

Statement of Work

Oracle Cloud Implementation

For

Weber County, UT



1 Document Control

1.1 Change Record

41

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2 Oracle Cloud Implementation: Scope

The Graviton project team, in collaboration with the Weber County project team members, will implement the Oracle Cloud modules to meet the scope requirements listed in the County’s RFP for solicitation # 20-197.

Weber County requires the implementation of the Oracle Cloud HCM modules to replace the County’s existing systems and manual processes to perform the following business functions.

- Recruiting
- Onboarding
- Human Resource Management
- Timekeeping
- Payroll
- Position Control
- Employee Self-Service
- Integration with MUNIS for Labor Distribution
- Learning Management

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

To ensure a successful project, the Graviton team will develop a detailed projects scope including specific application features, configurations, extensions, integrations, and conversions. The detail scope will be finalized as part of the Project Scope deliverable to be developed, reviewed, and approved at the conclusion of the Design 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 the implementation. The initial scope of Oracle Cloud applications, data conversion, and data integrations, based upon the County RFP, BAFO, and Statement of Work discussions is listed in the sections below.

2.1 Oracle Cloud Applications

In accordance with the Graviton proposal and BAFO response, Graviton will implement of the following Oracle Cloud applications to meet the County’s scope of requirements.

- Fusion Human Capital Management Base Cloud Service
- Fusion Talent Management and Workforce Compensation Cloud Service
- Fusion Human Resources Help Desk Cloud Service
- Fusion Recruiting Cloud Service
- Fusion Learning Cloud Service
- Fusion Payroll Cloud Service
- Fusion Time and Labor Cloud Service
- Oracle PaaS and IaaS Universal Credits
 - Oracle Integration Cloud Service
 - Digital Assistant for Fusion HCM Cloud Service
 - Oracle Analytics Cloud

Oracle PaaS and IaaS Universal Credits will be used to obtain the required Oracle Integration Cloud, Digital Assistant, and Oracle Analytics Cloud products to meet the County’s requirements. Upon

completion of the Project Scope deliverable at the conclusion of the Design stage, the project team will make a final determination as to how best to utilize the Oracle PaaS and IaaS universal credits. At that time Oracle will be notified and the software will be provisioned.

The table below lists the primary Oracle Cloud Applications that will be implemented to meet each of the Weber County business functions.

Weber County Business Functions	Oracle Cloud Applications
Recruiting	<ul style="list-style-type: none"> • Fusion Recruiting Cloud Service
Onboarding	<ul style="list-style-type: none"> • Fusion Human Capital Management Base Cloud Service • Fusion Recruiting Cloud Service
Human Resource Management	<ul style="list-style-type: none"> • Fusion Human Capital Management Base Cloud Service • Fusion Talent Management and Workforce Compensation Cloud Service • Fusion Learning Cloud Service
Timekeeping	<ul style="list-style-type: none"> • Fusion Time and Labor Cloud Service
Payroll	<ul style="list-style-type: none"> • Fusion Payroll Cloud Service
Position Control	<ul style="list-style-type: none"> • Fusion Human Capital Management Base Cloud Service
Employee Self-Service	<ul style="list-style-type: none"> • Fusion Human Capital Management Base Cloud Service • Fusion Human Resources Help Desk Cloud Service
Labor Distribution (Munis Integration)	<ul style="list-style-type: none"> • Fusion Time and Labor cloud Service • Fusion Payroll Cloud Service • Oracle Integration Cloud Service
Learning Management	<ul style="list-style-type: none"> • Fusion Learning Cloud Service

The primary features included in each of the Oracle Cloud applications is described below.

Fusion Oracle Human Capital management Base Cloud Service (B85800)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Human Resources
- Position Control
- Absence Management
- Benefits
- Onboarding
- Workforce Management

Fusion Talent Management and Workforce Compensation Cloud Service (B91066)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Workforce Compensation
- Goal Management
- Performance Management
- Talent Review and Success Management
- Career Development

Fusion Human Resources Help Desk Cloud Service (B87388)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Case Management

- Employee Self Service

Fusion Recruiting Cloud Service (B87675)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Requisition Management
- Candidate Pools
- Onboarding
- Talent Management

Fusion Learning Cloud Service (B85242)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Learning Content
- Learning Plans
- Online Learning
- Blended Learning

Fusion Payroll Cloud Service (B86334)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Payroll Processing
- Labor Distribution
- Munis and 3rd Party Interfaces
- Tax Reporting

Fusion Time and Labor Cloud Service (B75365)

The application suite includes the following feature that will be available to the County to meet the corresponding business process requirements of the County.

- Time Reporting
- Time Reporting Rules Engine
- Payroll Integration

In addition to the Oracle Cloud applications, the project team will implement the following Oracle PaaS and IaaS products to meet the requirements of the County.

Oracle Integration Cloud Service (B89639)

The project team will leverage Oracle Integration Cloud Services to accelerate and provide greater flexibility in the development of integrations with the County's 3rd party systems. The product includes the following features.

- Pre-built application adapters
- Pre-build, configuration-based integrations
- Process automation with drag and drop design
- Visual app builder for web and mobile apps

Oracle Digital Assistant for Fusion HCM Cloud Service (B90260)

The project team will leverage pre-built, customizable digital assistants for Oracle Cloud HCM providing improved access to HR applications, services, and resources. The product includes the following features.

- Intelligent Chatbot
- Out of the box Transactions
- View HR, Pay, Time, and Absence Information
- Initiate Self-Service Transactions
- Perform Workflows Tasks and Approvals

Oracle Analytics Cloud (B92682)

The project team will utilize Oracle Analytics Cloud to address reporting and data requirements that are beyond the capabilities of the native reporting tools available in the Oracle Cloud HCM Applications. Oracle Analytics Cloud includes the following features.

- Data Visualizations
- Automated Data Preparation
- Predictive Analysis
- Smart Mobile
- Collaboration and Publishing
- Embedded Analytics

2.2 Data Conversion, Interfaces, and Reports

In accordance with the Graviton proposal and BAFO response, Graviton will include the required data conversion, interface, and report development to meet the County’s business process requirements.

2.2.1 Data Conversion Scope

The project team will determine a final scope of data conversions at the conclusion of the Design 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 elements that are generally accepted to be required data conversion scope for an Oracle Cloud HCM implementation.

- Employee Data
- Job Data
- Position Data
- Payroll Balances
- Tax Balances
- Deduction Balances
- Retirement Balances

Note that data conversions are in addition to the application configuration that will be performed manually by Graviton resources. Application configuration includes setup items such as benefit plans, time reporting codes, earnings codes, etc.

The number of years of data history to be converted into the Oracle Cloud HCM applications will be dependent on the availability and accessibility of data in the County’s legacy HCM system. The Graviton team will provide the Oracle pre-defined conversion templates and County resources will extract the legacy data based upon those templates. In the event there are limitations to the amount of historical data that may be converted, due to the availability or accessibility of that data, the Graviton team will

collaborate with the County to determine alternative methods for converting the historical data such as leveraging Oracle PaaS to develop a data repository for historical data.

2.2.2 Interface Scope

The project team will determine a final scope of interfaces by the conclusion of the Design stage of the implementation, and the final scope will be documented in the Project Scope deliverable. At this time the anticipated scope of interfaces will include the County's Munis financial system and its third party benefit providers.

- Munis – Labor Distribution
- Munis – Chart of Accounts
- National Benefit Services (NBS) – Flex Spending, Dependent Care, Retirees
- Select Health – Medical Insurance
- Dental Select – Dental and Vision Insurance
- The Standard – Life, Disability, Accident, Critical Illness
- Health Equity – Health Savings Account
- Utah Department of Workforce Services Job Board – Open Positions
- Weber State University Handshake Job Board – Open Positions

The list above is the initial scope of interfaces but is subject to change based upon the project team's analysis of the County's current requirements and the County's ongoing operational needs. During the Design 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, including Munis for labor distribution. However, there are native tools and pre-built integrations available to the County that may be utilized for less complex interfaces.

2.2.3 Report Scope

The project team will determine a final scope of reports by the conclusion of the Design stage of the implementation, and the final scope will be documented in the Project Scope deliverable. At this time the anticipated scope of reports will include all Oracle Cloud HCM application delivered reports, as well as the following federal and state required reporting.

- Utah Retirement Systems (URS) – Retirement Reporting
- Department of Labor – Employment Information Reporting
- Annual Transparency Upload
- Annual State Tax Commission Upload
- Quarterly Utah Department of Workforce Services Upload
- Federal W-2 Reporting
- Federal 1095C Reporting
- Federal Social Security Administration Reporting

The list above is the initial scope of report development but is subject to changed based upon the project team's analysis of the County's current requirements and the County's ongoing operational needs. During the Design stage of implementation, the project team will determine the appropriate Oracle tools for developing each report.

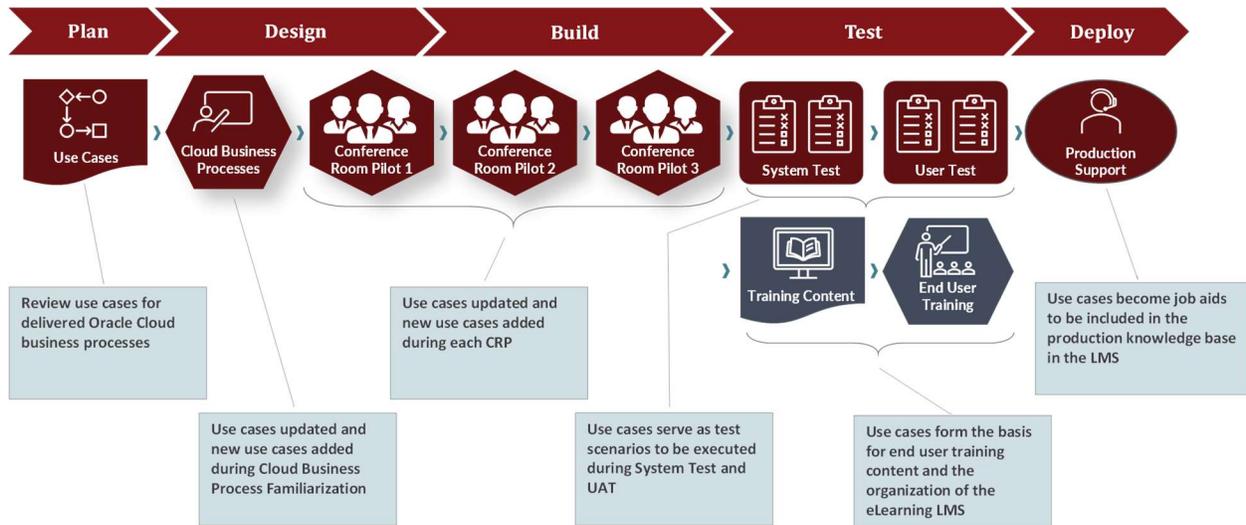
2.3 Use Cases

To determine the optimal design and implementation scope for Weber County, Graviton team members will lead the County project team members to define the County's future state business processes through iterative cycles of use case development. The Graviton team will establish use cases for all

business processes to be implemented. Use cases will serve as written descriptions of how users will perform the organization’s business processes in the Oracle Cloud applications, with granular step-by-step instructions for performing those business processes.

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

Graphic: Use Case Development



Through the completion of the business process track implementation activities, the project team will be constantly refining the business processes via updates to existing use cases as well as through the creation of additional use cases. In the Plan stage of implementation an initial pass at the use cases will be established using out of the box Oracle Cloud application business processes together with the County requirements. In the Design stage, the Graviton team will conduct demonstrations of the Oracle Cloud application business processes to allow for the County project team to understand the capabilities of the Oracle Cloud applications. In the Build stage the project team will conduct Conference Room Pilot 2 and Conference Room Pilot 3 incorporating design decisions made through the iterative implementation process along with CEMLI (Configuration, Extension, Modification, Localization, Integration) being developed by the technical team. This iterative process of conducting three Conference Room Pilots solidifies the design and build of the Oracle Cloud applications. The project team will then move into the Test stage where the County’s business processes, reflected in the comprehensive inventory of use cases, become the basis for test scenarios to be executed as acceptance criteria for both the system test and user acceptance test formal test cycles. Upon completion of the test stage, the project team will move into the Deploy stage of the project knowing the organization’s business processes have been thoroughly analyzed, designed, built, and tested through the steps included in the business process track.

The table below provides a representative sample list of use case for the Oracle Cloud HCM modules. The Graviton project team will provide a similar list for each function as a starting point for the development of County specific use cases.

Table: Sample List of Use Cases

Use Case ID	Use Case Description	Module
HR-01	Request New Position	HR
HR-02	Approve Position Request	HR
HR-02b	Request Position Update	HR
HR-03	Search Position	HR
HR-04	HR Hiring a Worker - Not using NEOGOV	HR
HR-05	Approve New Hire	HR
HR-06	Review Onboarding Tasks as HR Specialist	HR
HR-07	Onboard a New Worker	HR
HR-08	Employee Resigns	HR
HR-09	Changing Assignments as Manager	HR
HR-10	Extend Contract	HR
HR-11	Rehiring an Ex-employee	HR
HR-11a	Search Person as HR Specialist	HR
HR-12	Adding a Area of Responsibility	HR
HR-13	Reassign Area of Responsibility	HR
HR-14	Adding a Family Member (non-person)	HR
HR-15	Adding a Family Member (existing employee)	HR
HR-16	Update employee step - Manually	HR
HR-17	Direct Report Change	HR
HR-19	Add Assignment to Employee	HR
HR-20	Terminating an Employee	HR

The graphic below illustrates the granular level of detail to be included in each individual use case, including step-by-step instructions for executing the corresponding transaction, expected test results, actual test results, etc.

Graphic: Sample Use Case

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

3 Oracle Cloud Implementation: Approach

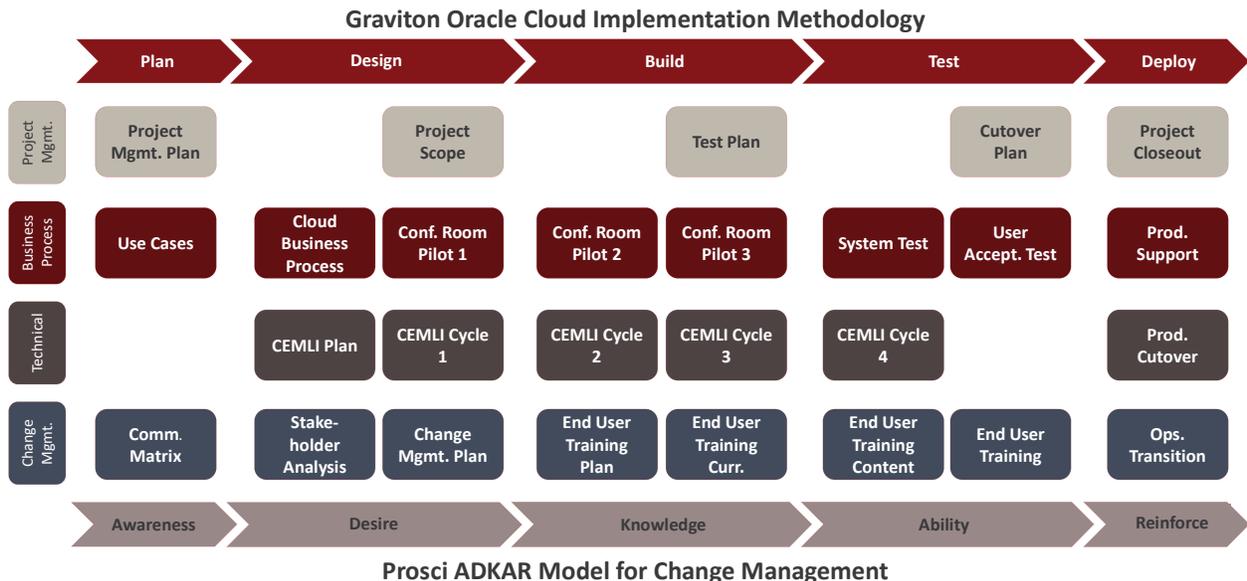
The implementation of Oracle Cloud for Weber County will be conducted over five implementation stages: plan, design, build, test, and deploy. The Graviton project team will lead the County project team through the completion of the tasks and deliverables included in each stage of implementation, allowing the project team to deliver upon the scope of implementation defined by this SOW.

Graphic: Oracle Cloud Implementation Stages



The structure of the Graviton cloud implementation methodology is based largely on Oracle’s Unified Method (OUM), with accommodations for improved decision making, focus on operational knowledge transfer, development of business process centric end user training, and an alignment of project tasks with the Prosci ADKAR model for change management. Early and frequent exposure of County project team members and stakeholders to the Oracle Cloud applications and its native best practice business processes improves the speed and accuracy of decision making. Integration of the Graviton learning management system increases the quality and availability of training and knowledge transfer resources during the project, as well as during the operational period following go live. Alignment of the Graviton cloud implementation methodology with the lifecycle of change as defined by the Prosci ADKAR model – Awareness, Desire, Knowledge, Ability, Reinforcement – will allow the change management approach to accelerate the County’s transition by enabling lasting acceptance of change at the individual employee level.

Graphic: Implementation Methodology



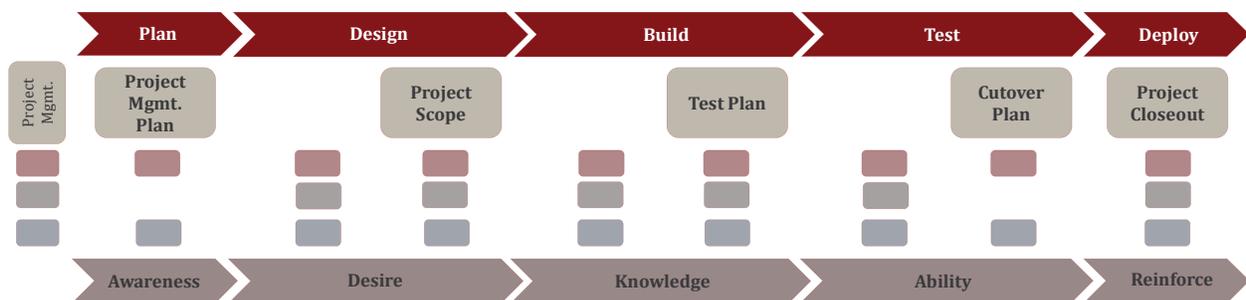
The graphic below depicts the Graviton Oracle Cloud implementation methodology. The methodology is structured in a fashion that is repeatable, allowing the implementation tasks to be duplicated across multiple initiatives within a single project. Across the top, left to right, the methodology includes five stages of implementation – Plan, Design, Build, Test, and Deploy. These project stages correlate to the

stages of the Prosci ADKAR model for change management across the bottom, left to right - Awareness, Desire, Knowledge, Ability, Reinforcement. The boxes within the diagram represent individual deliverables that will be completed by the project team over the course of implementation. Lastly, the left most column lists the implementation tracks – Project Management, Business Process, Technical, Change Management – indicating the project team resources primarily responsible for facilitating completion of the deliverables and other implementation tasks within the project track.

3.1 Project Management Track

The project management track within the Graviton implementation methodology includes those tasks required to plan for and manage the Oracle Cloud application implementation. The Graviton cloud implementation approach has been built upon project management best practices outlined in the Project Management Body of Knowledge (PMBOK). This includes project management processes such as scope management, risk management, quality management, and resource management. The project management track includes five deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

Graphic: Project Management Track



The 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.

3.1.1 Project Management Tools

The Graviton project manager will ensure the project team is following the project management processes defined by the project management plan. To that end, Graviton will provide the following project management tools to support the County and the project team.

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 valuable 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 Weber 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.



Jira – Quality Management, Issue Management, and Risk Management Tool

Graviton will also leverage Jira software for project management processes such as quality management and risk management. The Graviton project manager will establish and manage the project RAID log (Risks, Actions, Issues, Decisions) using the Jira software. Jira will also be used by Graviton to record and manage test results. The specific use of Jira for the purpose of managing the RAID log will be determined by the County and Graviton project managers and will be documented in the Project Management Plan deliverable. The specific use of Jira for the purpose of recording and managing test results will be determined by the County and Graviton project managers and will be documented in the Test Plan deliverable. Jira will be provided by Graviton for the County and project team 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 Jira site to the County’s network or a County Jira license.



Smartsheet – Project Schedule Tool

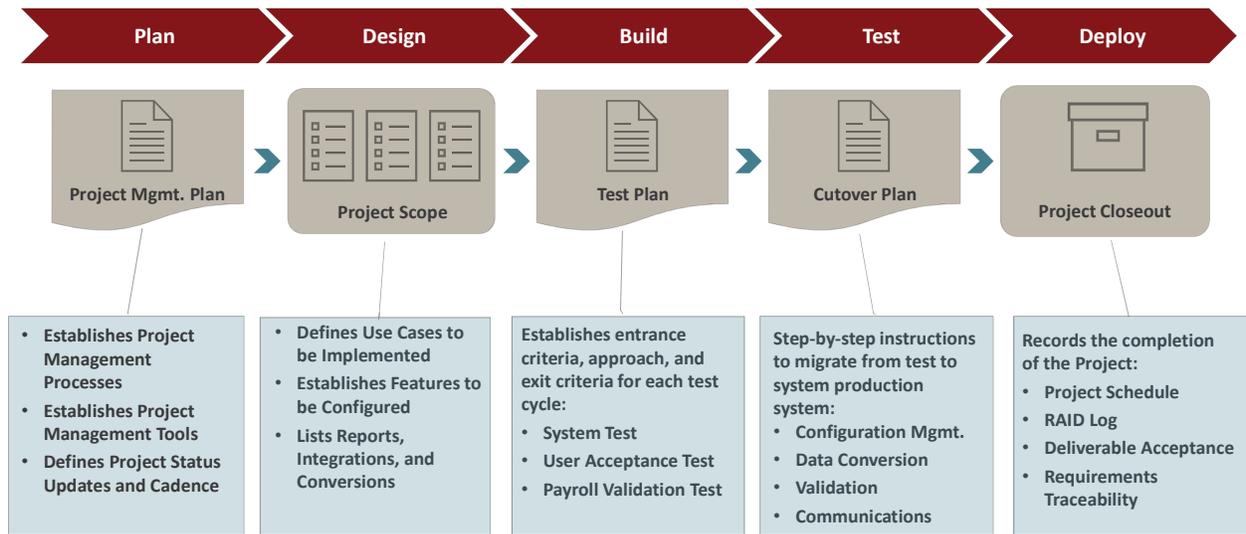
Schedule management is a foundational project management process outlined in the project management plan deliverable. To ensure project team access and collaboration, Graviton will use Smartsheet software as the standard tool for establishing and maintaining project schedules. Graviton will license Smartsheet for the project and will make the software available to the County and 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.



3.1.2 Project Management Track Deliverables

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 Deliverables



The table below lists the project management 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 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.

Table: Project Management Track Deliverables

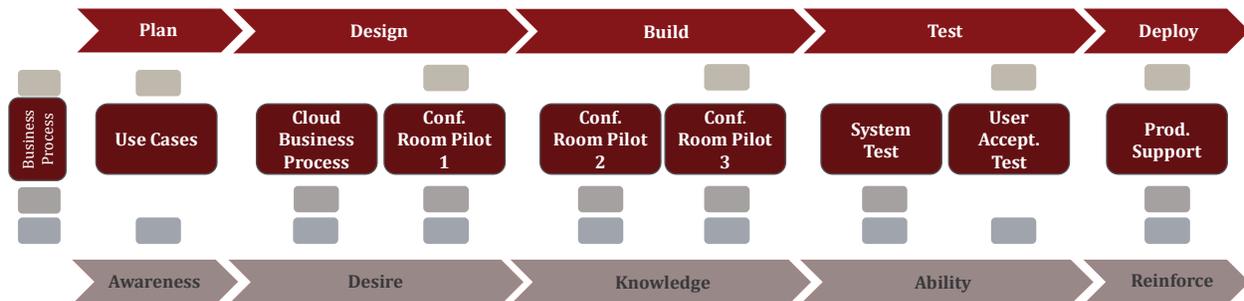
Deliverable	Acceptance Criteria	County Role	Graviton Role
Project Management Plan	The project management plan deliverable establishes the project management processes to ensure the project team functions with effectiveness and efficiency throughout the project. The project management plan will define the tools and processes for scope management, schedule management, quality assurance, risk and issue management, resource management, and communications management for the project.	Assist	Lead
Project Scope	The project scope deliverable lists the use cases to be achieved through the Oracle Cloud implementation process. The deliverable will identify the corresponding CEMLI that will be deployed to meet the project scope. Upon completion of the project scope deliverable, the project team will institute change control to manage the addition or removal of use cases and corresponding CEMLI to the scope of the project.	Assist	Lead
Test Plan	The test plan deliverable is a detailed plan to complete system test, user acceptance test, and if applicable, payroll validation test cycles. For each test cycle, the test plan will define the test cycle entrance criteria, test environment, test methods and procedures, scope of use cases/test scenarios, test schedule, test participants, test issue reporting, and test exit criteria.	Assist	Lead
Cutover Plan	The cutover plan deliverable provides a narrative explanation of the approach to migrate the Oracle Cloud applications from the non-production environment to a production environment and operational state. The deliverable will include step-by-	Assist	Lead

Deliverable	Acceptance Criteria	County Role	Graviton Role
	step instructions for completing the production cutover, including application configuration management, data conversion sequencing, agency/department assigned tasks, and communication channels for providing status and coordinating joint tasks.		
Project Closeout	The project closeout deliverable formally closes the implementation stage of the project and marks the transition to an operational state. The project closeout deliverable records the completion of the implementation tasks included in the project schedule and RAID log, identifying any tasks that have been deferred or canceled by the project management team. The deliverable provides records of the submission and acceptance of each of the project deliverables. Lastly, the project closeout deliverable serves as a traceability report where use cases are mapped to successfully executed test scenarios.	Assist	Lead

3.2 Business Process Track

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

Graphic: Business Process Track



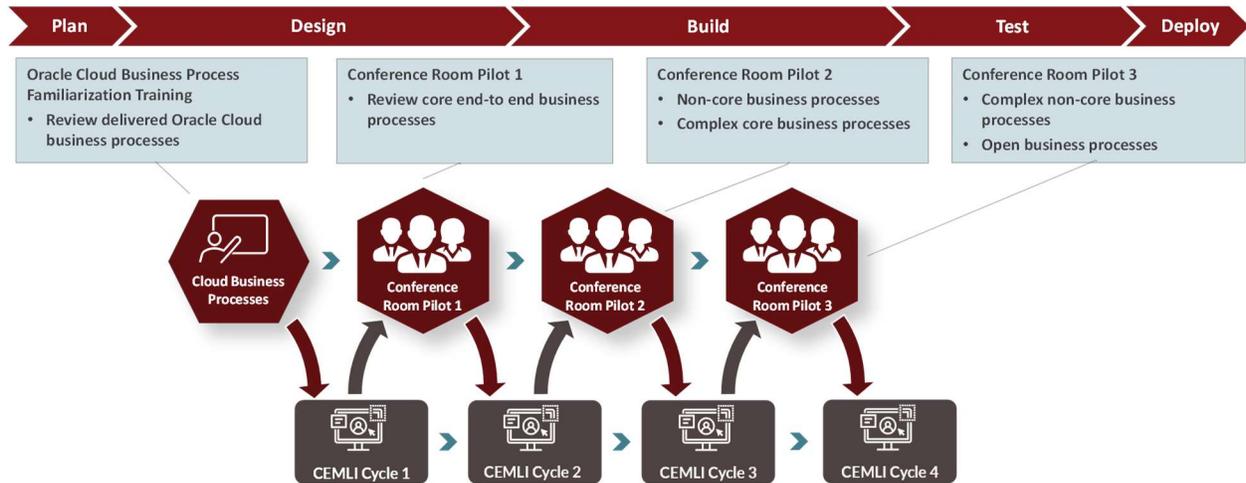
The success of implementation will be measured by how effective the County transitions to the best practice business processes that are native to the Oracle Cloud applications. The steps required to complete this transition are at the core of the business process track.

3.2.1 Conference Room Pilots

Included in the business process track are three Conference Room Pilots. The Conference Room Pilot deliverables will be critically important in determining how the Oracle Cloud modules will be configured to meet the County 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 test increasingly complex use cases and CEMLI. 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



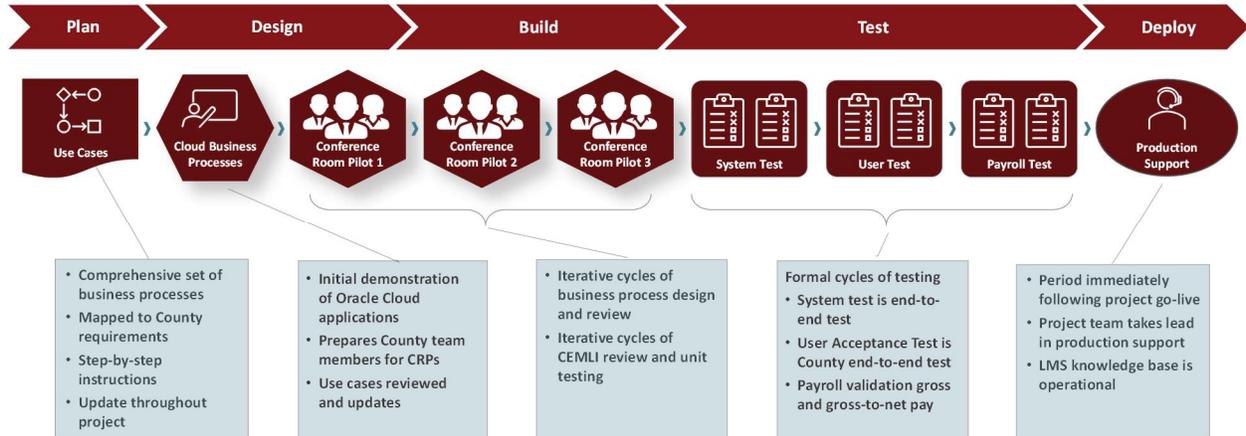
As stated above, the Conference Room Pilots will include increasingly complicated use cases. The table below shows the planned progression of business processes, configurations, extensions, integrations, and data conversions across the Business Process Familiarization and Conference Room Pilot deliverables.

CEMLI	Business Process Familiarization	Conference Room Pilot 1	Conference Room Pilot 2	Conference Room Pilot 3
Business Processes	<ul style="list-style-type: none"> Oracle Base Business Processes 	<ul style="list-style-type: none"> Core End-to-End Business Processes 	<ul style="list-style-type: none"> Non-Core Business Processes Complex Core Business Processes 	<ul style="list-style-type: none"> Open Business Processes Complex Non-Core Business Processes
Configuration		<ul style="list-style-type: none"> Core Configuration 	<ul style="list-style-type: none"> Configuration Revisions Workflows and Approvals 	<ul style="list-style-type: none"> Configuration Revisions Application Security
Extension		<ul style="list-style-type: none"> Delivered Reports 	<ul style="list-style-type: none"> Control Reporting PaaS Development 	<ul style="list-style-type: none"> Advanced Reporting PaaS Development
Integration			<ul style="list-style-type: none"> FBDI Inbound Interfaces ADFDI Inbound Interfaces HCM Extract Outbound 	<ul style="list-style-type: none"> API Inbound API Outbound OIC Complex
Data Conversion		<ul style="list-style-type: none"> Subset of Definitional Data 	<ul style="list-style-type: none"> Definitional Data Subset of Transactional Data 	<ul style="list-style-type: none"> Transactional Data Historical Data

3.2.2 Business Process Track Deliverables

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

Graphic: Business Process Deliverables



The table below lists the business process 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 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.

Table: Business Process Track Deliverables

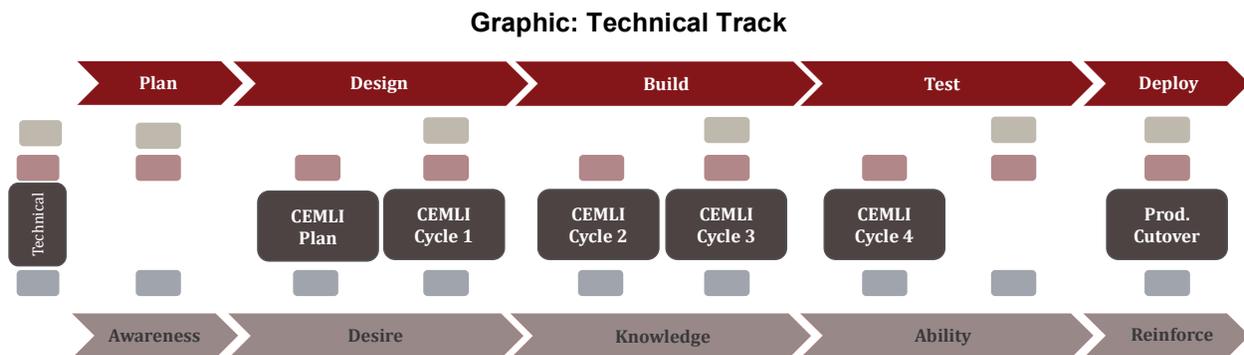
Deliverable	Description	County Role	Graviton Role
Use Cases	An inventory of use cases representing a comprehensive set of County business processes will be initiated during the plan stage and maintained throughout the completion of the project. Use cases will map to County requirements and include written descriptions of how users will perform tasks to meet organizational business processes. The documents will also include a step-by-step sequence of tasks to complete the associated business process. Use cases will evolve over the life of the project with new use cases added and existing use cases updated at each step in the business process track. Completed use cases will become the basis for both system and user acceptance test scenarios as well as end user training content.	Assist	Lead
Cloud Business Process Familiarization	Graviton project team members will perform an initial demonstration of Oracle Cloud applications for the purpose of familiarizing County project staff with the native business processes included with the software. At the conclusion of the cloud business process familiarization activities, use cases will be reviewed and updated to reflect information gathered. Lastly, the scope of CEMLI to be include in Conference Room Pilot 1 will be identified and assigned to CEMLI Cycle 1.	Assist	Lead
Conference Room Pilot 1	Conference Room Pilot 1 (CRP1) is a series of work sessions planned for and managed by Graviton with active County	Assist	Lead

Deliverable	Description	County Role	Graviton Role
	participation throughout. The configured Oracle Cloud applications, inclusive of CEMLI completed and unit tested as part of CEMLI Cycle 1, are exercised by the project team to review core end-to-end business processes. At the conclusion of CRP1, new use cases are added, and existing uses cases updated to reflect CRP1 findings. Lastly, the scope of CEMLI to be included in Conference Room Pilot 2 are identified and assigned to CEMLI Cycle 2		
Conference Room Pilot 2	Conference Room Pilot 2 (CRP2) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The configured Oracle Cloud applications, inclusive of CEMLI completed and unit tested as part of CEMLI Cycle 2, are exercised by the project team to review non-core end-to-end business processes including approvals, more complex business rules, business processes integrated with 3 rd party systems, etc. CRP2 is highlighted by the introduction of integrations and converted definitional data. At the conclusion of CRP2, new use cases are added, and existing uses cases updated to reflect CRP2 findings. Lastly, the scope of CEMLI to be included in Conference Room Pilot 3 are identified and assigned to CEMLI Cycle 3	Assist	Lead
Conference Room Pilot 3	Conference Room Pilot 3 (CRP3) is a series of work sessions planned for and managed by Graviton with active County participation throughout. The configured Oracle Cloud applications, inclusive of CEMLI completed and unit tested as part of CEMLI Cycle 3, are exercised by the project team to revisit open business process decisions, review business processes with security applied, and focus on advanced reporting. CRP3 is highlighted by the introduction of advanced reporting and converted transactional data. At the conclusion of CRP3, new use cases are added, and existing uses cases updated to reflect CRP3 findings. Lastly, the scope of outstanding CEMLI to be completed prior to system test are identified and assigned to CEMLI Cycle 4.	Assist	Lead
System Test	System test is the formal testing of the complete system highlighted by integrated business processes supported by converted data, 3 rd party system integration, and advanced reporting. The system test variables, including entrance and exit criteria will be established by the test plan deliverable. System test scenarios will be developed based upon use cases, executed by project team members, and tracked in the Jira test tracking application.	Assist	Lead
User Acceptance Test	User acceptance test is the formal testing of the complete system by County project team members and end users. User acceptance test will test the complete system and will be highlighted by completed end user security and workflows, converted data, 3 rd 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 County representatives, and tracked in the Jira test tracking application.	Lead	Assist
Payroll Validation Test	Payroll validation test is the formal testing of the Oracle Cloud HCM system's gross pay and gross-to-net pay calculation for the County employee population. The purpose of the test is to simulate a single payroll period, and to validate the gross and gross-to-net pay calculations against the legacy production payroll results for the same payroll period. The results will be electronically validated against the legacy	Lead	Assist

Deliverable	Description	County Role	Graviton Role
	system payroll output. Differences will be reconciled by State testers with assistance from Graviton team members. The project team will then repeat the payroll validation test for a second pay period.		
Production Support	Production support is the period following go live where project team members take the lead in supporting the Oracle Cloud production applications. Production support will be provided in accordance with operational procedures documented in the operations transition plan, including access to the Graviton learning management system. By the conclusion of the production support period, project team members will transition all operational responsibility to designated County resources in accordance with the operations transition plan.	Lead	Assist

3.3 Technical Track

The technical 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 technical track includes six deliverables spanning the five Graviton implementation stages as depicted in the graphic below.



The wide range of application configuration and development activities to be performed during the County’s Oracle Cloud application implementation will reside with the technical track. These activities are referred to as CEMLI, which stands for configuration, extension, modification, localization, and integration. For each category of CEMLI the project team will follow Oracle Unified Method (OUM) best practices in the completion of the individual CEMLIs.

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

Extension

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

Modification

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

Localization

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

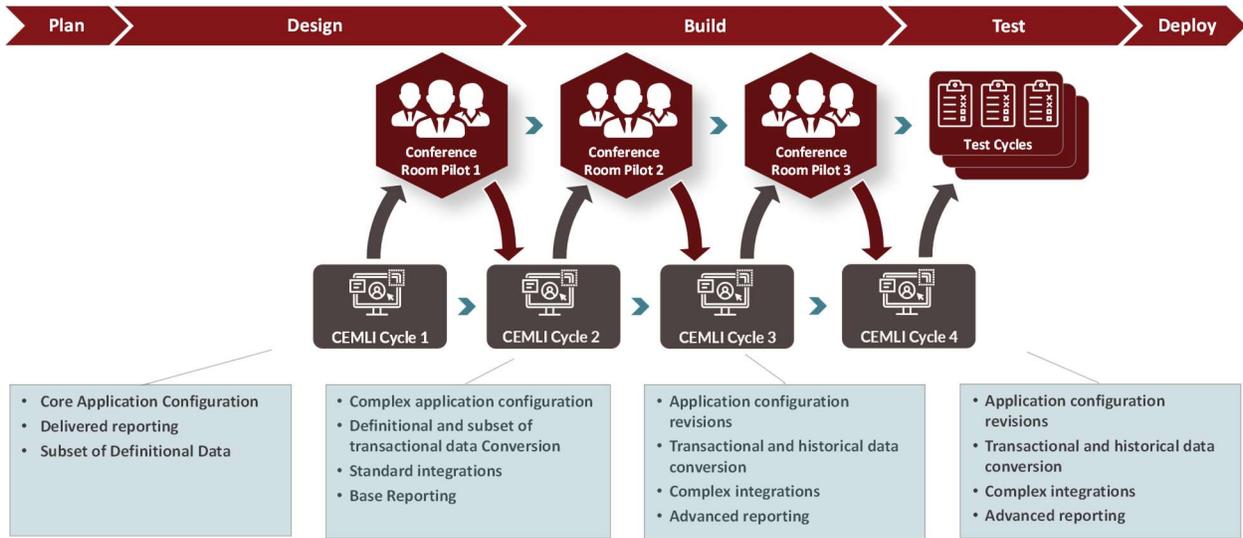
Integration

The CEMLI category, Integration, refers to inbound and outbound integrations between the Oracle Cloud applications and third-party systems. Integrations may be open interfaces with validation and load programs; standards-based interfaces such as XML Gateway, EDI, and EFT; Oracle published public APIs; integration with Microsoft Excel; and message-based integrations. For complex integrations, such as Munis labor distribution, Graviton will use the Oracle Integration Cloud which is included in the Oracle PaaS toolset. For implementation, Graviton also categorizes data conversions as integrations, due to the tools that Graviton will use to complete the data conversion including HCM Data Loader, ABDI (Application Development Framework Desktop Integration) and FBDI (File Based Data Import).

3.3.1 CEMLI Cycles

Included in the technical track are four 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 and the system 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 development environment. It is anticipated that later CEMLI cycles will address the more complex use cases by including the more complex CEMLI configurations and development.

Graphic: CEMLI Cycles



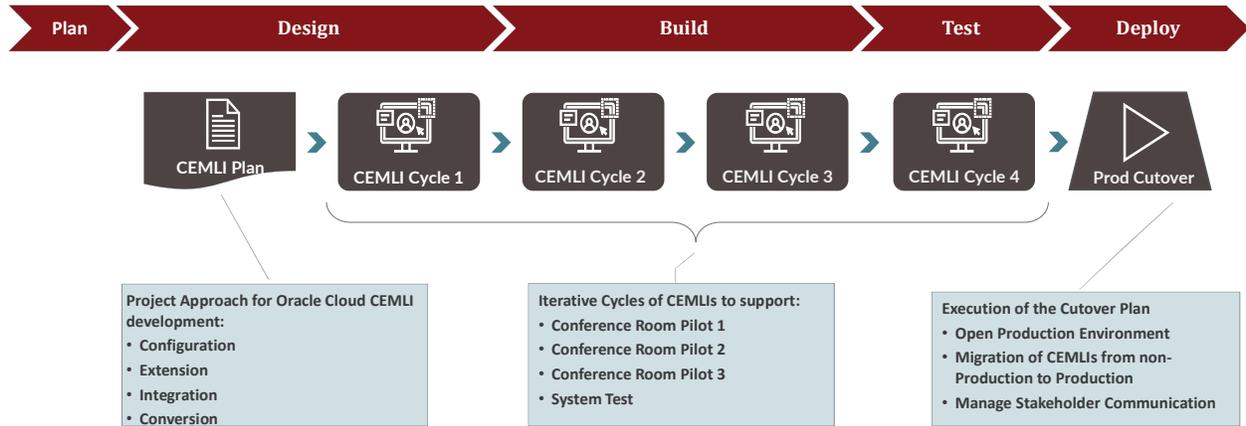
As stated above, the CEMLI Cycles will include increasingly complicated configuration and development. The table below shows the planned progression of configurations, extensions, integrations, and data conversions across the four CEMLI Cycle deliverables.

CEMLI	CEMLI Cycle 1	CEMLI Cycle 2	CEMLI Cycle 3	CEMLI Cycle 4
Configuration	<ul style="list-style-type: none"> • Core Configuration 	<ul style="list-style-type: none"> • Configuration Revisions • Workflows and Approvals 	<ul style="list-style-type: none"> • Configuration Revisions • Application Security 	<ul style="list-style-type: none"> • Configuration Revisions • Assign Security to Users • Assign Workflows to Users
Extension	<ul style="list-style-type: none"> • Delivered Reports 	<ul style="list-style-type: none"> • Control Reporting • PaaS Development 	<ul style="list-style-type: none"> • Advanced Reporting • PaaS Development 	<ul style="list-style-type: none"> • Report Revisions
Integration		<ul style="list-style-type: none"> • FBFI Inbound Interfaces • ADFDI Inbound Interfaces • HCM Extract Outbound 	<ul style="list-style-type: none"> • API Inbound • API Outbound • OIC Complex 	<ul style="list-style-type: none"> • Integration Revisions
Data Conversion	<ul style="list-style-type: none"> • Subset of Definitional Data 	<ul style="list-style-type: none"> • Definitional Data • Subset of Transactional Data 	<ul style="list-style-type: none"> • Transactional Data • Historical Data 	<ul style="list-style-type: none"> • Data Conversion Revisions

3.3.2 Technical Track Deliverables

There are six technical 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: Technical Deliverables



The table below lists the technical 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.

Table: Technical Track Deliverables

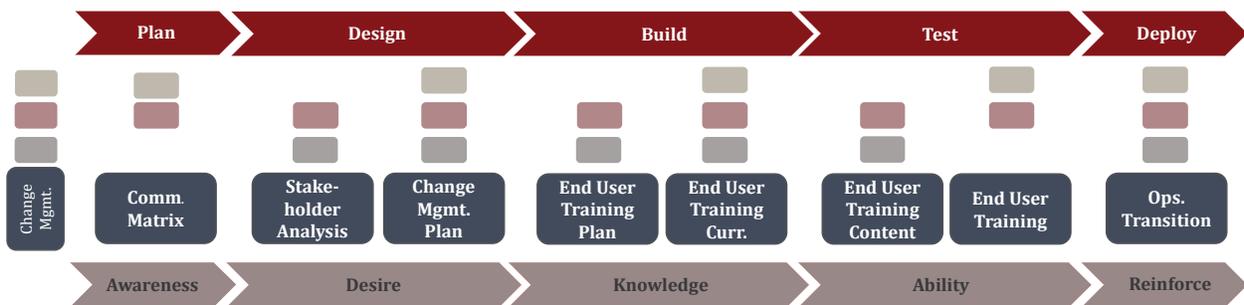
Deliverable	Description	County Role	Graviton Role
CEMLI Plan	In Oracle Cloud Implementation CEMLI stands for configurations, extensions, modifications, localizations, and integrations. The CEMLI plan will layout the project team’s approach to completing each CEMLI category including standards for specifications, development, and unit testing. The CEMLI plan will identify preferred tools, establish guidelines for utilizing environments in the completion of CEMLI and define the process the project team will follow to account for Oracle Cloud quarterly updates.	Assist	Lead
CEMLI Cycle 1	CEMLI Cycle 1 is the first of four cycles of CEMLI configuration and development. Upon completion of Oracle Cloud business process familiarization, the project team will determine the CEMLI to be available for Conference Room Pilot 1 and assign those CEMLI to CEMLI Cycle 1. The configuration/development and unit testing of each of these CEMLI required for Conference Room Pilot 1 will serve as acceptance criteria for CEMLI Cycle 1.	Assist	Lead
CEMLI Cycle 2	CEMLI Cycle 2 is the second of four cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 1, the project team will determine the CEMLI to be available for Conference Room Pilot 2 and assign those CEMLI to CEMLI Cycle 2. The configuration/development and unit testing of each of these	Assist	Lead

Deliverable	Description	County Role	Graviton Role
	CEMLIs required for Conference Room Pilot 2 will serve as acceptance criteria for CEMLI Cycle 2.		
CEMLI Cycle 3	CEMLI Cycle 3 is the third of four cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 2, the project team will determine the CEMLI to be available for Conference Room Pilot 3 and assign those CEMLI to CEMLI Cycle 3. The configuration/development and unit testing of each of these CEMLI required for Conference Room Pilot 3 will serve as acceptance criteria for CEMLI Cycle 3.	Assist	Lead
CEMLI Cycle 4	CEMLI Cycle 4 is the fourth of four cycles of CEMLI configuration and development. Upon completion of Conference Room Pilot 3, the project team will determine the CEMLI to be available for System Test and assign those CEMLI to CEMLI Cycle 4. The configuration/development and unit testing of each of these CEMLI required for System Test will serve as acceptance criteria for CEMLI Cycle 4.	Assist	Lead
Production Cutover	The production cutover deliverable is the transition of the Oracle Cloud Applications and data from the non-production environment to the production environment. The deliverable marks the successful completion of each task included in the previously submitted and approved cutover plan deliverable.	Assist	Lead

3.4 Change Management Track

The change management track includes the strategies, tasks, and deliverables to facilitate the organizations transition from its legacy systems and existing business processes to the Oracle Cloud applications and the future state business processes that will be implemented as a result. Graviton will follow a change management approach inspired by the Prosci ADKAR method, focusing on change at the individual stakeholder level. The change management track includes eight deliverables spanning the five Graviton implementation stages as depicted in the graphic below.

Graphic: Change Management Track



The change management track will produce a series of deliverables that analyze the County organization, highlighting its strengths, weaknesses, opportunities, and threats as they relate to the ability to implement significant business process change. The completion of the early deliverables will solidify the change management strategy and set the plan for the remainder of the project. During the build, test, and deploy stages, the project team, in accordance with the Change Management plan, will continuously publish information and promote the changing business processes across the stakeholder community.

The Graviton team will implement a blended learning approach for end user training, where both instructor-led and e-Learning training opportunities will be available to County users. Graviton will

prepare end user training content that is tailored to the County’s use cases and will become the basis for both training materials and job aids. This content will be deployed through the Graviton learning management system (LMS). The Graviton LMS will also serve as a knowledge base where specific end user training content can be accessed by County users as a refresher following go live.

3.4.1 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.

End User Training Content: Articulate Storyline

Graviton will develop end user training content and job aids in SCORM 1.2 compliant format. Graviton leverages Articulate Storyline as our authoring tool. Articulate Storyline will transition training content and job aids from basic PowerPoint format to interactive videos with simulations, voice over, and recorded webcam content. The specific use of Articulate Storyline 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. Articulate Storyline will be administered by Graviton project team members through completion of the Project Closeout deliverable. Graviton will provide Articulate Storyline for the County’s use during the project and for one year following the project go-live. The Project Closeout deliverable will establish a plan for transitioning administration of Articulate Storyline from Graviton project team members to County project team members.



Learning Management System (LMS): LearnUpon

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

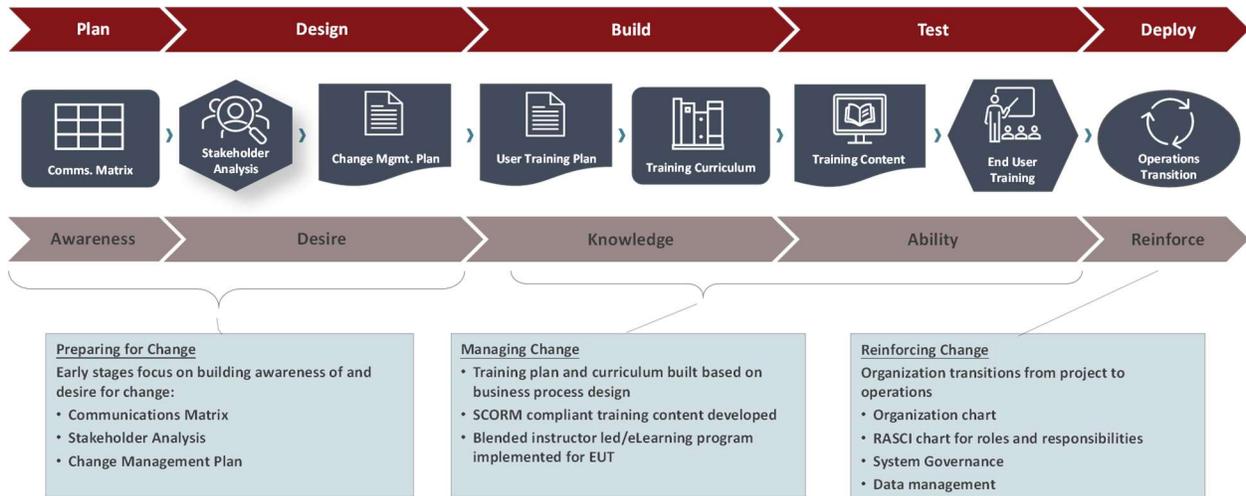


Note that the above tools would not replace the Oracle Learning Cloud Services included in the County’s software agreement. The Graviton end user training tools are available to the project team to support implementation prior to the availability of the Oracle Learning Cloud Services.

3.4.2 Change Management Track Deliverables

There are 8 change management track deliverables to be completed over the course of implementation. Graviton has aligned our change management methodology with the Prosci ADKAR model, ensuring the change management tasks and deliverables performed in each project stage align with the five elements of ADKAR: Awareness, Desire, Knowledge, Ability, Reinforcement. The graphic below depicts the implementation stages and the corresponding change management deliverables that will be completed. Each deliverable will be included in the project schedule.

Graphic: Change Management Deliverables



The table below lists the project management track deliverable, 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. descriptions and both the Graviton and County roles in the completion of each deliverable.

Table: Change Management Track Deliverables

Deliverable	Description	County Role	Graviton Role
Communications Matrix	In the plan stage of implementation, the project team assembles a population of system stakeholders that will be accounted for in the project communications and overall change management plan. Interviews and surveys are conducted to determine the best methods for drafting, distributing, and managing both outbound and inbound communications between the project and stakeholders. This early information gathering culminates in a communications matrix inclusive of project team members, system users, departmental representatives, organizational leadership, etc., that identifies the methods for communicating with each set of stakeholders	Assist	Lead
Stakeholder Analysis	In the design stage of implementation, the project team will continue the efforts initiated by the development of the communications matrix to further identify system stakeholders. The project team will take the opportunity to interview a cross-section of stakeholders to gauge the organizations understanding and readiness for the project to then develop the change management strategy and change management plan deliverable. The deliverable will include findings from the interviews conducted and include recommendations on how to engage stakeholders throughout implementation.	Assist	Lead

Deliverable	Description	County Role	Graviton Role
Change Management Plan	In the design stage of implementation, following stakeholder analysis, business process familiarization, and conference room pilot 1 work session, the project team will develop an overall change management strategy for the project team to follow through the completion of the project. The change management plan will capture the project team's strategy regarding leadership support, stakeholder engagement, readiness assessment, communications, end user training, and operational considerations.	Assist	Lead
End User Training Plan	The Graviton approach to end user training is to deploy a blended learning program with end users attending both instructor-led and e-Learning training courses. The end user training plan will detail each variable required to implement the blended program. The plan will establish job descriptions based on the use cases developed by the project team during the design and build stages. The job descriptions and corresponding use cases will be the basis for the end user training curriculum. For each training course the end user training plan will list the planned County attendees. Lastly, all learning management system configuration and administration decisions to deploy the end user training program will be defined.	Assist	Lead
End User Training Curriculum	For each preliminary course in the end user training plan, formal curriculum design sessions are conducted to determine the business processes to be covered, leveraging the corresponding use cases. The end user training curriculum will also include course duration, course delivery method, course description, course prerequisite, course objectives, target audience, course assessments, and course results measurement methods for each course in the curriculum. Lastly, the end user training curriculum will define the learning management system variables needed to develop the corresponding courses.	Assist	Lead
End User Training Content	End User Training Content will consist of job aids and end user training manuals. Job aids are the equivalent of desktop procedures that reflect the step-by-step processes documented in the use cases which are developed and maintained by the Graviton project team. Job aids will serve as operational documents to be referenced by County users following the project's transition to an operational state. In addition to job aids the project team will develop end user training manuals that are also based upon the step-by-step processes documented in the use cases. End user training manuals will elaborate on the business processes captured in the use cases by incorporating additional process flows and narratives. End User training content will be developed as SCORM 1.2 compliant enabling it to be made available via the Graviton learning management system.	Assist	Lead
End User Training	End user training will be delivered as blended learning including instructor lead and eLearning via the Graviton LMS. All end users to receive training will receive invitations via the LMS. The Graviton team will monitor attendance and results via the LMS and will report status to the County. The County will be responsible for ensuring employees complete the online training as assigned. There will be no limit to the number of County attendees for online instructor led training. In the event the County wishes to conduct in-person instructor led training, the County and Graviton will determine the in-person training logistics to necessary to complete in-person training.	Assist	Lead

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

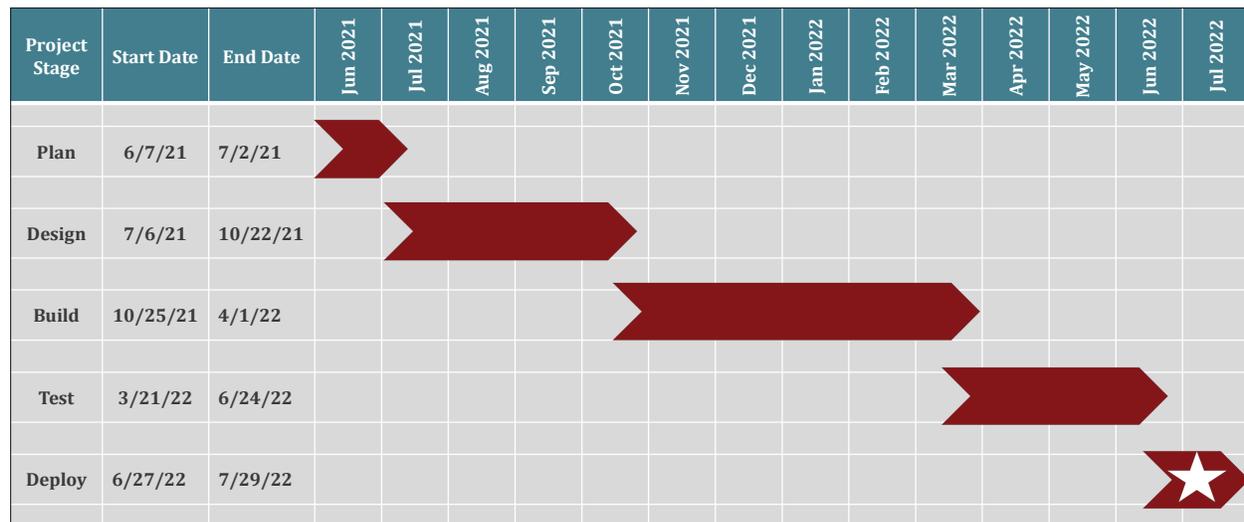
4 Oracle Cloud Implementation: Timeline

The Oracle Cloud implementation for the County will be initiated in June 2021 and completed in July 2022. This Statement of Work includes a summary project schedule as well as an initial detail schedule.

4.1 Summary Project Schedule

The graphic below provides a summary level project schedule, showing the implementations stages as described in the *Oracle Cloud Implementation: Approach* section of this Statement of Work.

Graphic: Summary Timeline



4.2 Detail Project Schedule

The detail project schedule will be created in Smartsheet and will be available for collaboration with all Graviton and County project team members. Maintenance of the project schedule will be a recurring task that is defined in the Project Management Plan work product to be completed in the first weeks of the project. The table below represents the initial project schedule that forms the basis for this Statement of Work, including the Graviton staffing plan and implementation services costs.

Table: Detail Project Schedule

Task Name	Duration	Start	Finish
Weber County - HCM Cloud Implementation	283d	06/14/21	07/29/22
Stage 1 - Plan	15d	06/14/21	07/02/21
Conduct Project Kick-off meeting	1d	06/14/21	06/14/21
Schedule Cloud Business Process Sessions	10d	06/14/21	06/25/21
Project Management Plan	5d	06/14/21	06/18/21
Develop Project Management Plan	5d	06/14/21	06/18/21
Incorporate Review Comments	5d	06/14/21	06/18/21
Project Schedule	15d	06/14/21	07/02/21

Task Name	Duration	Start	Finish
Develop Project Schedule	5d	06/14/21	06/18/21
Incorporate Review Comments	10d	06/21/21	07/02/21
Project schedule baselined	0	06/14/21	06/14/21
Develop content for Cloud Business Process Sessions	15d	06/14/21	07/02/21
Core HR	15d	06/14/21	07/02/21
Payroll	15d	06/14/21	07/02/21
Time & Labor	15d	06/14/21	07/02/21
Absence	15d	06/14/21	07/02/21
Recruiting	15d	06/14/21	07/02/21
Learning	15d	06/14/21	07/02/21
Develop initial Use Cases	15d	06/14/21	07/02/21
Core HR	15d	06/14/21	07/02/21
Payroll	15d	06/14/21	07/02/21
Time & Labor	15d	06/14/21	07/02/21
Absence	15d	06/14/21	07/02/21
Recruiting	15d	06/14/21	07/02/21
Learning	15d	06/14/21	07/02/21
Change Management	7d	06/22/21	06/30/21
Initial OCM touch base meeting	2d	06/22/21	06/23/21
Develop Communication Matrix	5d	06/24/21	06/30/21
Deliverable: Project Management Plan	0	06/18/21	06/18/21
Deliverable: Communication Matrix	0	06/30/21	06/30/21
Deliverable: Use Cases	0	07/02/21	07/02/21
Stage 2 - Design	77d	07/06/21	10/22/21
Conduct Cloud Business Process sessions	29d	07/06/21	08/13/21
Core HR	29d	07/06/21	08/13/21
Payroll	29d	07/06/21	08/13/21
Time & Labor	29d	07/06/21	08/13/21
Absence	29d	07/06/21	08/13/21
Recruiting	29d	07/06/21	08/13/21
Learning	29d	07/06/21	08/13/21
CEMLI Plan	10d	08/16/21	08/27/21
CEMLI Disposition	10d	08/16/21	08/27/21
Develop & Review CEMLI list	10d	08/16/21	08/27/21
Finalize CEMLI Scope for CRP1, CRP2, CRP3	10d	08/16/21	08/27/21
CEMLI Cycle 1	29d	08/16/21	09/24/21
Initial Data Conversion for CRP1	25d	08/16/21	09/20/21
Core HR	25d	08/16/21	09/20/21
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Payroll	25d	08/16/21	09/20/21

Task Name	Duration	Start	Finish
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Time & Labor	25d	08/16/21	09/20/21
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Absence	25d	08/16/21	09/20/21
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Recruiting	25d	08/16/21	09/20/21
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Learning	25d	08/16/21	09/20/21
Provide Requested Legacy data	10d	08/16/21	08/27/21
Convert Legacy data	15d	08/30/21	09/20/21
Configurations - CRP1 Scope	19d	08/30/21	09/24/21
Core HR	19d	08/30/21	09/24/21
Payroll	19d	08/30/21	09/24/21
Time & Labor	19d	08/30/21	09/24/21
Absence	19d	08/30/21	09/24/21
Recruiting	19d	08/30/21	09/24/21
Learning	19d	08/30/21	09/24/21
Extensions - CRP1 Scope	19d	08/30/21	09/24/21
Core HR	19d	08/30/21	09/24/21
Payroll	19d	08/30/21	09/24/21
Time & Labor	19d	08/30/21	09/24/21
Absence	19d	08/30/21	09/24/21
Recruiting	19d	08/30/21	09/24/21
Learning	19d	08/30/21	09/24/21
Integrations - CRP1 Scope	19d	08/30/21	09/24/21
Core HR	19d	08/30/21	09/24/21
Payroll	19d	08/30/21	09/24/21
Time & Labor	19d	08/30/21	09/24/21
Absence	19d	08/30/21	09/24/21
Recruiting	19d	08/30/21	09/24/21
Learning	19d	08/30/21	09/24/21
Conduct CRP01	19d	09/27/21	10/22/21
Execute the CRP01 Scripts	19d	09/27/21	10/22/21
Core HR	19d	09/27/21	10/22/21
Payroll	19d	09/27/21	10/22/21
Time & Labor	19d	09/27/21	10/22/21
Absence	19d	09/27/21	10/22/21

Task Name	Duration	Start	Finish
Recruiting	19d	09/27/21	10/22/21
Learning	19d	09/27/21	10/22/21
Project Scope	5d	10/18/21	10/22/21
Review Use cases vis-à-vis Conference Room Pilot 1 sessions	5d	10/18/21	10/22/21
Finalize project scope	5d	10/18/21	10/22/21
Change Management	30d	07/06/21	08/16/21
Conduct Stakeholder analysis meetings	10d	07/06/21	07/19/21
Review & finalize Stakeholder analysis report	10d	07/20/21	08/02/21
Develop Change Management Plan	10d	08/03/21	08/16/21
Deliverable: Cloud Business Process Complete	0	08/13/21	08/13/21
Deliverable: Project Scope	0	10/22/21	10/22/21
Deliverable: CEMLI Plan	0	08/27/21	08/27/21
Deliverable: CEMLI Cycle 1	0	09/24/21	09/24/21
Deliverable: Conf. Room Pilot 1	0	10/22/21	10/22/21
Deliverable: Stakeholder Analysis	0	08/02/21	08/02/21
Deliverable: Change Management Plan	0	08/16/21	08/16/21
Stage 3 - Build	109d	10/25/21	04/01/22
CEMLI Cycle 2	41d	10/25/21	12/23/21
Data Conversion	41d	10/25/21	12/23/21
Core HR	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Payroll	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Time & Labor	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Absence	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Recruiting	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Learning	41d	10/25/21	12/23/21
Provide Requested Legacy data	15d	10/25/21	11/15/21
Convert Legacy data	26d	11/16/21	12/23/21
Configurations	41d	10/25/21	12/23/21
Core HR	41d	10/25/21	12/23/21
Payroll	41d	10/25/21	12/23/21
Time & Labor	41d	10/25/21	12/23/21

Task Name	Duration	Start	Finish
Absence	41d	10/25/21	12/23/21
Recruiting	41d	10/25/21	12/23/21
Learning	41d	10/25/21	12/23/21
Extensions	41d	10/25/21	12/23/21
Core HR	41d	10/25/21	12/23/21
Payroll	41d	10/25/21	12/23/21
Time & Labor	41d	10/25/21	12/23/21
Absence	41d	10/25/21	12/23/21
Recruiting	41d	10/25/21	12/23/21
Learning	41d	10/25/21	12/23/21
Integrations	41d	10/25/21	12/23/21
Core HR	41d	10/25/21	12/23/21
Payroll	41d	10/25/21	12/23/21
Time & Labor	41d	10/25/21	12/23/21
Absence	41d	10/25/21	12/23/21
Recruiting	41d	10/25/21	12/23/21
Learning	41d	10/25/21	12/23/21
CRP02 Execution	29d	12/27/21	02/04/22
Client executes scripts for all business processes	29d	12/27/21	02/04/22
Core HR	29d	12/27/21	02/04/22
Payroll	29d	12/27/21	02/04/22
Time & Labor	29d	12/27/21	02/04/22
Absence	29d	12/27/21	02/04/22
Recruiting	29d	12/27/21	02/04/22
Learning	29d	12/27/21	02/04/22
CEMLI Cycle 3	19d	02/07/22	03/04/22
Data Conversion	19d	02/07/22	03/04/22
Core HR	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22
Convert Legacy data	9d	02/22/22	03/04/22
Payroll	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22
Convert Legacy data	9d	02/22/22	03/04/22
Time & Labor	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22
Convert Legacy data	9d	02/22/22	03/04/22
Absence	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22
Convert Legacy data	9d	02/22/22	03/04/22
Recruiting	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22

Task Name	Duration	Start	Finish
Convert Legacy data	9d	02/22/22	03/04/22
Learning	19d	02/07/22	03/04/22
Provide Requested Legacy data	10d	02/07/22	02/18/22
Convert Legacy data	9d	02/22/22	03/04/22
Configurations	19d	02/07/22	03/04/22
Core HR	19d	02/07/22	03/04/22
Payroll	19d	02/07/22	03/04/22
Time & Labor	19d	02/07/22	03/04/22
Absence	19d	02/07/22	03/04/22
Recruiting	19d	02/07/22	03/04/22
Learning	19d	02/07/22	03/04/22
Extensions	19d	02/07/22	03/04/22
Core HR	19d	02/07/22	03/04/22
Payroll	19d	02/07/22	03/04/22
Time & Labor	19d	02/07/22	03/04/22
Absence	19d	02/07/22	03/04/22
Recruiting	19d	02/07/22	03/04/22
Learning	19d	02/07/22	03/04/22
Integrations	19d	02/07/22	03/04/22
Core HR	19d	02/07/22	03/04/22
Payroll	19d	02/07/22	03/04/22
Time & Labor	19d	02/07/22	03/04/22
Absence	19d	02/07/22	03/04/22
Recruiting	19d	02/07/22	03/04/22
Learning	19d	02/07/22	03/04/22
CRP03 Execution	10d	03/07/22	03/18/22
Client executes scripts for all business processes	10d	03/07/22	03/18/22
Core HR	10d	03/07/22	03/18/22
Payroll	10d	03/07/22	03/18/22
Time & Labor	10d	03/07/22	03/18/22
Absence	10d	03/07/22	03/18/22
Recruiting	10d	03/07/22	03/18/22
Learning	10d	03/07/22	03/18/22
Deliverable: CEMLI Cycle 2	0	12/23/21	12/23/21
Deliverable: Conf. Room Pilot 2	0	02/04/22	02/04/22
Deliverable: CEMLI Cycle 3	0	03/04/22	03/04/22
Deliverable: Conf. Room Pilot 3	0	03/18/22	03/18/22
Deliverable: End User Training Plan	0	04/01/22	04/01/22
Deliverable: End User Training Curriculum	0	04/01/22	04/01/22
Deliverable: Test Plan	0	04/01/22	04/01/22
Stage 4 - Test	69d	03/21/22	06/24/22

Task Name	Duration	Start	Finish
CEMLI Cycle 4	10d	03/21/22	04/01/22
Data Conversion	10d	03/21/22	04/01/22
Core HR	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Payroll	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Time & Labor	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Absence	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Recruiting	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Learning	10d	03/21/22	04/01/22
Provide Requested Legacy data	5d	03/21/22	03/25/22
Convert Legacy data	5d	03/28/22	04/01/22
Configurations	10d	03/21/22	04/01/22
Core HR	10d	03/21/22	04/01/22
Payroll	10d	03/21/22	04/01/22
Time & Labor	10d	03/21/22	04/01/22
Absence	10d	03/21/22	04/01/22
Recruiting	10d	03/21/22	04/01/22
Learning	10d	03/21/22	04/01/22
Extensions	10d	03/21/22	04/01/22
Core HR	10d	03/21/22	04/01/22
Payroll	10d	03/21/22	04/01/22
Time & Labor	10d	03/21/22	04/01/22
Absence	10d	03/21/22	04/01/22
Recruiting	10d	03/21/22	04/01/22
Learning	10d	03/21/22	04/01/22
Integrations	10d	03/21/22	04/01/22
Core HR	10d	03/21/22	04/01/22
Payroll	10d	03/21/22	04/01/22
Time & Labor	10d	03/21/22	04/01/22
Absence	10d	03/21/22	04/01/22
Recruiting	10d	03/21/22	04/01/22
Learning	10d	03/21/22	04/01/22

Task Name	Duration	Start	Finish
Training Plan	10d	03/21/22	04/01/22
Develop End User Training Plan	10d	03/21/22	04/01/22
Develop End User Training Curriculum	10d	03/21/22	04/01/22
Test Plan	10d	03/21/22	04/01/22
Develop Test Plan	10d	03/21/22	04/01/22
System Testing	20d	04/04/22	04/29/22
Execute CRP scripts for all business processes	20d	04/04/22	04/29/22
Core HR	20d	04/04/22	04/29/22
Payroll	20d	04/04/22	04/29/22
Time & Labor	20d	04/04/22	04/29/22
Absence	20d	04/04/22	04/29/22
Recruiting	20d	04/04/22	04/29/22
Learning	20d	04/04/22	04/29/22
Resolve Issues & Retest	20d	04/04/22	04/29/22
System Testing Sign-off	1d	04/29/22	04/29/22
User Acceptance Testing	39d	05/02/22	06/24/22
Setup Environment for UAT	10d	05/02/22	05/13/22
UAT Orientation	1d	05/16/22	05/16/22
Client executes scripts for all business processes	29d	05/16/22	06/24/22
Core HR	29d	05/16/22	06/24/22
Payroll	29d	05/16/22	06/24/22
Time & Labor	29d	05/16/22	06/24/22
Absence	29d	05/16/22	06/24/22
Recruiting	29d	05/16/22	06/24/22
Learning	29d	05/16/22	06/24/22
Resolve Issues & Retest	29d	05/16/22	06/24/22
UAT Sign-off	1d	06/24/22	06/24/22
Payroll Parallel Testing	59d	04/04/22	06/24/22
County provides timesheet data for Payroll parallel	10d	04/04/22	04/15/22
Setup data for Payroll parallel	10d	04/18/22	04/29/22
Conduct Payroll Parallel Tests	39d	05/02/22	06/24/22
Resolve Issues & Retest	39d	05/02/22	06/24/22
Payroll Parallel Test Sign-off	1d	06/24/22	06/24/22
Training	40d	04/04/22	05/27/22
Develop Training content/ job-aids	15d	04/04/22	04/22/22
Deploy training content to Learning Management System Portal	5d	04/25/22	04/29/22
Conduct training sessions for super users	10d	05/16/22	05/27/22
Cutover Plan	10d	05/02/22	05/13/22
Develop Cutover plan	10d	05/02/22	05/13/22
Deliverable: CEMLI Cycle 4	0	04/01/22	04/01/22
Deliverable: System Test	0	04/29/22	04/29/22

Task Name	Duration	Start	Finish
Deliverable: End User Training Content	0	04/29/22	04/29/22
Deliverable: Cutover Plan	0	05/13/22	05/13/22
Deliverable: User Acceptance Test	0	06/24/22	06/24/22
Deliverable: End User Training	0	05/27/22	05/27/22
Stage 5 - Deploy	23d	06/27/22	07/29/22
Production Cutover	5d	06/27/22	07/01/22
Seek Go/No-Go decision	1d	06/27/22	06/27/22
Finalize Production environment setup	4d	06/27/22	06/30/22
Execute Production Cutover	1d	07/01/22	07/01/22
Support	18d	07/05/22	07/29/22
Provide Production Support	18d	07/05/22	07/29/22
Handover system to client for maintenance (Ops Transition)	5d	07/22/22	07/29/22
Submit Project Closeout Report	5d	07/22/22	07/29/22
Deliverable: Project Closeout	0	07/29/22	07/29/22
Deliverable: Production Cutover	0	07/29/22	07/29/22
Deliverable: Production Support	0	07/29/22	07/29/22
Deliverable: Ops Transition	0	07/29/22	07/29/22

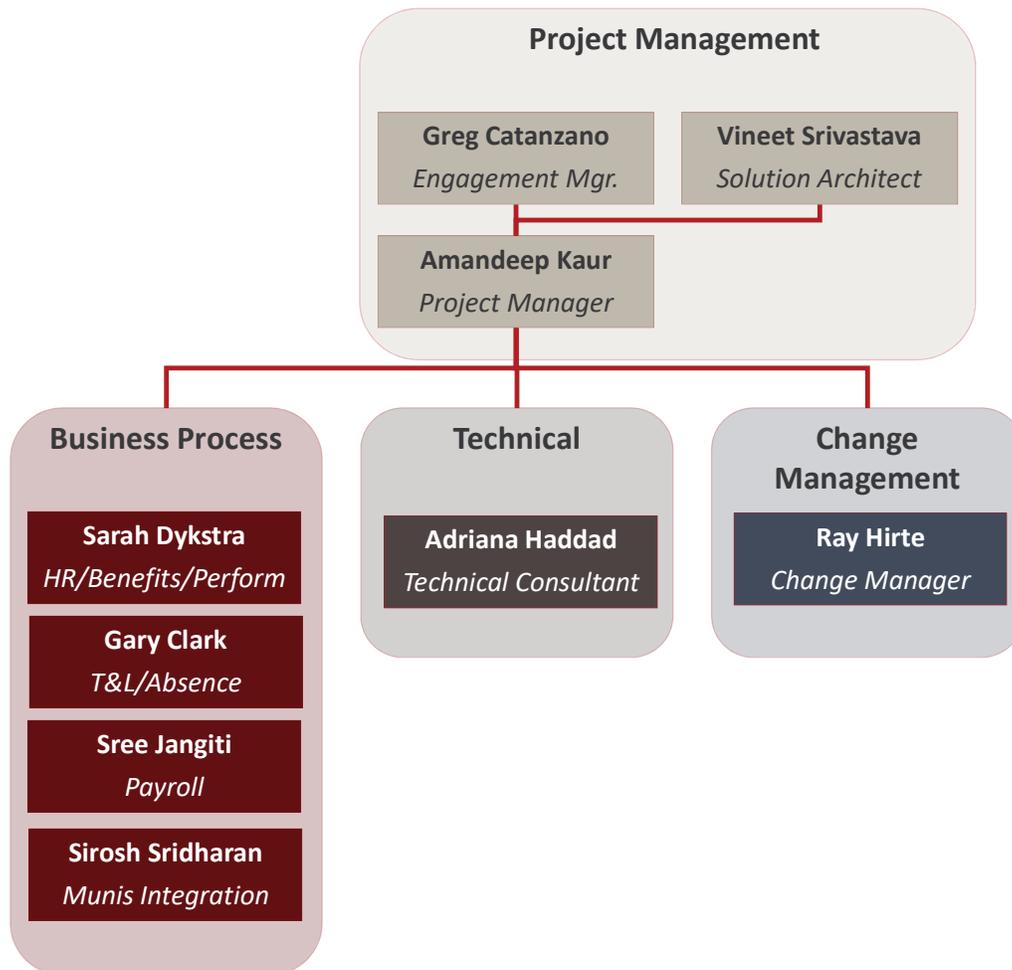
5 Oracle Cloud Implementation: Staffing

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

5.1 Project Team Organization Chart

The Graviton project team is organized according to implementation track. Those team members that align with an implementation track are generally responsible for the completion of work products in that implementation track. As needed, project team members collaborate with both Graviton and County team members from other implementation tracks to ensure all work products and deliverables are completed on time and meeting the project standards for quality.

Graphic: Graviton Project Team Organization Chart



5.2 Project Team Roles

The Graviton implementation team includes Oracle Cloud experienced consultants that have the versatility to perform project tasks across the project management, business process, technical, and change management 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 meetings with the County to ensure that any feedback from the County is addressed appropriately.
Project Manager	Amandeep Kaur will serve as Graviton’s project manager for this project. She will manage the day-to-day task assignments for the project team. She will also perform the ongoing risk management activities. Amandeep will be responsible for maintaining the project schedule and for providing the following work products: <ul style="list-style-type: none"> • Project Management Plan • Project Scope • Test Plan • Cutover Plan • Project Closeout
Solution Architect	Vineet Srivastava will serve as Graviton’s solution architect for this project. He will be responsible for overseeing the functional and technical design, and for ensuring the Oracle Cloud modules and corresponding CEMLI development will meet the County’s goals as stated in this SOW. Vineet will participate in the Steering Committee meetings with the County.
Business Process Consultants	Sarah Dykstra, Gary Clark, Sree Jangiti, and Sirosh Sridharan will serve as Graviton’s business process consultants for this project. They will bring Oracle Cloud application expertise to the project team and will work on the work products and deliverables listed in this SOW through the life of the project. They will be responsible for the following work products and deliverables: <ul style="list-style-type: none"> • 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 • Production Support
Technical Consultants	Adriana Haddad will serve as Graviton’s technical consultant for this project. She will bring Oracle Cloud technical expertise including expert knowledge in the Oracle Cloud tools that will be utilized for CEMLI development including

Project Role	Description
	<p>OTBI, Oracle PaaS, OIC, etc. Adriana will develop the following technical track work products and deliverables listed in this SOW:</p> <ul style="list-style-type: none"> • CEMLI Plan • CEMLI Cycle 1 • CEMLI Cycle 2 • CEMLI Cycle 3 • CEMLI Cycle 4 • Production Cutover
Change Manager	<p>Ray Hirte will serve as Graviton's organizational change lead for this project. Ray will be responsible for working with project team member to facilitate the completion of the change management track work products including the following:</p> <ul style="list-style-type: none"> • Communications Matrix • Stakeholder Analysis • Change Management Plan • End User Training Plan • End User Training Curriculum • End User Training Content • End User Training • Operations Transition Plan

Graviton will perform most implementation tasks remotely. Not-to-exceed travel costs have been included in the *Oracle Cloud Implementation: Cost* section of this SOW. Graviton and the County acknowledge that implementation tasks such as Conference Room Pilots, End User Training, and Production Cutover, may benefit from having Graviton resources onsite. As opportunities for onsite participation are identified, project team members will provide those implementation services onsite at the County. The Graviton and County project managers will authorize any travel for Graviton project team members, following the guidelines for travel authorization documented in the Project Management Plan deliverable to be submitted and approved during the Plan stage of the project.

5.3 Project Team Staffing Plan

The table below outlines the planned Graviton staffing for each month of the project. Participation is listed in percent full time equivalent (FTE) per month.

Table: Graviton Staffing Plan

Name	Project Role	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Project Management															
Greg Catanzano	Engagement Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Vineet Srivastava	Solution Architect	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Amandeep Kaur	Project Manager	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Business Process															
Sarah Dykstra	HCM Functional Consultant	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Gary Clark	HCM Functional Consultant	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Sree Jangiti	HCM Functional Consultant	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Chris Torrence	HCM Functional Consultant	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Sirosh Sridharan	Financial Integration	0.00	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Technical															
Adriana Haddad	Technical Consultant	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Change Management															
Ray Hirte	Change Manager	0.00	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10

Individual Graviton resource participation listed in the table above represent 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. Further, if it is determined that changes to resources are required, the Graviton and County project managers will determine the appropriate transition of resources.

6 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 staffing plan outlined in this SOW. The table below lists the corresponding Graviton implementation costs. The implementation services will be performed on a fixed price basis.

6.1 Implementation Cost

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. Instructor-Led Training Services and Travel will be billed on a not-to-exceed basis. The Graviton implementation costs do not include the Oracle Cloud SaaS and support fees.

Table: Implementation Cost Summary

Item	Amount
Implementation Services	\$858,644.00
Instructor-Led Training Services	\$25,600.00
Travel	\$159,375.00
Total	\$1,043,619.00

The table above includes estimated travel expenses for Graviton team members. If Graviton and the County agree that it is once again safe for consultants to travel, and that onsite attendance by consultants would improve the quality of the project deliverables, the travel costs will not exceed the total listed above. Graviton resources will follow the County's approved travel policy and per diem guidelines. Invoices for travel reimbursement will be billed monthly.

6.2 Implementation Payment Schedule

The table below represents the payment schedule for the implementation of Oracle Cloud for the County. For each payment, the table lists the planned submission date, approval 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. Milestone payments will be billed monthly and will not require pre-approval by the County prior to billing. Milestone payments will, however, require all corresponding project management documentation is in good standing prior to the County processing payment for that milestone. The deliverable approval process will be further defined in the Project Management Plan deliverable to be completed during the Plan stage of the project.

The 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 milestone payment as well as line items for each deliverable that was approved during that month.

Table: Implementation Payment Schedule

No.	Payment	Submission Date	Approval Date	Amount
1	Deliverable: Project Management Plan	06/18/21	06/28/21	\$8,644.00
2	Deliverable: Communication Matrix	06/30/21	07/10/21	\$10,337.00

No.	Payment	Submission Date	Approval Date	Amount
3	Deliverable: Use Cases	07/02/21	07/12/21	\$10,337.00
4	Milestone: July 2021 Project Management Report	07/31/21	07/31/21	\$20,674.00
5	Deliverable: Stakeholder Analysis	08/02/21	08/12/21	\$10,337.00
6	Deliverable: Cloud Business Process Complete	08/13/21	08/23/21	\$10,337.00
7	Deliverable: Change Management Plan	08/16/21	08/26/21	\$15,144.00
8	Milestone: August 2021 Project Management Report	08/31/21	08/31/21	\$20,674.00
9	Deliverable: CEMLI Plan	08/27/21	09/06/21	\$15,144.00
10	Milestone: September 2021 Project Management Report	09/30/21	09/30/21	\$30,288.00
11	Deliverable: CEMLI Cycle 1	09/24/21	10/04/21	\$15,144.00
12	Milestone: October 2021 Project Management Report	10/31/21	10/31/21	\$30,288.00
13	Deliverable: Project Scope	10/22/21	11/01/21	\$15,144.00
14	Deliverable: Conf. Room Pilot 1	10/22/21	11/01/21	\$30,288.00
15	Milestone: November 2021 Project Management Report	11/30/21	11/30/21	\$30,288.00
16	Milestone: December 2021 Project Management Report	12/31/21	12/31/21	\$30,288.00
17	Deliverable: CEMLI Cycle 2	12/23/21	01/02/22	\$30,288.00
18	Milestone: January 2022 Project Management Report	01/31/22	01/31/22	\$37,500.00
19	Deliverable: Conf. Room Pilot 2	02/04/22	02/14/22	\$37,500.00
20	Milestone: February 2022 Project Management Report	02/28/22	02/28/22	\$37,500.00
21	Deliverable: CEMLI Cycle 3	03/04/22	03/14/22	\$37,500.00
22	Deliverable: Conf. Room Pilot 3	03/18/22	03/28/22	\$37,500.00
23	Milestone: March 2022 Project Management Report	03/31/22	03/31/22	\$37,500.00
24	Deliverable: End User Training Plan	04/01/22	04/11/22	\$9,375.00
25	Deliverable: End User Training Curriculum	04/01/22	04/11/22	\$9,375.00
26	Deliverable: Test Plan	04/01/22	04/11/22	\$9,375.00
27	Deliverable: CEMLI Cycle 4	04/01/22	04/11/22	\$9,375.00
28	Milestone: April 2022 Project Management Report	04/30/22	04/30/22	\$37,500.00
29	Deliverable: System Test	04/29/22	05/09/22	\$37,500.00
30	Deliverable: End User Training Content	04/29/22	05/09/22	\$9,375.00
31	Deliverable: Cutover Plan	05/13/22	05/23/22	\$9,375.00
32	Milestone: May 2022 Project Management Report	05/31/22	05/31/22	\$37,500.00
33	Deliverable: End User Training*	05/27/22	06/06/22	\$25,600.00
34	Milestone: June 2022 Project Management Report	06/30/22	06/30/22	\$37,500.00
35	Deliverable: User Acceptance Test	06/24/22	07/04/22	\$9,375.00
36	Milestone: July 2022 Project Management Report	07/31/22	07/31/22	\$37,500.00
37	Deliverable: Project Closeout	07/29/22	08/08/22	\$9,375.00
38	Deliverable: Production Cutover	07/29/22	08/08/22	\$12,500.00
39	Deliverable: Production Support	07/29/22	08/08/22	\$12,500.00
40	Deliverable: Ops Transition	07/29/22	08/08/22	\$12,500.00

No.	Payment	Submission Date	Approval Date	Amount
				\$884,244.00

**Note: Deliverable: End User Training is currently assigned a value of \$25,600. End user training is subject to change based upon the County’s final determination of the extent of instructor-led training that will be needed by the County. If it is determined the County does not require the anticipated levels of instructor-led training, the deliverable amount will be adjusted accordingly. As of the drafting of this SOW, the anticipate level of effort for instructor-led training is 160 hours. There will be no limit to the number of County employees that can attend online instructor-led training classes.*