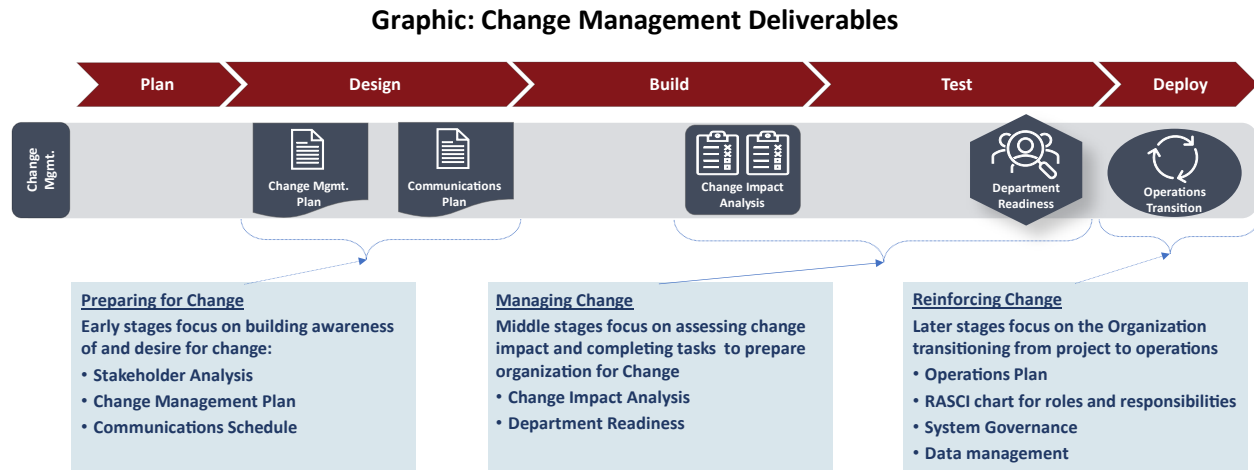
The steps to complete the production of stakeholder video communications in support of the Change Management communications workstream are depicted in the process diagram below. These steps will be updated as agreed upon by the project management team and documented in the Communications Plan deliverable.

Graphic: Stakeholder Communications Process Diagram



4.4.3 Change Management Track Deliverables

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



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

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

Table: Change Management Track Deliverables

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
Change Management Plan ☐ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☐ Knowledge Transfer	The purpose of the Change Management Plan is to define the approach, methods, tools, resources, and schedule for the communications, department readiness, and operations transition workstreams within the Change Management Implementation track. The Change Management Plan will be completed during the design stage of the project.	1.4.1 Phase 1 ERP 2.4.1 Phase 2 HCM 3.4.1 Phase 3 EPM	The County will assist Graviton in the completion of the Change Management Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Change Management Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Communications Plan ☐ Critical Path ☐ Requirements Traceability ☐ Business Process Transformation ☐ 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 County stakeholders and users have the information required for successful implementation of the Oracle Cloud applications and business processes. The project team will perform a stakeholder analysis to identify the groups and individuals that are involved with or impacted by the implementation of the Oracle Cloud applications. The Communications Plan then establishes the structure for communications as well as the “who, what, when and where” details for the communications.	1.4.2 Phase 1 ERP 2.4.2 Phase 2 HCM 3.4.2 Phase 3 EPM	The County will assist Graviton in the completion of the Communications Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the Communications Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
Change Impact Analysis ☐ Critical Path ☐ Requirements Traceability	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	1.4.3 Phase 1 ERP 2.4.3 Phase 2 HCM 3.4.3 Phase 3 EPM	The County will assist Graviton in the completion of the Change Impact Analysis deliverable. County project team members assist Graviton with identifying and	Graviton is responsible for leading the project team in the completion of the Change Impact Analysis deliverable. Graviton will gather the recorded changes

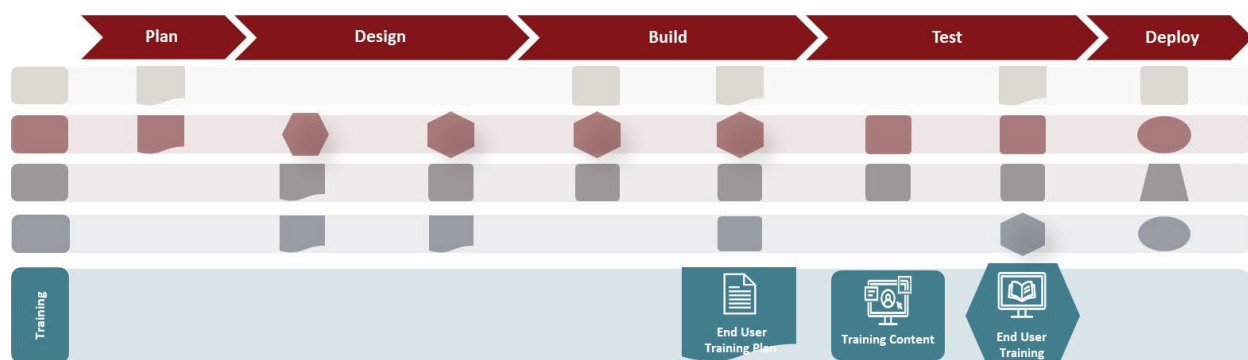
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☒ Business Process Transformation ☐ Knowledge Transfer	changes during the design stage. Those changes will culminate in a Change Impact Analysis deliverable being submitted during the build stage. Graviton will provide the templates, tools, and direction for the Change Impact Analysis. All project team members will be tasked with recording change and change impacts throughout implementation.		changes throughout implementation. The County will assist Graviton in determining the impact of those changes on County departments and stakeholders. Following its submission, the County will review deliverable content, provide feedback, and approve deliverable work products.	and will develop an impact analysis. Graviton will review the impact analysis content with the County and will incorporate County feedback before submitting the deliverable for approval.
Department Readiness ☐ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	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. Graviton will develop department workplans in Smartsheet, and the County will assign the workplans to the departments and gather status.	1.4.4 Phase 1 ERP 2.4.4 Phase 2 HCM 3.4.4 Phase 3 EPM	The County is responsible for leading County staff in the coordination of Department Readiness tasks. The County will distribute Graviton developed department work plans and will coordinate the gathering of status with the County departments. The County will escalate issues and risks to departments and will facilitate project team support of those departments.	Graviton will support the County in the completion of the Department Readiness deliverable work products. Graviton will facilitate the planning of the deliverable, actively participating in the deliverable related work sessions and complete assigned deliverable related tasks.
Operations Transition Plan ☐ Critical Path ☐ Requirements Traceability	Critical to the project will be the eventual transition of the system administration and support into a steady state operational model. The purpose of the Operations Transition Plan deliverable is to provide the County with specific and detailed recommendations for	1.4.5 Phase 1 ERP 2.4.5 Phase 2 HCM 3.4.5 Phase 3 EPM	The County is responsible for assisting Graviton in the completion of the Operations Transition Plan deliverable. The County will actively participate in	Graviton is responsible for leading the project team in the completion of the Operations Transition Plan deliverable. Graviton will plan, facilitate, and execute

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
☒ Business Process Transformation ☐ Knowledge Transfer	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.		deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.

4.5 Training Track

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

Graphic: Training Track Deliverables



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

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

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

4.5.1 End User Training Tools

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

4.5.1.1 End User Training PDF Job Aids: Tango

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



4.5.1.2 End User Training Video Content: Adobe Captivate

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



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

4.5.1.3 Learning Management System (LMS): LearnUpon

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



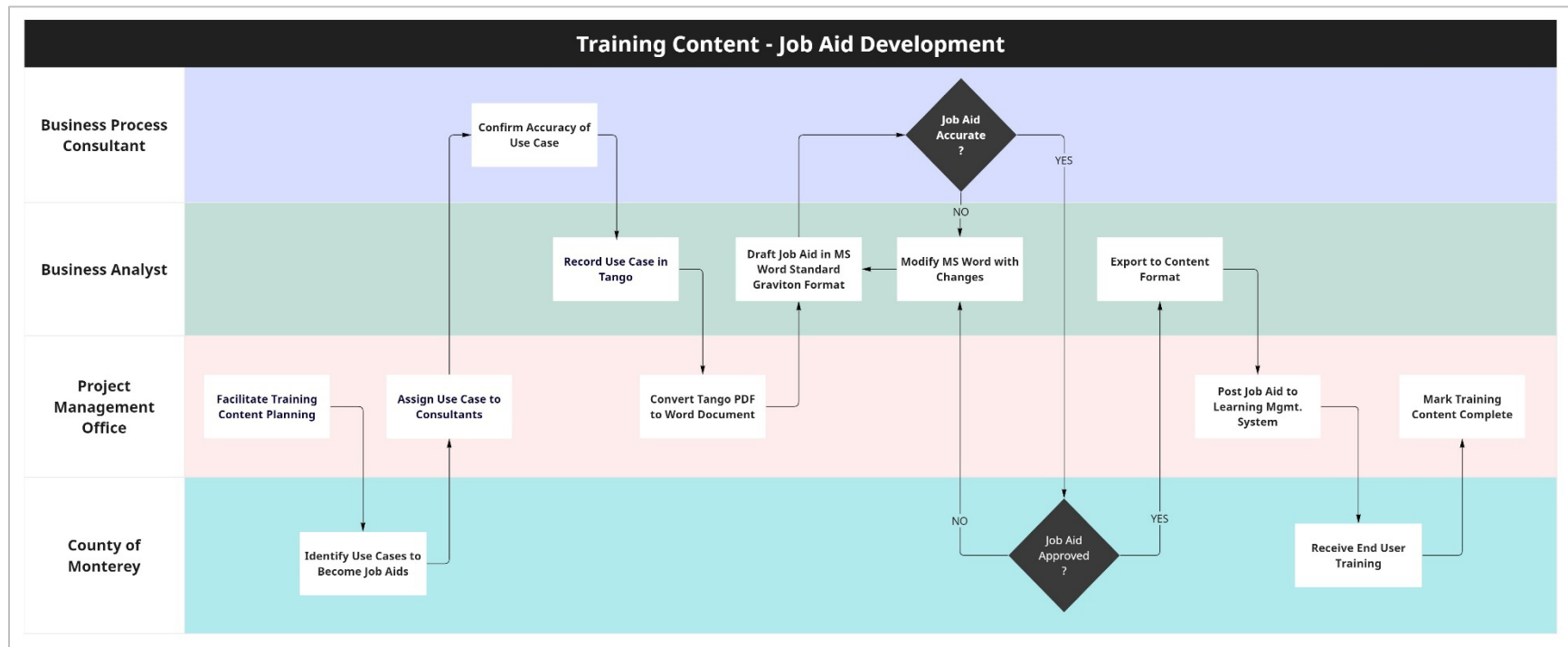
deliverable. Graviton would provide LearnUpon for the County's use during the project and for one year following the project go-live. The Project Closeout deliverable would establish a plan for transitioning administration of LearnUpon from Graviton project team members to County project team members.

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

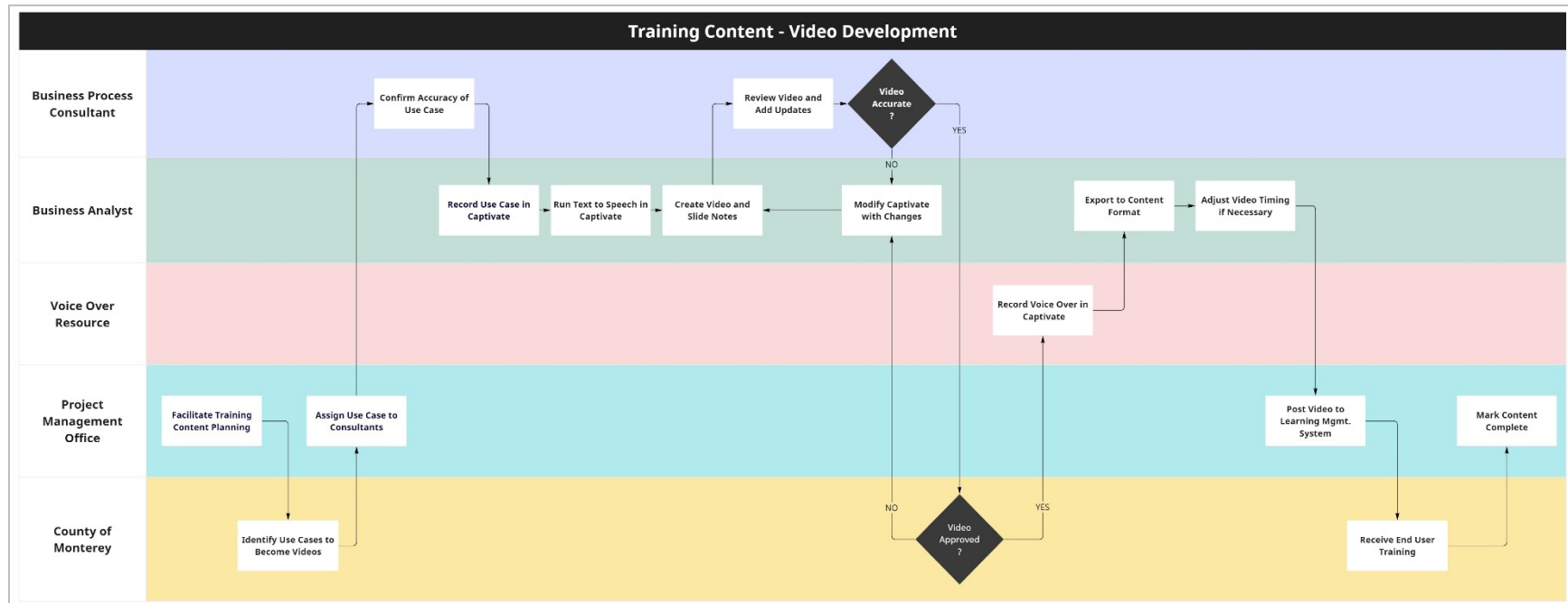
4.5.2 Training Content Production

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

Graphic: Job Aid Process Diagram



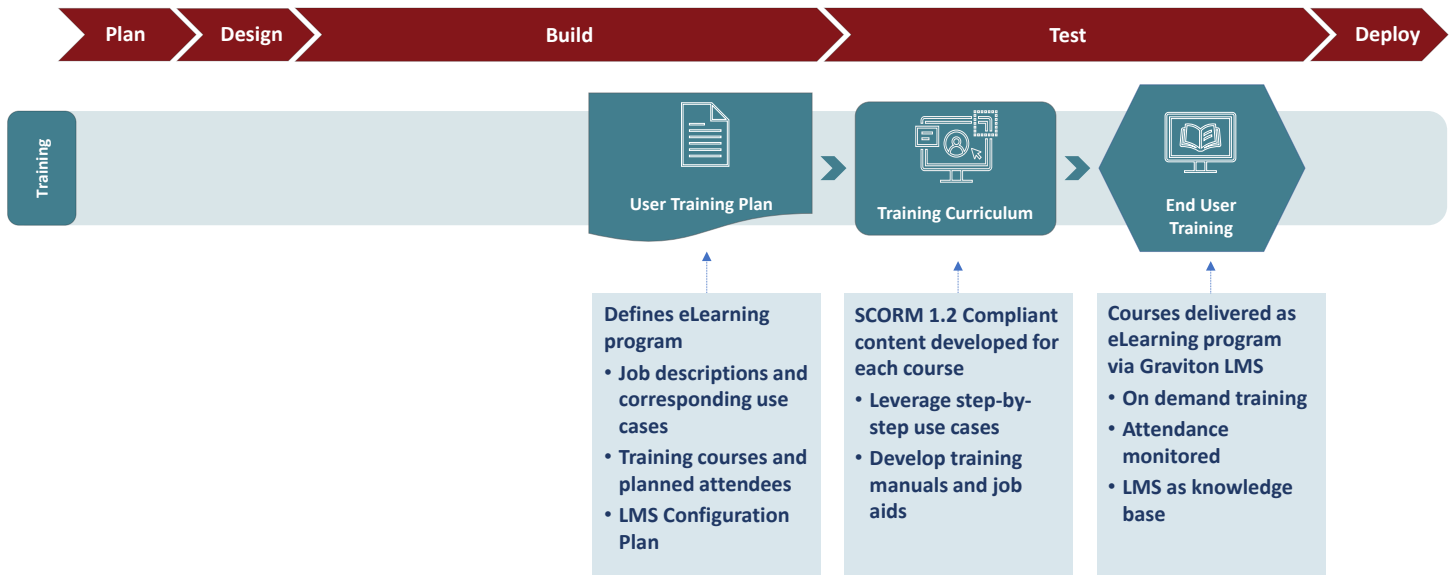
Graphic: Training Video Process Diagram



4.5.3 Training Track Deliverables

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

Graphic: Training Track Deliverables



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

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

Table: Training Track Deliverables

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
End User Training Plan ☐ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ 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 training courses based on the use cases developed by the project team during the design and build stages. The training courses and corresponding use cases will be the basis for the end user training curriculum. For each training course the end user training plan will list the planned County attendees. Lastly, all learning management system configuration and administration decisions to deploy the blended learning program will be defined.	1.5.1 Phase 1 ERP 2.5.1 Phase 2 HCM 3.5.1 Phase 3 EPM	The County will assist Graviton in the completion of the End User Training Plan deliverable. The County will actively participate in deliverable related work sessions and complete assigned deliverable related tasks. The County will review deliverable content, provide feedback, and approve deliverable work products.	Graviton is responsible for leading the project team in the completion of the End User Training Plan deliverable. Graviton will plan, facilitate, and execute deliverable tasks. Graviton will be responsible for generating deliverable content, incorporating County feedback, and submitting deliverable work products for approval.
End User Training Content ☐ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	End User Training Content will consist of job aids and end user training videos. Job aids are the equivalent of desktop procedures that reflect the step-by-step processes documented in the use cases which are developed and maintained by the Graviton project team. Job aids will serve as operational documents to be referenced by the County's users following the project's transition to an operational state. In addition to job aids, the project team will develop end user training videos that are also based upon the step-by-step processes documented in the use cases. End user training videos will elaborate on the business processes captured in the use cases by incorporating additional process flows and narratives. End User	1.5.2 Phase 1 ERP 2.5.2 Phase 2 HCM 3.5.2 Phase 3 EPM	The County is responsible for identifying the Job Aids and Training Videos to be developed by the Graviton team. The County will actively participate in the development of end user training content by providing feedback to the Graviton team and where appropriate contributing content. The County will approve all end user training content prior to it being made available to County users.	Graviton is responsible for leading the project team in the completion of the End User Training Content deliverable. Graviton will plan, facilitate, and execute the creation of Job Aids and Training Videos as defined by the End User Training Plan deliverable. Graviton will review end user training content with the County, addressing feedback by updating the content accordingly.

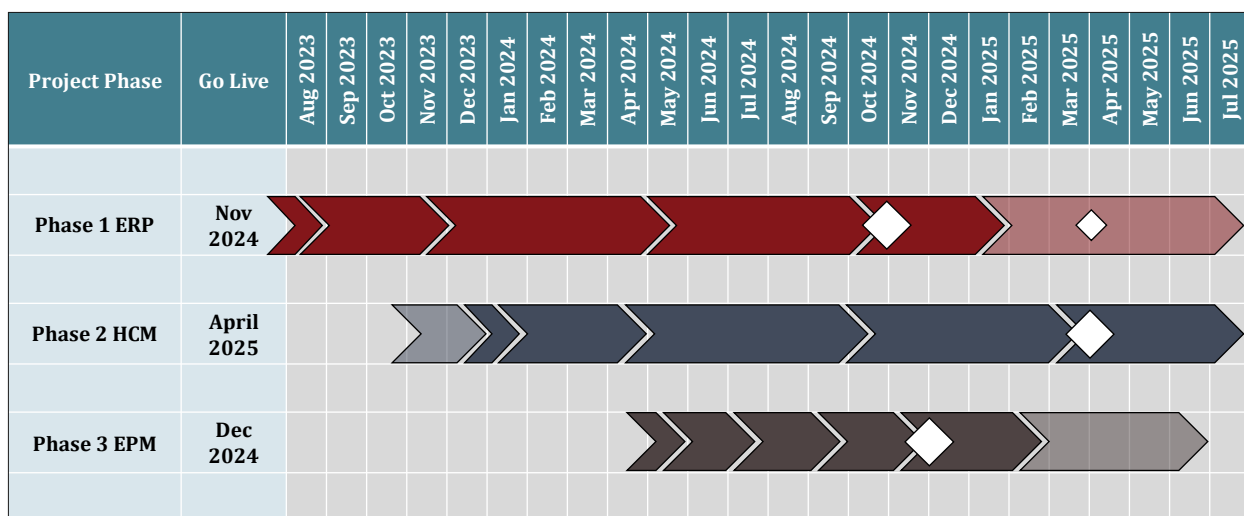
Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
	training content will be developed as SCORM 1.2 compliant, enabling it to be made available via the Graviton or County learning management system that is central to the blended learning training program. The Graviton project team will develop 100 job aids and 25 end user training videos for Phase 1 ERP. The Graviton project team will develop 100 job aids and 25 end user training videos for Phase 2 HCM. The Graviton project team will also develop 20 job aids and 10 end user training videos in Phase 3 EPM. If the County determines that additional training documentation is needed, additional support will be managed in accordance with the Oracle Cloud Implementation scope management process to be documented in the Project Management Plan deliverable. The project management team will document the job aids and end user training videos to be produced in the End User Training Plan deliverable. All job aids and end user training videos are the property of the County and will be transitioned to the County no later than the completion of the Project Closeout deliverable.			
End User Training ☐ Critical Path ☐ Requirements Traceability ☒ Business Process Transformation ☒ Knowledge Transfer	In the blended learning training approach, end user training is delivered in both an online on-demand format and an in-person instructor led format. Graviton will be responsible for ensuring the delivery of online on-demand training by administering the Graviton learning management system (LMS), and for ensuring designated users	1.5.3 Phase 1 ERP 2.5.3 Phase 2 HCM 3.5.3 Phase 3 EPM	The County is responsible for coordinating County team members' participation in the end user training program. County end users will complete their assigned courses in accordance with the End User Training Plan	Graviton is responsible for administering the LearnUpon learning management system to support the end user training program. Graviton will provide the required support to ensure County end users are assigned the

Deliverable	Acceptance Criteria	WBS ID	County Role	Graviton Role
	have access to the Graviton LMS and corresponding content is being delivered in accordance with the End User Training Plan. County trainers will be responsible for delivering in-person instructor-led training. Graviton will administer the LMS to support the instructor-led training. County trainers and/or super users that have attended the project knowledge transfer sessions will deliver the in-person instructor-led training.		deliverable. Online training attendees will complete assigned LearnUpon learning management system courses, and in-person training attendees will complete the assigned scheduled classes.	correct courses and that all content is available as defined by the End User Training Plan deliverable. Graviton will participate in in-person training as defined by the End User Training Plan deliverable.

5 Oracle Cloud Implementation Timeline

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



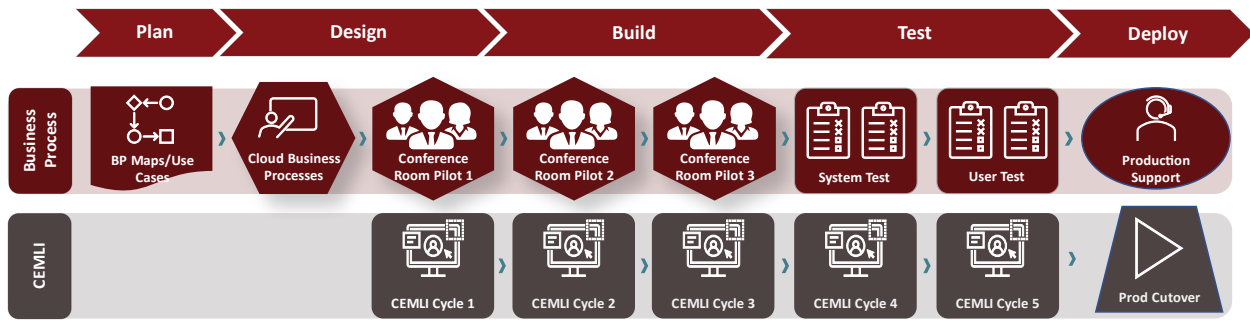
The kick-off date, go-live date, and end date for each implementation phase is listed in the table below.

Table: County Implementation Phase Schedule

Project Phase	Phase Kick-off Date	Go-Live Date	Second Go-Live Date	Phase End Date
Phase 1 ERP	08/07/2023	11/01/2024	04/01/2025	08/01/2025
Phase 2 HCM	01/08/2024*	04/01/2025		08/01/2025
Phase 3 EPM	05/06/2024	12/01/2024		06/27/2025

**Prior to the Phase 2 HCM Kickoff, the project team will conduct workforce structure work sessions from November 6, 2023, through December 22, 2023.*

The timeline for each stage is based upon the critical path deliverables and milestones. Those critical path deliverables and milestones are depicted in the graphic below. In the sections that follow the critical path timeline and detailed schedule are defined for each implementation phase.

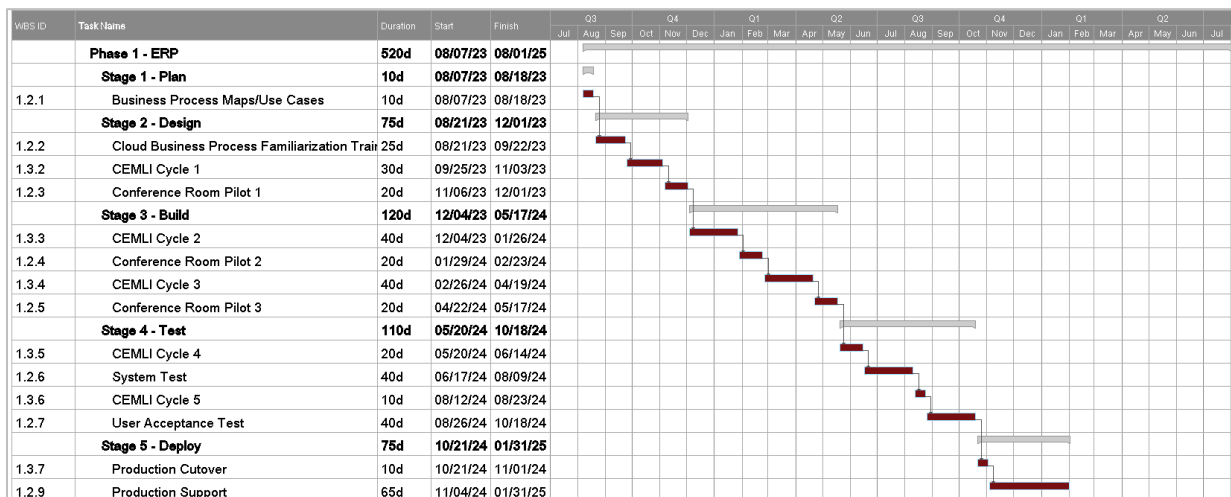
Graphic: Graviton Methodology Critical Path

5.1 Phase 1 ERP Implementation Timeline

Phase 1 ERP is scheduled to start August 7, 2023, and end August 1, 2025. Phase 1 ERP includes an initial go-live on November 1, 2024, followed by a second go-live on April 1, 2025. The initial go-live will follow a fifteen-month implementation. The second go-live will follow a five-month implementation. Graviton will provide production support services from the initial go-live until four months after the second go-live. This Statement of Work includes a Gantt chart depicting the Phase 1 ERP critical path, as well as an initial Phase 1 ERP project schedule.

5.1.1 Phase 1 ERP Critical Path

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

Graphic: Phase 1 ERP Critical Path Gantt Chart

5.1.2 Phase 1 ERP Schedule

At Phase 1 ERP initiation, a detailed project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and County project team members. Maintenance of the project schedule will be a recurring task that is defined in the Project Management Plan deliverable to be completed in the first weeks of the project phase. The tables below represent the initial schedule of deliverables for Phase 1 ERP. The schedule is the basis for the Graviton Phase 1 ERP staffing plan and implementation services costs.

Table: Phase 1 ERP Schedule

ID	Task Name	Duration	Start	Finish
	Phase 1 - ERP	520d	08/07/23	08/01/25
	Stage 1 - Plan	10d	08/07/23	09/1/23
1.2.1	Business Process Maps/Use Cases	10d	08/07/23	08/18/23
1.1.1	Project Management Plan	10d	08/07/23	09/1/23
	Stage 2 - Design	75d	08/21/23	12/01/23
1.2.2	Cloud Business Process Familiarization Training	25d	08/21/23	09/22/23
1.3.1	CEMLI Plan	10d	09/11/23	09/22/23
1.3.2	CEMLI Cycle 1	30d	09/25/23	11/03/23
1.2.3	Conference Room Pilot 1	20d	11/06/23	12/01/23
1.4.1	Change Management Plan	10d	10/23/23	11/03/23
1.4.2	Communications Plan	10d	11/20/23	12/01/23
	Stage 3 - Build	120d	12/04/23	05/17/24
1.3.3	CEMLI Cycle 2	40d	12/04/23	01/26/24
1.2.4	Conference Room Pilot 2	20d	01/29/24	02/23/24
1.3.4	CEMLI Cycle 3	40d	02/26/24	04/19/24
1.2.5	Conference Room Pilot 3	20d	04/22/24	05/17/24
1.1.2	Project Scope	10d	04/08/24	04/19/24
1.1.3	Test Plan	10d	05/06/24	05/17/24
1.4.3	Change Impact Analysis	15d	04/01/24	04/19/24
1.5.1	End User Training Plan	15d	04/29/24	05/17/24
	Stage 4 - Test	110d	05/20/24	10/18/24
1.3.5	CEMLI Cycle 4	20d	05/20/24	06/14/24
1.2.6	System Test	40d	06/17/24	08/09/24
1.3.6	CEMLI Cycle 5	10d	08/12/24	08/23/24
1.2.7	User Acceptance Test	40d	08/26/24	10/18/24
1.1.4	Cutover Plan	10d	10/07/24	10/18/24
1.5.2	End User Training Content	30d	07/01/24	08/09/24
1.4.4	Department Readiness	20d	09/23/24	10/18/24
1.5.3	End User Training	20d	09/23/24	10/18/24
	Stage 5 - Deploy	75d	10/21/24	01/31/25
1.3.7	Production Cutover	10d	10/21/24	11/01/24

ID	Task Name	Duration	Start	Finish
	Phase 1 - ERP	520d	08/07/23	08/01/25
1.2.9	Production Support	65d	11/04/24	01/31/25
1.4.5	Operations Transition Plan	20d	11/04/24	11/29/24
1.1.5	Project Closeout	20d	01/06/25	01/31/25
	Post Go-Live Deployment	130d	02/03/25	08/01/25
1.2.10	Post Go-Live Implementation	45d	02/03/25	04/04/25
1.2.11	Post Go-Live Extended Support	85d	04/07/25	08/01/25

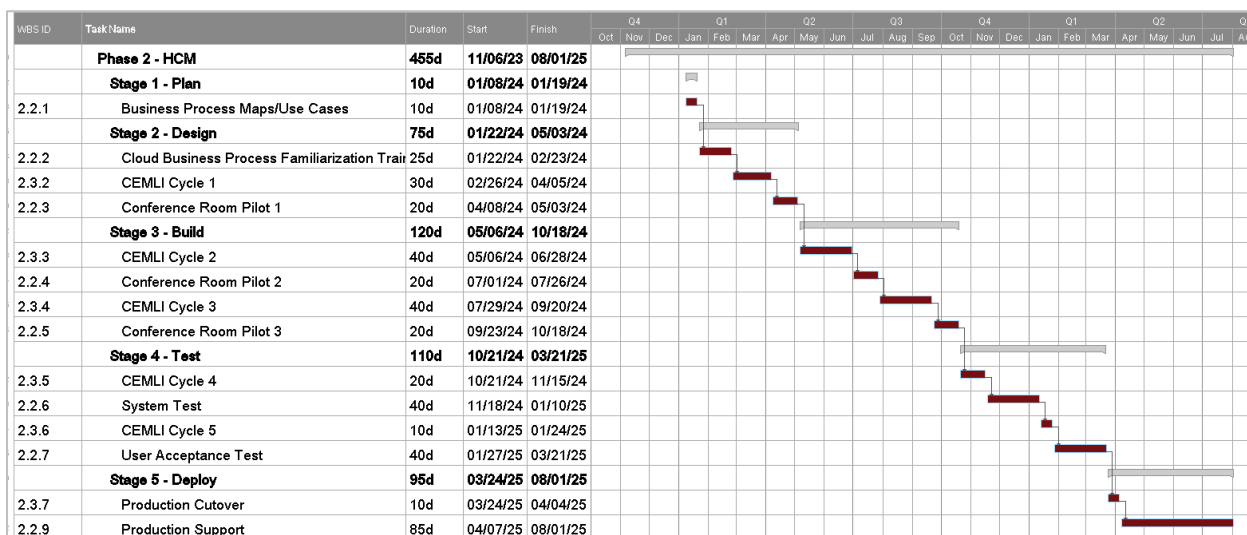
5.2 Phase 2 HCM Implementation Timeline

Prior to the start of Phase 2 HCM, Graviton will lead the County in pre-implementation Workforce Structure work sessions November 6, 2023, through December 22, 2023. Phase 2 HCM is scheduled to begin in full January 8, 2024, and end August 1, 2025, with an April 1, 2025, go-live. Excluding the pre-implementation Workforce Structure work sessions, Phase 2 HCM will be a fifteen-month implementation followed by four months of support. This Statement of Work includes a Gantt chart depicting the Phase 2 HCM critical path, as well as an initial Phase 2 HCM project schedule.

5.2.3 Phase 2 HCM Critical Path

The Phase 2 HCM critical path deliverables are fourteen business process and CEMLI implementation track deliverables required to prepare the Oracle Cloud applications for the County's Phase 2 HCM go-live. The critical path deliverables are the basis for the Phase 2 HCM timeline. The project management, change management, and training implementation track deliverables are scheduled in relation to the Phase 2 HCM critical path deliverables and milestones they are dependent on.

Graphic: Phase 2 HCM Critical Path Gantt Chart



5.2.4 Phase 2 HCM Schedule

At Phase 2 HCM initiation, a detailed project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and County project team members. Maintenance of the project schedule will be a recurring task that is defined in the Project Management Plan deliverable to be completed in the first weeks of the project phase. The tables below represent the initial schedule of deliverables for Phase 2 HCM. The schedule is the basis for the Graviton Phase 2 HCM staffing plan and implementation services costs.

Table: Phase 2 HCM Schedule

ID	Task Name	Duration	Start	Finish
	Phase 2 - HCM	455d	11/06/23	08/01/25
	Pre-Implementation	35d	11/06/23	12/22/23
2.2.0	Workforce Structure Workshops	35d	11/06/23	12/22/23
	Stage 1 - Plan	10d	01/08/24	02/02/24
2.2.1	Business Process Maps/Use Cases	10d	01/08/24	01/19/24
2.1.1	Project Management Plan	10d	01/08/24	02/02/24
	Stage 2 - Design	75d	01/22/24	05/03/24
2.2.2	Cloud Business Process Familiarization Training	25d	01/22/24	02/23/24
2.3.1	CEMLI Plan	10d	02/12/24	02/23/24
2.3.2	CEMLI Cycle 1	30d	02/26/24	04/05/24
2.2.3	Conference Room Pilot 1	20d	04/08/24	05/03/24
2.4.1	Change Management Plan	10d	03/25/24	04/05/24
2.4.2	Communications Plan	10d	04/22/24	05/03/24
	Stage 3 - Build	120d	05/06/24	10/18/24
2.3.3	CEMLI Cycle 2	40d	05/06/24	06/28/24
2.2.4	Conference Room Pilot 2	20d	07/01/24	07/26/24
2.3.4	CEMLI Cycle 3	40d	07/29/24	09/20/24
2.2.5	Conference Room Pilot 3	20d	09/23/24	10/18/24
2.1.2	Project Scope	10d	09/09/24	09/20/24
2.1.3	Test Plan	10d	10/07/24	10/18/24
2.4.3	Change Impact Analysis	15d	09/02/24	09/20/24
2.5.1	End User Training Plan	15d	09/30/24	10/18/24
	Stage 4 - Test	110d	10/21/24	03/21/25
2.3.5	CEMLI Cycle 4	20d	10/21/24	11/15/24
2.2.6	System Test	40d	11/18/24	01/10/25
2.3.6	CEMLI Cycle 5	10d	01/13/25	01/24/25
2.2.7	User Acceptance Test	40d	01/27/25	03/21/25
2.1.4	Cutover Plan	10d	03/10/25	03/21/25
2.5.2	End User Training Content	30d	12/02/24	01/10/25
2.4.4	Department Readiness	20d	02/24/25	03/21/25
2.5.3	End User Training	20d	02/24/25	03/21/25

ID	Task Name	Duration	Start	Finish
	Phase 2 - HCM	455d	11/06/23	08/01/25
	Stage 5 - Deploy	95d	03/24/25	08/01/25
2.3.7	Production Cutover	10d	03/24/25	04/04/25
2.2.9	Production Support	85d	04/07/25	08/01/25
2.4.5	Operations Transition Plan	20d	04/07/25	05/02/25
2.1.5	Project Closeout	20d	07/07/25	08/01/25

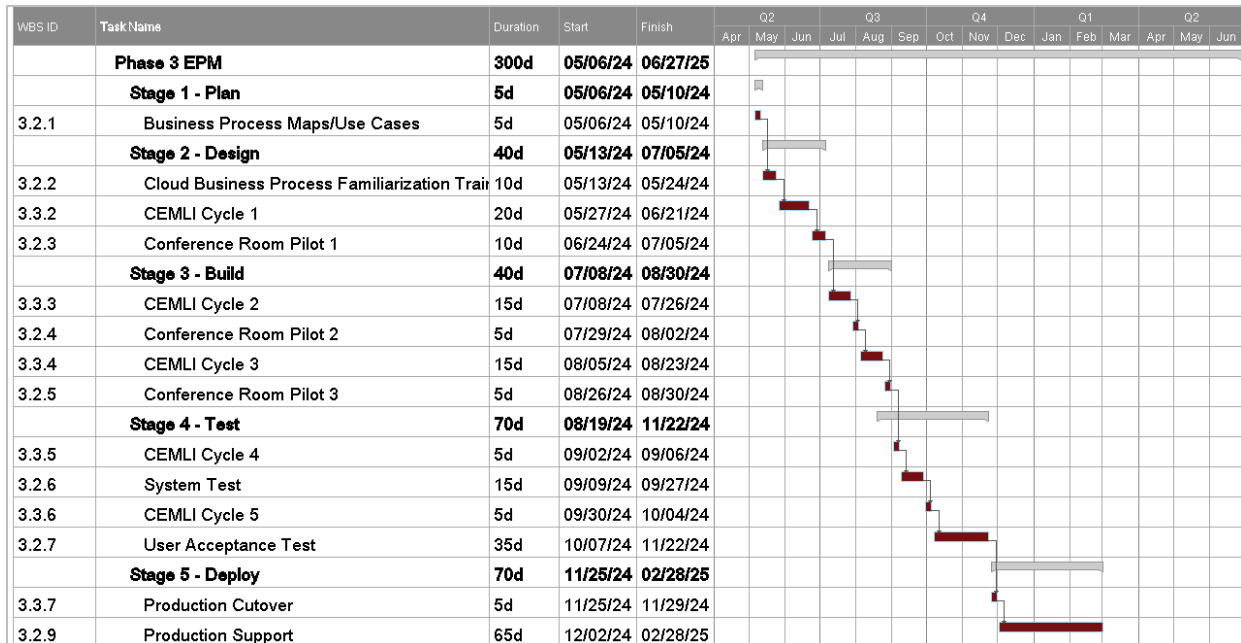
5.3 Phase 3 EPM Implementation Timeline

Phase 3 EPM is scheduled to start May 6, 2024, and end June 27, 2025, with a December 1, 2024, go-live. Phase 3 EPM will be a seven-month implementation followed by seven months of support. This Statement of Work includes a Gantt chart depicting the Phase 3 EPM critical path, as well as an initial Phase 3 EPM project schedule.

5.3.5 Phase 3 EPM Critical Path

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

Graphic: Phase 3 EPM Critical Path Gantt Chart



5.3.6 Phase 3 EPM Schedule

At Phase 3 EPM initiation, a detailed project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and County project team members. Maintenance of the project schedule will be a recurring task that is defined in the Project Management Plan deliverable to be completed in the first weeks of the project phase. The tables below represent the initial schedule of deliverables for Phase 3 EPM. The schedule is the basis for the Graviton Phase 3 EPM staffing plan and implementation services costs.

Table: Phase 3 EPM Schedule

ID	Task Name	Duration	Start	Finish
	Phase 3 EPM	300d	05/06/24	06/27/25
	Stage 1 - Plan	5d	05/06/24	05/17/24
3.2.1	Business Process Maps/Use Cases	5d	05/06/24	05/10/24
3.1.1	Project Management Plan	5d	05/06/24	05/17/24
	Stage 2 - Design	40d	05/13/24	07/05/24
3.2.2	Cloud Business Process Familiarization Training	10d	05/13/24	05/24/24
3.3.1	CEMLI Plan	10d	05/13/24	05/24/24
3.3.2	CEMLI Cycle 1	20d	05/27/24	06/21/24
3.2.3	Conference Room Pilot 1	10d	06/24/24	07/05/24
3.4.1	Change Management Plan	10d	06/10/24	06/21/24
3.4.2	Communications Plan	10d	06/24/24	07/05/24
	Stage 3 - Build	40d	07/08/24	08/30/24
3.3.3	CEMLI Cycle 2	15d	07/08/24	07/26/24
3.2.4	Conference Room Pilot 2	5d	07/29/24	08/02/24
3.3.4	CEMLI Cycle 3	15d	08/05/24	08/23/24
3.2.5	Conference Room Pilot 3	5d	08/26/24	08/30/24
3.1.2	Project Scope	10d	08/12/24	08/23/24
3.1.3	Test Plan	10d	08/19/24	08/30/24
3.4.3	Change Impact Analysis	15d	08/05/24	08/23/24
3.5.1	End User Training Plan	15d	08/12/24	08/30/24
	Stage 4 - Test	70d	08/19/24	11/22/24
3.3.5	CEMLI Cycle 4	5d	09/02/24	09/06/24
3.2.6	System Test	15d	09/09/24	09/27/24
3.3.6	CEMLI Cycle 5	5d	09/30/24	10/04/24
3.2.7	User Acceptance Test	35d	10/07/24	11/22/24
3.1.4	Cutover Plan	10d	11/11/24	11/22/24
3.5.2	End User Training Content	30d	08/19/24	09/27/24
3.4.4	Department Readiness	40d	09/30/24	11/22/24
3.5.3	End User Training	40d	09/30/24	11/22/24
	Stage 5 - Deploy	70d	11/25/24	02/28/25
3.3.7	Production Cutover	5d	11/25/24	11/29/24

ID	Task Name	Duration	Start	Finish
	Phase 3 EPM	300d	05/06/24	06/27/25
3.2.9	Production Support	65d	12/02/24	02/28/25
3.4.5	Operations Transition Plan	20d	12/02/24	12/27/24
3.1.5	Project Closeout	20d	02/03/25	02/28/25
	Post Go-Live Deployment	85d	03/03/25	06/27/25
3.2.11	Post Go-Live Extended Support	85d	03/03/25	06/27/25

6 Oracle Cloud Implementation Staffing

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

6.1 Project Roles

6.1.1 Graviton Project Roles

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

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 and Leadership meetings with the County to ensure that any feedback from the County is properly addressed.
Project Manager	Prashant Jejurikar will serve as Graviton’s project manager for this project. He will manage the day-to-day task assignments for the project team. Prashant will also perform ongoing risk management activities. Prashant will be responsible for maintaining the project schedule and for completing the following work products: • Project Management Plan • Project Scope • Test Plan • End User Training Plan • Cutover Plan • Project Closeout
Solution Architect	Vineet Srivastava will serve as Graviton’s solution architect for Phase 2 HCM, while Sirosh Sridharan will serve as solution architect for Phase 1 ERP and Phase 3 EPM. 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 this SOW.
Business Process Consultants	Graviton business process consultants will bring Oracle Cloud application expertise to the project team and will work on the work products and deliverables listed in this

Project Role	Description
	SOW through the life of the project. They will be responsible for the following work products and deliverables: • Use Cases • Cloud Business Process Familiarization • Conference Room Pilot 1 • Conference Room Pilot 2 • Conference Room Pilot 3 • System Test • User Acceptance Test • Payroll Validation Test • End User Training • Production Support
CEMLI Developers	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: • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3 • CEMLI Cycle 4 • CEMLI Cycle 5 • Production Cutover
CEMLI Business Analysts	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: • CEMLI Cycle 2 • CEMLI Cycle 3 • System Test • User Acceptance Test • End User Training Content
Change Management Lead	The Graviton change management lead will be responsible for working with project team members to facilitate the completion of the change management track work products including the following: • Change Management Plan • Communications Plan • Change Impact Analysis • Operations Transition Plan

6.1.2 County Project Roles

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

Table: Graviton Project Roles

Project Role	Description
Project Manager	The County Project Manager will be responsible for leading County project team members in the completion of their assigned project tasks; ensuring County team members follow the project management processes defined by the Project Management Plan deliverable. The County Project Manager will facilitate County decision making. The County Project Manager will schedule and facilitate Steering Committee and Leadership Update meetings. The County Project Manager will assist the Graviton Project Manager in the completion of the following Project Management deliverables in accordance with the deliverable definition included in this Statement of Work. • Project Management Plan • Project Scope • Test Plan • Cutover Plan • Project Closeout
Functional Leads	County Functional Leads are experts in County integrated business processes. County Functional Leads are authorized by County executive team members to make Oracle Cloud configuration decisions based upon the information and guidance provided by their Graviton project team counterparts. County Functional Leads will support CEMLI development, providing business process requirements related to data conversions, interfaces, configuration, security, workflow, and reporting. County Functional Leads will participate in work sessions related to the following project deliverables in accordance with the deliverable definitions included in this Statement of Work. • Cloud Business Process Familiarization • CEMLI Cycle 1 • Conference Room Pilot 1 • CEMLI Cycle 2 • Conference Room Pilot 2 • CEMLI Cycle 3 • Conference Room Pilot 3 • System Test • User Acceptance Test • Payroll Validation Test • End User Training • Production Support

Project Role	Description
Subject Matter Experts	County Subject Matter Experts are key stakeholders in the County, who are experts in both County-wide and department-specific business processes. County Subject Matter Experts are encouraged to actively provide feedback to both the Project Management team as well as the County and Graviton Functional team. As required, County Subject Matter Experts will support CEMLI development by providing business process expertise to the development resources. County Subject Matter Experts will receive knowledge transfer as they actively participate in work sessions related to the following project deliverables in accordance with the deliverable definitions included in this Statement of Work. • Cloud Business Process Familiarization • Conference Room Pilot 1 • Conference Room Pilot 2 • Conference Room Pilot 3 • User Acceptance Test • Production Support
Technical Developers (Software Engineers)	County Technical Developers bring expert knowledge in the County legacy systems for the purpose of supporting the Oracle Cloud CEMLI development. County Developers will take a lead role for interfaces and data conversion with support from the Business Analysts. They will also participate in and provide support as needed for reporting, security, workflow development, and configuration efforts in accordance with the development processes documented in this Statement of Work. Those processes will be further defined by the CEMLI Plan deliverable. County Technical Developers will participate in the completion of the following deliverables in accordance with the deliverable definitions documented in this SOW: • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3 • CEMLI Cycle 4 • CEMLI Cycle 5 • Production Cutover
Business Analyst	Business Analysts bring expert knowledge in the County legacy systems for the purpose of supporting the Oracle Cloud CEMLI development. Business Analysts will take a lead role in reporting, security, workflow development, and configuration efforts. They will also participate in and provide support for interfaces and data conversion efforts in accordance with the development processes documented in this Statement of Work. Those processes will be further defined by the CEMLI Plan deliverable. Business Analysts will participate in the completion of the following deliverables in accordance with the deliverable definitions documented in this SOW: • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3

Project Role	Description
	• CEMLI Cycle 4 • CEMLI Cycle 5 • Production Cutover
Change Manager	The County's Change Manager will collaborate closely with Graviton to develop the Change management strategy for the Oracle Cloud implementation project. The County Change Manager will be the lead project team member responsible for interfacing with departments to complete communications and readiness related project tasks. The County Change Manager will be responsible for working with project team members to support the completion of the change management track deliverables including the following: • Change Management Plan • Communications Plan • Change Impact Analysis • Department Readiness • Operations Transition Plan

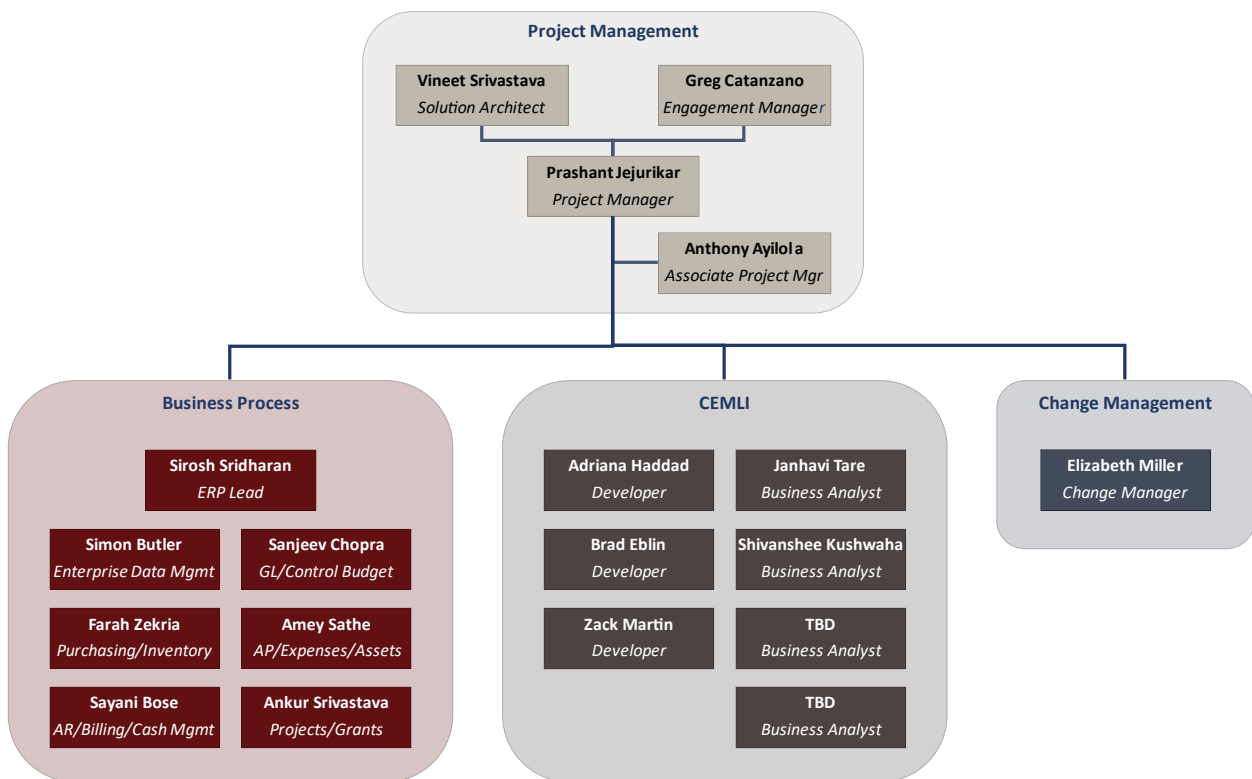
6.2 Phase 1 ERP Project Team

The Phase 1 ERP project team organization charts and staffing plans for both Graviton and the County team members are included below.

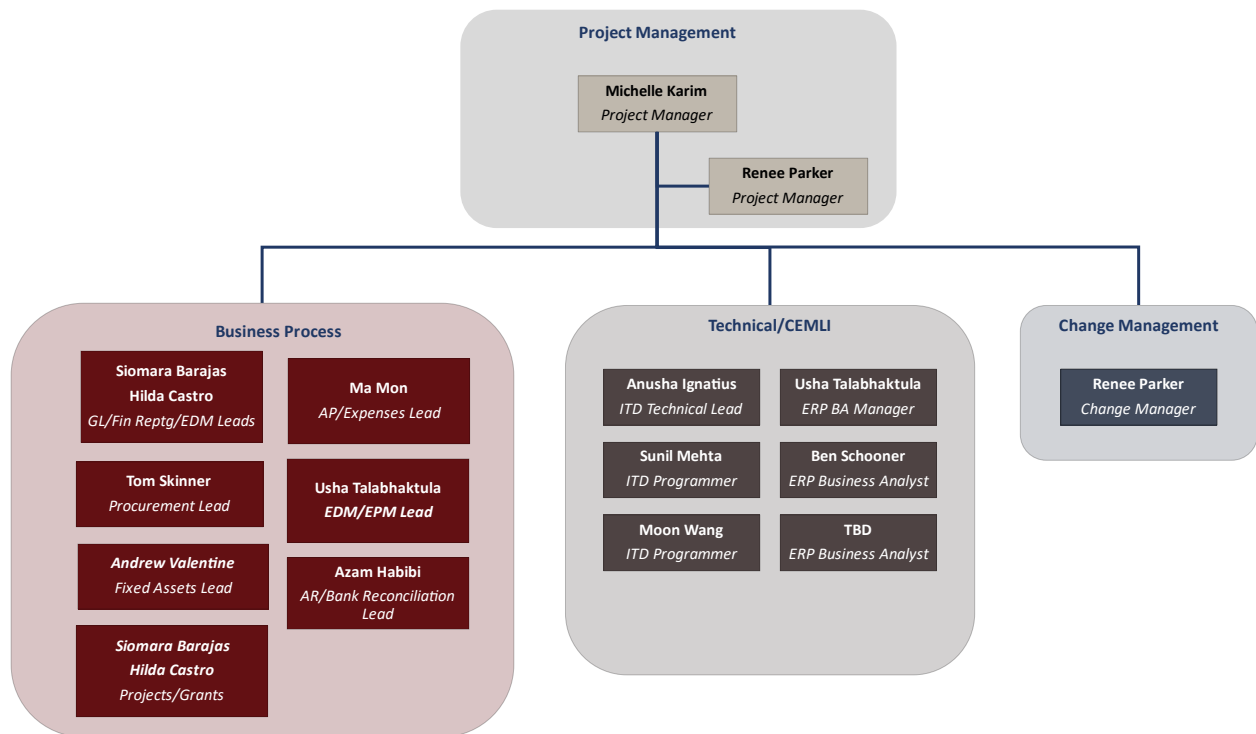
6.2.1 Phase 1 ERP Project Team Organization Charts

The Graviton and County project teams are 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.

Graphic: Graviton Phase 1 ERP Project Team Organization Chart



Graphic: County Phase 1 ERP Project Team Organization Chart



Graphic: Graviton Phase 1 ERP Staffing Plan

Individual Graviton resource participation listed in the table above represents the best estimates at this time. It will be at the discretion of the Graviton Engagement Manager to adjust resource participation as required by the project. The County has the right to review and approve or deny any key Graviton staff. If it is determined that a Graviton project team member is not performing, the County has the right to request a replacement. Where changes to Graviton staff are required, the Graviton and County project managers will determine the appropriate transition of resources.

6.2.2.1 Phase 1 ERP Graviton Travel

Phase 1 ERP Graviton travel costs are included in the fixed fee deliverable payments listed in section 7.2.1 Phase 1 ERP Implementation Payment Schedule. The table below provides a breakdown of Graviton planned travel costs for Phase 1 ERP.

Role	Planned Trips	Cost Per Trip	Planned Travel Cost
Engagement Manager	5	\$1600	\$8,000
Solution Architect	5	\$1600	\$8,000
Project Manager	5	\$1600	\$8,000
ERP Lead	10	\$1600	\$16,000
Enterprise Data Management Lead	10	\$1600	\$16,000
GL/Control Budget Lead	10	\$1600	\$16,000
Purchasing Lead	10	\$1600	\$16,000
AP/Expenses/Assets Lead	10	\$1600	\$16,000
AR/Billing/Cash Management Lead	10	\$1600	\$16,000
Projects/Grants	10	\$1600	\$16,000
Change Management Lead	5	\$1600	\$8,000
Total			\$144,000

The Graviton PMO resources will make five onsite visits for Phase 1 ERP. The Graviton business process resources will make 10 onsite visits for Phase 1 ERP. Those resources will be onsite for one week at a time during the business process driven critical path milestones including Business Process Familiarization, Conference Room Pilots 1-3, System Test, User Acceptance Test, and Production Support.

Graviton agrees to adhere to the County Travel policy as outlined in the following link: [County Travel and Business Expense Reimbursement Policy](#).

94

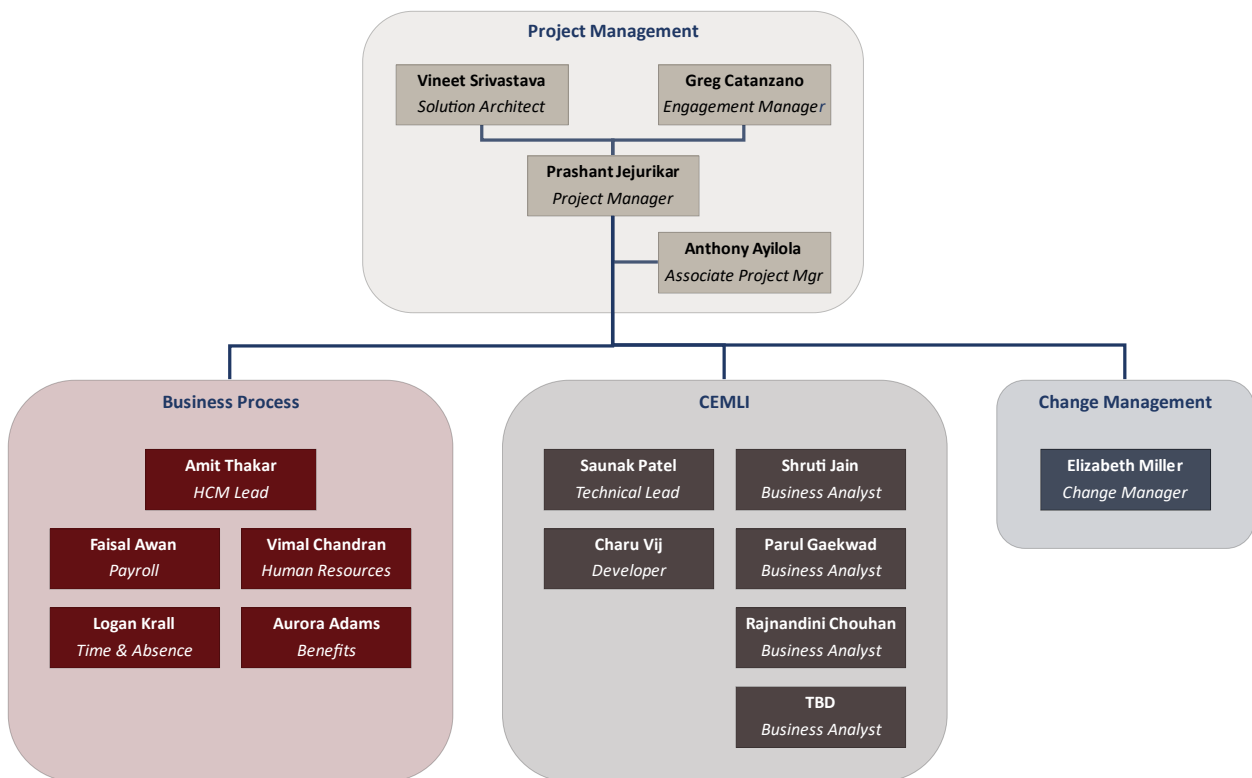
6.3 Phase 2 HCM Project Team

The Phase 2 HCM project team organization charts and staffing plans for both Graviton and the County team members are included below.

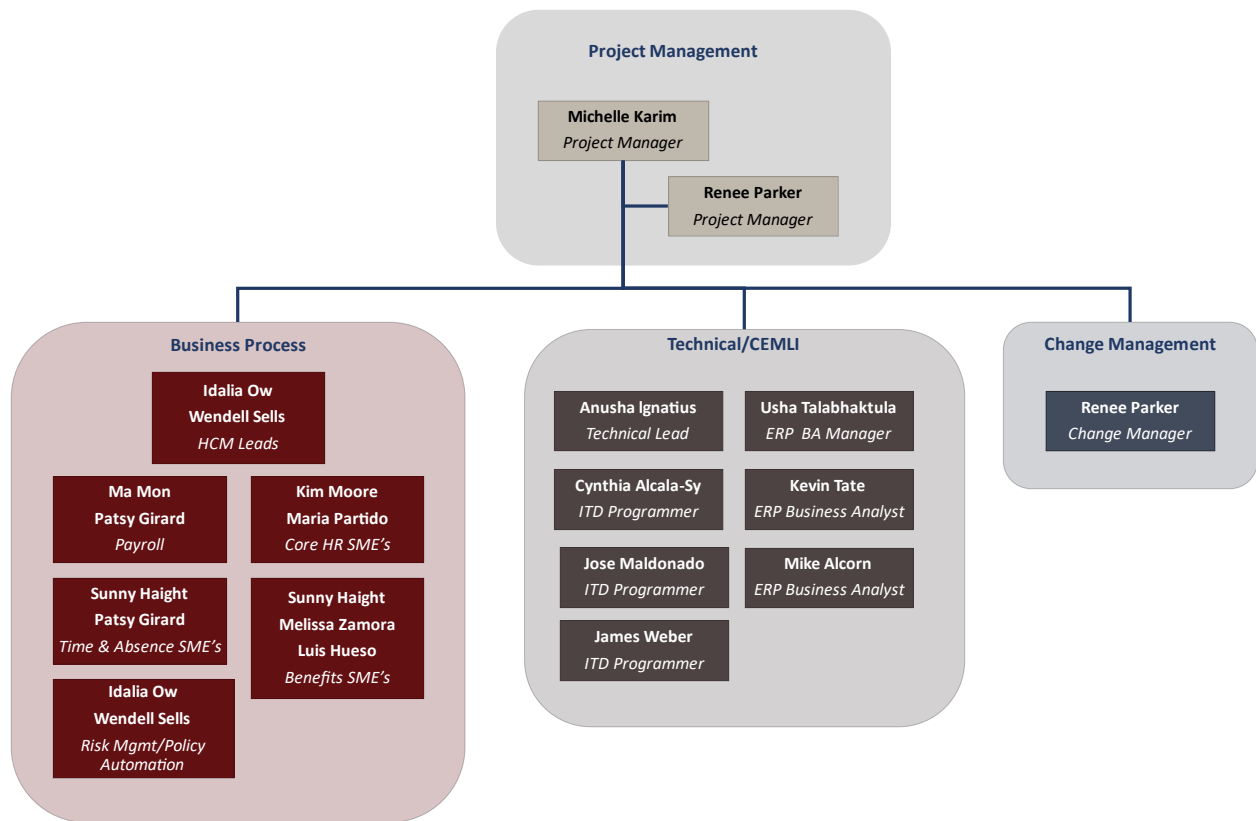
6.3.1 Phase 2 HCM Project Team Organization Charts

The Graviton and County project teams are 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.

Graphic: Graviton Phase 2 HCM Project Team Organization Chart



Graphic: County Phase 2 HCM Project Team Organization Chart



6.3.2 Phase 2 HCM Staffing Plans

The Graviton and County Phase 2 HCM staffing plans indicate resource participation by week for the duration of the Oracle Cloud HCM Implementation. For both Graviton and the County, resource participation aligns with the five implementation stages and critical path deliverables.

Graphic: Graviton Phase 2 HCM Staffing Plan

[illegible]

Individual Graviton resource participation listed in the table above represents the best estimates at this time. It will be at the discretion of the Graviton Engagement Manager to adjust resource participation as required by the project. The County has the right to review and approve or deny any key Graviton staff. If it is determined that a Graviton project team member is not performing, the County has the right to request a replacement. Where changes to Graviton staff are required, the Graviton and County project managers will determine the appropriate transition of resources.

6.3.2.1 Phase 2 HCM Graviton Travel

Phase 2 HCM Graviton travel costs are included in the fixed fee deliverable payments listed in section 7.2.2 Phase 2 HCM Implementation Payment Schedule. The table below provides a breakdown of Graviton planned travel costs for Phase 2 HCM.

Role	Planned Trips	Cost Per Trip	Planned Travel Cost
Engagement Manager	5	\$1200	\$6,000
Solution Architect	5	\$1200	\$6,000
Project Manager	5	\$1200	\$6,000
HCM Lead	10	\$1200	\$12,000
Payroll Lead	10	\$1200	\$12,000
HR Lead	10	\$1200	\$12,000
Time and Absence Lead	10	\$1200	\$12,000
Benefits Lead	10	\$1200	\$12,000
Change Management Lead	5	\$1600	\$8,000
Total			\$86,000

The Graviton PMO resources will make five onsite visits for Phase 2 HCM. The Graviton business process resources will make 10 onsite visits for Phase 2 HCM. Those resources will be onsite for one week at a time during the business process driven critical path milestones including Business Process Familiarization, Conference Room Pilots 1-3, System Test, User Acceptance Test, Payroll Validation Test, and Production Support.

Graviton agrees to adhere to the County Travel policy as outlined in the following link: [County Travel and Business Expense Reimbursement Policy](#).

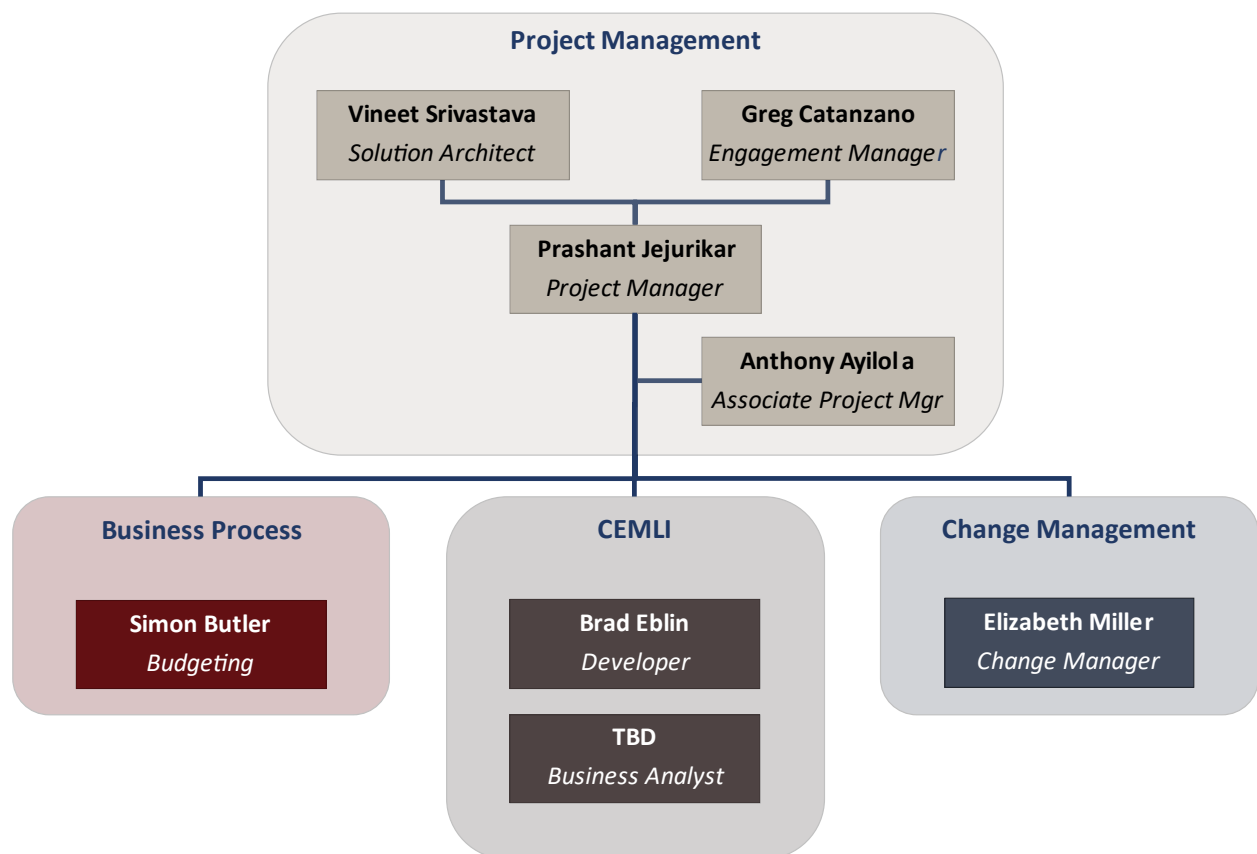
6.4 Phase 3 EPM Project Team

The Phase 3 EPM project team organization charts and staffing plans for both Graviton and the County team members are included below.

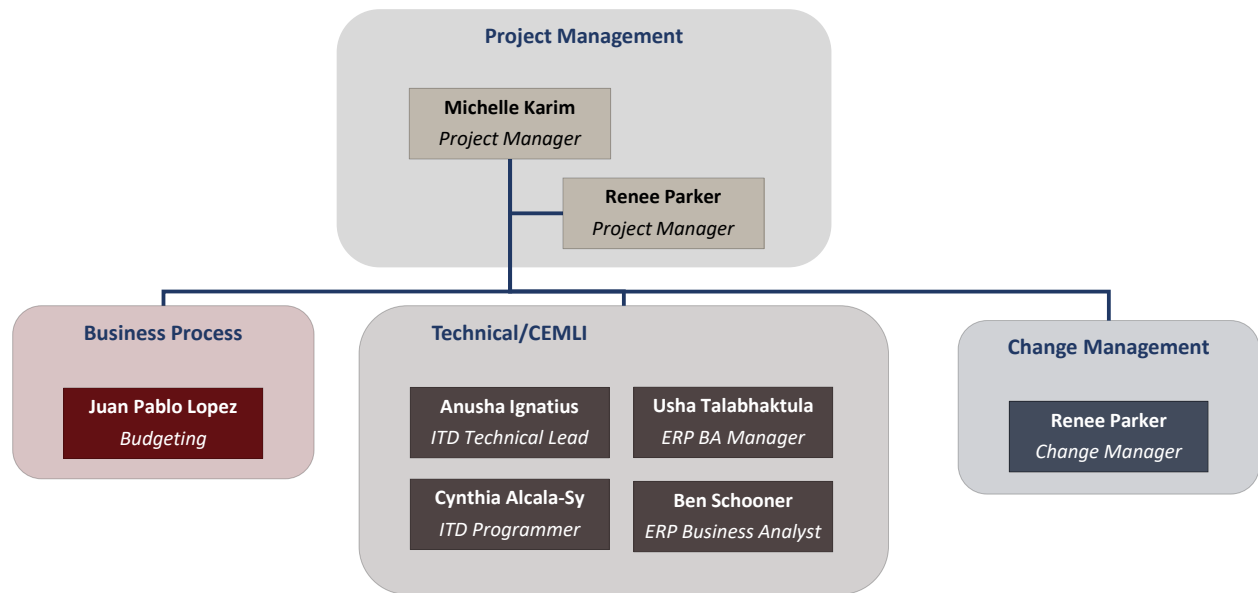
6.4.1 Phase 3 EPM Project Team Organization Charts

The Graviton and County project teams are 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.

Graphic: Graviton Phase 3 EPM Project Team Organization Chart



Graphic: County Phase 3 EPM Project Team Organization Chart



6.4.2 Phase 3 EPM Staffing Plans

The Graviton and County Phase 3 EPM staffing plans indicate resource participation by week for the duration of the Oracle Cloud EPM Implementation. For both Graviton and the County, resource participation aligns with the five implementation stages and critical path deliverables.

Graphic: Graviton Phase 3 EPM Staffing Plan

[illegible]

Individual Graviton resource participation listed in the table above represents the best estimates at this time. It will be at the discretion of the Graviton Engagement Manager to adjust resource participation as required by the project. The county has the right to review and approve or deny any key Graviton staff. If it is determined that a Graviton project team member is not performing, the County has the right to request a replacement. Where changes to Graviton staff are required, the Graviton and County project managers will determine the appropriate transition of resources.

6.4.2.1 Phase 3 EPM Graviton Travel

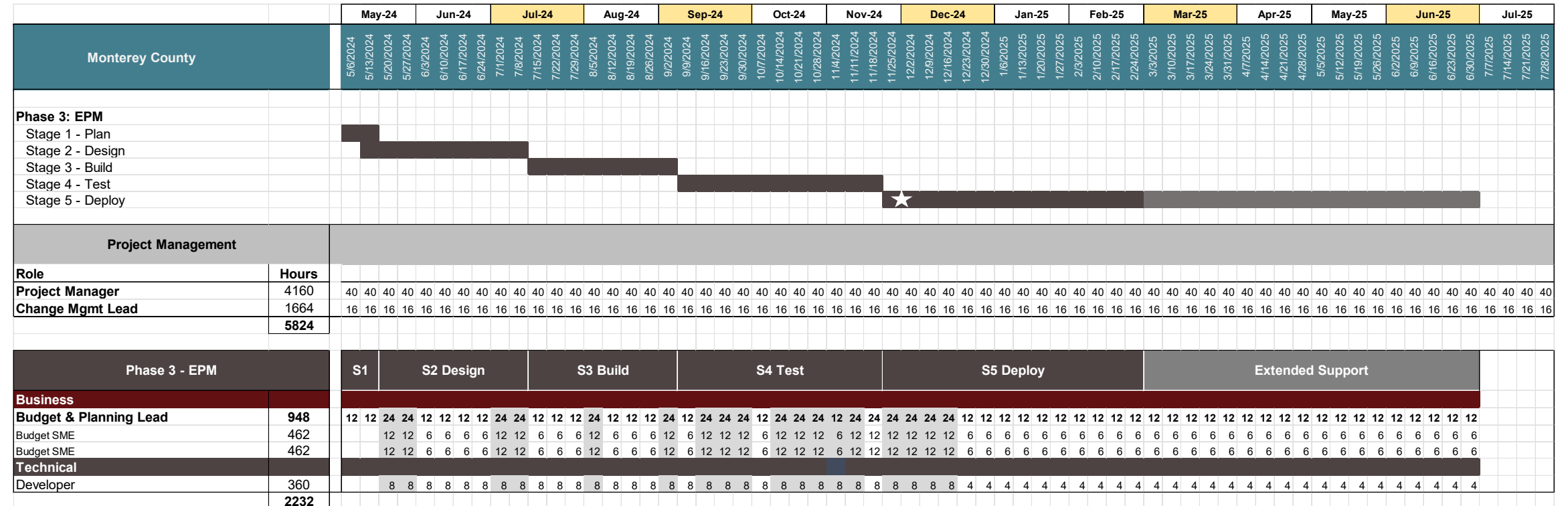
Phase 3 EPM Graviton travel costs are included in the fixed fee deliverable payments listed in section 7.2.3 Phase 3 EPM Implementation Payment Schedule. The table below provides a breakdown of Graviton planned travel costs for Phase 3 EPM.

Role	Planned Trips	Cost Per Trip	Planned Travel Cost
Budgeting Lead	10	\$1200	\$12,000
Total			\$12,000

The Graviton budgeting lead resources will make 10 onsite visits for Phase 3 EPM. That resource will be onsite for one week at a time during the business process driven critical path milestones including Business Process Familiarization, Conference Room Pilots 1-3, System Test, User Acceptance Test, and Production Support.

Graviton agrees to adhere to the County Travel policy as outlined in the following link: [County Travel and Business Expense Reimbursement Policy](#).

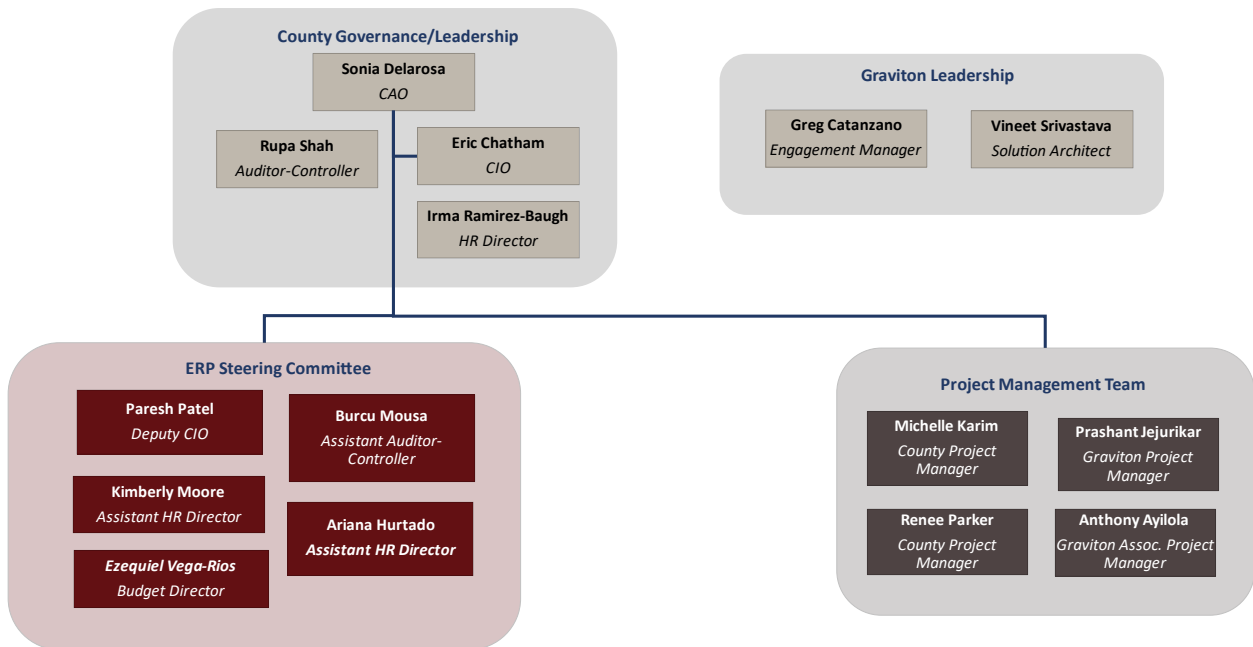
Graphic: County Phase 3 EPM Staffing Plan



6.5 Project Governance

The Oracle Cloud implementation project governance organization chart depicts the Graviton and County governance team members.

Graphic: Project Governance Organization Chart



7 Oracle Cloud Implementation Cost

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

7.1 Implementation Cost Summary

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

Table: Implementation Cost Summary

Phase	Description	Total
Phase 1 ERP	Enterprise Resource Planning	\$2,519,552.00
Phase 2 HCM	Human Capital Management	\$1,975,840.00
Phase 3 EPM	Enterprise Performance Management	\$395,328.00
	Oracle Delivery Confidence+ Service	\$160,000.00
		\$5,050,720.00

The totals above include planned travel expenses for Graviton team members. For each project phase the corresponding travel costs have been included in the payment schedule. In the staffing plan above, the individual resource travel plans are defined. The table below summarizes the total travel cost by project phase.

Table: Graviton Travel Cost by Project Phase

Phase	Description	Total
Phase 1 ERP	Enterprise Resource Planning	\$144,000.00
Phase 2 HCM	Human Capital Management	\$86,000.00
Phase 3 EPM	Enterprise Performance Management	\$12,000.00
		\$242,000.00

Graviton and the County project managers will agree to those points during each project phase where onsite attendance by consultants would improve the quality of the planned project deliverables.

7.2 Implementation Payment Schedule

The tables below represent the payment schedule for the implementation of Oracle Cloud for the County. 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 County that the deliverable meets the acceptance criteria documented in this Statement of Work. Project management milestone payments will also be billed monthly and will meet the deliverable acceptance criteria listed in deliverables 1.1.1 Phase 1 ERP Project Management Plan, 2.1.1 Phase 2 HCM Project Management Plan, and 3.1.1 Phase 3 EPM Project Management Plan. Project management milestone payments will require all corresponding project management documentation to be in good standing prior to the County processing payment for that month. The project management requirements will be documented in the Project Management Plan deliverable. Those requirements will include but will not be limited to the following:

- Weekly project schedule updates
- Weekly Risk, Issues, Actions, and Decision Log updates
- OneNote meeting agendas and notes
- Maintenance of all other Smartsheet status reports

The deliverable approval process is defined in section 8 of this Statement of Work.

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

7.2.1 Phase 1 ERP Implementation Payment Schedule

The table below lists the Phase 1 ERP implementation payments with payment type, target completion date, and deliverable amount.

Table: Phase 1 ERP Implementation Payment Schedule

No.	WBS ID	Deliverable	Type	Completion Date	Amount
Phase 1 ERP					
1	1.2.1	Business Process Maps & Use Cases	Deliverable	8/18/2023	\$99,416.00
2		ERP Project Management August 2023	Milestone	8/31/2023	\$25,000.00
3	1.2.2	Business Process Familiarization	Deliverable	9/22/2023	\$110,080.00
4		ERP Project Management September 2023	Milestone	9/30/2023	\$40,000.00
5		ERP Project Management October 2023	Milestone	10/31/2023	\$40,000.00
6	1.3.2	CEMLI Cycle 1	Deliverable	11/3/2023	\$101,568.00
7		ERP Project Management November 2023	Milestone	11/30/2023	\$40,000.00
8	1.2.3	Conference Room Pilot 1	Deliverable	12/1/2023	\$90,816.00
9		ERP Project Management December 2023	Milestone	12/31/2023	\$40,000.00
10	1.3.3	CEMLI Cycle 2	Deliverable	1/26/2024	\$127,104.00
11		ERP Project Management January 2024	Milestone	1/31/2024	\$40,000.00
12	1.2.4	Conference Room Pilot 2	Deliverable	2/23/2024	\$94,400.00
13		ERP Project Management February 2024	Milestone	2/29/2024	\$40,000.00
14		ERP Project Management March 2024	Milestone	3/31/2024	\$40,000.00
15	1.3.4	CEMLI Cycle 3	Deliverable	4/19/2024	\$83,648.00
16		ERP Project Management April 2024	Milestone	4/30/2024	\$40,000.00
17	1.2.5	Conference Room Pilot 3	Deliverable	5/17/2024	\$121,728.00
18		ERP Project Management May 2024	Milestone	5/31/2024	\$40,000.00
19	1.3.5	CEMLI Cycle 4	Deliverable	6/14/2024	\$90,816.00
20		ERP Project Management June 2024	Milestone	6/30/2024	\$40,000.00
21		ERP Project Management July 2024	Milestone	7/31/2024	\$40,000.00
22	1.2.6	System Test	Deliverable	8/9/2024	\$90,816.00
23	1.3.6	CEMLI Cycle 5	Deliverable	8/23/2024	\$132,480.00
24		ERP Project Management August 2024	Milestone	8/31/2024	\$40,000.00

No.	WBS ID	Deliverable	Type	Completion Date	Amount
Phase 1 ERP					
25		ERP Project Management September 2024	Milestone	9/30/2024	\$40,000.00
26	1.2.7	User Acceptance Test	Deliverable	10/18/2024	\$92,608.00
27		ERP Project Management October 2024	Milestone	10/31/2024	\$40,000.00
28	1.3.7	Production Cutover	Deliverable	11/1/2024	\$239,424.00
29	1.4.5	Operations Transition Plan	Deliverable	11/29/24	\$50,000.00
30	1.2.9	Production Support	Deliverable	1/31/2025	\$240,304.00
31	1.2.10	Post Go-Live Implementation	Deliverable	4/4/2025	\$80,640.00
32	1.2.11	Post Go-Live Extended Support	Deliverable	8/1/2025	\$88,704.00
					\$2,519,552.00

7.2.2 Phase 2 HCM Implementation Payment Schedule

The table below lists the Phase 2 HCM implementation payments with payment type, target completion date, and deliverable amount.

Table: Phase 2 HCM Implementation Payment Schedule

No.	WBS ID	Deliverable	Type	Completion Date	Amount
Phase 2 HCM					
1	2.2.0	Workforce Structure Workshops	Deliverable	12/22/2023	\$10,176.00
2	2.2.1	Business Process Maps & Use Cases	Deliverable	1/19/2024	\$86,016.00
3		HCM Project Management January 2024	Milestone	1/31/2024	\$15,000.00
4	2.2.2	Business Process Familiarization	Deliverable	2/23/2024	\$73,456.00
5		HCM Project Management February 2024	Milestone	2/29/2024	\$30,000.00
6		HCM Project Management March 2024	Milestone	3/31/2024	\$30,000.00
7	2.3.2	CEMLI Cycle 1	Deliverable	4/5/2024	\$114,584.00
8		HCM Project Management April 2024	Milestone	4/30/2024	\$30,000.00
9	2.2.3	Conference Room Pilot 1	Deliverable	5/3/2024	\$160,480.00
10		HCM Project Management May 2024	Milestone	5/31/2024	\$30,000.00
11	2.3.3	CEMLI Cycle 2	Deliverable	6/28/2024	\$119,672.00
12		HCM Project Management June 2024	Milestone	6/30/2024	\$30,000.00

No.	WBS ID	Deliverable	Type	Completion Date	Amount
Phase 2 HCM					
13	2.2.4	Conference Room Pilot 2	Deliverable	7/26/2024	\$179,560.00
14		HCM Project Management July 2024	Milestone	7/31/2024	\$30,000.00
15		HCM Project Management August 2024	Milestone	8/31/2024	\$30,000.00
16	2.3.4	CEMLI Cycle 3	Deliverable	9/20/2024	\$83,632.00
17		HCM Project Management September 2024	Milestone	9/30/2024	\$30,000.00
18	2.2.5	Conference Room Pilot 3	Deliverable	10/18/2024	\$217,720.00
19		HCM Project Management October 2024	Milestone	10/31/2024	\$30,000.00
20	2.3.5	CEMLI Cycle 4	Deliverable	11/15/2024	\$86,176.00
21		HCM Project Management November 2024	Milestone	11/30/2024	\$30,000.00
22		HCM Project Management December 2024	Milestone	12/31/2024	\$30,000.00
23	2.2.6	System Test	Deliverable	1/10/2025	\$80,240.00
24	2.3.6	CEMLI Cycle 5	Deliverable	1/24/2025	\$106,104.00
25		HCM Project Management January 2025	Milestone	1/31/2025	\$30,000.00
26		HCM Project Management February 2025	Milestone	2/28/2025	\$30,000.00
27	2.2.7	User Acceptance Test	Deliverable	3/21/2025	\$123,808.00
28		HCM Project Management March 2025	Milestone	3/31/2025	\$30,000.00
29	2.3.7	Production Cutover	Deliverable	4/4/2025	\$30,528.00
30	2.2.9	Production Support	Deliverable	8/1/2025	\$68,688.00
					\$1,975,840.00

7.2.3 Phase 3 EPM Implementation Payment Schedule

The table below lists the Phase 3 EPM implementation payments with payment type, target completion date, and deliverable amount.

Table: Phase 3 EPM Implementation Payment Schedule

No.	WBS ID	Deliverable	Type	Completion Date	Amount
Phase 3 EPM					
1	3.2.1	Business Process Familiarization	Deliverable	5/10/2024	\$54,032.00
2		EPM Project Management June 2024	Milestone	6/30/2024	\$10,000.00
3	3.2.3	Conference Room Pilot 1	Deliverable	7/5/2024	\$41,968.00
4		EPM Project Management July 2024	Milestone	7/31/2024	\$10,000.00
5	3.2.4	Conference Room Pilot 2	Deliverable	8/2/2024	\$28,048.00
6	3.2.5	Conference Room Pilot 3	Deliverable	8/30/2024	\$39,184.00
7		EPM Project Management August 2024	Milestone	8/31/2024	\$10,000.00
8	3.2.6	System Test	Deliverable	9/27/2024	\$34,544.00
9		EPM Project Management September 2024	Milestone	9/30/2024	\$10,000.00
10		EPM Project Management October 2024	Milestone	10/31/2024	\$10,000.00
11		EPM Project Management November 2024	Milestone	11/30/2024	\$10,000.00
12	3.2.7	User Acceptance Test	Deliverable	12/20/2024	\$80,016.00
13	3.3.7	Production Support	Deliverable	2/28/2025	\$35,264.00
14	3.2.11	Post Go-Live Extended Support	Deliverable	6/27/2025	\$22,272.00
					\$395,328.00

7.3 Oracle Delivery Confidence+

Graviton will subcontract Oracle Consulting to provide Delivery Confidence+ services to provide guidance on the foundational elements of the Oracle Cloud implementation at the County, and to ensure the Graviton and County project team is moving the project forward on a path to success. Graviton will engage Oracle Consulting at key implementation milestones. The Oracle Delivery Confidence+ services will include the assessment of key project elements and the periodic delivery of foundational element review reports.

Oracle Delivery Confidence+ services will be provided to the County on a not-to-exceed-basis. The table below summarizes the estimated hours and cost by project phase. County authorized Oracle Delivery Confidence+ services will be billed in the month following completion of those services.

Table: Oracle Delivery Confidence+ Services

Phase	Hours	Hourly Rate	Total
Phase 1 ERP Oracle Delivery Confidence+	280	\$250.00	\$70,000.00
Phase 2 HCM Oracle Delivery Confidence+	280	\$250.00	\$70,000.00
Phase 3 EPM Oracle Delivery Confidence+	80	\$250.00	\$20,000.00
	640		\$160,000.00

The Graviton and County project management team, under the direction of the project Steering Committee, will authorize and coordinate the engagement of Oracle consulting resources to provide Oracle Delivery Confidence+ services. These services will be provided on an as needed and not-to-exceed basis. The County will only be billed for those services it has authorized.

7.4 Graviton Implementation Services Rate Card

The table below lists the Graviton rates to be used if Graviton and the County agree to expand the scope of Graviton services beyond those fixed price implementation services included in this Statement of Work. The hourly rates for each Graviton project team position are included.

Table: Graviton Rate Card

Graviton Position	Hourly Rate
Engagement Manager	\$175.00
Solution Architect	\$175.00
Project Manager	\$150.00
Business Process Consultants	\$150.00
CEMLI Developer (onshore)	\$135.00
CEMLI Developer (offshore)	\$25.00
CEMLI Business Analyst (offshore)	\$25.00
Change Management Lead	\$135.00

8 Oracle Cloud Implementation Acceptance

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

8.1 Deliverable or Service Acceptance

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

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

8.2 Oracle Cloud System / Phase Acceptance

For each project phase, “Conditional Acceptance” will occur at or prior to go-live. The County will have no less than twenty (20) business days to complete User Acceptance Testing of the system (“pre-live testing”) before going live.

The County will have a 30-day period after the go-live to “live test” the system. Live testing is the County’s opportunity to verify that the system complies with the functional requirements and that all other Services have met the requirements of this SOW.

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

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

8.3 Warranty

Graviton warrants that (a) the services it provides hereunder will be performed in a professional and workmanlike manner in accordance with industry standards; (b) it will perform the Services in a manner that complies with all applicable laws and regulations, (c) that it will staff the project with an appropriate number of skilled and experienced consultants and (d) when City requirements are included in an SOW, the Consultant shall provide all Services and Work Products to comply with identified functional requirements.

For a period of one year following each implementation phase go-live, in the event that any Graviton Service or Work Product fails to conform to the corresponding County requirement in any material respect, Graviton will, at its expense, promptly use commercially reasonable efforts to cure or correct such failure.

9 Appendix A - Oracle Cloud Implementation RASCI Chart

The table below is the Oracle Cloud Implementation RASCI chart depicting the role each project team position will play in the completion of the implementation deliverables and project milestones. During the Plan Stage of each project phase the Graviton and County project management team will determine if further revisions are required, and if so, will update this RASCI chart and memorialize those updates in the Project Management Plan deliverable. During implementation, the Graviton and County project management team may mutually agree on changes to the RASCI chart to best meet the County’s implementation goals.

Operations and Maintenance Plan, Responsibility Matrix: Responsible (R) - The Owner of the Task(s) Accountable (A) - Final Authority over the Task(s) Supportive (S) - Actively Provide Time, Effort, and Skills to the Task(s) Consulted (C) - Solicited for Advice, Opinions, Relevant Experience to assist with the Task(s) Informed (I) - Project Stakeholders that will be impacted by the Task(s)			County Steering Committee	County Project Manager	County Project Manager II	Graviton Engagement Manager	Graviton Project Manager	Graviton Associate Project Manager	Graviton Solution Architect	County Functional Leads	County Subject Matter Experts	Graviton Business Process Consultants	County Technical Developers (Software Engineers)	County Business Analysts	Graviton CEMLI Developers	Graviton CEMLI Business Analysts	County Change Manager	Graviton Change Management Lead
Stage 1 Plan																		
1.2.1	Business Process Maps/Use Cases	Business Process																
1.2.1.1	Generate initial Excel master use case workbooks	Business Process	I	I	I	A	R	S	I	I	I	C	I	I	I	R	I	I
1.2.1.2	Validate/update initial master use case workbooks	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.1.3	Generate initial Miro board and business process map diagrams	Business Process	I	I	I	A	R	S	I	I	I	C	I	I	I	R	I	I
1.2.1.4	Validate/update initial business process maps	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.1.5	Submit Business Process Maps/Use Cases deliverable	Business Process	I	I	I	A	R	S	I	I	I	I	I	I	I	I	I	I
1.2.1.6	Review Business Process Maps/Use Cases deliverable	Business Process	C	A	I	C	S	S	C	R	S	I	I	C	I	I	I	I
1.2.1.7	Approve Business Process Maps/Use Cases deliverable	Business Process	A	R	I	I	I	I	I	C	I	I	I	I	I	I	I	I
1.1.1	Project Management Plan	Project Management																
1.1.1.1	Conduct work sessions to review project management processes	Project Management	I	S	S	A	R	S	I	C	I	I	C	I	I	I	I	I
1.1.1.2	Draft Project Management Plan deliverable	Project Management	I	C	C	A	R	S	I	I	I	I	I	I	I	I	I	I

Operations and Maintenance Plan, Responsibility Matrix: Responsible (R) - The Owner of the Task(s) Accountable (A) - Final Authority over the Task(s) Supportive (S) - Actively Provide Time, Effort, and Skills to the Task(s) Consulted (C) - Solicited for Advice, Opinions, Relevant Experience to assist with the Task(s) Informed (I) - Project Stakeholders that will be impacted by the Task(s)			County Steering Committee	County Project Manager	County Project Manager II	Graviton Engagement Manager	Graviton Project Manager	Graviton Associate Project Manager	Graviton Solution Architect	County Functional Leads	County Subject Matter Experts	Graviton Business Process Consultants	County Technical Developers (Software Engineers)	County Business Analysts	Graviton CEMLI Developers	Graviton CEMLI Business Analysts	County Change Manager	Graviton Change Management Lead
1.1.1.3	Validate/update/submit Project Management Plan deliverable	Project Management	I	S	C	A	R	S	I	C	I	I	C	I	I	I	C	I
1.1.1.4	Review Project Management Plan deliverable	Project Management	I	A	R	C	S	S	I	R	I	I	R	I	I	I	R	I
1.1.1.5	Approve Project Management Plan deliverable	Project Management	A	R	S	I	I	I	I	S	I	I	S	I	I	I	S	I
1.1.1.6	Implement project management processes	Project Management	I	A	S	R	R	S	S	S	S	S	S	S	S	S	S	S
Stage 2 Design																		
1.2.2	Business Process Familiarization	Business Process																
1.2.2.1	Plan Business Process Familiarization work sessions	Business Process	C	R	S	A	R	S	C	C	I	C	I	I	I	I	I	I
1.2.2.2	Schedule Business Process Familiarization work sessions	Business Process	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.2.2.3	Prepare Business Process Familiarization work session content	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.2.4	Conduct Business Process Familiarization work sessions	Business Process	C	S	S	A	R	S	C	S	S	R	I	S	I	S	I	I
1.2.2.5	Record and archive Business Process Familiarization sessions	Business Process	I	S	R	A	R	S	I	I	I	I	I	I	I	I	I	I
1.2.2.6	Submit Business Process Familiarization deliverable	Business Process	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.2.2.7	Review Business Process Familiarization deliverable	Business Process	A	R	R	C	S	S	C	C	C	I	I	C	I	I	I	I
1.2.2.8	Approve Business Process Familiarization deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	I	C	I	I	I	I
1.3.1	CEMLI Plan	CEMLI																
1.3.1.1	Conduct work sessions to define config and development processes	CEMLI	I	S	S	A	R	S	I	C	I	S	S	S	S	I	I	I
1.3.1.2	Draft CEMLI Plan deliverable	CEMLI	I	C	C	A	R	S	I	I	I	S	I	I	S	I	I	I
1.3.1.3	Validate/update/submit CEMLI Plan deliverable	CEMLI	I	S	S	A	R	S	I	C	I	S	C	C	S	I	I	I
1.3.1.4	Review CEMLI Plan deliverable	CEMLI	C	A	S	C	S	S	C	R	I	C	R	R	C	I	I	I
1.3.1.5	Approve CEMLI Plan deliverable	CEMLI	A	R	S	I	I	I	I	S	I	I	S	S	I	I	I	I

Operations and Maintenance Plan, Responsibility Matrix: Responsible (R) - The Owner of the Task(s) Accountable (A) - Final Authority over the Task(s) Supportive (S) - Actively Provide Time, Effort, and Skills to the Task(s) Consulted (C) - Solicited for Advice, Opinions, Relevant Experience to assist with the Task(s) Informed (I) - Project Stakeholders that will be impacted by the Task(s)			County Steering Committee	County Project Manager	County Project Manager II	Graviton Engagement Manager	Graviton Project Manager	Graviton Associate Project Manager	Graviton Solution Architect	County Functional Leads	County Subject Matter Experts	Graviton Business Process Consultants	County Technical Developers (Software Engineers)	County Business Analysts	Graviton CEMLI Developers	Graviton CEMLI Business Analysts	County Change Manager	Graviton Change Management Lead
1.3.1.6	Implement CEMLI plan processes	CEMLI	I	A	I	R	R	S	S	S	S	S	S	S	S	S	I	I
1.3.2	CEMLI Cycle 1	CEMLI																
1.3.2.1	Plan CEMLI Cycle 1 discovery sessions	CEMLI	C	R	S	A	R	S	C	C	I	C	C	C	C	I	I	I
1.3.2.2	Schedule CEMLI Cycle 1 discovery sessions	CEMLI	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.3.2.3	Conduct CEMLI Cycle 1 discovery sessions	CEMLI	C	S	S	A	R	S	C	S	S	R	S	S	R	S	I	I
1.3.2.4	Prepare environment for CRP1	CEMLI	I	C	C	A	R	S	C	C	C	R	C	C	R	S	I	I
1.3.2.5	Prepare configuration for CRP1	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.2.6	Prepare security for CRP1	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.2.7	Prepare use cases for CRP1	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.2.8	Prepare business process map diagrams for CRP1	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.2.9	Submit CEMLI Cycle 1 deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.3.2.10	Review CEMLI Cycle 1 deliverable	CEMLI	A	R	S	C	S	S	C	C	C	I	C	C	I	I	I	I
1.3.2.11	Approve CEMLI Cycle 1 deliverable	CEMLI	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.2.3	Conference Room Pilot 1	Business Process																
1.2.3.1	Plan CRP1 work sessions	Business Process	C	R	S	A	R	S	C	C	I	C	I	I	I	I	I	I
1.2.3.2	Schedule CRP1 work sessions	Business Process	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.2.3.3	Prepare CRP1 work session content	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.3.4	Conduct CRP1 work sessions	Business Process	C	S	S	I	A	S	C	S	S	R	S	S	I	S	I	I
1.2.3.5	Record and archive CRP1 sessions	Business Process	I	S	S	A	R	S	I	I	I	I	I	I	I	I	I	I
1.2.3.6	Assign CRP1 use cases	Business Process	I	A	R	I	S	S	C	S	C	I	I	C	I	I	I	I
1.2.3.7	Execute CRP1 use cases	Business Process	I	A	S	C	S	S	C	R	R	S	S	R	I	S	I	I
1.2.3.8	Conduct CRP1 office hours work sessions	Business Process	I	S	S	A	R	S	S	S	S	R	S	S	I	S	I	I
1.2.3.9	Submit CRP1 deliverable	Business Process	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.2.3.10	Review CRP1 deliverable	Business Process	A	R	S	C	S	S	C	C	C	I	I	C	I	I	I	I
1.2.3.11	Approve CRP1 deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	I	C	I	I	I	I

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1.4.1	Change Management Plan	Change Management																
1.4.1.1	Conduct work sessions to plan change management workstreams	Change Management	I	S	S	A	R	S	I	C	C	I	I	I	I	I	S	R
1.4.1.2	Draft Change Management Plan deliverable	Change Management	I	C	S	A	R	S	I	I	I	I	I	I	I	I	S	R
1.4.1.3	Validate/update/submit Change Management Plan deliverable	Change Management	I	S	S	A	R	S	I	C	C	I	I	I	I	I	S	R
1.4.1.4	Review Change Management Plan deliverable	Change Management	C	A	R	C	S	S	C	C	I	I	I	I	I	I	R	C
1.4.1.5	Approve Change Management Plan deliverable	Change Management	A	R	S	I	I	I	I	C	I	I	I	I	I	I	S	I
1.4.1.6	Implement Change Management Plan workstreams	Change Management	I	S	S	A	R	S	S	S	S	S	S	S	S	S	S	R
1.4.2	Communications Plan	Change Management																
1.4.2.1	Conduct work sessions to establish communications approach	Change Management	I	S	S	A	R	S	I	I	I	I	I	I	I	I	S	R
1.4.2.2	Draft Communications Plan deliverable	Change Management	I	C	S	A	R	S	I	I	I	I	I	I	I	I	S	R
1.4.2.3	Validate/update/submit Communications Plan deliverable	Change Management	I	S	S	A	R	S	I	I	I	I	I	I	I	I	S	R
1.4.2.4	Review Communications Plan deliverable	Change Management	I	A	R	C	S	S	C	I	I	I	I	I	I	I	R	C
1.4.2.5	Approve Communications Plan deliverable	Change Management	A	R	S	I	I	I	I	I	I	I	I	I	I	I	S	I
1.4.2.6	Implement Communications approach	Change Management	I	S	S	A	R	S	S	S	S	S	S	S	S	S	S	R
Stage 3 Build																		
1.3.3	CEMLI Cycle 2	CEMLI																
1.3.3.1	Plan CEMLI Cycle 2 discovery sessions	CEMLI	C	R	S	A	R	S	C	C	I	C	C	C	C	I	I	I
1.3.3.2	Schedule CEMLI Cycle 2 discovery sessions	CEMLI	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.3.3.3	Conduct CEMLI Cycle 2 discovery sessions	CEMLI	C	S	S	A	R	S	C	S	S	R	S	S	R	S	I	I
1.3.3.4	Prepare environment for CRP2	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	R	S	I	I
1.3.3.5	Prepare configuration for CRP2	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I

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1.3.3.6	Prepare security for CRP2	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.3.7	Prepare workflow for CRP2	CEMLI	I	C	C	A	R	S	C	S	C	R	I	S	R	S	I	I
1.3.3.8	Prepare interfaces for CRP2	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.3.9	Prepare conversions for CRP2	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.3.10	Prepare reporting for CRP2	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.3.11	Prepare use cases for CRP2	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.3.12	Prepare business process map diagrams for CRP2	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.3.13	Submit CEMLI Cycle 2 deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.3.3.14	Review CEMLI Cycle 2 deliverable	CEMLI	A	R	C	C	S	S	C	C	C	I	C	C	I	I	I	I
1.3.3.15	Approve CEMLI Cycle 2 deliverable	CEMLI	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.2.4	Conference Room Pilot 2	Business Process																
1.2.4.1	Plan CRP2 work sessions	Business Process	C	R	S	A	R	S	C	C	I	C	I	I	I	I	I	I
1.2.4.2	Schedule CRP2 work sessions	Business Process	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.2.4.3	Prepare CRP2 work session content	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.4.4	Conduct CRP2 work sessions	Business Process	C	S	S	I	A	S	C	S	S	R	S	S	I	S	I	I
1.2.4.5	Record and archive CRP2 sessions	Business Process	I	S	S	A	R	S	I	I	I	I	I	I	I	I	I	I
1.2.4.6	Assign CRP2 use case	Business Process	I	A	R	I	S	S	C	S	C	I	I	C	I	I	I	I
1.2.4.7	Execute CRP2 use cases	Business Process	I	A	S	C	S	S	C	R	R	S	S	R	I	S	I	I
1.2.4.8	Conduct CRP2 office hours work sessions	Business Process	I	S	S	A	R	S	S	S	S	R	S	S	I	S	I	I
1.2.4.9	Submit CRP2 deliverable	Business Process	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.2.4.10	Review CRP2 deliverable	Business Process	A	R	C	C	S	S	C	C	C	I	I	C	I	I	I	I
1.2.4.11	Approve CRP2 deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	I	C	I	I	I	I
1.3.4	CEMLI Cycle 3	CEMLI																
1.3.4.1	Plan CEMLI Cycle 3 discovery sessions	CEMLI	C	R	S	A	R	S	C	C	I	C	C	C	C	I	I	I
1.3.4.2	Schedule CEMLI Cycle 3 discovery sessions	CEMLI	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I

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1.3.4.3	Conduct CEMLI Cycle 3 discovery sessions	CEMLI	C	S	S	A	R	S	C	S	S	R	S	S	R	S	I	I
1.3.4.4	Prepare environment for CRP3	CEMLI	I	C	C	A	R	S	C	C	C	R	C	C	R	S	I	I
1.3.4.5	Prepare configuration for CRP3	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.4.6	Prepare security for CRP3	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.4.7	Prepare workflow for CRP3	CEMLI	I	C	C	A	R	S	C	S	C	R	I	S	R	S	I	I
1.3.4.8	Prepare interfaces for CRP3	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.4.9	Prepare conversions for CRP3	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.4.10	Prepare reporting for CRP3	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.4.11	Prepare use cases for CRP3	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.4.12	Prepare business process map diagrams for CRP3	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.4.13	Submit CEMLI Cycle 3 deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.3.4.14	Review CEMLI Cycle 3 deliverable	CEMLI	A	R	C	C	S	S	C	C	C	I	C	C	I	I	I	I
1.3.4.15	Approve CEMLI Cycle 3 deliverable	CEMLI	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.2.5	Conference Room Pilot 3	Business Process																
1.2.5.1	Plan CRP3 work sessions	Business Process	C	R	S	A	R	S	C	C	I	C	I	I	I	I	I	I
1.2.5.2	Schedule CRP3 work sessions	Business Process	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.2.5.3	Prepare CRP3 work session content	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.5.4	Conduct CRP3 work sessions	Business Process	C	S	S	I	A	S	C	S	S	R	S	S	I	S	I	I
1.2.5.5	Record and archive CRP3 sessions	Business Process	I	S	S	A	R	S	I	I	I	I	I	I	I	I	I	I
1.2.5.6	Assign CRP3 use cases	Business Process	I	A	R	I	S	S	C	S	C	I	I	C	I	I	I	I
1.2.5.7	Execute CRP3 use cases	Business Process	I	A	S	C	S	S	C	R	R	S	S	R	I	S	I	I
1.2.5.8	Conduct CRP3 office hours work sessions	Business Process	I	S	S	A	R	S	S	S	S	R	S	S	I	S	I	I
1.2.5.9	Submit CRP3 deliverable	Business Process	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.2.5.10	Review CRP3 deliverable	Business Process	A	R	C	C	S	S	C	C	C	I	I	C	I	I	I	I
1.2.5.11	Approve CRP3 deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	I	C	I	I	I	I

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1.1.2	Project Scope	Project Management																
1.1.2.1	Conduct work sessions to finalize scope of business processes	Project Management	C	S	S	A	R	S	S	S	C	R	I	S	I	S	I	I
1.1.2.2	Conduct work sessions to finalize scope of data conversion	Project Management	C	S	S	A	R	S	S	S	C	R	S	S	R	S	I	I
1.1.2.3	Conduct work sessions to finalize scope of interface development	Project Management	C	S	S	A	R	S	S	S	C	R	S	S	R	S	I	I
1.1.2.4	Conduct work sessions to finalize scope of report development	Project Management	C	S	S	A	R	S	S	S	C	R	S	S	R	S	I	I
1.1.2.5	Conduct work sessions to finalize scope of application configuration	Project Management	C	S	S	A	R	S	S	S	C	R	I	S	I	S	I	I
1.1.2.6	Draft Project Scope deliverable	Project Management	I	C	C	A	R	S	I	I	I	S	I	I	S	I	I	I
1.1.2.7	Validate/update/submit Project Scope deliverable	Project Management	C	S	S	A	R	S	I	C	I	S	C	C	S	I	I	I
1.1.2.8	Review Project Scope deliverable	Project Management	C	A	S	C	S	S	C	R	I	C	R	R	C	I	I	I
1.1.2.9	Approve Project Scope deliverable	Project Management	A	R	C	I	I	I	I	S	I	I	S	I	I	I	I	I
1.1.3	Test Plan	Project Management																
1.1.3.1	Conduct work sessions to define detailed approach to testing	Project Management	I	S	S	A	R	S	I	S	C	S	S	S	S	I	I	I
1.1.3.2	Draft Test Plan deliverable	Project Management	I	C	C	A	R	S	I	I	I	S	I	I	S	I	I	I
1.1.3.3	Validate/update/submit Test Plan deliverable	Project Management	I	S	S	A	R	S	I	S	I	S	C	C	S	I	I	I
1.1.3.4	Review Test Plan deliverable	Project Management	C	A	R	C	S	S	C	R	I	C	R	R	C	I	I	I
1.1.3.5	Approve Test Plan deliverable	Project Management	A	R	S	I	I	I	I	S	I	I	S	S	I	I	I	I
1.4.3	Change Impact Analysis	Change Management																
1.4.3.1	Record changes in the project Change Log	Change Management	I	C	S	A	R	S	S	S	C	R	I	C	C	I	S	R
1.4.3.2	Conduct work sessions to review change impacts and risk mitigations	Change Management	I	S	S	A	R	S	C	S	C	R	I	C	C	I	S	R

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1.4.3.3	Draft Change Impact Analysis deliverable	Change Management	I	C	S	A	R	S	I	I	I	S	I	I	S	I	S	R
1.4.3.4	Validate/update/submit Change Impact Analysis deliverable	Change Management	I	S	S	A	R	S	I	C	I	S	I	C	S	I	S	R
1.4.3.5	Review Change Impact Analysis deliverable	Change Management	I	A	R	C	S	S	C	R	I	C	I	S	C	I	R	C
1.4.3.6	Approve Change Impact Analysis deliverable	Change Management	A	R	S	I	I	I	I	S	I	I	I	I	I	I	S	I
1.4.4	End User Training Plan	Training																
1.4.4.1	Conduct work sessions to establish end user training approach	Training	C	S	S	A	R	S	I	S	C	S	I	I	I	I	S	R
1.4.4.2	Conduct work sessions to define end user training curriculum	Training	I	S	S	A	R	S	I	S	C	S	I	I	I	I	S	R
1.4.4.3	Draft End User Training Plan deliverable	Training	I	C	S	A	R	S	I	I	I	S	I	I	I	I	S	R
1.4.4.4	Validate/update/submit End User Training Plan deliverable	Training	I	S	S	A	R	S	I	C	I	S	I	I	I	I	S	R
1.4.4.5	Review End User Training Plan deliverable	Training	I	A	R	C	S	S	I	R	I	C	I	I	I	I	R	C
1.4.4.6	Approve End User Training Plan deliverable	Training	A	R	S	I	I	I	I	S	I	I	I	I	I	I	S	I
Stage 4 Test																		
1.3.5	CEMLI Cycle 4	CEMLI																
1.3.5.1	Plan CEMLI Cycle 4 discovery sessions	CEMLI	C	R	S	A	R	S	C	C	I	C	C	C	C	I	I	I
1.3.5.2	Schedule CEMLI Cycle 4 discovery sessions	CEMLI	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.3.5.3	Conduct CEMLI Cycle 4 discovery sessions	CEMLI	C	S	S	A	R	S	C	S	S	R	S	S	R	S	I	I
1.3.5.4	Prepare environment for System Test	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	R	S	I	I
1.3.5.5	Prepare configuration for System Test	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.5.6	Prepare security for System Test	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.5.7	Prepare workflow for System Test	CEMLI	I	C	C	A	R	S	C	S	C	R	I	S	R	S	I	I
1.3.5.8	Prepare interfaces for System Test	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I

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1.3.5.9	Prepare conversions for System Test	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.5.10	Prepare reporting for System Test	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.5.11	Prepare use cases for System Test	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.5.12	Identify test scenarios for System Test	CEMLI	I	C	C	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.5.13	Prepare business process map diagrams for System Test	CEMLI	I	C	C	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.5.14	Submit CEMLI Cycle 4 deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.3.5.15	Review CEMLI Cycle 4 deliverable	CEMLI	A	R	C	C	S	S	C	C	C	I	C	C	I	I	I	I
1.3.5.16	Approve CEMLI Cycle 4 deliverable	CEMLI	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.2.6	System Test	Business Process																
1.2.6.1	Complete System Test entrance criteria	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	S	S	I	I
1.2.6.2	Assign System Test test scenarios	Business Process	I	I	I	A	R	S	C	I	I	C	I	I	I	I	I	I
1.2.6.3	Execute System Test test scenarios	Business Process	I	I	I	A	R	S	C	I	I	R	I	I	I	S	I	I
1.2.6.4	Document System Test test results	Business Process	I	I	I	A	R	S	I	I	I	R	I	I	I	S	I	I
1.2.6.5	Resolve System Test issues	Business Process	I	I	I	A	R	S	S	I	I	R	S	S	S	S	I	I
1.2.6.6	Submit System Test deliverable	Business Process	I	I	I	A	R	S	I	I	I	C	I	I	C	C	I	I
1.2.6.7	Review System Test deliverable	Business Process	A	R	C	C	S	S	I	C	C	I	C	C	I	I	I	I
1.2.6.8	Approve System Test deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.3.6	CEMLI Cycle 5	CEMLI																
1.3.6.1	Plan CEMLI Cycle 5 discovery sessions	CEMLI	C	R	S	A	R	S	C	C	I	C	C	C	C	I	I	I
1.3.6.2	Schedule CEMLI Cycle 5 discovery sessions	CEMLI	I	A	R	C	S	S	I	I	I	I	I	I	I	I	I	I
1.3.6.3	Conduct CEMLI Cycle 5 discovery sessions	CEMLI	C	S	S	A	R	S	C	S	S	R	S	S	R	S	I	I
1.3.6.4	Prepare environment for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	C	C	R	I	C	R	S	I	I
1.3.6.5	Prepare configuration for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	C	C	R	I	C	C	S	I	I
1.3.6.6	Prepare security for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	C	C	R	I	C	C	S	I	I

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1.3.6.7	Prepare workflow for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	S	C	R	I	S	R	S	I	I
1.3.6.8	Prepare interfaces for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.6.9	Prepare conversions for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.6.10	Prepare reporting for User Acceptance Test	CEMLI	I	C	C	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.6.11	Prepare use cases for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	S	C	S	I	C	C	R	I	I
1.3.6.12	Identify test scenarios for User Acceptance Test	CEMLI	I	C	C	A	R	S	C	R	R	C	I	S	C	C	I	I
1.3.6.13	Prepare business process map diagrams for User Acceptance Test	CEMLI	I	C	I	A	R	S	C	C	C	S	I	C	C	R	I	I
1.3.6.14	Submit CEMLI Cycle 5 deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	I	C	I	I
1.3.6.15	Review CEMLI Cycle 5 deliverable	CEMLI	A	R	C	C	S	S	C	C	C	I	C	C	I	I	I	I
1.3.6.16	Approve CEMLI Cycle 5 deliverable	CEMLI	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.2.7	User Acceptance Test	Business Process																
1.2.7.1	Complete User Acceptance Test entrance criteria	Business Process	I	I	C	A	R	S	C	I	I	R	I	I	S	S	I	I
1.2.7.2	Assign User Acceptance Test test scenarios	Business Process	I	A	R	C	S	S	I	C	C	I	I	C	I	I	I	I
1.2.7.3	Execute User Acceptance Test test scenarios	Business Process	I	A	R	I	S	S	I	R	R	S	S	R	S	S	I	I
1.2.7.4	Document User Acceptance Test test results	Business Process	I	A	R	I	S	S	I	R	R	I	I	R	I	I	I	I
1.2.7.5	Resolve User Acceptance Test issues	Business Process	I	I	I	A	R	S	S	I	I	R	S	S	S	S	I	I
1.2.7.6	Submit User Acceptance Test deliverable	Business Process	I	I	I	A	R	S	I	I	I	C	I	I	C	C	I	I
1.2.7.7	Review User Acceptance Test deliverable	Business Process	A	R	R	C	S	S	I	C	C	I	C	C	I	I	I	I
1.2.7.8	Approve User Acceptance Test deliverable	Business Process	A	R	C	I	I	I	I	C	C	I	C	C	I	I	I	I
1.1.4	Cutover Plan	Project Management																
1.1.4.1	Conduct work sessions to establish cutover tasks and assignments	Project Management	I	S	S	A	R	S	I	S	C	S	S	S	S	I	I	I
1.1.4.2	Conduct work sessions to define cutover schedule	Project Management	I	S	S	A	R	S	I	S	C	S	S	S	S	I	I	I
1.1.4.3	Draft Cutover Plan deliverable	Project Management	I	C	C	A	R	S	I	I	I	S	I	I	S	I	I	I

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1.1.4.4	Validate/update/submit Cutover Plan deliverable	Project Management	I	S	S	A	R	S	I	C	C	S	C	C	S	I	I	I
1.1.4.5	Review Cutover Plan deliverable	Project Management	I	A	R	C	S	S	C	R	C	C	R	R	C	I	I	I
1.1.4.6	Approve Cutover Plan deliverable	Project Management	A	R	S	I	I	I	I	S	I	I	S	S	I	I	I	I
1.5.2	End User Training Content	Training																
1.5.2.1	Define scope of job aids and end user training videos	Training	C	S	S	A	R	S	I	R	S	R	I	C	I	I	S	R
1.5.2.2	Document job aids	Training	I	C	I	A	R	S	I	C	C	S	I	I	I	R	I	S
1.5.2.3	Review and approve job aids	Training	I	C	S	A	R	S	I	S	C	R	I	I	I	S	S	R
1.5.2.4	Develop end user training videos	Training	I	C	I	A	R	S	I	C	C	S	I	I	I	R	I	S
1.5.2.5	Review and approve end user training videos	Training	I	C	S	A	R	S	I	R	C	R	I	I	I	S	S	R
1.5.2.6	Draft End User Training Content deliverable	Training	I	C	S	A	R	S	I	C	C	S	I	I	I	I	S	R
1.5.2.7	Validate/update/submit End User Training content deliverable	Training	I	S	S	A	R	S	I	C	I	S	I	I	I	I	S	R
1.5.2.8	Review End User Training Content deliverable	Training	I	A	R	C	S	S	I	R	C	C	I	I	I	I	R	C
1.5.2.9	Approve End User Training Content deliverable	Training	A	R	S	I	I	I	I	S	I	I	I	I	I	I	S	I
1.4.4	Department Readiness Assessment	Change Management																
1.4.4.1	Establish the department workplan template	Change Management	I	C	S	A	R	S	I	C	C	S	I	I	I	I	S	R
1.4.4.2	Establish department specific workplans	Change Management	I	C	S	A	R	S	I	C	C	S	I	I	I	I	S	R
1.4.4.3	Conduct work sessions to review workplans with departments	Change Management	I	A	R	C	S	S	I	S	C	C	I	I	I	I	R	S
1.4.4.4	Establish department readiness metrics	Change Management	I	S	S	A	R	S	I	C	C	S	I	I	I	I	S	R
1.4.4.5	Document Department Readiness Assessment deliverable	Change Management	C	A	R	C	S	S	I	S	C	C	I	I	I	I	R	S
1.4.4.6	Review Department Readiness Assessment deliverable	Change Management	S	A	R	C	S	S	I	R	I	C	I	I	I	I	R	S
1.5.3	End User Training	Training																

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1.5.3.1	Finalize training attendees	Training	C	A	R	C	S	S	I	R	S	C	I	I	I	I	R	S
1.5.3.2	Establish classroom training schedule	Training	I	S	S	A	R	S	I	C	I	S	I	I	I	I	S	R
1.5.3.3	Complete Graviton Learning Management System configuration	Training	I	C	S	A	R	S	I	C	I	C	I	I	I	R	S	R
1.5.3.4	Conduct classroom end user training	Training	I	C	S	A	R	S	I	R	R	R	I	I	I	I	S	R
1.5.3.5	Implement online, on-demand training in LMS	Training	I	C	S	A	R	S	I	S	S	S	I	I	I	S	S	R
1.5.3.6	Submit End User Training deliverable	Training	I	S	S	A	R	S	I	C	I	S	I	I	I	I	S	R
1.5.3.7	Review End User Training deliverable	Training	I	A	R	C	S	S	I	R	I	C	I	I	I	I	R	C
1.5.3.8	Approve End User Training deliverable	Training	A	R	S	I	I	I	I	S	I	I	I	I	I	I	S	I
Stage 5 Deploy																		
1.3.7	Production Cutover	CEMLI																
1.3.7.1	Grant conditional acceptance and authorize production cutover	CEMLI	A	R	S	C	S	S	C	S	C	S	S	S	S	I	S	S
1.3.7.2	Facilitate production cutover schedule	CEMLI	I	S	S	A	R	S	C	S	S	R	S	S	R	S	S	S
1.3.7.3	Migrate application configuration	CEMLI	I	C	I	A	R	S	C	S	C	R	C	C	R	S	I	I
1.3.7.4	Complete production data conversion	CEMLI	I	C	I	A	R	S	C	S	C	R	S	S	R	S	I	I
1.3.7.5	Conduct production system validations	CEMLI	I	A	S	C	S	S	C	R	S	S	S	R	S	I	I	I
1.3.7.6	Submit Production Cutover deliverable	CEMLI	I	I	I	A	R	S	C	I	I	C	I	I	C	C	I	I
1.3.7.7	Review Production Cutover deliverable	CEMLI	A	R	S	C	S	S	C	S	C	I	S	S	I	I	S	I
1.3.7.8	Approve Production Cutover deliverable	CEMLI	A	R	C	I	I	I	I	C	I	I	C	C	I	I	C	I
1.2.9	Production Support	Business Process																
1.2.9.1	Provide Level 1 Support	Business Process	I	A	I	C	S	S	I	R	R	C	R	R	C	C	I	I
1.2.9.2	Provide Level 2 Support	Business Process	I	S	I	A	R	S	C	R	R	R	R	R	R	S	I	I
1.2.9.3	Provide Level 3 Support	Business Process	I	S	I	A	R	S	C	S	S	R	S	S	R	S	I	I
1.2.9.4	Submit production support deliverable	Business Process	I	S	I	A	R	S	I	C	I	S	C	C	S	I	I	I

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1.2.9.5	Review production support deliverable	Business Process	I	A	I	C	S	S	C	R	I	C	R	R	C	I	I	I
1.2.9.6	Approve production support deliverable	Business Process	A	R	I	I	I	I	I	S	I	I	S	S	I	I	I	I
1.4.5	Operations Transition Plan	Change Management																
1.4.5.1	Conduct work sessions to plan operations processes	Change Management	C	S	S	A	R	S	I	S	C	S	S	S	S	I	S	R
1.4.5.2	Define operations processes RASCI chart	Change Management	I	S	S	A	R	S	I	C	C	C	C	C	C	I	S	R
1.4.5.3	Draft Operations Transition Plan deliverable	Change Management	I	C	S	A	R	S	I	C	C	C	C	C	C	I	S	R
1.4.5.4	Validate/update/submit Operations Transition Plan deliverable	Change Management	I	S	S	A	R	S	I	C	I	S	C	C	S	I	S	R
1.4.5.5	Review Operations Transition Plan deliverable	Change Management	C	A	R	C	S	S	C	R	I	C	R	R	C	I	R	C
1.4.5.6	Approve Operations Transition Plan deliverable	Change Management	A	R	S	I	I	I	I	S	I	I	S	S	I	I	S	I
1.4.5.7	Implement operations processes	Change Management	I	S	S	A	R	S	S	S	S	S	S	S	S	S	S	R
1.1.5	Project Closeout	Project Management																
1.1.5.1	Perform final requirements traceability analysis	Project Management	I	S	S	A	R	S	I	C	I	S	C	I	S	I	I	I
1.1.5.2	Conduct work sessions to review project closeout criteria	Project Management	I	S	S	A	R	S	I	C	I	S	C	I	S	I	I	I
1.1.5.3	Draft Project Closeout deliverable	Project Management	I	C	C	A	R	S	I	I	I	S	I	I	S	I	I	I
1.1.5.4	Validate/update/submit Project Closeout deliverable	Project Management	I	S	S	A	R	S	I	C	I	S	C	I	S	I	I	I
1.1.5.5	Review Project Closeout deliverable	Project Management	I	A	R	C	S	S	C	R	I	C	R	I	C	I	I	I
1.1.5.6	Approve Project Closeout deliverable	Project Management	A	R	S	I	I	I	I	S	I	I	S	I	I	I	I	I

10 Appendix B – County Functional & Technical Requirements

See the Attachment C – Functional & Technical Requirements from Graviton’s proposal response to the County of Monterey **RFP #10813 County of Monterey ERP Replacement**. The attached version has been updated to include all changes to County requirements following the initial RFP release and Statement of Work negotiations. The updated Attachment C – Functional & Technical requirement documents the County requirements as of May 26, 2023.

New or updated County requirements identified after May 26, 2023, will be managed in accordance with the Oracle Cloud Implementation scope management process to be documented in the Project Management Plan deliverable.



Attachment C -
Functional & Technica