

ATTACHMENT A: STATEMENT OF WORK ENTERPRISE RESOURCE PLANNING SYSTEM

This Statement of Work ("SOW") is effective as of September ____, 2019 ("**SOW Effective Date**") and is entered into pursuant to the Master Service Agreement (the "**Agreement**") by and between Sierra-Cedar, Inc. ("Contractor," or, as used herein, "Sierra-Cedar" or "SCI"), and City of Sunnyvale, California ("Customer," "**Client**," or, as used herein, "**City**") dated September ____, 2019.

This SOW is subject to and governed by the terms and conditions of the Agreement, which are incorporated herein by this reference. Capitalized terms used herein but not defined in this SOW shall have the respective meanings given such terms in the Agreement. Purchase orders will not have any effect on the obligations of the parties or otherwise modify the Agreement or this SOW.

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2. INTRODUCTION

2.1 PURPOSE

This SOW documents the agreed-upon Services and Deliverables to be provided by Sierra-Cedar to the City of Sunnyvale's for the Oracle Cloud Implementation Project, and the respective rights, responsibilities, obligations, and expectations of the Parties regarding the performance of such Services and the provision of such Deliverables.

After execution of this SOW by duly authorized representatives of both the City and Sierra-Cedar, any changes or modifications to this SOW must follow the SOW Change Order process described in Section 6 of the Master Service Agreement (MSA). All approved and executed Change Orders will amend and update this SOW, and this SOW as amended by such Change Order will then form the new baseline upon which any future changes will be made. Any additional distinct Services to be delivered to the City would be defined in an additional, mutually agreeable SOW.

2.2 SCOPE OF SERVICES TO BE PERFORMED

Sierra-Cedar will work with the City to implement the functional and technical requirements listed in Appendix B with a response code of "Y" in the column titled "In SCI Scope" with any modifications agreed to as the parties identify functional and technical specifications ("Eligible Functional Requirements"). The software necessary for meeting these requirements is listed in Section 1.2.1 below.

2.2.1 SOFTWARE SCOPE

Oracle has noted on review of Appendix B that the Oracle Cloud Application Modules listed below provide relevant functionality for the Eligible Functional Requirements. The implemented version of the modules will be the most current release as of the time of User Acceptance Testing (UAT) commences.

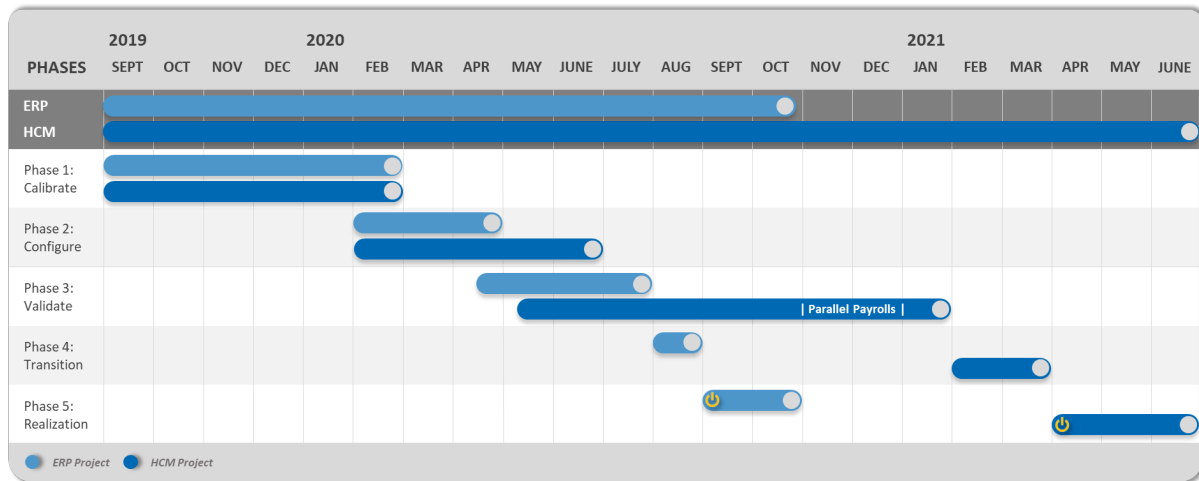
Oracle Cloud Applications:

- Financial Management
 - Financials Cloud Service
 - Automated Invoice Processing Cloud Service
 - WebCenter Forms Recognition Cloud Service
 - Expenses Cloud Service
 - Advanced Collections Cloud Service
 - Cashiering (Teller Cashiering from Can/Am Technologies, not Oracle)
- Procurement / Inventory Management
 - Inventory Management Cloud Service
 - Purchasing Cloud Service

- Procurement Contracts Cloud Service
- Supplier Portal Cloud Service
- Self Service Procurement Cloud Service
- Sourcing Cloud Service
- Supplier Qualification Management Cloud Service
- Project Portfolio Management (Optional)
 - Project Financials Cloud Service (Optional)
 - Project Contract Billing Cloud Service (Optional)
 - Grants Management Cloud Service (Optional)
- Enterprise Performance Reporting Cloud Service (Optional)
- Human Capital Management
 - Human Capital Management Base Cloud Service
 - Payroll Cloud Service
 - Time & Labor Cloud Service
- Talent Management
 - Performance Management Cloud Service
 - Learning Cloud Service

Sierra-Cedar and the City will develop standards and controls that will govern project activities throughout the term of this SOW. Sierra-Cedar and the City will utilize mutually agreed-upon standard templates for all Deliverables, Work Product, Status Reports, Meeting Minutes, and general Project Information. Most of these templates will be provided by Sierra-Cedar from its repository and will be modified, as mutually agreed-upon by the City and Sierra-Cedar. When possible, Sierra-Cedar will leverage standards and controls established from previous projects. Sierra-Cedar will work with the City to review, analyze, and confirm the City's current stated business requirements and, where appropriate, recommend changes and propose alternatives to business workflows and processes. The steps the team will use to accomplish this will be outlined in the Project Plan. Sierra-Cedar and the City will jointly design, develop, and deploy the system that meets the City's business requirements, as communicated to Sierra-Cedar by the City, identified in this SOW, and clarified and confirmed in Phase I – Calibrate, which is outlined in Section 4.2, along with any specifications developed for this project by Sierra-Cedar in the form of any project Deliverable.

The Propel Methodology for Cloud, which consists of five phases, will guide the implementation process. The project is estimated as an 18-month Project with an estimated start date in mid-October 2019. The project will go-live in two rollouts occurring in September 2020 for Cloud ERP Rollout 1 and April 2021 for HCM Rollout 2. In addition, post-implementation support will be provided for two months after Cloud ERP Rollout 1 and for three months after HCM Rollout 2. Sierra-Cedar has also included support for the initial quarterly Oracle Cloud Applications update after each of the two rollouts (anticipated to be November 2020 and May 2021) to further familiarize the City on the process of evaluating and adopting new capabilities that become available in these updates from Oracle.



The Project Schedule is defined as an implementation deliverable detailed in Section 3.2.1 of this SOW. Any changes to major milestones or phases within the project schedule must be reviewed and approved by the City's Steering Committee and Sierra-Cedar.

2.2.2 ORGANIZATIONAL SCOPE

The organizational scope for the project includes the following entities:

The City of Sunnyvale, CA government plus the following Component Units which are legally separate from the City government, but for which the City has administrative responsibilities.

- Community Facilities District #1
- Community Facilities District #3 – Estates at Sunnyvale
- Sunnyvale Financing Authority
- Sunnyvale Redevelopment Successor Agency

2.2.3 DATA CONVERSIONS

The City and Sierra-Cedar will leverage the data conversion tools Oracle provides for populating Oracle Cloud modules with data from systems being replaced. The tasks and responsibilities for data conversion are set forth in greater detail in Section 3.3 and Table #6/Deliverable Number 7. The primary tools leveraged will be File-Based Loader and HCM Data Loader. The City and Sierra-Cedar will jointly complete the data conversions necessary to support first time transactions in Oracle Cloud applications at the go-live of each Rollout:

Data Conversions:

- General Ledger Journal Entries (initial GL balance, journal activity by transaction, and original and modified budget for each year, by account, to support/supplement financial data and budgetary control from July 2018 through the point of Go-Live)
- Active Vendors and related detail (e.g. contacts, addresses, categories, Descriptive FlexFields, etc.) for the Calendar Year and Prior Year

- Open Purchase Orders, including all purchase document types (e.g. blanket agreements and contract purchase agreements including open unmatched and partially matched PO lines and items)
- Open Payables Supplier Invoices (Unpaid and Partially Paid)
- 1099 Reportable Vendor Invoices for Current Year (with mid-Year Transition)
- Active Customers and related detail (e.g. contacts, addresses, Descriptive FlexFields, etc.) for the Calendar Year and Prior Year (to Support Accounts Receivable Transaction Entry)
- Open Customer invoices (Unpaid and Partially Paid)
- Active Fixed Assets with Inception to Date Depreciation
- Active Projects with Budget and Summary Cost Balances by Expenditure Type and Revenue Source (including award source information, staff resource assignments, etc.)
- Inventory Item Master (Active items with On-Hand Balances by Sub-inventory Location including all items for Receivables fee schedules, if applicable)
- Active Employees (including terminated employees within the calendar year) and retirees owed medical payments, including top of stack records for: user defined fields (Descriptive Flexfields), payment methods, tax records, address records, assignment (job / position) records, employee premium pays, bargaining unit/union information, assigned schedule, employee demographic records, benefits enrollments, dependent records, contacts, email addresses and phone numbers, and salary / compensation records; including the necessary structural information to support this list of items
- Absence Management (top of stack enrollments and balances)
- Payroll Balances will include monthly, quarter and year to date payroll balance initialization (with mid-Year Transition, for both hours and dollars as jointly determined at the conclusion of the Calibrate Phase for Rollout 2)
- Bank and bank branch load (for Payables and Payroll)

The City and Sierra-Cedar will refine and finalize the scope of these data conversions and the corresponding Oracle provided data conversion tool to be used by Phase II – Configure. For any refinements or additional elements that materially change the level of effort or duration (increased or decreased), a change order would be negotiated.

2.2.4 INTEGRATIONS

The City and Sierra-Cedar will utilize the integration tools delivered with Oracle Cloud applications to integrate/interface with existing infrastructure and information technology assets, whether for real-time integration or batch interfaces. The tasks and responsibilities for integration/interfaces are set forth in greater detail in Section 3.3 and Table #6/Deliverable Number 8. The integration tools are:

- Inbound Integration: For moving data into the Oracle Cloud, Oracle offers; File Based Data Import (FBDI), Human Capital Management Data Loader (HDL), and Spreadsheet Loader. These mechanisms allow for error correction and support the same common set of objects that are required for integration.

- Outbound Integration: To export data from the Oracle Cloud, Oracle offers two mechanisms, Extracts and Business Intelligence (BI) Publisher. Oracle also delivers module-specific extracts for Payroll and Benefits, reducing the amount of time customers need to spend on them.
- Web Services Integration: Oracle Cloud supports the use of Web Services to provide a standardized way of integrating Cloud services both inbound and outbound with other disparate application systems. Web Services Integrations will be deployed for integrations requiring real-time data exchange.

Manual integration is justified when the data volumes are low and the frequency of data exchange is infrequent (monthly or less frequent). The City reserves the exclusive right to determine whether a manual integration is justified. The City and Sierra-Cedar will finalize the integrations and corresponding Oracle provided integration tool by Phase II – Configure.

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Table 1 - Integrations

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
F-Int01	Finance	Chandler (formerly Sympro)	Provide integration or file exchange with Chandler.	No	Yes	FIN-GL	Import	Monthly	Low	FBDI	None
F-Int02	Finance	CryWolf (formerly RMS)	False alarm billing, security alarm system permit fees	No	Yes	FIN-GL	Import	Weekly	Medium	Web Services from Teller	Web Services to Teller
F-Int03	Finance	DemandStar	Bid info	No	Yes	FIN-Procurement	Export	Weekly	Low	None	OTBI or BI Publisher
F-Int04	Finance	Digital Health Department (DHD)	Annual and pro-rated Hazmat Permit Renewal	No	Yes	FIN-A/R	2-Way	Monthly	Medium	FBDI from DHD with Web Services (A/R with Teller)	OTBI to DHD with Web Services (A/R with Teller)
F-Int05	Finance	DocuSign	For Procurement (both contracts & purchasing modules), and where gaps exist for approvals/e-signatures.	No	Yes	FIN-Procurement	2-Way	Daily	Medium	Oracle Process	Oracle Process
F-Int06	Finance	eBuilder	Construction Management System	No	Yes	FIN-Procurement; FIN-AP	2-Way	Daily	Medium	FBDI	OTBI or BI Publisher
F-Int09	Finance	EzLinks	Golf Fees	No	Yes	FIN-GL	Import	Daily	Medium	FBDI	None
F-Int10	Finance	Firehouse	Yearly and pro-rated Fire Prevention Permit Renewal and annual inspections	No	Yes	FIN-A/R	2-Way	Monthly	Medium	FBDI from Firehouse with Web Services	OTBI to Firehouse with Web Services (A/R with

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
										(A/R with Teller)	Teller)
F-Int11	Finance	HDL	Business license registration (in-person) and Web Renewals (online) payments	No	Yes	FIN-GL	Import	Monthly	High	Web Services from Teller	Web Services to Teller
F-Int12	Finance	HDL	Integration with Procurement modules for validation of business license	No	Yes	FIN-Procurement	Import	Weekly	Medium	FBDI	None
F-Int13	Finance	HostCompliance	Short term rentals compliance (tax payments)	No	Yes	FIN-GL	Import	Weekly	Low	FBDI (with A/R for Bank Recon)	None
F-Int14	Finance	IPS	Parking meter payments (downtown Caltrain station area)	No	Yes	FIN-GL	Import	Daily	Medium	FBDI (with A/R for Bank Recon)	None
F-Int15	Finance	Library WebMIS/CreditCall	Library fines/fees for self-checkout machines	No	Yes	FIN-GL	Import	Daily	Medium	FBDI (with A/R for Bank Recon)	None
F-Int16	Finance	LoanLedger	Used for tracking housing loan balances and interest	No	TBD	FIN-GL	TBD	TBD	Low	Manual (Assume End of Life)	Manual (Assume End of Life)
F-Int17	Finance	Millenium/Sierra	Library Fines	No	Yes	FIN-GL	Import	Daily	Medium	FBDI (with A/R for Bank Recon)	None

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
F-Int18	Finance	Miscellaneous payments	Miscellaneous payments without a system (fees, fines, property tax and sales tax revenue)	No	No	No Interface	No Interface	No Interface	Low	Web Services (A/R with Teller)	Web Services (A/R with Teller)
F-Int19	Finance	Naviline / Utility Billing (Central Square, Superior / Sungard)	Utility Billing JV Posting - Check payments	No	Yes	FIN-GL	Import	Monthly	High	Web Services from Teller	Web Services to Teller
F-Int20	Finance	PetData	Pet licensing online system	No	No	No Interface	No Interface	No Interface	Low	Excluded	Excluded
F-Int21	Finance	Police CAD / Police One	Officer time reporting / costing (where / how time is spent)	TBD	TBD	HCM- Payroll	Import	Bi-weekly	Low	Oracle Process	Oracle Process
F-Int22	Finance	Prevailing Wage System	Prevailing wage data	No	Yes	FIN- Procurement	Import	Weekly	Low	FBDI	None
F-Int23	Finance	Questica Budget	Operating and Capital Projects Actuals daily load	No	Yes	FIN-GL	Export	Daily	High	None	OTBI or BI Publisher
F-Int24	Finance	Questica Budget	Operating and Capital Budget Load (annual + mid-year changes)	No	Yes	FIN-GL	Import	Annually	Medium	FBDI	None
F-Int25	Finance	Rash Curtis (3rd Party Collections Administrator)	Send delinquent invoices to TPA	No	Yes	FIN-A/R	Export	Monthly	Low	None	OTBI or BI Publisher
F-Int26	Finance	SunGIS Land Management System & SunGIS Online Billing (e- permit system)	Development Permits, Land Management System	No	Yes	FIN-GL	Import	Daily	High	FBDI (with A/R for Bank Recon)	None

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
F-Int27	Finance	Union Bank	Bank account reconciliation	No	Yes	FIN-Cash Mgmt	Import	Daily	High	Oracle Process	None
F-Int28	Finance	Union Bank	Electronic payment files, positive pay	No	Yes	FIN-A/P	Export	Daily	High	None	Oracle Process (also includes Payroll)
F-Int29	Finance	Union Bank	Cashiering: Cash, check, credit card payments	No	Yes	FIN-GL	No Interface	No Interface	Low	Web Services from Teller	Web Services from Teller
F-Int30	Finance	Vermont Systems VSI (including VSI Mobile)	Class registration fees, facilities fees, theatre tickets	No	Yes	FIN-GL	Import	Daily	High	FBDI (with A/R for Bank Recon)	None
F-Int31	Finance	PINS Advantage	Vendor Insurance information	No	TBD	HCM-Risk	TBD	TBD	Medium	FBDI	None
H-Int01	HCM	American Fidelity (Third Party Administrator - TPA)	ACA Reporting	TBD	TBD	HCM-Benefits	Export	Bi-weekly	Medium	None	Oracle Process
H-Int02	HCM	PBIA	PBIA Enrollment Information	No	Yes	HCM-Benefits	Export	Monthly	High	None	OTBI or BI Publisher
H-Int03	HCM	ICMA-RC, Nationwide	Deferred Compensation Elections	No	Yes	HCM-Benefits	Import	Bi-weekly	Low	HDL	None
H-Int04	HCM	CalPERS (xml interface)	Membership & Medical Info sent to CalPERS	No	Yes	HCM-Benefits	Export	Weekly	High	None	OTBI or BI Publisher

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
H-Int05	HCM	Federal Government - DOL Website	VETS 4212	No	Yes	HCM- Benefits	Export	Annually	Low	None	OTBI or BI Publisher
H-Int06	HCM	Federal Government EEOC Website	EEO4	No	Yes	HCM- Benefits	Export	Bi-annually	Low	None	OTBI or BI Publisher
H-Int07	HCM	P&A (TPA for FSA and COBRA)	FSA (Health, DepCare, Commute) and COBRA info to P&A	No	Yes	HCM- Benefits	Export	Weekly	Medium	None	OTBI or BI Publisher
H-Int08	HCM	Issues management (sharepoint database)	employee relations issues	TBD	TBD	HCM-Core	TBD	TBD	TBD	FBDI using User Defined Fields	None
H-Int09	HCM	DocuSign	For HCM - Approval, Actions, Uploads?	No	Yes	HCM-Core	TBD	TBD	TBD	Oracle Process in Check-lists	Oracle Process in Check-lists
H-Int10	HCM	Volgistics	People Information	No	Yes	HCM-Core	Export	TBD	Low	None	OTBI or BI Publisher
H-Int11	HCM	Telestaff	Schedules, time keeping	No	TBD	HCM-Core	TBD	TBD	Medium	Excluded (Schedules Defined in Oracle)	OTBI or BI Publisher
H-Int12	HCM	Budget System	Questica demographic/salary files	No	Yes	HCM-Core	Export	Semi-annually	High	None	OTBI or BI Publisher

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
H-Int13	HCM	ITSM/PPM	New hire worker file information	No	Yes	HCM-Core	Export	Daily	Medium	None	OTBI or BI Publisher
H-Int14	HCM	MS Active Directory	Provide integration to MS Active Directory.	No	Yes	HCM-Core	TBD	TBD	TBD	Oracle Process	Oracle Process
H-Int15	HCM	NeoGov	Onboarding	No	Yes	HCM-Core	TBD	TBD	TBD	Web Services	Web Services
H-Int16	HCM	State Government - EDD Website	New Hires	No	Yes	HCM-Core	Export	Bi-weekly	Low	None	OTBI or BI Publisher
H-Int20	HCM	Bank - Union Bank Website	Disbursements - Direct Deposit	No	Yes	HCM-Payroll	Export	Bi-weekly	High	None	Oracle Process (also includes AP)
H-Int21	HCM	ICMA-RC, Nationwide, PARS	Deferred compensation payments to vendors (ICMA-RC, NW, PARS)	No	Yes	HCM-Payroll	Export	Bi-weekly	Medium	None	FBDI or BI Publisher
H-Int22	HCM	CalPERS (xml interface)	Payroll information sent to CalPERS	No	Yes	HCM-Payroll	Export	Bi-weekly	High	None	FBDI or BI Publisher
H-Int23	HCM	Federal Government - IRS Website	IRS Quarterly Reports	TBD	TBD	HCM-Payroll	Export	Quarterly	Medium	None	ADP
H-Int24	HCM	Federal Government - SSA Website	W-2s	TBD	TBD	HCM-Payroll	Export	Annually	Medium	None	Oracle Process

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
H-Int25	HCM	State Government - Employment Development Dept (EDD) Website	Quarterly reporting PIT, SDI, SUI	No	Yes	HCM- Payroll	Export	Quarterly	High	None	ADP
H-Int26	HCM	Vector Solutions	Safety Training Information	No	TBD	HCM-Risk	TBD	TBD	Low	None	OTBI or BI Publisher (from Learning)
H-Int27	HCM	Target Solutions	Training Information	No	TBD	HCM-Risk	TBD	TBD	Low	None	OTBI or BI Publisher (from Learning)
H-Int28	HCM	Keenan	Claims Administrator (WC)	No	TBD	HCM-Risk	TBD	TBD	Low	HDL (assume User Defined Fields in HCM Core)	None
H-Int29	HCM	Employee/Staff Directory	Pull personal information from HR system	No	Yes	HCM-Core	Export	Daily	Medium	None	OTBI or BI Publisher (from HCM Core)
H-Int30	HCM	Outlook	Push to Outlook calendar	No	Yes	HCM- Learning	Export	TBD	Low	Oracle Process	Oracle Process

The City and Sierra-Cedar will complete temporary integrations for use by the City between Rollout 1 and Rollout 2 until such time as the Oracle Cloud Human Capital Management modules are in production. The City and Sierra-Cedar will finalize the temporary integrations and corresponding Oracle provided integration tool during Phase 1 – Calibrate of Rollout 1. The temporary integrations in Table 2 are included for transaction processing between Rollout 1 and Rollout 2 in the Oracle Cloud modules.

Table 2 – Temporary Integrations

#	Group	Name of Application	Interface Description	Replaced by ERP?	Interface to Oracle?	Expected Fusion Module	Fusion: Import to/ Export from	Oracle Interface Frequency	Est. Data Volume	SIERRA – CEDAR INBOUND TOOL	SIERRA- CEDAR OUT- BOUND TOOL
<i>F-Int07</i>	Finance	ePersonality	Payroll upload to Finance GL	Yes	TBD	FIN-GL	TBD	TBD	TBD	FBDI	None
<i>F-Int08</i>	Finance	ePersonality	Finance to Payroll system cost update	Yes	TBD	FIN-GL	TBD	TBD	TBD	None	OTBI or BI Publisher
<i>H-Int17</i>	HCM	HR training registration system (sharepoint)	Employee training classes registration	Yes	TBD	HCM-Learning	TBD	TBD	Medium	Excluded	Excluded
<i>H-Int18</i>	HCM	Performance Series	Payroll upload to Finance GL (See F-Int07)	Yes	TBD	HCM-Payroll	TBD	TBD	TBD	FBDI	None
<i>H-Int19</i>	HCM	Performance Series	Finance to Payroll Cost Update (See F-Int08)	Yes	TBD	HCM-Payroll	No Interface	No Interface	High	None	OTBI or BI Publisher
<i>H-Int31</i>	HCM	ePersonality	Employee Adds, Position Changes, and Terminations from Legacy for ERP User Security and Workflow (including supervisor hierarchy to support workflow)	Yes	TBD	HCM-HR	TBD	TBD	Medium	HDL	None

The City will provide data extracts, performing any necessary changes to 3rd Party systems that interface with the new Cloud Applications system, and informing Sierra-Cedar of file formats for outbound interfaces from Oracle Cloud Applications. Sierra-Cedar will assist the City with the interface plan and data mapping efforts and advise on approaches for loading/extracting data to/from Oracle Cloud Applications. Common interfaces in and out of the new Oracle Cloud Applications system will conform to a single format in and out of the Oracle Cloud Applications system. For example, each interface that would create a journal entry into Oracle Cloud Applications would create one common file format, logic, and approach.

2.2.5 REPORTS

Consistent with the tasks and responsibilities for identifying and developing reports as set forth in greater detail in Section 3.3 and Table #6/Deliverable Number 9, Sierra-Cedar's reporting scope includes the extensive library of out-of-the-box reports and those which are required to support the City's reporting requirements to 25 reports including ten report layouts for each Rollout (via either BI Publisher or Oracle Transactional Business Intelligence) and 5 reports in Financial Reporting Studio to address the related requirements communicated by the City in RFP Appendix D. The City will be responsible for any other reports whether configured or custom developed. The City and Sierra-Cedar will participate in knowledge transfer during the development of custom reports to promote self-sufficiency.

In the event that a workaround is deployed which includes the creation of a custom report for satisfying any items within the Eligible Functional Requirements, that report will not be counted against the quotas listed above.

2.2.6 WORKFLOWS

The standard out-of-the-box workflows within the Software Scope listed in Section 1.2.1 above are available for implementation. If standard out-of-the-box workflows are insufficient to meet the City's business requirements, SCI will support the City in its redesign of its business process.

3. PROJECT RESOURCES

3.1 TEAM ROLES

The following section provides a description of the City's and Sierra-Cedar's anticipated project roles or positions, and the respective duties and responsibilities for each of these roles or positions. It is possible that one individual may fulfill multiple roles.

3.2 PROJECT TEAM DESCRIPTIONS

Table 2 - Project Team Descriptions

Role	Description
Business Sponsor	The City person acting as the business sponsor will be responsible for the oversight management of the project for the City. The business sponsor will support the project by communicating the vision of the project within the City and working to reduce barriers and risks. In addition, the business sponsor will act as liaison to the City's key stakeholders, providing guidance and support to the project management team. This role will also facilitate interdepartmental collaboration and reviews and will review and, if acceptable, approve proposed Change Orders.
Steering Committee	The Steering Committee consists of the City's ERP Executive Team. The Steering Committee is facilitated by the City's Project Manager. Sierra-Cedar may be invited to participate in Steering Committee meetings.
Project Team	The Project Team includes the City's and Sierra-Cedar's Project Manager, Functional Leads, Technical Leads, Organizational Readiness Leads, Developers, Subject Matter Experts (SMEs), personnel in other roles listed below, and others who are assigned to the project.
Project Managers	The City and Sierra-Cedar Project Managers are responsible for managing the project budget, the Project Schedule, and their respective personnel, for resolving issues, and for achieving overall project success. They are also responsible for validating that the structure of the project and design of the Cloud Applications system reflect an integrated business process orientation.
Change Management / Training Leads	The City and Sierra-Cedar Organizational Readiness Leads will focus on change management, communication, and training needs throughout the project. Change Management will focus on the key impact areas and getting the departments organized for the project. The training needs to focus on the training curriculum, training facilities, training materials, and training sessions.
Functional Leads	Functional Leads are the primary business process experts who are responsible for leading a specialized team in the design and implementation of the application for a specific functional area. They will also assist with train-the-trainer training planning and support.

Role	Description
	The City Functional Leads will be the City employees in each functional/business area who are knowledgeable of the City's current business processes and policies and are familiar with the City's legacy systems. They will be empowered to make decisions to organize and lead SMEs in design, testing, and training.
Subject Matter Experts (SMEs)	SMEs are the City project members with expertise in specific business and technical processes at the City, who are called on at various times during the project to review and redesign business processes, design prototypes, and test specific functionality.
Training Specialists (Training)	These specialists are responsible for developing the "End User Training Plan" Deliverable, the training schedule, and training materials. Sierra-Cedar's Organizational Readiness Lead and Functional Leads will assist the City with these training deliverables. The City Training Specialists will deliver training to end users. The City Training Specialists should have excellent verbal and written communication skills and familiarity with the City's key business processes in one or more targeted functional areas.
Technical Leads (The City & SCI)	The Technical Leads are responsible for formulating technical strategies for the project. They will lead the development, data conversion, and other technical activities. The City Technical Lead shall have extensive experience managing technical staff.
Technical Developers (The City & SCI)	Technical Developers are the individuals responsible for developing technical specifications, programming modifications, and reports and interfaces; and for prototyping and integrating the application modules and components.

3.3 RESOURCES

During this Project, Sierra-Cedar and the City will each provide personnel with agreed upon commitment levels who will work collectively as a team to make this Project a success. The City will provide an individual to serve as the "lead" for each Oracle Cloud module as noted in Section 2.5 City Personnel below.

Sierra-Cedar Project personnel will typically work a four-day, 40-hour work week. This anticipated schedule will change appropriately depending on the needs of the Project. Sierra-Cedar functional lead(s) and the technical lead will work remotely approximately 2 weeks each month. Other personnel will work remotely as agreed by the parties.

Personnel with different skillsets will become involved in the Project as dictated by the agreed upon project schedule specified in the Project Schedule. Sierra-Cedar anticipates planning efforts will begin on the SOW Effective Date, requiring both Sierra-Cedar and the City Project Managers to be available at that time.

3.4 SIERRA-CEDAR PERSONNEL

The roles of the personnel that Sierra-Cedar shall assign to this project, and their respective areas of responsibility, are as set forth below.

Table 3 - Sierra-Cedar Resources (REDACTED)

For the named resources above, Client has the authority to interview and approve before the Consultant assigns the individual. For other resources assigned to the project, with the exception of Developers, Client has the authority to interview and provide feedback before the Consultant assigns the individual. Those individuals named in Table 3 – Sierra-Cedar Resources, except for the Project Director and Organizational Readiness Lead, are noted as Key Personnel and will be staffed at a minimum of 80% to the City’s project.

3.5 CITY PERSONNEL

The roles of the personnel that the City will assign to this project and their respective areas of responsibility, and estimated percentages of working time that they will devote to the Project are estimated below. It is possible that one individual may fulfill multiple City roles.

Table 4 - City Resources

City Role	Area of Responsibility	Availability
Project Manager	Overall Cloud Applications	100%
Organizational Readiness Lead	Change Management and Training	75-90%
Finance Functional Lead	General Ledger	100%
Procurement Lead	Purchasing and Payables	100%
Finance Analyst	Receivables / Billing / Collections	80-95%

City Role	Area of Responsibility	Availability
Project Performance Management Lead	Projects, Grants, Asset Management	50-75%
HCM Lead	Human Resources, Benefits	100%
Payroll Analyst	Payroll	50-75%
HCM Analyst	Payroll / Time Management	100%
Talent Management Lead	Performance, and Learning	40-50%
Technical Lead	Technical Management & Development (Data Extracts, Interfaces, Reports, Data Validation)	75-90%
Technical Developers	Development (Data Extracts, Interfaces, Reports, Data Validation)	2 @ 60-75%
Trainers	1-2 Trainers to conduct end-user training (when scheduled)	25-30%
Departmental and IS Subject Matter Experts	As Needed	10-25%

4. PROJECT APPROACH **(REDACTED)**

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5. PROJECT GOVERNANCE AND MANAGEMENT PROCEDURES

The following section addresses project governance and project management procedures that shall be used with respect to this SOW.

5.1 PROJECT MANAGEMENT RESPONSIBILITIES

The following section shows the respective project management responsibilities for both the City and Sierra-Cedar in overseeing the completion of Deliverables and Milestones in Section 3.

Project Schedule

Sierra Cedar will create the Project Schedule within 30 calendar days from the MSA effective date. The tasks and responsibilities for creating the Project Schedule are set forth in greater detail in Section 3.2.1 and Table #5/Deliverable Number 3. Once the project schedule is approved by the City, Sierra Cedar's Project Manager will edit and update as necessary as part of regularly scheduled project management meetings with City's Project Manager. All project tasks will be assigned owners and due dates which correspond with the overall project schedule. Sierra Cedar shall incorporate tasks into the project schedule necessary for satisfying any Eligible Functional Requirements. The City shall provide information on any tasks not associated with the Sierra Cedar implementation methodology for inclusion in the project schedule.

Status Reports

Sierra Cedar will prepare a weekly project status report throughout the project for the City providing the following key elements:

- Project Status
- Summary of Accomplishments
- Status of Key Milestones and Deliverables
- Upcoming Tasks and Schedule
- Newly Identified Risks/Barriers
- Issues/Risks (including issues/risk that may impact project goals)
- Planned Risk Mitigation Strategy
- Summary of Change Requests, if any

Sierra Cedar's Project Manager will also review project progress and status with the project leads and team members for both Sierra Cedar and the City on a weekly basis.

Meetings

The City and Sierra-Cedar will participate in various meetings to review the progress of the project. The following table describes some, but not necessarily all, of the types of meetings that will be conducted, their frequency, and the proposed attendees. The schedule of these

meetings may be adjusted and updated as necessary, by mutual agreement of the Parties, throughout the project. The Parties' Project Managers will closely monitor the number and effectiveness of meetings throughout the project, agreeing upon changes necessary to achieve appropriate productivity and accomplish project objectives.

Table 10 - Meetings

Type of Meeting	Frequency	City Attendees	Sierra-Cedar Attendees
Kick-off	Once at the beginning of the project	City's Project Manager, City's project team members, and other City employees	Sierra-Cedar's Project Director and Project Manager, and Sierra-Cedar's project team
Weekly Status Meeting	Weekly, on the Workday, and at the time, mutually agreed upon by the Parties	City Project Manager / the core City Project Team Members / other invited City employees	Project Manager/ Project Team members (as necessary)
Broad Project Update Meetings	Quarterly or as needed	City stakeholders from all departments (may be part of a larger City meeting)	Project Manager/ Project Team members
Steering Committee Meetings	Bi-weekly or Monthly or as needed based on project demands mutually agreed upon by the Parties	City's Project Manager and City's project executives and project sponsors	Sierra-Cedar's Project Director and Project Manager
Project Close-out	As scheduled in the Project Schedule, at completion of every phase of the project	City's Project Manager and City's project executives and project sponsors	Sierra-Cedar's Project Director and Project Manager

Meeting Agendas

When possible, Sierra Cedar consultants will provide meeting agendas to the City Project Manager at least five business days prior to any scheduled onsite or remote session/meeting.

Meeting Agendas will include:

- Session Title
- Meeting Logistics (including Facilities/Tools/Equipment Requirements)
- Meeting Objectives
- Required Attendees
- Preparatory Tasks for the City (including, but not limited to eLearning and Documentation)
- Session Topics

Meeting Minutes

Following meetings between Sierra Cedar and City team members, Sierra Cedar will provide meeting minutes within three business days of the session/meeting, unless otherwise agreed.

Meeting Minutes will include:

- Time, Date, Participants
- Topics discussed
- Decisions made, including best practices and Sierra Cedar recommendation if different from the decision made
- Action items

Risks and Issue Log

The City and Sierra Cedar will maintain a list of risks and issues (both open and closed) that have been identified for the project. Any project risks, disputes, or late tasks shall be identified on the Risks and Issues Log.

Upon identification of project issues, risks, and key project decisions both Sierra Cedar and City team members are responsible for adding to the Risks and Issues Log. For each identified risk or issue, the following information will be captured:

- Risk / Issue Number
- Reported by/date
- Status (i.e. new, open, closed, pending)
- Module/Business Process
- Priority
- Risk / Issue
- Comments
- Findings
- Recommendations
- Resolution Assignment
- Date Tested
- Date Closed

City and Sierra Cedar Project Managers will review the Risks and Issues Log during project status meetings, or in individual meetings as needed. City and Sierra Cedar Project Managers will collaboratively assign a priority to each issue and identify the individual(s) responsible for facilitating its resolution.

City and Sierra Cedar Project Managers will review the Risks and Issues Log weekly. During the critical phases of the project, City and Sierra Cedar Project Managers will review the Risks and Issues Log on a daily basis. Issues and risks identified through the Risks and Issues Log will be resolved jointly by Sierra Cedar and the City's implementation team.

Project Communications

Sierra Cedar and the City will be responsible for developing project communications throughout the entire project. Planned communications are listed below:

- Regular project updates for broad audience (newsletter)
- Business process change communications
- Communication around important events (training, testing, go-live)

Overall, Sierra Cedar will assist in developing all project communications and share examples from past projects.

Quality Management

The purpose of quality management services is for Sierra-Cedar to validate that the overall project and specific project deliverables meet quality guidelines, as determined jointly by Sierra-Cedar and the City. The concepts upon which these services are based are listed below:

- Quality planning is the identification of relevant quality standards and determination of how to achieve them.
- Quality control involves reviewing the overall project schedule for completeness, reasonableness of tasks and assignments, reporting project status, and following a process-centric methodology.
- Quality review is the process of monitoring specific project results and deliverables to determine if they comply with the applicable quality standards.

Sierra-Cedar's quality review process is performed by the Project Director who is external to the project. The Project Director conducts periodic reviews at key milestones as specified in the plan and at the conclusion of the project. The Project Director reports the review of findings to the City Executive Sponsors, Steering Committee, and Project Managers. Other participants may include Project Team members, key stakeholders, and Sierra-Cedar consultants.

5.2 DECISION / ESCALATION RESOLUTION PROCESS

The Sierra-Cedar and the City Project Team members will be faced with making many decisions through the course of the project. The City, as the project owner, will be responsible for making decisions that impact the City's business processes, procedures, and policies, or the interpretations of legislative or administrative mandates that affect the City. In the event the City and Sierra-Cedar have differing interpretations regarding the designation of any event, requirement, measurement, scope or Deliverable as being subject to a change to this SOW, the parties shall use the following escalation procedure to resolve the dispute:

1. The issue in dispute shall be forwarded, in writing, to the City Project Manager, the Sierra Cedar Project Director, and the Sierra-Cedar Project Manager. Within three business days, or an alternative duration that has been mutually agreed between Sierra Cedar and the City, after the City's Project Manager has been notified in writing of the issue, the City's Project Manager and Sierra-Cedar's Project Manager will convene at the City's facilities and make a good faith effort to settle the dispute.
2. Should the issue not be resolved by Sierra-Cedar's Project Manager or Project Director and the City's Project Manager within the period identified above, it will be escalated, in writing (or via email) to Sierra-Cedar's Executive Sponsor and the City's Steering Committee. Such Executives shall meet at the City's facilities and attempt to settle the dispute within ten business days after their receipt of the written notice.

3. If a resolution of such dispute does not occur during such meeting or within five business days thereafter, the parties agree to elevate the dispute to the General Manager or Chief Executive Officer level of Consultant and Client's City Manager.
4. In the event the dispute is not resolved as set forth above, either Party may submit the dispute to the courts for resolution. Upon mutual agreement, the Parties may instead submit the dispute to alternative dispute resolution channels, such as non-binding mediation.

5.3 DELIVERABLE/ MILESTONE ACCEPTANCE PROCESSES

Sierra-Cedar shall, on an ongoing basis, consult with appropriate City personnel with regard to intermediate versions of Work Product and Deliverables, and collaborate with appropriate City personnel on design decisions relating to the project. Final Deliverables will be submitted by Sierra-Cedar for approval to the City's Project Manager and the applicable Functional Leads. Similarly, Sierra-Cedar shall notify the City's Project Manager and Executive Sponsors when Milestones (which may involve the completion of specified deliverables) related to payment as listed in Table 13 are ready to be submitted for acceptance. Upon the City's approval pursuant to Section 4.3.1 of this SOW of any given payment-related milestone or deliverable, Sierra-Cedar shall submit an invoice to the City in accordance with the provisions of this SOW.

5.3.1 DELIVERABLE / MILESTONE APPROVAL

The City will either approve or reject Deliverables and Milestones included in Section 3. Deliverables and Milestones will be considered approved when authorized signatures are affixed by both the City and Sierra-Cedar to the Deliverable and Milestone Acceptance Certificate included in Section 10 of this SOW. If a Deliverable or Milestone is rejected, specific reasons will be stated, and both the City and Sierra-Cedar will work expeditiously to revise the Deliverable and conditions related to the Milestone. If after three iterations of the Deliverable or conditions of the Milestone having been submitted for approval, and rejected, it will be escalated via the Decision/Escalation Resolution Process outlined in Section 4.2 of this SOW.

Unless defined in the Acceptance criteria for a Deliverable or Milestone, the City will have five business days to review and take action on submitted final Deliverables. If the City fails to act within the allotted time, Sierra-Cedar shall notify the City of its failure to respond. If the City does not respond within a total of ten business days, Sierra Cedar will notify the Steering Committee members. If the City does not respond within five additional business days, the City will be deemed to have accepted the Deliverable or Milestone. If the City does not approve the Deliverable or Milestone, it must provide in writing to Sierra-Cedar the deficiencies in the Deliverable or Milestone. Sierra-Cedar will then have three business days or as mutually agreed between the City and Sierra Cedar to take corrective action on the Deliverable or Milestone and resubmit to the City for approval. If Sierra-Cedar disputes the Deliverable or Milestone is deficient, it will escalate this to the project management team for additional action, following the Decision/Escalation Resolution Process outlined in Section 4.2 of this SOW.

5.3.2 PAYMENT ACCEPTANCE

Sierra-Cedar will generate invoices for all approved Deliverables and Milestones listed in Table 13 as outlined in the Payment Section 8 of this SOW.

5.4 SYSTEM ACCEPTANCE

5.4.1 GO-LIVE AUTHORIZATION

“Go-Live Authorization” means the City’s execution of the Certificate of Go-Live Authorization, which specifies the mutually agreed upon Go-Live Date and will be issued only upon resolution of all Critical and Urgent Defects and a mutually agreed upon plan for resolution of non-Critical and non-Urgent Defects from User Acceptance Testing (“Pre-Live” Testing). The tasks and responsibilities for User Acceptance Testing are set forth in greater detail in Section 3.4.1 and Table #7/Deliverable Number 17. Sierra-Cedar will present the City with the Certificate of Go-Live Authorization when Pre-Live Testing is complete. The City will have five business days to review and take action on the Certificate of Go-Live Authorization. If the City does not execute the Certificate of Go-Live Authorization, it must inform Sierra-Cedar in writing of the deficiencies in the Go-Live Authorization Certificate within the five-day period. The Go-Live will not occur absent the execution of the Certificate of Go-Live Authorization. “Go-Live” is defined as the point in time where the Cutover Plan has been executed, the system actually begins operating for the City (examples include AP checks are processed in Oracle, payroll checks are processed in Oracle, Oracle becomes the system of record for such functional areas such as personnel administration and general ledger) and is released for usage to all or part of the City’s user community.

5.4.2 GO-LIVE ACCEPTANCE

“Go-Live Acceptance” means the City’s execution of the Certificate of Go-Live Acceptance, which will be issued only upon the acceptable resolution of all Critical and Urgent Defects (except any Critical and Urgent Defects the parties have agreed to resolve post Go-Live Acceptance) and a mutually agreed upon plan for resolution of non-Critical and non-Urgent Defects that remain 30 days after the Go-Live date. Sierra-Cedar will then present the City with the Certificate of Go-Live Acceptance for review. This Certificate will not be presented earlier than 30 days after the Go-Live date. The City will follow the Deliverable/Milestone Acceptance Process in section 4.3.1.

5.4.3 FINAL ACCEPTANCE

“Final Acceptance” means the City’s execution of the Certificate of Final Acceptance upon resolution of all Critical and Urgent Rollout Defects as identified in the Post Implementation Report, all deliverables and tasks listed in this SOW, as well as any requirements or deliverables added via change orders throughout the project for which Sierra-Cedar is responsible. The criteria for Final Acceptance also include the successful execution of First Time System Events. First Time System Events include system features that under normal operation of the software would not be executed within the first 30 days of post go-live support and shall include the City’s year-end close, completion of the Comprehensive Annual Financial Report (CAFR, limited to system-related setup and reports while excluding features available in Enterprise Performance Reporting Cloud Service such as narrative statement preparation and automated workflow routing during report preparation), 1099 generation, capital asset depreciation, encumbrance rollover, interest apportionment, W-2 generation, Affordable Care Act (ACA) reporting, benefit open enrollment, benefit plan year rate updates, leave plan rollovers and cash-outs, and any required federal and state reporting as noted in the finalized Requirements Traceability Matrix (limited to system-related setup and reports while excluding features available in Enterprise Performance Reporting Cloud Service such as narrative statement preparation and automated workflow routing during report preparation). During the Calibrate phase, additional First Time Events may be added to the list above by mutual

agreement through written correspondence between the Project Managers from the City and Sierra-Cedar.

Sierra-Cedar will present the City with the Certificate of Final Acceptance, as well as the finalized Post Implementation Report, when all criteria described above have been met. The City will have five business days to review and take action on the Certificate of Final Acceptance. If the City does not execute the Certificate of Final Acceptance, it must inform Sierra-Cedar in writing of the deficiencies in the Certificate of Final Acceptance within the five-day period. If the City has not responded to the Certificate of Final Acceptance within ten business days, the Certificate will be deemed executed.

“Defect” means any failure of the delivered Services or component thereof to conform in any material respect with applicable functional requirements set forth in Appendix B or as mutually agreed during the project.

Defects found during the implementation and prior to Go-Live are categorized in the following table.

Defect Category	Description
Critical	A portion of the system is not operable until the defect is resolved. An acceptable workaround long-term has not been identified. An acceptable short-term workaround may or may not have been identified.
Urgent	A portion of the system is negatively impacted until the defect is resolved. An acceptable long-term workaround has not been identified. An acceptable short-term workaround may or may not have been identified.
Standard	A portion of the system is negatively impacted until the defect is resolved. An acceptable long-term workaround has been identified.
Low	A portion of the system is being slightly impacted in a negative manner until the defect is resolved. An acceptable long-term workaround will be deployed if necessary.

5.5 PRODUCTION SUPPORT

For the period of two months from and including the date of the Rollout 1 Go-Live as well as for the period of three months from and including the date of the Rollout 2 Go-Live, the parties will continue to conduct weekly status meetings. Sierra-Cedar will provide production support inclusive of Defect resolution, end user operating assistance, technical support, help desk support, and troubleshooting user errors. The tasks and responsibilities for Production Support are set forth in greater detail in Section 3.6.1 and Table #9/Deliverable Number 20. For the avoidance of doubt, Sierra-Cedar shall remain obligated to resolve any Defects that were identified prior to the expiration of the defined periods provided in this section or until the parties otherwise reach agreement on a resolution of the issues regardless of the expiration of the two month period for Rollout 1 and three month period for Rollout 2.

Sierra-Cedar will provide two months of production support for Rollout 1 and three months of production support for Rollout 2 which provides access to the following Sierra-Cedar resources:

- Project Manager
- Financials Functional Lead
- Procurement / Payables Functional Lead
- Projects / Grants Functional Lead
- Human Resources Functional Lead
- Payroll Functional Lead
- Time and Absence Functional Lead
- Performance / Learning Functional Lead
- Technical Lead

City resources will increasingly take responsibility for resolving Low and Standard Defects as part of the transition process of production support responsibilities from Sierra-Cedar to the City. For avoidance of doubt, any Defects assigned to Sierra-Cedar shall remain Sierra-Cedar's obligation to resolve at no additional cost to the City after the expiration of the defined Production Support periods. Sierra-Cedar will be available to provide compensated hourly production support to the City after the defined production support period ends as mutually agreed upon.

5.6 DEFECT CATEGORIES

Defects found during the Production Support Period including First Time System Events are categorized as follows and with the noted response times:

Defect Category	Description	Response Time
Critical	Preventing daily production functionality	Within 4 hours
Urgent	Preventing periodic production functionality	Within 1 business day
Standard	Impacting periodic production functionality, temporary business workaround, acceptable to the City, is available	Within 3 business days
Low	Impacting periodic production functionality, workaround is available	Within 5 business days

The parties will jointly develop and maintain a Post Implementation Report summarizing such requirements, Defects, and expected remediation actions.

- Sierra-Cedar will work in conjunction with the City staff to resolve Defects as documented in the Post Implementation Report.
- Sierra-Cedar will provide documentation and specification updates, as well as walkthroughs associated with any Defect resolution.

5.7 ISSUE RESOLUTION PROCESS

The Sierra-Cedar and the City Project Managers are responsible for tracking project level Risks and Issues throughout the project. Any stakeholder/User may raise a risk or issue. The Sierra-Cedar and the City Project Manager will regularly review the list of risk and issues as well as develop a plan for resolution including assigning the appropriate resource(s) for ownership and resolution.

The table below outlines the basic path and process for when to escalate a project issue:

Table 11 - Issue Resolution Path

From	To	Reason to Escalate
Assigned Project Team Member	Sierra-Cedar / City Project Manager	Lack of action from others needed to resolve the issue Resolution requires change in project scope, cost or schedule Lack of skills or knowledge needed to resolve the issue Cannot resolve the issue by the target date
Sierra-Cedar / City Project Manager	Steering Committee	Lack of action from others, outside the project team, needed to resolve the issue Cannot obtain needed resources with the skills or knowledge needed to resolve the issue. Unable to resolve differences with City resources relative to the appropriate resolution Project Change Order is required to resolve the issue
Sierra-Cedar / City Project Manager	Project Sponsor	Cannot reach agreement on the resolution with City Project Management Resolution will require a change in the contractually agreed upon milestones or implementation date The issue relates to regulatory requirements The issue cannot be resolved at lower levels (i.e. significant cost, change in the City business policies, etc.)

Should the project issue not be resolved in three business days either party may escalate the issue by contacting, in the case of Sierra-Cedar, the Project Director, or in the case of the City, the Business Sponsor, in writing (email). These parties shall attempt to resolve the issue by mutual agreement. If the issue is not resolved by these parties within three business days from the date of escalation, either party may escalate the issue by contacting, in the case of Sierra-Cedar, the Executive Sponsor, or in the case of the City, the Project Executive of at least managing director level and not involved on a day to day basis with the project, in writing. These parties shall attempt to resolve the issue by mutual agreement prior to escalating Decision / Escalation Resolution as defined in Section 4.2 of this SOW.

6. FACILITIES/TOOLS/EQUIPMENT REQUIREMENTS

The following are the minimum facility requirements that Sierra-Cedar needs in order to properly deliver the Services identified in this SOW. The City will be responsible for providing these facilities to Sierra-Cedar prior to work being initiated. The City will also be responsible for all costs associated with use of its facilities, including all charges incurred by the City from third parties for the installation and use of telephones and network connections for project purposes only.

Facilities provided by the City for the Project team hereunder will only be accessible to Sierra-Cedar's authorized personnel, authorized City personnel, and City-authorized third parties. The office areas provided by the City will be fitted by the City with locks, card key entry, or electronic security pads, as the City deems appropriate for security purposes. The City will also provide Sierra-Cedar with reasonable access to the City's conference rooms, cafeterias, parking, and other similar facilities, at no charge or at a charge commensurate with that charged by the City to its own employees.

Sierra-Cedar requires the following facilities and equipment for its Project Team, while onsite at the City's facilities during the project:

Table 12 - Facilities, Tools & Equipment

Facility/Tool/Equipment	Description
Individual Workspace	Each onsite Sierra-Cedar consultant will need a workspace. Whether all Sierra-Cedar personnel are grouped together or distributed in the various City business areas is up to the City and how its available workspace is allocated. It is recommended that the functional consultants be located with their City counterparts, if possible.
Computer	Each of Sierra-Cedar's personnel will have an individual laptop for accessing personal email and productivity.
Email / Scheduling Tools	Guest access through MS Teams and access to the City's SharePoint site will be made available to Sierra Cedar consultants.
Conference Rooms	The City will provide at least one conference room dedicated to the project, for conducting project meetings. A speakerphone should be available in the conference room(s).
Internet / Network Access	Each consultant workspace should have access to an electrical plug and access to available WIFI.
Copy Machines	Access to copy machine for project purposes.
HVAC	Heating and air conditioning available and working in all work areas being provided.
Lights and Temperature Control	Lights and temperature control available and working in all work areas.

7. SECURITY REQUIREMENTS

7.1 FACILITIES

The City will provide Sierra-Cedar with appropriate security access to the City's designated work location throughout the term of this SOW. Office hours at the Project Team Site in the City's Building are from 8:00 a.m. to 5:00 p.m., Pacific Time, each Monday through Friday, excluding City holidays. Sierra-Cedar's personnel will have access to their work areas in this building during these times. Additionally, the City will provide Sierra-Cedar resources remote access to Oracle environments and collaboration tools such as SharePoint.

7.2 PERSONNEL

The City will provide appropriate security access to Sierra-Cedar project personnel for all areas for which such access is required, within, for any given member of Sierra-Cedar's project team, three business days after such person's assigned start date.

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8. ENGAGEMENT ASSUMPTIONS

The successful implementation of Oracle Cloud modules is based on the following requirements and assumptions. Should any of these assumptions not hold true during the course of the project, Sierra-Cedar may request a change order or initiate the Decision/Escalation Resolution Process in Section 4.2 of this SOW.

1. Sierra-Cedar assumes that the City resources will have the appropriate City subject matter expertise, be available as required, and be empowered to make decisions regarding the requirements, configuration, and operation of the system. Timely decision making by the City will be crucial to meeting the estimated time and costs in this SOW, as such, the City will make every reasonable effort to make critical decisions in a timely manner (within three business days or as mutually agreed between Sierra-Cedar and the City) so as not cause delays to the project schedule.
2. The City will implement leading public sector practices as provided by the delivered software. Where variances occur between software functionality and current the City business processes, the City will adapt business processes to be compatible with the standard application functionality. To the extent that deficiencies exist in the software that prevent the City from utilizing standard functionality to meet a requirement, Sierra-Cedar will work with the City to develop appropriate work around solutions.
3. The City will make any known existing documentation available so that it can be reviewed before and during the project implementation. This includes, at a minimum, Business Process Documentation and Legacy System User Manuals.
4. The City will drive the project towards a common set of business processes for all divisions/departments in scope. The City will be responsible for resolving conflicting requirements between City divisions/departments during the project in a timely manner.
5. Sierra-Cedar cannot be held responsible for project delays beyond its control which are caused by the City or any third parties. To the extent additional Sierra-Cedar costs result due to these delays, a change order may apply.
6. Our proposed project timeline, staffing, pricing, scope, and assumptions are based on the City's stated objectives and specifications included in the RFP and subsequent clarifications provided to us. If the specifications or assumptions upon which we have relied change during the course of the project, a change order may result. The following Oracle Cloud Applications configuration assumptions are provided based on the information provided to Sierra-Cedar during the RFP process:
 - Bi-Weekly Payroll processing will be enabled for one state (California) and one Tax ID (FEIN) encompassing approximately 1,214 employees (including approximately 914 full-time and up to 300 part-time, temporary/contract, and seasonal) encompassing 10 MOUs requiring approximately 437 pay codes.
 - Absence Management functionality will be enabled following FMLA, California, and Union guidelines for leave accrual (including sick, personal, vacation). All absence management accrual policies and rules will be finalized prior to the end of the Calibrate Phase.
 - All benefit plans and rules (such as medical, dental, vision) will be finalized prior to the end of the Calibrate Phase of the HCM Rollout.
 - Time Management will include time entry codes (policies/rules) calculated within Oracle Time and Labor Cloud in order to process payroll. All Time and Labor policies and rules

for Payroll processing pay elements will be finalized prior to the end of the Calibrate Phase of the HCM Rollout.

- The City will contract separately with ADP for services to support quarterly tax reporting, if determined in the Calibrate phase.
 - Single Sign-On (SSO) setup and deployment is completed by Oracle via a Service Request logged with Oracle Cloud Managed Services. The City is responsible for the coordination of activities and deployment of SSO in working with Oracle Cloud Managed Services with assistance from Sierra-Cedar.
 - Annual volumes are as follows for estimating data conversions (plus or minus 10%):
 - 254 Active GL Accounts (Across 29 Funds)
 - 1,000 Blanket Purchase Orders
 - 425 Purchase Orders (One-time)
 - 6,500 Vendor Invoices
 - 6,940 Active Vendors
 - 9,248 Active Customers
 - 1,400 Inventory Items
 - 9,028 Active Fixed Assets
 - 1,214 Employees (including approximately 914 full-time and up to 300 part-time, temporary/contract, and seasonal)
 - 44 Benefit Plans
 - 639 Job Classifications
 - 1,225 Active Positions
7. To the extent the project is delayed by a minimum of two weeks due to third party application bug(s), defect(s), or delay(s) where a mutually agreeable workaround isn't an option, Sierra-Cedar will have the option to partially disengage its impacted resources until such time that the third party provides fix(es), update(s), or workaround(s) acceptable to the City at which point Sierra-Cedar resources will resume work as soon as reasonably possible. Sierra-Cedar will provide at least one week notice of potential disengagement. Notwithstanding, prior to and during disengagement, the City and Sierra-Cedar will actively communicate, collaborate and plan for minimizing the effect of disengagement. Whether or not Sierra-Cedar has disengaged as permitted in this paragraph, Sierra-Cedar will advocate for the City with the applicable software vendor in communicating the application bug and/or defect and requesting assistance in resolution. In addition, the City will work aggressively with the third party to promote a timely resolution to the application bug(s), defect(s), or delay(s).
8. The City and Sierra-Cedar will each assign an Executive Sponsor and establish a joint project management team. The Sierra-Cedar Executive Sponsor will oversee all resources, deliverables, and commitments that are the responsibility of Sierra-Cedar and will validate appropriate collaboration across entities. The City Executive Sponsor will actively advocate and support this project and will oversee the resources and commitments of the City and validate the appropriate collaboration across entities.

9. Sierra-Cedar and the City will share project management responsibilities. The City Project Manager will serve as the single point of contact for City correspondence related to the mechanics of the project deliverable approval process. Review and approval of deliverables will be performed in a timely manner (within three business days or as mutually agreed between Sierra-Cedar and the City) so as not to cause delays to the project schedule.
10. Decisions made during Phase 1 – Calibrate will be the basis for subsequent implementation tasks. The completion of the System Design with Configuration Requirements Document will be a critical milestone for the project, and City approval of the System Design with Configuration Requirements Document as a Deliverable will be requested prior to the start of full development and configuration activities for the implementation. A change of a substantial nature may increase the project schedule, scope, timeline, personnel requirements. To the extent that such a change incurs actual additional costs to Sierra-Cedar, such as a project schedule extension or adding of additional staff to the project, such changes may be subject to the Change Order Process.
11. Sierra-Cedar's pricing for this SOW anticipates an October 2019 start date and the associated timeframes that are identified in this SOW.
12. Sierra-Cedar's project team will be on site an average of two weeks out of every four weeks with developers working 100% off-site.
13. The City has sole responsibility for the networking and telecommunications environment in supporting Oracle Cloud Applications. Sierra-Cedar will not be responsible for project delays resulting from the networking and telecommunications environment.
14. The City will have the associated Oracle Cloud environments procured (from Oracle or another party) and available at the project start and the environments will remain available throughout the project duration.
15. If needed, the City will be responsible for verifying that User training complies with the Americans with Disabilities Act of 1990, as amended ("ADA"). Sierra-Cedar will work with the City as a contributor and advisor to assist the City with meeting ADA requirements. This means that Sierra-Cedar will not be responsible for ADA compliance with respect to the City's facility; nor will Sierra-Cedar have primary responsibility for ADA compliance with respect to training materials / documentation and training delivery. The issues for which Sierra-Cedar will not be responsible includes, but is not limited to, responsibility with respect to: (i) disabled classroom and bathroom access; (ii) Braille training and hard-copy documentation; (iii) Braille display or sight enhancement capabilities; and (iv) deaf or hard of hearing adaptation or assistive devices. (This paragraph only pertains to ADA compliance for end-user training. It does not pertain to ADA compliance with respect to implemented software accessibility, as to which Sierra-Cedar assumes no responsibility.) The City will provide the necessary training facilities, along with the required training scheduling tools, for end-user training and train-the-trainer training. Additionally, the City will be responsible for producing any printed training materials for the Users.
16. The City will contract with Oracle for the Cloud Application licensing, ADP for services to support quarterly tax reporting, and Can/Am Technologies for services and application licensing related to the Teller Cashiering functionality.

9. PAYMENT SCHEDULE

9.1 FIXED FEE PAYMENT

Sierra-Cedar will provide the Services and Deliverables described in this Statement of Work on a fixed fee basis, in accordance with the payment schedule set forth below. The total fixed fee for this project is \$3,842,500. Any changes to scope and fees will be documented in a mutually agreed upon Change Order. **Travel and lodging expenses for the Sierra-Cedar personnel are included in these Fees, and no expenses shall be separately reimbursed hereunder.**

Sierra-Cedar will invoice the City according to the payment schedule set forth in the Fixed Fee Schedule table below. All payments shall be due within 30 days of the City's receipt of Sierra-Cedar's electronic invoice which will be accompanied by the related Acceptance Certificate associated with the deliverable or milestone listed in Table 13 below.

Table 13 - Fixed Fee Schedule

ROLLOUT 1 AND 2 JOINT DELIVERABLES					
DELIVERABLE #	DESCRIPTION	PAYMENT AMOUNT	RETAINAGE	PAYMENT RELEASE	TARGET DATE
1	Kickoff and Mobilization	\$ 75,000	\$ (7,500)	\$ 67,500	October 2019
2	Project Charter	\$ 25,000	\$ (2,500)	\$ 22,500	October 2019
3	Project Schedule	\$ 110,000	\$ (11,000)	\$ 99,000	October 2019
4	Deliverable Acceptance Plan	\$ 25,000	\$ (2,500)	\$ 22,500	November 2019
5	Requirements Traceability Matrix	\$ 125,000	\$ (12,500)	\$ 112,500	November 2019
6	Organizational Readiness Assessment	\$ 105,000	\$ (10,500)	\$ 94,500	November 2019
ROLLOUT 1 - CLOUD ERP DELIVERABLES					
DELIVERABLE #	DESCRIPTION	PAYMENT AMOUNT	RETAINAGE	PAYMENT RELEASE	TARGET DATE
11A-ERP	Configuration Requirements (Draft)	\$ 25,000	\$ (2,500)	\$ 22,500	December 2019
7-ERP	Conversion Inventory and Plan	\$ 83,750	\$ (8,375)	\$ 75,375	December 2019
8-ERP	Interface Inventory and Plan	\$ 83,750	\$ (8,375)	\$ 75,375	December 2019
9-ERP	Reporting Inventory and Plan	\$ 83,750	\$ (8,375)	\$ 75,375	January 2020
10-ERP	Security Matrix	\$ 40,000	\$ (4,000)	\$ 36,000	January 2020
11B-ERP	Configuration Requirements (Final)	\$ 108,750	\$ (10,875)	\$ 97,875	January 2020
12-ERP	Functional Specifications	\$ 102,500	\$ (10,250)	\$ 92,250	February 2020
13-ERP	Training Plan / Course Curriculum	\$ 77,500	\$ (7,750)	\$ 69,750	February 2020
14-ERP	Production Support Plan	\$ 90,000	\$ (9,000)	\$ 81,000	March 2020
15-ERP	Technical Specifications	\$ 133,750	\$ (13,375)	\$ 120,375	May 2020
16-ERP	System Integration Testing	\$ 165,000	\$ (16,500)	\$ 148,500	June 2020
17-ERP	User Acceptance Testing	\$ 190,000	\$ (19,000)	\$ 171,000	August 2020
	ERP UAT Retainage Release			\$ 23,250	August 2020
18-ERP	Cutover Plan	\$ 90,000	\$ (9,000)	\$ 81,000	August 2020
19-ERP	End User Training	\$ 127,500	\$ (12,750)	\$ 114,750	August 2020
20-ERP	Production Support Completion	\$ 102,500	\$ (10,250)	\$ 92,250	October 2020
	ERP Go-Live Acceptance Retainage Release			\$ 112,750	October 2020
ROLLOUT 2 - CLOUD HCM DELIVERABLES					
DELIVERABLE #	DESCRIPTION	PAYMENT AMOUNT	RETAINAGE	PAYMENT RELEASE	TARGET DATE
11A-HCM	Configuration Requirements (Draft)	\$ 30,000	\$ (3,000)	\$ 27,000	February 2020
7-HCM	Conversion Inventory and Plan	\$ 81,250	\$ (8,125)	\$ 73,125	February 2020
8-HCM	Interface Inventory and Plan	\$ 81,250	\$ (8,125)	\$ 73,125	February 2020
9-HCM	Reporting Inventory and Plan	\$ 87,500	\$ (8,750)	\$ 78,750	March 2020
10-HCM	Security Matrix	\$ 87,500	\$ (8,750)	\$ 78,750	April 2020
11B-HCM	Configuration Requirements (Final)	\$ 118,750	\$ (11,875)	\$ 106,875	May 2020
12-HCM	Functional Specifications	\$ 112,500	\$ (11,250)	\$ 101,250	June 2020
13-HCM	Training Plan / Course Curriculum	\$ 87,500	\$ (8,750)	\$ 78,750	July 2020
14-HCM	Production Support Plan	\$ 100,000	\$ (10,000)	\$ 90,000	July 2020
15-HCM	Technical Specifications	\$ 150,000	\$ (15,000)	\$ 135,000	August 2020
16-HCM	System Integration Testing	\$ 225,000	\$ (22,500)	\$ 202,500	October 2020
17-HCM	User Acceptance Testing with Parallel Payroll	\$ 300,000	\$ (30,000)	\$ 270,000	January 2021
	HCM UAT Retainage Release			\$ 23,250	January 2021
18-HCM	Cutover Plan	\$ 150,000	\$ (15,000)	\$ 135,000	February 2021
19-HCM	End User Training	\$ 150,000	\$ (15,000)	\$ 135,000	March 2021
20-HCM	Production Support Completion	\$ 112,500	\$ (11,250)	\$ 101,250	June 2021
	HCM Go-Live Acceptance Retainage Release			\$ 140,500	June 2021
	Final Deliverable Acceptance Retainage Release			\$ 84,500	June 2021
	Total	\$ 3,842,500	\$ (384,250)	\$ 3,842,500	
Optional	Oracle Cloud Project Performance Management Implementation	\$ 145,000		\$ 145,000	
Optional	Oracle Enterprise Performance Reporting Setup & Enablement	\$ 37,500		\$ 37,500	
	Total	\$ 4,025,000	\$ (384,250)	\$ 4,025,000	

Payment Number is not intended to establish order of payment.

The City shall retain 10% of each Deliverable Payment as indicated in the Fixed-Fee Schedule. The City will pay the Retainage Release Payment amounts in accordance with the acceptance

of deliverables indicated in Table 13 – Fixed Fee Schedule. In case of termination of this SOW by the City, retention on any accepted deliverables shall be released and paid to Sierra-Cedar.

Final Deliverable Acceptance is defined as the City's completion of signed Acceptance Certificates (template provided in Section 11) for Rollout 1 and Rollout 2 milestones and deliverables #1 to #20 in Table 13 – Fixed-Fee Schedule.

Optional Service #1

Optionally, the City can add an implementation of Project Financials Cloud Service, Project Contract Billing Cloud Service, and Grants Management Cloud Service (Optional) for Rollout 1 on a fixed-fee basis of \$145,000 including any travel and lodging expenses. The City must indicate acceptance of the implementation of these applications in writing no later than the conclusion of the Calibrate phase of Rollout 1.

Optional Service #2

Optionally, the City can add the implementation/configuration of the Oracle Enterprise Performance Reporting Cloud Service (EPRCS) on a fixed-fee basis of \$37,500 including any travel and lodging expenses. The City must indicate acceptance of the implementation of these applications in writing no later than the conclusion of the Validate phase of Rollout 1.

The EPRCS implementation activities shall include:

- Assist the City with the configuration of EPRCS single sign - on security.
- Assist the City with the configuration of EPRCS user security provisioning.
- Develop EPRCS Microsoft Word based Training Guides including;
 - Performance Reporting End User Training Guide (up to 30 pages).
 - Performance Reporting Administration Training Guide (up to 30 pages).
- Perform EPRCS Training for up to 10 users for the following;
 - Performance Reporting End User Training Guide (up to 4 hours).
 - Performance Reporting Administration Training Guide (up to 16 hours).
- Interactively assist the City with the configuration of a single Reporting Package for the following;
 - Reporting Center Properties
 - Configuration of Reporting Package Style Sheet
 - Upload Custom Fonts (up to five)
 - Development of Word or Excel Doclets (up to five).

Sierra-Cedar does not accept payment by credit card or purchasing card. Remittance shall be made to the following address:

Sierra-Cedar, Inc.
PO Box 402521
Atlanta, GA 30384-2521

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10. CHANGE ORDER REQUEST FORM

PROJECT NAME AND CONTROL NUMBER:
REQUESTOR:
ORGANIZATION:
DATE OF REQUEST:
PROPOSED CHANGE(S) AND REASON/JUSTIFICATION FOR CHANGE (INDICATE URGENCY LEVEL)
URGENCY LEVEL: <input type="checkbox"/> HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> LOW
DESCRIPTION OF CHANGE
IMPACT OF COST/MILESTONES(S):
IMPACT ON PERSONNEL:
IMPACT ON OTHER RESOURCES (E.G., CITY'S HARDWARE, INFRASTRUCTURE, ETC.):
IMPACT ON SCHEDULE:
IMPACT ON REQUIREMENTS:
IMPACT ON COST:
ASSUMPTIONS / RISKS

ALTERNATIVES TO PROPOSED CHANGE(S) (IF ANY)
SUMMARY OF TOTAL IMPACT OF CHANGE
PERSONNEL:
OTHER RESOURCES:
SCHEDULE:
REQUIREMENTS:
COST:

REQUIRED APPROVALS:

REVIEWER NAME	DEPARTMENT	DECISION	DATE
		<input type="checkbox"/> APPROVED <input type="checkbox"/> REJECTED	
		<input type="checkbox"/> APPROVED <input type="checkbox"/> REJECTED	
		<input type="checkbox"/> APPROVED <input type="checkbox"/> REJECTED	
		<input type="checkbox"/> APPROVED <input type="checkbox"/> REJECTED	

This Change Order shall constitute an amendment to the terms and conditions of the Statement of Work entitled: SOW – Oracle Services.

Sierra-Cedar Approval

Date _____

City of Sunnyvale, CA Approval

Date _____

11. DELIVERABLE AND MILESTONE ACCEPTANCE CERTIFICATE

SIERRA-CEDAR ACCEPTANCE CERTIFICATE			
CLIENT NAME:	City of Sunnyvale, CA		
PROJECT NAME:			
SUBMITTED FOR:	<input type="checkbox"/> PARTIAL COMPLETION <input type="checkbox"/> FULL COMPLETION		
TO BE COMPLETED BY SIERRA-CEDAR			
Date Submitted:		Submitted by:	
Date Requested for Response:			
Submitters email:		Submitter's Phone #	
Milestones Achieved and Basis for Acceptance	Task/Deliverable Number: Basis:		
Documents attached, if any:			
Amount	\$		
Signature		Title: Project Manager	
TO BE COMPLETED BY CITY			
Date Returned:	/ /		
Returned by:			
Reviewers email:		Reviewer's Phone #	
Action Taken:	<input type="checkbox"/> ACCEPT <input type="checkbox"/> REJECT <input type="checkbox"/> OTHER:		
If rejected, please indicate reason:	<input type="checkbox"/> Supporting documents are incomplete <input type="checkbox"/> Project Management Team disagrees with information provided <input type="checkbox"/> More information is needed (see below) <input type="checkbox"/> Other (see below)		
If rejected, other comments			
Other Comments, if any:			
Documents attached if any:			
Other:			
Authorized Signature		Title: City Project Manager	

Signature page to follow:

DRAFT

The Parties represent that the undersigned are representatives of the Parties authorized to sign this SOW.

IN WITNESS WHEREOF, the Parties have caused this SOW to be effective as of the SOW Effective Date.

City of Sunnyvale, CA**Sierra-Cedar, Inc.**

Authorized Signature

Kent Steffens

Printed Signature

City Manager

Title

Authorized Signature

Kevin Bryant

Printed Signature

General Manager, Public Sector

Title

ATTEST:

Authorized Signature

David Carnahan

Printed Signature

City Clerk

Title

Approved as to Form:

Authorized Signature

Printed Signature

City Attorney

Title

APPENDIX A: CHANGE ORDER RATE DETAILS

Hourly Rates for Additional Work Requested

Any additional work requested by the City that falls outside the scope of this Statement of Work will be billed the rates outlined in Table 14.

Table 14 - Sierra-Cedar Change Order Rates

Sierra-Cedar Role	2019 Rate Per Hour	2020 Rate Per Hour	2021 Rate Per Hour
Project Manager	\$160	\$170	\$180
Organizational Readiness (Change Management / Training) Lead	\$155	\$160	\$165
Oracle ERP Functional Lead	\$155	\$160	\$165
Planning and Budgeting Functional Lead	\$155	\$160	\$165
Enterprise Performance Reporting Lead	\$155	\$160	\$165
Oracle HCM Functional Lead	\$155	\$160	\$165
Technical Lead	\$155	\$160	\$165
Developer	\$140	\$150	\$160
Offshore Developer	\$45	\$50	\$55

For each change order, travel related expenses, in addition to the hourly billing rates above, will be invoiced as incurred unless an alternative billing arrangement is specified in the change order.

APPENDIX B: CITY REQUIREMENTS MATRIX

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#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
D01	Document Management	General	Configure applications to support workflow processes, achieving a paperless environment, and improve ability to perform research and analysis without relying on hardcopy files.	1.3.1					
D02	Document Management	General	Configure the ability for attachment of multiple media types.	1.3.2	e.g. audio, video or images				
D03	Document Management	General	Configure the ability to automatically image and index documents created by the system including purchase orders, checks, AP & AR invoices, W2's, 1099's, etc.	1.3.4, 1.3.5	Images should be available by individual record (an individual payroll check vs. payroll check register).				
D04	Document Management	General	Configure manually scanned images to be attached to appropriate transaction records.	1.3.6	The module should prompt for scanned attachments during processing.				
D05	Document Management	General	Review City policy, and configure system for records management requirements including retention schedules. Recommended changes to policy, if required.	1.3.7	If concerns exist over long-term availability of file attachments, recommend process to ensure this information is archived for duration of retention period.				
D06	Document Management	General	Configure batch processing of images to include OCR (Optical Character Recognition) and associative images to appropriate Fusion objects.	1.3.8	For example, allow AP to scan invoices received, batch with email invoices and then perform OCR and associate with each purchase order, etc.				
D07	Document Management	General	Configure application entry screens (e.g. journal entries) to capture supporting documentation, entry origin source, system references and transaction dates.	2.1.5					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
D08	Document Management	General	Configure descriptive and meaningful error messages.	1.5.3					
R01	Reporting, Dashboard & Data Inquiry	General	Configure dashboards for staff and for the public that provide information regarding performance in key areas in a graphic format that can be modified by City staff. Public dashboards should be publishable to the City's web site.	1.4.1					
R02	Reporting, Dashboard & Data Inquiry	General	Configure the ability to publish and schedule for run inquiries/reports for use by other staff with system access & with results constrained based on the security profile of those users.	1.4.9, 1.4.10					
R03	Reporting, Dashboard & Data Inquiry	General	Configure the ability to notify a user-defined distribution list of an available report when report is complete and/or attach the completed report to the notification email.	1.4.11					
R04	Reporting, Dashboard & Data Inquiry	General	Recommend and configure security access within the reporting module based on security roles.	1.4.12					
R05	Reporting, Dashboard & Data Inquiry	General	Configure ability to modify existing inquiries and reports to include new data elements, and to create new reports, dashboards and data models.	1.4.13, 1.4.18					
R06	Reporting, Dashboard & Data Inquiry	General	Provide reporting capabilities to support budget and expense reporting and financial analysis including ability to address budget vs actual, expense reporting, journal reporting, and transactional reporting.	1.4.14					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
R07	Reporting, Dashboard & Data Inquiry	General	Provide the ability to develop new reports which generate accurate results	1.4.15	Results that complement those provided via canned reports and in-system inquiry.				
R08	Reporting, Dashboard & Data Inquiry	General	Develop reports per City's requirements list and assign proper security access within the reporting module based on security roles.	1.4.1	See City's Reports list.				
R09	Reporting, Dashboard & Data Inquiry	General	Configure reporting, dashboards and data inquiry to enable staff to create and/or obtain reports or to export data with minimal training or assistance from the IT Department.	1.4.2					
R10	Reporting, Dashboard & Data Inquiry	General	Configuration and role security should limit queries and reports by default to the user's organization/sub-unit.	1.4.5					
W01	Workflows	General	Provide documentation, training and collaborative development for workflow configuration so City can follow to change workflow business rules in the future.	1.2.2					
W02	Workflows	General	Configure best practice system workflows for all core financial, payroll and HR transactions (e.g. payables processing, expense approval, self-service purchasing, GL transaction approval, payroll corrections, etc.).	1.2.1					
W03	Workflows	General	Integrate Oracle workflow engine with 3 rd party e-signature application (e.g. DocuSign) across Oracle modules.	-	The City is aware of integration points for Purchasing and Contracts, and potentially the I-9 form, however other integrations may be identified to fill requirement gaps.				
W04	Workflows	General	Workflow design is based on clear business rules, promotes efficiency, supports a paperless environment and minimizes effort needed to maintain workflow.	1.2.3, 1.2.5, 1.2.8					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
W05	Workflows	General	Configure workflow notifications when user action or notification is required (via City email or worklist). Integrate notifications with City's email system.	1.2.4, 1.2.7					
W06	Workflows	General	Configure workflows to allow for review and approval on mobile devices; implement mobile solutions for workflow approval (e.g. leave requests).	1.2.9					
W07	Workflows	General	Configure workflows to allow delegation and ease delegation maintenance.	1.2.10					
W08	Workflows	General	If workflow is not available to support City requirements, provide alternative solution (e.g. eSignature integration or approval method outside of Oracle, role configuration, etc).	-	For example, in the case of A/R, workflow does not exist for self-service requisitions.				
AP01	Accounts Payable	Finance	Configure the ability to receive invoices (e.g. electronically or paper), log and queue them to staff for processing.	2.4.1, 2.4.2					
AP02	Accounts Payable	Finance	Configure security to allow appropriate staff to view vendor detailed payment history (i.e. see all PO's outstanding and payments made).	2.4.19	Both A/P staff and other City staff may need access to view this (or a subset of) information.				
AP03	Accounts Payable	Finance	Configure employee expense reimbursements, including pre-authorization of expenses, cash advances, substantiation of expenses, audit and repayment of any overages by employees.	-	The City provides several types of reimbursements (e.g. travel, tuition and misc expenses). One type is taxable to the employee (local meals). City policy may need revision.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
AP04	Accounts Payable	Finance	Configure process for the issuance of one-time payments (e.g. refunds to residents), including setup of suppliers (if required).	-	One-time payments are requested by City staff and not tied to purchasing documents. Requests must be approved prior to payment issuance.				
AP05	Accounts Payable	Finance	Configure the ability to see the current status of checks (outstanding, cleared, stop payment).	2.11.5	Staff anticipates the ability to update check status on a daily basis. Interface with bank should minimize the need for manual processes.				
AP06	Accounts Payable	Finance	Configure preparation of invoices for payment including apportionment of the invoice to specific accounts and/or splitting across multiple accounts, and then electronically route for approval.	2.4.3, 2.4.14					
AP07	Accounts Payable	Finance	Provide best practice guidance and configure the system for automated invoice review, 3-way matching, tolerances, encumbrance accounting and approval requirements. Configure the system to identify and/or flag invoices for discrepancies and internal audit.	2.4.4					
AP08	Accounts Payable	Finance	Allow payment of multiple invoices from a vendor with a single payment to the vendor and generate a remittance advice to send via the supplier's preferred delivery method.	2.4.6					
AP09	Accounts Payable	Finance	Configure the system to allow and properly account for contract retention, and for monies held in the event of a court order.	2.4.7	Contract retention is typical for construction projects and also large, deliverable-based contracts. This may be a crossover with Payables, Purchasing or other modules. When the AP payment is posted, it should be posted to both the expense account for				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
					payment and a liability account for retention. Retention rates vary (e.g. 5% or 10%).				
AP10	Accounts Payable	Finance	Configure ability to generate an image of the payment advice and attach it to the vendor record.	2.4.8					
AP11	Accounts Payable	Finance	Provide ability to designate the type of payment (paper or electronic) and provide workflow to automatically route electronic payment requests to the City's designated financial service provider.	2.4.9	Configure file feeds from Oracle to the City banking provider to issue payments, stop payments, etc.				
AP12	Accounts Payable	Finance	Configure automatic calculation of payment discounts based on supplier, purchase document or other user-specified criteria.	2.4.11	The City negotiates discounts with suppliers, or on certain purchase agreements/documents.				
AP13	Accounts Payable	Finance	Provide ability to view the purchase order image, invoice image and payment image in vendor inquiry.	2.4.10					
AP14	Accounts Payable	Finance	Provide ability to automatically calculate sales taxes as appropriate for items being paid.	2.4.12	The City's current sales tax is 9% but it may change periodically and the appropriate rate must be charged at time of sale. Provide guidance on how Oracle does this with invoice imaging. Additionally, some suppliers charge sales tax but the wrong rate, and we need to accrue the difference as use-tax.				
AP15	Accounts Payable	Finance	Provide ability to accrue State of California use-taxes on invoices, or in other instances where use-tax is identified (e.g. internal	2.4.12	For suppliers who do not charge sales tax (or charge an incorrect amount), the City must accrue				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			audit) and provide an efficient process for remitting use-taxes to the state.		and remit the appropriate sales tax to the State of CA quarterly.				
AP16	Accounts Payable	Finance	Assign or update shipping and tax amounts at time of data entry.	2.4.13	Current City practice is to assign shipping and tax at time of invoice (not on purchase document). If this is not recommended, we are open to a change in practice.				
AP17	Accounts Payable	Finance	Configure ability to short-close a purchase document.	2.4.15					
AP18	Accounts Payable	Finance	Configure the ability to set up recurring payments to a vendor.	2.4.16					
AP19	Accounts Payable	Finance	Configure the ability to generate multiple payment advices for vendors with multiple locations.	2.4.17	The City works with suppliers with multiple locations. Based on purchase document or invoice, remit to address may differ.				
AP20	Accounts Payable	Finance	Configure the ability to cancel, correct and re-issue a check.	-					
AP21	Accounts Payable	Finance	Configure pre-note process, or provide recommendations and configuration to address fraud risks, if pre-note is unavailable.	-	We understand Oracle may not offer pre-noting for payables. The City currently uses pre-notes for all electronic payment transactions.				
AR01	Accounts Receivable	Finance	Configure multiple types of receivables (e.g. receivable master items) in accordance with the City's Master Fee Schedule, each having a default distribution, price and unique interest rate terms.	2.8.1	The City produces an annual Master Fee Schedule. Both the price and distribution need to match the schedule for A/R billings. Preference is setup of items to minimize entry error. Items may have separate interest rates (e.g. 10% for an administrative citation vs. 1% for most others).				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
AR02	Accounts Receivable	Finance	Configure the ability to allocate payments to multiple invoices and/or accounts (including partial payments and 3rd party payments), and to track outstanding balances.	2.8.10 , 2.8.9	Some customers pay on behalf of multiple customer accounts, or one payment is made against multiple invoices.				
AR03	Accounts Receivable	Finance	Configure A/R customer self-service, including the ability to receive credit card payments from an on-line payment portal or POS System and automatically post the revenue and update the account balance.	2.8.11	It is our understanding the A/R module does not currently take credit card payments directly. Configuration could potentially be met by an interface from a self-service online cashiering system.				
AR04	Accounts Receivable	Finance	Configure the ability to reverse a payment and reinstate the invoice.	2.8.12	In the case of misapplied payments or insufficient funds.				
AR05	Accounts Receivable	Finance	Configure the ability to specify parent/child relationships within accounts for companies with multiple locations / divisions within the City.	2.8.13					
AR06	Accounts Receivable	Finance	Configure the ability to define and manage payment plan agreements (PPA). This includes defining expected payment dates and amounts, alerting A/R staff of breach of PPA, and ability to pull report detailing all PPAs with status.	2.8.14	A/R staff negotiates payment plans for invoices with some customers who otherwise are unable to pay. If a customer enters into a PPA, interest accrual would follow the new payment agreement due dates.				
AR07	Accounts Receivable	Finance	Configure the ability to generate notices for unpaid invoices based on user-specified criteria including 2nd letter, final demand, etc.	2.8.15	Notices would include interest accrued.				
AR08	Accounts Receivable	Finance	Configure the ability to refer individual invoices (vs. entire customer accounts) to a collection agency based on a user-defined business rule.	2.8.16	Customers are often billed for separate items over the year and are only in delinquency for a portion of their outstanding invoices. Additionally, some item types (e.g. administrative citations) may not be referred to collections and instead				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
					placed on the county property tax roll.				
AR09	Accounts Receivable	Finance	Configure the ability to track and reconcile accounts referred to outside collections agency.	2.8.17	A/R needs to be able to reconcile accounts referred to collection with Oracle to ensure our 3rd party collections vendor is attempting to collect on the correct debt.				
AR10	Accounts Receivable	Finance	Configure the ability to reverse a collection referral.	2.8.18					
AR11	Accounts Receivable	Finance	Configure the ability to process a refund check and/or to hold a credit balance.	2.8.19	A/R staff need ability to see status of checks/payments in order to process a refund.				
AR12	Accounts Receivable	Finance	Configure the ability for department staff to submit invoice requisitions for miscellaneous billings such as administrative citations, public safety fees and fines. Proposed process should be paperless, with appropriate department and A/R approval workflow, and not require additional data entry by A/R staff.	-	If Oracle does not offer role security for self-service requisition entry by departments, provide workaround for streamlined invoice request and approval process (request by department user, approved by manager).				
AR13	Accounts Receivable	Finance	Configure the ability to put an account on hold to stop interest accumulation in the event of disputes.	-					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
AR14	Accounts Receivable	Finance	Support required CUPA and county tax rolling reporting requirements (e.g. reporting on revenue and cash received by item code and period).	-		F-R11			
AR15	Accounts Receivable	Finance	Configure the ability to issue one invoice with multiple line items that may cross funds. (e.g. the system will need to post revenue and receivable to multiple funds dependent on item billed.)	-	Invoices may contain items/lines with different funds. Fund accounting must be configured correctly to book the revenue, receivable, and ultimately, cash, by fund.				
AR16	Accounts Receivable	Finance	Configure ability to accept payments through front counter point-of-sale cashiering system and update A/R module in real-time.	-					
AR17	Accounts Receivable	Finance	Configure the ability for mass-updates to customer records, invoices, etc.	-	For example, sending a batch of delinquent invoices to collections.				
AR18	Accounts Receivable	Finance	Recommend business process for tracking self-reported Transient Occupancy Taxes (TOT) owed by hotels and configure in Oracle.	-	The City receives this tax from approximately 40 hotels in the City. The amount owed is dependent on hotel sales and is self-reported on a tax return each month. Currently, staff tracks hotel payment status using a spreadsheet but would like to leverage A/R module (or				

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					other Oracle functionality) to assist in this process.				
AR19	Accounts Receivable	Finance	Recommend business process for tracking self-reported Utility Users Tax (UUT) owed by companies operating in Sunnyvale and configure in Oracle.	-	The City receives this tax from approximately 100 companies in Sunnyvale. Taxes are remitted typically quarterly, with some vendors remitting more frequently. The amount owed is dependent on sales/usage and is self-reported on a tax return each period. Currently, staff tracks payment status using a spreadsheet but would like to leverage A/R module (or other Oracle functionality) to assist in this process.				
AR20	Accounts Receivable	Finance	Recommend business process for restitution payments, including appropriate revenue recognition, owed by individuals and configure in Oracle.	-	Individuals who damage City property are ordered to pay restitution to the City. Payment terms differ from other items in the system: interest typically 0% and no deadline to pay. Payments may be made in installments by a 3rd party (California Dept of Tax & Collections) over multiple years.				
AR21	Accounts Receivable	Finance	Configure invoice, interest statement and final demand templates.	2.8.3	Preference to provide an all-in-one statement with interest accrued (same template, where possible).				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
AR22	Accounts Receivable	Finance	Configure ability to create and generate recurring invoices including the ability to specify the billing cycle and dollar amount.	2.8.4	The City has multi-year agreements in some cases (e.g. a 20 year lease agreement that changes each year, or a quarterly contract for pool use billed over 5 years).				
AR23	Accounts Receivable	Finance	Configure the ability to track agreements and supporting documentation.	-	Recommend best practice for tracking agreements (e.g. cost sharing agreements between the City and other parties).				
AR24	Accounts Receivable	Finance	Configure automatic calculation of interest on unpaid balances by item/line billed.	2.8.6	Items may have separate interest rates (e.g. 10% for an administrative citation vs. 1% for most other items billed).				
AR25	Accounts Receivable	Finance	Configure the ability to automatically recognize revenue and create receivable, with correct fund accounting, by item/line billed on creation of the invoice.	2.8.7	Invoices may contain items/lines with different funds. Fund accounting must be configured correctly to book the revenue, receivable, and ultimately, cash, by fund.				
AR26	Accounts Receivable	Finance	Configure aging and tracking receivables by customer and line distribution accounting (e.g. by fund or natural account segment).	2.8.8	A/R staff requires ability to review outstanding receivables by multiple criteria (aging, customer, item/line type, etc.).				
AR27	Accounts Receivable	Finance	Configure the ability to add internal or external notes to customer accounts and to individual invoices (e.g. payment status, outreach). Configure the ability to add supplemental attachments to invoices.	2.8.21					

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AR28	Accounts Receivable	Finance	Recommend business process for monitoring other major revenue sources with varying dollar amounts such as Property Tax and Sales Tax.	-	Currently the City handles this manually by reviewing our budget to actuals reports by revenue account.				
CT01	Cashiering & Till	Finance	Provide and configure a commercial off the shelf (COTS) point of sales system which integrates with Oracle Fusion.	2.12.1	The City requires replacement of manual registers in multiple locations with an integrated cashiering system (e.g. Finance front desk and Public Safety).				
CT02	Cashiering & Till	Finance	Configure cashiering and till management functionality to replace manual registers around the City and integrate existing point of sale systems with Oracle.	2.12.1	The City uses several cashiering point of sale systems that are part of other software (e.g. VSI, EZLinks). These systems need to be integrated with Oracle.				
CT03	Cashiering & Till	Finance	Provide standard point of sale functionality (customer display, cash drawer, etc.) and recommended needed peripherals by City location.	2.12.1 2	The City has several locations, each with distinct cashiering needs.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CT04	Cashiering & Till	Finance	Generate a revenue transmittal report for a till group, compatible with import to Oracle, including appropriate supporting documentation, breakdown by tender type of cash received for bank reconciliation, and distribution detail for coding transactions to the general ledger/appropriate module.	2.12.10	Currently, the City prepares a daily paper cash receipt by cashiering location which is used to book cash and transactions at a summary level to the general ledger. Supporting documentation should be included in the interface to GL as backup for transmittal report.	F-R12			
CT05	Cashiering & Till	Finance	Configure receipt format and generate itemized receipts according to customer's preferred delivery method (e.g. email or paper).	2.12.11					
CT06	Cashiering & Till	Finance	Generate till reports by payment type or transaction type.	2.12.9		F-R13			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CT07	Cashiering & Till	Finance	Configure integrations between cashiering system, software listed on the interfaces list, and Oracle (e.g. Oracle A/R module, Utility Billing system).	2.12.1 3	See the Interfaces list for more detail on integrations.				
CT08	Cashiering & Till	Finance	Provide the ability to identify multiple payment types including cash, check, credit card and electronic payments to facilitate reconciliation.	2.12.1 4					
CT09	Cashiering & Till	Finance	Configure the ability to reconcile a till by payment type or transaction type.	2.12.8					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CT10	Cashiering & Till	Finance	Configure the ability to define multiple tills, till groups and to group individual tills.	2.12.2 , 2.12.3					
CT11	Cashiering & Till	Finance	Configure the ability to define multiple pre-configured items and item categories within a fee schedule (licenses, permits, etc.) and to assign a default fee schedule to a till group (e.g. not all locations accept payments for all items).	2.12.4	The City's cashiering counters take payments for many items on our Master Fee Schedule. Till setup should facilitate this process and minimize incorrectly coded transactions.				
CT12	Cashiering & Till	Finance	Configure process for adding or modifying fee schedules and items.	-	The Master Fee Schedule is updated each year and changes to pricing and distributions are made. Cashiering system should facilitate maintenance of items and updating associated information.				
CT13	Cashiering & Till	Finance	Configure the ability to assign a cashier and a supervisor to a till.	2.12.5					

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CT14	Cashiering & Till	Finance	Configure the ability to accept multiple payment types (cash, credit cards, etc.) and restrict tender type by item type.	2.12.6	Certain item types (e.g. Transient Occupancy Taxes) must be made via cash/check and cannot be paid with a credit card.				
CT15	Cashiering & Till	Finance	Credit card processing must be PCI-compliant.	2.12.6					
CT16	Cashiering & Till	Finance	Configure role security to ensure separation of duties, and recommend business process for till management and audit.	2.12.7	The City currently shares tills but is open to process revision for better controls.				
CT17	Cashiering & Till	Finance	Configure business process for accepting and later applying payments not linked to invoices, or in the case of overpayments made by a customer.	-	Cashier may receive checks that do not have a corresponding invoice or overpayments. Implementer to recommend and configure best process for handling this situation.				

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CT18	Cashiering & Till	Finance	Configure ability to scan, interface and/or otherwise make available any supporting documentation by transaction (e.g. scan of a Transient Occupancy Tax return or Business License Tax application).	-	Cashiers often take supporting paperwork when receiving payments and these need to be reviewed by City staff and typically are kept on record for setup or audit.				
CT19	Cashiering & Till	Finance	Provide recommendation for consolidation of credit card gateways and processors.	-	The City currently employs multiple vendors for these services and is open to consolidation, where possible.				
CO1	Contract Management	Finance	Configure ability to enter contract information including contractor information, project and task information, milestone payment schedule, payment terms, incentives, etc.	2.7.1	The City frequently executes complex (both construction and non-construction) contracts with multiple project phases with milestone payments, retainage, etc. This may be a crossover between procurement, payables or projects in some cases.				
CO2	Contract Management	Finance	Configure ability to initiate payment request based on completion of milestone and route for approval.	2.7.2	City contracts may have milestones which impact payment terms. This may be a crossover between procurement, payables or projects in some cases.				
CO3	Contract Management	Finance	Configure ability to attach and view electronic documents such as contract	2.7.3					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			status updates, emails, schedules, contract documents, etc.						
CO4	Contract Management	Finance	Provide ability to track contract status including payments, amendments, renewal status, changes in contact information, etc.	2.7.4	Tracking and updates should allow for both internal and external communications, notes, attachments, etc.				
CO5	Contract Management	Finance	Provide the ability to generate notifications based on contract expiration date (for both buy and sell contracts).	2.7.5		F-R14			
CO6	Contract Management	Finance	Implement the ability to electronically execute/amend both purchase documents and contracts using secure digital signatures.	2.7.6	All purchase documents and contracts are routed for signature. Electronic signature integration (e.g. Docusign) needs to be configured for both Procurement-initiated documents and Contracts module.				
FR01	Financial Reporting	Finance	The system must be configured to hold all data used for financial reporting, without the need for manual conversions at year-end.	-	Current practice is to convert data outside the system for financial reporting. This is a recommendation from GFOA.				
FR02	Financial Reporting	Finance	Recommend and configure business process for tracking and ensuring timely renewal of lines of credit.	2.10.4	The City renews a letter of credit every 3 years. This must be included in CAFR reporting.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
FR03	Financial Reporting	Finance	Configure the capability to prepare, publish or subsubstantially assist in the preparation of the Comprehensive Annual Financial Report (CAFR). Configuration and data structures should conform to best practice and simplify preparation.	2.13.3	Also see reports list; this requirement refers to the configuration needed to generate the CAFR using standard, out-of-the-box tools.	F-R08			
FR04	Financial Reporting	Finance	Both configuration and data structures (e.g. COA, module design) should conform to best practice standards and simplify preparation of standard, mandated reports including State Controller's Report, the Streets Report, SEFA and other standard regulatory reports.	1.4.21	Ability to generate or substantially assist in the preparation of various mandated financial reports including: reports submitted to the California State Controller's Office: Cities Financial Transactions Report (aka State Controller's Report), Annual Streets Report, and Special Districts Financial Transactions Report; Comprehensive Annual Financial Report (CAFR) reported with three accounting bases (budgetary basis, modified accrual and full accrual basis – see CAFR for more information).	F-R15, F-R16, F-R17			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
FR05	Financial Reporting	Finance	Provide recommendations and configure ability to generate management/internal financial reporting including budget to actual revenue, expenditure reporting, cash flow reporting, department, operating and project monitoring.	-	Tools should facilitate reporting across the Oracle system. Budget to actuals need to be available for both revenue and expenditure budgets.	F-R05, F-R06, F-R07, F-R23			
FR06	Financial Reporting	Finance	Enable and simplify the reporting of revenues and expenditures by function, category and type (e.g. function and natural account for CAFR and State Controller's reporting).	-	The City defines several major functions, and the State Controller has a separate function structure for revenues and expenditures falling in specific programmatic areas (e.g. Land Use and Development, Public Safety, Animal Control). The City is required to report by these functions and it is important data structures are configured to support this.				
FA01	Fixed Assets	Finance	Provide the ability to capitalize assets based on a work in process schedule over multiple fiscal years including the ability to capture a WIP balance.	2.6.1	For ongoing projects, the asset should not be capitalized until the work is fully complete. Fixed Assets module needs to accommodate for this.				
FA02	Fixed Assets	Finance	Configure the ability to track non-capitalized assets.	2.6.11	In some cases, the City may track assets under the standard reporting threshold (e.g. a laptop issued to an employee). These assets should be be capitalized or reported on our financial reports as tracking is for administrative purposes only.				

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FA03	Fixed Assets	Finance	Configure ability to flag assets for creation through purchasing requisition, A/P invoice and other means (e.g. journal entries).	2.6.2	If potential fixed assets cannot be identified at requisition or purchase document issuance, invoice-level is acceptable.				
FA04	Fixed Assets	Finance	Configure the ability to capitalize one asset with multiple funding sources.	2.6.3	Example: a truck partially paid by our General Fund and an Internal Services Fund.				
FA05	Fixed Assets	Finance	Provide asset tag management or interface of data. (Optional)	2.6.4	The City is open to asset management technology that could assist in printing tags or conducting inventory. However, this is not a high-priority.				
FA06	Fixed Assets	Finance	Configure full life cycle maintenance for assets (including adjustments, transfers, disposal, retirement, etc.)	2.6.5, 2.6.7					
FA07	Fixed Assets	Finance	Configure the ability to handle asset depreciation schedules, and ability to change depreciation methodology from a point in time and recalculate the depreciation based on the remaining life of the asset.	2.6.6	The City uses straightline depreciation.				
FA08	Fixed Assets	Finance	Configure the ability to continue to use an asset beyond the end of depreciation.	2.6.8	In this case, the asset would be fully depreciated but still maintained in the system.				
FA09	Fixed Assets	Finance	Configure the ability to manage the sale of an asset, record receipt of revenue and calculate gain or loss.	2.6.9					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
FA10	Fixed Assets	Finance	Provide support for GASB-34; review and provide assistance in modifying the City's Chart of Accounts structure to support GASB-34 reporting requirements, as needed.	2.6.10	Assets are reported/treated differently under the City's 3 accounting conventions (budgetary/cash basis, GAAP/modified accrual basis, and GASB/full accrual basis). Under budgetary basis, all assets are expensed. Under GAAP/modified accrual, assets for governmental funds are expensed. Under the full accrual basis, assets in both governmental and proprietary funds are reported as assets.	F-R03			
FA11	Fixed Assets	Finance	Configure a process to reconcile the fixed assets module with source systems around the City (e.g. FleetFocus for fleet & equipment, ITD's ITSM system, EAMS).	-	This may be addressed with an interface between systems, reports or other means. Originally on interfaces list.	F-R04			
GL01	General Ledger	Finance	Review and recommend best practice design for the City's Chart of Accounts (COA) segment structure, hierarchy and values to align with application functionality and meet financial and budgetary reporting requirements.	2.1.1	The City has developed an updated Chart of Accounts (COA). Implementer review and feedback is desired to ensure it will meet the City's reporting requirements and is optimized for use across all Oracle sub-ledgers. This is a recommendation from GFOA.				
GL02	General Ledger	Finance	Provide an interface and business process to load City revenue and expenditure budgets for both operating programs and projects from the 3rd party budget system to Oracle. Budgets are loaded at the beginning of the fiscal year, with mid-year modifications happening throughout the year.	2.14.1	If needed, recommended changes to better align the City's budgeting practices and 3rd party system (Questica) with Oracle requirements. We are unsure if budgets would be loaded into both GL and PPM but are open to recommendation.	F-Int23, F-Int24			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
GL03	General Ledger	Finance	Ensure proposed GL and project budgeting configuration is compatible with City budgeting requirements.	-	e.g. Council policy, municipal code, etc. Open to revision, if needed.				
GL04	General Ledger	Finance	Proposed budget design should facilitate future migration to the Oracle PBCS budgeting system.	-					
GL05	General Ledger	Finance	Configure the ability to manage all of the City's revenues and expenditures, including the ability to define additional categories, update hierarchies and add or change values (e.g. new cost centers or revenue accounts).	2.1.1, 2.1.2					
GL06	General Ledger	Finance	Configure journal entries to support the City's multiple reporting conventions, transaction-type requirements (including one-time, recurring, allocations and distributions, and the ability to apply reversals).	2.1.3	The City is required to report under three accounting conventions (budgetary/cash basis, GAAP, and GASB 34/Government-wide). Configuration must support these conventions without manual conversions outside of the system.				
GL07	General Ledger	Finance	Configure streamlined and automated fiscal year-end closing processes for each application, including closing of revenue and expenditure accounts, posting of balances to subsequent-year beginning balances, and rolling of encumbrances.	2.1.4					
GL08	General Ledger	Finance	Provide best practice configuration, documentation and support for cost accounting, distributed purchases, payments, labor costs, operating activities and projects.	2.1.6					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
GL09	General Ledger	Finance	Configure a design which allows for and eases the reconciliation of balance sheet accounts.	-	For example, we need the ability to view the composition of balance sheets accounts, such as passthrough accounts used to hold money on behalf of developers. Other examples include: deposits payable, deposits receivable, CUPA payable, Business Improvement District payable, etc. Implementer to recommend best practice business processes for reconciling.				
GL10	General Ledger	Finance	Recommend and configure a design which allows the City to track deposits made to the City and by the City.	-	We have multiple sources of deposits (housing, performance and other deposits) and need recommendation for each on best way to administratively track these. This may be a crossover with Payables, Receivables or other modules.				
GL11	General Ledger	Finance	Provide and assist in configuration to address and minimize the need for manual interfund transfers (including project and interfund loan transfers). Provide guidance on the use of the interfund segment.	-	The City maintains a manual transfer schedule, with Accounting staff processing transfers. We want to minimize the need for manual transfers (particularly project transfers) and spreadsheets to track the schedule.				
GL12	General Ledger	Finance	Configure process and frequency for pushing sub-ledger transactions - including corrections - to the GL, and for review by Accounting staff. Process should be very clear as to when direct updates to the GL are allowed vs. updates to the sub-ledgers only.	-	City staff are accustomed to direct JEs. Sub-ledger accounting is a new process for us. For example, payroll corrections which do not impact pay (correcting where time is charged) are made to the GL and not to the payroll system.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
GP01	Grants & Project Management	Finance	Configure the ability to track grants, including funding entity, status of grant application, renewal dates, status reporting dates, grant budget by year and amount funded.	2.9.1	For some of our grants, budget is allocated by year, and unused budget is rolled forward.				
GP02	Grants & Project Management	Finance	Provide recommended scheduled and ad-hoc reports regarding project, grant and award status, including budget to actuals by date, period, etc.	2.9.9	CFDA number needs to be included for grant reporting.	F-R18			
GP03	Grants & Project Management	Finance	Configure role security to allow for management of projects, including the ability for next-tier management to designate and modify project owners.	2.9.10	For example, a project manager may grant access to select employees to charge to a project task, or a department director may re-assign ownership of a project to a different project manager.				
GP04	Grants & Project Management	Finance	Configure the ability to import and export project data to applications such as MS Project. (Optional)	2.9.11					
GP05	Grants & Project Management	Finance	Provide the ability to allocate and report indirect costs to grants in accordance with OMB regulations.	2.9.2	During indirect cost calculation, provide ability to exclude certain costs from the calculation (e.g. a direct cost that is also included in the indirect cost formula).				
GP06	Grants & Project Management	Finance	Provide the ability to track specific grant requirements such as Disabled Veteran Business Enterprise (DVBE), Local Business Enterprise (LBE), Small Business Enterprise (SBE), etc. and generate compliance reports.	2.9.3	This requirement would likely be for FEMA-related supplier procurements issued under a grant. The requirements would likely be indicated on the supplier record, however these items are reportable under FEMA grants.	F-R19			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
GP07	Grants & Project Management	Finance	Recommend and configure the ability to create projects funded by one or multiple funds, with some funding potentially from a grant.	2.9.4, 2.9.5	City Council approves all budgeted project expenditures, including money from grant awards. Budgets are established by sub-fund and project. If grant sources are awarded, they are booked as revenue to the sub-fund. PPM will need to reconcile to both the Council approved project budget, which is typically funds by one or multiple funds, and the grant award source.				
GP08	Grants & Project Management	Finance	Configuration must allow for reconciliation of project budget and actuals to the City's budget system.	-	The City currently uses Questica for preparing budgets. PPM and the GL need to reflect project budgets and any mid-year modifications to project budgets. Questica needs to sync back actuals from the financial system.				
GP09	Grants & Project Management	Finance	Configure the ability to create multiple tasks per project and include budgeted amount per task.	2.9.6	If a project has multiple phases or components, budget may be further broken down and charges made to a more granular task level.				
GP10	Grants & Project Management	Finance	Configure the ability for staff to charge actual labor costs to projects (i.e. an employee should be able to record time spent on a project on his/her timecard with the hours and salary posted to the project.)	2.9.7, 3.5.1	In particular, we are concerned about the cross-over between HCM OTL/Payroll and PPM.				
GP11	Grants & Project Management	Finance	Configure the ability to identify by grant whether certain expenditure types (e.g. over-time hours) can be reported per grant requirements.	2.9.8	Configure reportable charges based on grant restrictions. If non-eligible charges are booked to a project that is grant funded, those would be paid by other City funding sources.				

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GP12	Grants & Project Management	Finance	Configure ability to re-book incorrect charges to or from projects and operating programs.	-	Crossover between HCM/OTL/Payroll and GL/PPM.				
GP13	Grants & Project Management	Finance	Recommend configuration for administration of debt service.	-					
IN01	Inventory & Warehouse	Finance	Configure ability to establish, maintain and obsolete inventory items manually, directly through purchase process and through other means such as RFID scanning.	2.5.1					
IN02	Inventory & Warehouse	Finance	Provide the ability to manage inventory at multiple locations.	2.5.9	Currently the City has a single inventory location (Central Stores). However, configuration should allow for additional locations, if desired.				
IN03	Inventory & Warehouse	Finance	Configure electronic form requests, workflow review and approvals.	2.5.10	Inventory ordering, changes to inventory counts, issuance should have appropriate workflow review and approval.				
IN04	Inventory & Warehouse	Finance	Configure ability to manage tools and to apply billing for use by hour, day, project, etc. to programs and projects.	2.5.11	The City is interested in exploring this functionality but does not currently rent tools.				
IN05	Inventory & Warehouse	Finance	Provide the ability to appropriately account for inventory values, to expense issued inventory to the correct distribution code (program or project) and to record appropriate transactions to the general ledger.	2.5.8					
IN06	Inventory & Warehouse	Finance	Configure ability to run inventory valuation by weighted averages or FIFO at month end,	2.5.13	Inventory purchased but not yet paid for should not be included in the value of inventory				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			and to accurately report inventory value to GL.		reported to the GL.				
IN07	Inventory & Warehouse	Finance	Configure and document the process to reconcile inventory at year-end, at other specified intervals, and on-demand, including the ability to track and report on inventory loss.	2.5.14 , 2.5.17	Current City practice is an annual inventory count, but City is open to more frequent counts, if recommended. Inventory loss is one of the City's performance measures.	F-R21			
IN08	Inventory & Warehouse	Finance	Provide the ability to categorize and analyze inventory cost and usage based on user-defined classification systems.	2.5.15	This requirement could be met through reporting.	F-R20			
IN09	Inventory & Warehouse	Finance	Configuration should facilitate timely vendor deliveries based on Just in Time (JIT) techniques.	2.5.16					
IN10	Inventory & Warehouse	Finance	At point of re-order, system should indicate order has been placed so manual tracking does not need to be kept.	2.5.7					
IN11	Inventory & Warehouse	Finance	Recommended and configure process for surplus disposal, including for unused inventory items, such as sealed bids, auctions, negotiated sales, trade-ins, donations, etc.	2.5.5, 2.5.18	Inventory disposal is primarily handled through return to vendor or direct expense to departments. However, Central Stores oversees surplus disposal for the City. This requirement refers to Citywide surplus disposal.				
IN12	Inventory & Warehouse	Finance	Configuration to allow for multiple item types and/or allow sub- categories under parent item.	2.5.2					
IN13	Inventory & Warehouse	Finance	Capture the requesting employee ID number for inventory orders.	-	Whether miscellaneous issue or other method, capture requesting employee information on inventory orders.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
IN14	Inventory & Warehouse	Finance	Ensure configuration allows for inventory items returned by staff to Central Stores.	-					
IN15	Inventory & Warehouse	Finance	Support the purchase of inventory items via purchase order or purchasing card.	-	If Oracle cannot accommodate purchasing card usage for inventory items, please propose a workaround process. The City can minimize purchasing card usage but certain stores will not allow POs.				
IN16	Inventory & Warehouse	Finance	Track storage/shelf life-cycles.	2.5.3					
IN17	Inventory & Warehouse	Finance	Provide barcoding/scanning of inventory.	2.5.4	RFSmart was originally proposed for scanning but cost is prohibitive given the size of Central Stores. If another option is available for cycle counts and miscellaneous issue of inventory, the City would be interested in considering.				
IN18	Inventory & Warehouse	Finance	Provide streamlined process for issuance of inventory orders either electronically or in person at the City's Central Store.	-	Central Stores takes urgent morning orders from work crews. Process design is needed to ensure streamlined issuance of inventory and appropriate tracking of items with minimal administrative burden.				
IN19	Inventory & Warehouse	Finance	Configure automated inventory replenishment at pre-defined reorder points (e.g. min-max).	2.5.6	Configuration should allow for review prior to order being placed (draft/review).				
PE01	Purchasing & eProcurement	Finance	Configure purchasing methods/processes in accordance with City requirements (e.g. Charter, Municipal Code, Administrative Policy, etc.) from requisition through surplus disposal.	2.3.1	The City is open to review/revision of City requirements in some cases, if it will optimize workflow. Additionally, configuration should include independent contractor evaluation and exemption requests.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PE02	Purchasing & eProcurement	Finance	Configure purchase document types and associated contract libraries, including one-time (PO), blanket purchase agreements and contract purchase agreements.	2.3.11	The City has a variety of contract templates for use in issuing both one-time purchase orders and blanket agreements. Some of the complexities include Maintenance Agreements which may be paid up front but contract terms are for the full year. We want to ensure these remain 'active,' even if the PO is paid.				
PE03	Purchasing & eProcurement	Finance	Review and recommend configuration for or redesign of field purchase order process.	2.3.11	GFOA recommended elimination of field purchase orders, however there are times where services must be rendered quickly (e.g. plumber to fix a burst pipe). A proposed redesign must accommodate this requirement but the City is open to alternatives to field POs.				
PE04	Purchasing & eProcurement	Finance	Configure the ability to bid and award Public Works construction contracts with support functions to include: fund encumbrance, allowance for multiple funding sources, establishing contingency amounts for release and retention, electronic bid submittal, pre-bid/active bid/post-bid requirements, and uploads of various documents including standard specifications, technical specifications, general provisions, special provisions, drawings, bid form, bid alternate items, pre-bid meeting, questions and answers, and various media file uploads (i.e. audio, video). In addition, the ability to verify the following: surety, CA State Licenses, DUNS number and Department of Industrial Relations (DIR) registration.	-	Construction contracts have historically been handled outside of our legacy purchasing system (paper). These are complex contracts with very specific requirements (including those in our City Charter and Municipal Code). Our implementer will need to review and provide best practice guidance to accommodate this process in Oracle. Additionally, eBuilder integration needs to be explored as part of meeting this requirement.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PE05	Purchasing & eProcurement	Finance	Provide reporting on current, active vendors, including vendor information (name, city of business, NIGP, contact info) for publication.	-	Purchasing distributes a list of basic vendor information publicly.	F-R22			
PE06	Purchasing & eProcurement	Finance	Configure purchasing card (credit card) process, including substantiation of expenses, manager approval, audit and repayment in the event of a personal charge.	-	The City currently contracts with Wells Fargo for Purchasing Cards. Approximately 115 City staff use p- cards and submit documentation.				
PE07	Purchasing & eProcurement	Finance	Enable duplication of requisitions for the purchase of recurring services by automatically generating a requisition/purchase order based on pre-established criteria (i.e. Health Insurance, Cleaning Services, and Leased Vehicles).	2.3.12	Provide reporting or alerts to identify POs/contracts needing expiration and facilitate simplified duplication of requisitions and/or purchase documents in the event of a standard renewal.				
PE08	Purchasing & eProcurement	Finance	Allow for the capture of external justification, notes, or comments on purchase documents. Allow for the capture of internal justification, notes, or comments in the system, viewable only by staff with appropriate role security (should not appear on purchase order).	2.3.13					
PE09	Purchasing & eProcurement	Finance	Configure streamlined and automated year-end processes for encumbrance rollover, updates to purchase document distributions and handling of payments for POs which expired at year-end but are invoiced in the months following, etc.	2.3.14	Year-end processes should be facilitated ERP-wide, however the business process for year-end updates should be documented clearly due to the complexity.				
PE10	Purchasing & eProcurement	Finance	Provide best practice guidance for use of commodity codes, logical groupings, forms and other setups to balance reporting needs with self- service use by City staff.	-		F-R24			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PE11	Purchasing & eProcurement	Finance	Configure the ability to document determination of independent contractor status and competitive procurement exemption requests.	-	The City currently uses a paper-based process to meet these requirements. We would prefer to move this tracking into the system.				
PE12	Purchasing & eProcurement	Finance	Configure integration with business license system (HDL) to ensure vendors meet City licensing requirements.	2.3.2	In lieu of an interface, a report and reconciliation process may suffice (e.g. periodic recon between HDL and Oracle).	F-Int12			
PE13	Purchasing & eProcurement	Finance	Configure the emergency procurement process, including the ability to identify emergency suppliers, expedite procurement approvals/timelines, or update the system in the event a procurement is handled offline.	-	There are several tiers of emergency procurement. In the event of a disaster, procurements may need to happen entirely on paper/offline. In other cases, procurements may need to be rushed in the system. If a disaster, procurements must comply with FEMA requirements to be eligible for reimbursement.				
PE14	Purchasing & eProcurement	Finance	Configure and facilitate the creation of bid documents (e.g. Request for Proposals (RFP), Invitation for Bids (IFB), Request for Qualifications (RFQL), Request for Quotes (RFQ), and Request for Information (RFI)).	2.3.16					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PE15	Purchasing & eProcurement	Finance	Configure the process of receiving and opening sealed bids (electronic or paper), including bid item detail.	2.3.18					
PE16	Purchasing & eProcurement	Finance	Configure bid award functions, including split and lump sum.	2.3.19					
PE17	Purchasing & eProcurement	Finance	Configure the ability to manage pre- and post-bidding processes, including ability to manage local bid preferences, create bid tabulations, generate automatic notifications and acknowledgements of bid addenda.	2.3.20 , 2.3.21 , 2.3.22 , 2.3.24	Pre-bidding process would include notifying vendors, gathering quotes, etc. Post-bidding process would include scoring, posting intent to award or protest letters.				
PE18	Purchasing & eProcurement	Finance	Configure the ability to track insurance or other certifications at the purchase document level, including expirations.	-	Some purchase agreements include specific insurance requirements or coverage levels.	F-Int31			
PE19	Purchasing & eProcurement	Finance	Configure the ability to preclude (and/or flag) bidders from bidding who don't meet identifiable federal, state or local requirements.	2.3.23					
PE20	Purchasing & eProcurement	Finance	Configure and facilitate use of e-catalogs and e-commerce.	2.3.25	E-commerce would encompass paperless handling of procurements and supplier communications.				
PE21	Purchasing & eProcurement	Finance	Configure and allow for maintaining a library of bid specifications and proposal requirements.	2.3.26					
PE22	Purchasing & eProcurement	Finance	Configure best value proposal bidding and evaluation processes.	2.3.27	Configuration needs to comply with the City's Charter, Municipal Code and Administrative Policy requirements, or modifications would need to be proposed and approved.				
PE23	Purchasing & eProcurement	Finance	Configure the ability to track information for the entire life-cycle of the	2.3.3					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			procurement (i.e. requisition through disposal).						
PE24	Purchasing & eProcurement	Finance	Support handling large complex bids with multiple funding sources such as capital construction projects which require bonding, contractor retention, progress payments, etc.	2.3.28	Complex bids may also be non-construction, such as a multi-stage RFP for ERP services.				
PE25	Purchasing & eProcurement	Finance	Provide the functionality to conduct reverse auctions. (Optional)	2.3.29	The City does not currently conduct reverse auctions but wants to ensure we are not precluded from doing so.				
PE26	Purchasing & eProcurement	Finance	Configure the ability to create change orders, with workflow approval, for all purchase document types.	-	Change orders are requested by departments to extend purchase document expiration, add funds, update distributions, etc. Changes need to be reviewed prior to approval and may trigger additional approval requirements, such as approval by City Council.				
PE27	Purchasing & eProcurement	Finance	Configure process for stakeholder review of negotiation documents prior to bid issuance.	-	Prior to negotiation bid issuance, department stakeholders review and provide feedback on negotiation documents. Any changes requested need to be reviewed prior to acceptance.				
PE28	Purchasing & eProcurement	Finance	Configure purchasing process, including purchase document, to facilitate 3- way matching.	-	3-way matching was recommended by GFOA and is a new process for the City. Assistance is needed to find the right setups and business process for City requirements.				

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PE29	Purchasing & eProcurement	Finance	Configure requisition workflows to support the wide variety of City procurement requests.	2.3.4					
PE30	Purchasing & eProcurement	Finance	Design and configure replacement business process for internal Print Shop ordering (e.g. internal and external requests for printed and mailed materials).	-	The City's Print Shop provides internal printing and mailing of materials for the City. Approximately 40% of requests are printed in-house, with the remainder outsourced to a number of suppliers. Using Smart Forms or other process, we need to design a replacement process in Oracle to the Print Shop software.				
PE31	Purchasing & eProcurement	Finance	Configure encumbrance accounting to pre-encumber/encumber requisitions and purchases against pre-determined budgets, validate funds are available to cover the requisition, and release funds when a PO or requisition is cancelled or closed.	2.3.5, 2.3.7	The full procure-to-pay process.				
PE32	Purchasing & eProcurement	Finance	Provide the ability for Purchasing Officer or designee to override the standard approval paths when required, with appropriate notifications/reporting to higher-level management (e.g. Finance Director, City Manager).	2.3.6	In special cases, the Purchasing Officer or designee may need to process administrative or rush changes that skip standard approval processes. Provided configuration to maintain appropriate internal controls.				
PE33	Purchasing & eProcurement	Finance	Configure emails/notifications when POs and contracts are reaching a certain amount expended/% expended or are approaching expiration date.	2.3.8	This may be addressed with dashboards, reports, etc.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PE34	Purchasing & eProcurement	Finance	Configure purchasing workflow rules for dollar limits and purchase types to efficiently direct workflow approvals, allow sufficient flexibility to meet user needs and minimize system maintenance requirements.	2.3.10	Workflow design should use existing structures whenever possible (e.g. HCM position reporting hierarchy), be consistent across the City and minimize maintenance required. If possible, adding option for additional layers of approval (e.g. an override field that can be used in certain circumstances) may assist in this process.				
SU01	Supplier Management	Finance	Recommend and provide configuration to ensure that supplier information maintained meets minimum record requirements, including W9, 1099 status, banking/payment preferences, insurances, certifications (including DBE, MBE, etc.) and licenses.	2.2.1, 2.2.2, 2.2.10	The City is required to issue 1099s and other reporting to/on behalf of certain suppliers, as well as track insurance and licenses for active suppliers.				
SU02	Supplier Management	Finance	Recommend and configure vendor outreach communications, including emails and questionnaires.	2.2.9					
SU03	Supplier Management	Finance	Configure system to support creation and issuance of 1099 and independent contractor reporting forms.	2.2.4	The City is required to issue 1099s and other reporting to/on behalf of certain suppliers.	F-R01, F-R02			
SU04	Supplier Management	Finance	Configure ability to store multiple addresses, contacts and contact information for suppliers.	2.2.2, 2.2.5					
SU05	Supplier Management	Finance	Provide ability to identify, categorize and deactivate suppliers based on user-specified criteria (e.g. last payment date, etc.)	2.2.7, 2.3.15	Categories may include, for example, FEMA-approved vendors.				
SU06	Supplier Management	Finance	Configure self-service supplier registration and profile management, including commodity code advertising preferences, ability to submit address changes, etc. Recommended design to address security concerns (e.g. for	2.2.8	The City wants to ensure updates to supplier records are reviewed and fraud risks are minimized.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			changes to remittance addresses or banking information).						
TB01	Treasury & Banking	Finance	Configure the ability to recognize interest earned, post to GL, allocate to appropriate funds, and accrue at year-end.	2.10.1					
TB02	Treasury & Banking	Finance	Configure the ability to distribute and post to GL interest earnings at month end to various Funds based on Fund cash balances.	2.10.3	Interest earned on banking and investments needs to be allocated to the appropriate sub-fund. For investments, the City now has a 3rd party investment manager.				
TB03	Treasury & Banking	Finance	Configure the ability to capture from electronic statement/report investment activity (purchases, maturities, interest payments received), and post to GL.	2.10.5	This refers to investment activity by our investment administrator, Chandler.				
TB04	Treasury & Banking	Finance	Configure the ability to calculate deferred interest for loans and post to the GL (e.g. for executive mortgages).	2.10.6	In addition to executive mortgages, housing loans also need to be accounted. We understand Oracle may not have this functionality however we need assistance in designing business process.				
TB05	Treasury & Banking	Finance	Support the accounting of housing loans, director mortgage loans, and property leases, including imputed income and issuance of 1098s.	2.10.8	We understand Oracle does not have a module for this, however we need assistance in designing business process for properly accounting these transactions and reporting imputed income in W2 wages. 1098s are currently prepared in-house by staff.				

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TB06	Treasury & Banking	Finance	Accommodate management of, transactions for and reconciliation of multiple banks and bank accounts. Note: the City uses pooled cash accounts (cash for multiple City funds is managed in a single account).	2.11.1	Currently the City uses Union Bank with multiple bank accounts. Maintain integrity of fund accounting in the tracking of cash, revenue and related liabilities and receivables of each fund.				
TB07	Treasury & Banking	Finance	Configure import of bank statements to reconcile the bank accounts to the GL at the transaction level.	2.11.2	See interfaces list.	F-Int29			
TB08	Treasury & Banking	Finance	Configure the ability to import payment and revenue information from third party solutions (e.g. EZLinks, InfoSend, VSI, etc.) for all locations around the City taking cash. Recommend business process redesign to eliminate the use of paper cash receipt backup.	2.11.3	See interfaces for further detail on required interfaces. The City has several point of sales systems and processes payment transactions (cash, check, credit card, wire) in multiple locations.				
TB09	Treasury & Banking	Finance	Ability to streamline or simplify NSF check processing, including payment reversal and GL account reversal, rebill with NSF check charge and track all history on customer record.	2.11.4	Some NSF checks are not associated with A/R customers. Design needs to address this as well.				
TB10	Treasury & Banking	Finance	Configure the ability to void or reverse an electronic payment and to re-generate it as needed.	2.11.6					
TB11	Treasury & Banking	Finance	Assist in the implementation of payee positive pay, electronic payment methods, Oracle-assisted banking and associated best practice processes.	-	GFOA recommended implementation of positive pay. The City has begun the process of implementing payee positive pay.				
DH01	Desktop Hardware & Software	Technical	Implementer should recommend a browser and version compatible with Oracle Fusion, Windows 10 and Windows 7 for City of Sunnyvale.	1.1.1, 5.3.4	Any recommended third-party software should have a strong track record of compatibility with standard browsers, Oracle and Windows products.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
DH02	Desktop Hardware & Software	Technical	Provide City with the ability to maintain add-ons like SmartView and to retain compatibility with Microsoft Office 365, Outlook 365 and Windows Operating Systems.	5.3.3					
DC01	Documentation	Technical	Provide documentation for all configuration, including flowcharts, decision points, standard operating procedures (SOPs) for maintenance of configuration and identify areas where configuration impacts other modules.	-					
DC02	Documentation	Technical	Provide and maintain up-to-date System Administration/Operations documentation from configuration through post go-live, including, but not limited to: <ul style="list-style-type: none"> • Functional Design documentation • As-built documentation for configuration • As-built documentation for Administration, Operations and Maintenance 	5.4.1					
DC03	Documentation	Technical	Provide documentation required to support the generation of custom reports and the development and maintenance of information exchanges including, but not limited to: <ul style="list-style-type: none"> • Database schema • Entity-relationship diagrams • Data Dictionary 	5.4.4					
DC04	Documentation	Technical	Provide training materials, including, but not limited to: <ul style="list-style-type: none"> • Course materials that can be used by City tutors/super-users for continuing training 	5.4.5					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
IT01	Integrations	Technical	Develop interfaces per City's interfaces list and collaborate with City staff to document future maintenance requirements. This includes but is not limited to: Inbound Integration (File Based Loaders, Spreadsheet Loaders and Integration Cloud Service (ICS)), Outbound Integration (HCM Extract and OTBI) and Web Services.	1.5.7	See City's interfaces list.				
IT02	Integrations	Technical	Develop and collaborate with City staff to create easy-to-use transaction-specific batch loading templates across all modules to simplify users' data entry.	5.6.4					
SD01	System Administration	Technical	Configure for the capture of internal or external justification, notes or comments in all modules.	1.1.14					
SD02	System Administration	Technical	The overall solution should be integrated such that data is only entered once (single-points of data entry) and available real time.	1.1.8					
SD03	System Administration	Technical	Configure and enable mobile solutions for Oracle modules implemented.	1.1.10					
SD04	System Administration	Technical	Provide reports and documentation for role security and user roster by security role.	5.1.2		G-01			
SD05	System Administration	Technical	Configure Single Sign-On and integrate with the City's Active Directory. Provide application-managed authentication and authorization as an option in addition to Single Sign-On.	5.1.3					
SD06	System Administration	Technical	Help City to establish operational security RACI. Set up user security, role security and data access security for the RACI in collaboration with City technical and functional staff.	5.1.4					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
SD07	System Administration	Technical	Provide the ability to configure help text.	5.1.8					
SA01	System Audit	Technical	Provide the ability to generate security and audit report showing user and transaction activity detailed by timestamp providing reporting access based on user roles and authorization. Include ability to specify retention policies for underlying audit data.	5.2.1					
BE01	Benefits	HCM	Configure benefits for eligibility according to work group, bargaining unit or other employee work group, including grandfathered subgroups; and updates to benefits based on changes to employee assignment (change in bargaining unit or other work group)	3.2.4	Need to set up benefit options according to MOUs and other policies, but allow for future changes that may occur in later negotiations or policy changes.				
BE02	Benefits	HCM	Configure the ability to support unique benefit calculations & deductions by bargaining unit (different City contribution towards coverage based on bargaining unit) or different eligibility criteria, minimizing the maintenance effort (preferred to not duplicate medical plans)	3.3.3, 4.5.1	Need to set up benefit options according to MOUs and other policies, but allow for future changes that may occur in later negotiations or policy changes.				
BE03	Benefits	HCM	Configure system for electronic ACA reporting, including corrections if needed, plus configure a business process to track / measure ACA coverage requirements based on hours over employee-specific measurement periods	3.7.5, 4.1.2	Need to appropriately report for ACA requirements, plus the determination of who needs to receive an offer of coverage.	H-Int01			
BE04	Benefits	HCM	Configure benefits rules for exceptional circumstances (for example, if an	4.4.1					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			employee is on LWOP or LTD, reduced time job status (RTJS), etc.)						
BE05	Benefits	HCM	Configure the ability to reimburse select retirees a pro-rated portion of their medical premium cost, including the configuration of employee/retiree banking, medical plan and address information. This is a monthly payment, and needs business process design to determine best practice and best use of the system.	4.4.2	See section 5.540 of the Salary Resolution Design to minimize outside calculations & avoid duplication of benefit plans.				
BE06	Benefits	HCM	Configure all needed benefits plans and coverage options, including the employee and employer contribution rates, according to MOUs, policies, and other contracts. This requires compliance with federal, state and plan regulations and requirements (dependent age-out, taxability options, registered domestic partner treatment, etc.)	4.5.2	Need to meet the requirements per the MOU/policies, but want to minimize the ongoing maintenance effort where possible				
BE07	Benefits	HCM	Configure ability to enter/maintain eligible dependents and beneficiaries via employee self service for all applicable benefits plans in a manner that allows for current interface requirements.	4.5.3, 4.5.4		H-Int02, H-Int04			
BE08	Benefits	HCM	Configure the interface/report (xml file) for reporting CalPERS membership information in accordance with CalPERS requirements. This includes multi- rate assignments, new hires/rehires, terminations, changes in CalPERS contract, etc.	4.7.1, 4.7.2, 4.7.4	NOTE: CalPERS set-up and functionality is fundamental to success, so it is included here as well as on the interface list.	H-Int04			
BE09	Benefits	HCM	Configure the interface/report (xml file) for reporting CalPERS health enrollment information in accordance with CalPERS requirements. This includes the use of CalPERS' coverage dates, eligibility dates, enrollment/rescission rules, ability to use City zip code as the coverage area, etc.	4.7.1, 4.7.2	NOTE: CalPERS set-up and functionality is fundamental to success, so it is included here as well as on the interface list.	H-Int04			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
BE10	Benefits	HCM	Configure ability to reimburse employee-only cost for medical coverage if employee is on CalPERS medical direct pay and submits proof of payment.	4.4.1, 4.5.1					
BE11	Benefits	HCM	Configure self-service to allow employees to update employee information: employee life changes, beneficiary changes, benefit initial and open enrollment, benefit changes based on qualifying event, etc.	4.14.1					
BE12	Benefits	HCM	Configure business process for HR Staff to review benefits election changes prior to changes in payroll deductions being processed.	4.14.1					
BE13	Benefits	HCM	Configure system to model employee deduction amounts, including calculation for City contributions, for benefits costs, and for this information to be available to employees during benefits enrollment periods via benefits self service. Note - the City has negotiated both a medical contribution and an additional contribution (both from the City) towards employee health premium costs. These contribution rates may vary by bargaining unit.	4.14.1					
BE14	Benefits	HCM	Configure ability to make changes to benefits, including any necessary business processes. For example, open enrollment, new hires, terminations, qualifying life event, etc.. Also includes configuration of the ability to correct these (for example, when correcting an employee who had been erroneously terminated, the benefits will need to reinstate as if there had not been a termination).	4.1.6					
BE15	Benefits	HCM	Configure posting of City contributions towards benefits to the GL - either through payroll or some other business process.	3.7.1					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CR01	Core HR	HCM	Configure Compensation/Wage information in accordance with MOU negotiated requirements (hourly wage rates, steps, ranges, etc.), including the process for mass updates due to negotiated changes to pay rates or minimum wage increases.	3.2.3, 3.3.6	Need to be in compliance with the Salary Resolution and Salary Table (both of which could change in the future, so will need to understand maintenance efforts)				
CR02	Core HR	HCM	Configure multiple-rate assignments to allow for temporary/casual employees only.	3.2.6	For example, temporary staff may have concurrent assignments as clerical help and lifeguard, paid at different rates.				
CR03	Core HR	HCM	Configure fields to track information that will trigger the payment of special pay premiums, for example, certifications, licenses, language fluency, shift assignment, etc. These fields must be date effective, and allow for reporting. The addition/removal of these items need to have approvals and routing configured as well.	3.2.8, 3.3.7, 4.10.3, 4.12.3, 4.15.3	Note that pay premiums are generally restricted by criteria such as unit, group, job, position or assignment.				
CR04	Core HR	HCM	Configure employee/personnel profile to include basic demographic information, address information, photo, emergency contacts, bargaining unit, work groups, physical work location, etc. For employees with multiple periods of employment, the employment info should be in a parent-child format, and include position history.	4.1.1, 4.1.3, 4.1.4					
CR05	Core HR	HCM	Configure business process for personnel actions (new hire, rehire, promotion, demotion, transfer, status change, salary increase, etc.), including workflows and approvals, considering automation where possible. These processes must result in the maintenance of effective start/end dates for salary/pay changes, positions, etc.	4.1.5, 4.1.6	Performance evaluation ratings are a determining factor for promotion, merit increase, lateral transfer eligibility.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CR06	Core HR	HCM	Design/configure positions and position control functionality to serve the City's budgetary control needs in an efficient manner. This functionality should result in maintenance of budgeted, filled, frozen, vacant positions, including their funding source and the history of incumbents, as well as a business process to reconcile budgeted positions to the City's budget system.	4.1.7					
CR07	Core HR	HCM	Design/configure system to comply with all requirements of the City's multiple MOUs. Knowledge transfer around this must include impacts of changes, as the City will need to address future MOU negotiated changes and policy/regulatory requirements. Note: if there are any areas where the system cannot be configured to comply with requirements, the City needs to be informed with sufficient time to meet & confer with applicable bargaining units.	3.2.4	The City is interested in standardizing where possible, and therefore requires best practice recommendations from the implementer as well as identification of where current practices diverge from best practices.				
CR08	Core HR	HCM	Configure modeling tools to do what-if analysis by bargaining unit or other subgrouping (jobs, groups, positions, etc.) for negotiation purposes as well as staff reduction scenarios based on seniority ranking, bumping rights, performance evaluation rating, etc.	4.15.7 4.15.8					
CR09	Core HR	HCM	Configure multiple methodologies to determine Seniority (years of service, time in classification, time in bargaining unit, etc.)	4.15.6					
CR10	Core HR	HCM	Configure business process around updating employee records post-employment, including address changes and payment after separation.	4.13.5					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CR11	Core HR	HCM	Design/Configure onboarding and offboarding processes, including personnel action updates, creation of checklists to deploy or retrieve equipment and provide notices to various City work groups (IT/facilities, etc.) to generate email/voicemail accounts, building access, based on start/end dates. Configuration to include electronic completion of non-assignment specific elements by employee or HR (address, direct deposit, tax forms, I-9 compliance, backgrounding process/finger printing, etc.)	4.12.4 , 4.12.5 , 4.12.2	Note: for tax form completion - there would need to be configuration of the business process for employees who elect allowance counts that require submission to the state/federal agencies. Need verification of accepted e-signature processes (for I-9 and tax forms, etc.)				
CR12	Core HR	HCM	Configure the system to allow separated employees to have limited access to their employee data (for example, final check, W-2 documents; for management retirees, the ability to update address and banking information to be used in the management retiree medical reimbursement process). However, their access should be sufficiently restricted to secure City information.	4.14.2					
CR13	Core HR	HCM	Configure self service to allow employees to update employee information: employee life changes, employee actions / events tracking, reclassification requests, tax allowance changes, etc.	4.14.1	Note: tax allowance changes need to have a mechanism to comply with IRS/DED regulations regarding employees with a tax lock letter.				
CR14	Core HR	HCM	Configure functional employee directory accessible from the intranet, and securely accessible from the internet.	4.2.1					
CR15	Core HR	HCM	Configure interface and sync employee directory with Active Directory.	4.2.2		H-Int29			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
CR16	Core HR	HCM	Design/Configure business process for hiring manager/Personnel Liaison/HR to initiate personnel action for new hire/rehire. 2-way Integration of information with NeoGov is planned. Candidates, jobs, positions, to be included in the interface.	4.12.1	The City is interested in standardizing where possible, and therefore requires best practice recommendations from the implementer as well as identification of where current practices diverge from best practices.				
CR17	Core HR	HCM	Configure a field to note outside employment, including last certified date. This field should be updateable through ESS, with approval routing.	-					
CR18	Core HR	HCM	Configure jobs to include the following fields: Risk Code, Effective start/end dates, pre-employment physical requirements, supervisory level, EEO-4 code, VETS-4212 code, exempt/non-exempt, required licenses and certifications, plus optional licenses and certifications that create eligibility for pay premiums; whether the job is eligible for allowances (car, cell phone, tool, safety shoe, etc.), exams: audiogram DOT physicals , including next exam due date.	-					
CR19	Core HR	HCM	Configure system and/or business process to accommodate practice of allowing retiring employees to use leave balances ahead of retirement date, and allowing department to recruit and fill that position, without updating the budgeted position count.	4.1.7, 4.6.1					
LE01	Leaves	HCM	Configure pay premiums to associate with specific leaves, in accordance with MOUs	3.3.9	Some leaves have multiple pay premiums paid on them, some don't - need the ability to associate which premiums are paid on which leaves.				
LE02	Leaves	HCM	Configure eligibility for leaves in accordance with MOUs, design business process for leave management when there are eligibility changes (new hires, unit	4.6.2	Eligibility is based on MOUs and other criteria.				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			changes, transfers, promotions, separations, etc.)						
LE03	Leaves	HCM	Configure requests of leave via employee self service, based on available hours; with approval routing and notification of approval or denial	4.6.3	Need to make sure that employees don't over use leaves.				
LE04	Leaves	HCM	Configure leave accruals in accordance with MOU and City policy, but allow override of accrual rates	3.2.4, 4.6.2	Some EEs are in higher accrual tiers than they otherwise would be. Most are in accrual tiers based on their length of service.				
LE05	Leaves	HCM	Configure leave grants (that don't accrue, but are granted at specific times). Some leaves are pro-rated based on time of hire or assignment eligibility.	4.6.2	Admin leave grants based on assignment, floating holiday is pro-rated based on pay periods in the calendar year.				
LE06	Leaves	HCM	Configure leaves to 1) cash-out in the final paycheck of the calendar year, 2) be forfeited if not used in the calendar year, or 3) roll-over to the following calendar year.	4.6.2	Need to identify if different processes for different leaves is needed.				
LE07	Leaves	HCM	Configure leaves to allow employees to request cash-out of leaves in accordance with MOU/policy	4.6.3	Irrevocable elections made in the prior calendar year, and assessment of eligibility criteria at the time of cash-out.				
LE08	Leaves	HCM	Configure leave donation in accordance with the City policy. Preferably, the donated leave would be pooled in a separate leave bank/balance by intended recipient, but not visible to recipient until action is taken by HR.	4.6.7	Need to identify intended recipient (it isn't pooled for use by all recipients), but also don't want to make the hours visible to recipient until they are needed for the pay period.				
LE09	Leaves	HCM	Configure ability to view employee leave balances (both by employee and by supervisor/liaison)	4.6.4	Need visibility at time of requesting/approving usage, so need to account for future				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
					use and accrual in projected leave balances.				
LE10	Leaves	HCM	Configure ability to update leave usage with reason code and approval required, plus an alert for any leave adjustment that would result in a negative leave balance.	3.4.4, 4.6.5					
LE11	Leaves	HCM	Configure leaves to run consecutively or concurrently based on circumstances (protected leave and paid leave, etc.)	4.6.8, 4.6.9	Need to meet Federal/state requirements for protected leaves, as well as allowing employees to augment unpaid protected leave with paid leave.				
LE12	Leaves	HCM	Configure leaves for eligibility according to work group, bargaining unit, or other employee group	3.2.4	Need to set up leaves according to MOUs and other policies, but allow for future changes that may occur in later negotiations or policy changes.				
LE13	Leaves	HCM	Configure the accrual of Compensatory time to maintain the payment requirements under FLSA regulations (that CTO earned subject to FLSA must be paid at the regular rate of pay at the time of payment). Maintain CTO segregated by those hours earned subject to FLSA requirements versus those hours earned not subject to FLSA requirements.	3.5.2					
LE14	Leaves	HCM	Configure self service to allow employees to update employee information: time-off requests, cash-out requests, or to view employee information: leave taken, leave lost, leave balances, etc.	4.14.1					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
LE15	Leaves	HCM	Configure ability to track hours and days for workers compensation salary continuation eligibility and usage, including the following elements: Sworn employees, non-sworn employees, WC medical appointment, casual employee/part-time employee and light duty status/usage.	4.6.2					
LE16	Leaves	HCM	Configure rules for usage of leaves - for example, interim PML/WC during the first year or casual sick leave requirements.	4.6.2					
LE17	Leaves	HCM	Configure rules to allow up to 2 hours of WC appointment per appointment, but not allow WC medical appointment if there are no work hours for that day.	4.6.2					
LE18	Leaves	HCM	Configure ability to assign a portion of PTO accrual to the Cities 401A deferred compensation program.	3.2.2	The City's 401A plan document requires the use of varying amounts of PTO accrual hours to be used for deferred compensation for those employees enrolled in the plan. The amount of PTO accrual differs based on bargaining unit or group.				
LE19	Leaves	HCM	Configure ability to expense the accrual of paid leave time, including posting this to the GL.	3.7.1					
LE20	Leaves	HCM	Configure the ability and business process to make workers compensation leave adjustments/corrections for prior calendar years (when a previously denied WC claim is accepted), and process the associated payroll correction, including any tax corrections.	3.4.5					
LE21	Leaves	HCM	Configure system or business process to assess and as appropriate restore Casual Sick Leave to temporary employees	-					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PR01	Payroll	HCM	Configure payroll elements to correctly pay regular biweekly payroll, and as needed other payrolls (off-cycle, corrections, etc.), in accordance with state/federal requirements, MOU, policy and practice requirements.	3.1.1, 3.1.2, 3.2.1, 3.3.1	Note - if system design requires changes to MOU, policy or practice to make best use of the system, need business process and configuration explanation that allows the City to confer with appropriate bargaining units, etc.				
PR02	Payroll	HCM	Configure additional pay premiums, including eligibility determination mechanisms. Example, certification pay premium based on a the acquisition and maintenance of a certification and assignment in a particular job. These must be updateable based on future negotiated changes with effective start/end dates. Some pay premiums will be based on the hours recorded (either as a dollar amount per hour or percent of hourly pay rate) other premiums will be a flat amount irrespective of hours recorded.	3.2.4, 3.3.7, 3.3.9, 4.10.3					
PR03	Payroll	HCM	Configure the payment of leaves (cash-out) based on timing (final paycheck or last payperiod of the calendar year) and request (irrevocable election to cash-out PTO) eligibility. Note: some leaves have pay periods associated with them.	3.3.9					
PR04	Payroll	HCM	Configure the system to allow prior pay period adjustments to hours worked or leave hours used, including any associated leave accruals to be updated according to system rules.	3.4.5					
PR05	Payroll	HCM	Configure the ability to correct/adjust any payroll elements for prior pay periods (retro-active corrections), including appropriate FLSA and CalPERS evaluations and requirements.	3.4.5					
PR06	Payroll	HCM	Configure the ability to correct/adjust any benefit deductions for a prior pay	3.4.5					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
			period, with appropriate taxability rules applied.						
PR07	Payroll	HCM	Configure the payroll calculation to appropriately identify overtime and apply a dual-calculation methodology for FLSA assessment for non-exempt classifications per work week/period, for both regular work schedules as well as for alternative work schedules (207(k) exception, 9/80 schedules, etc.).	3.1.5, 3.3.5, 3.4.6	Dual calculation methodology is current City practice, and recommended best practice according to legal consortium to which the City participates.				
PR08	Payroll	HCM	Configure the payroll calculations to include appropriate earnings and deductions for a 27th pay in a calendar year.	3.3.10					
PR09	Payroll	HCM	Configure the system to disburse payroll payments via direct deposit, defaulting to a live check for payees without direct deposit information, or whose direct deposit information does not constitute the full net amount. Employees are not limited in the count of direct deposit accounts among which they may split their payroll payment.	3.1.3, 3.7.7		H-Int20			
PR10	Payroll	HCM	Configure payroll to comply with federal and state tax withholding and reporting requirements, including ongoing maintenance for future requirement changes.	3.1.4, 3.7.4		H-Int23, H-Int24, H-Int25			
PR11	Payroll	HCM	Configure payroll data for posting to the GL, including the cost center allocation on position and any overrides from timecards, as well as leave accruals that are expensed at the time of accrual. Configure ability to correct Payroll GL data. Design best use of the system in relation to payroll practices, governmental fund accounting and reconciliations.	3.7.1, 4.6.1	Current practice is to record all payroll entries through a separate employee payroll & benefits fund.	H-Int18			

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PR12	Payroll	HCM	Configure out of class premium pay, in accordance with MOU/policy and CalPERS requirements. Configure OOC to use the OOC position cost allocation when posting to the GL, and the ability to track and report the OOC position, the reason for the OOC (leave, vacancy, chain OOC) and whether there was an active recruitment for the OOC position (and the dates of the recruitment).	3.2.5, 3.3.7, 3.7.1	To allow the City to accurately report this information to CalPERS.				
PR13	Payroll	HCM	Configure the system to allow for payments to separated employees.	4.13.5	Examples: service awards post-retirement, corrections, etc.				
PR14	Payroll	HCM	Configure a report or interface to provide required information to the City's budget system	3.7.2	This data may be from the Payroll or other HCM modules.	H-Int12			
PR15	Payroll	HCM	Configure the system to allow for multiple open payrolls, including the simultaneous or consecutive processing of these payrolls.	3.4.3	For example: retro-active payments, regular bi-weekly, cash-out				
PR16	Payroll	HCM	Configure rule-based validation and exception-based reporting, including the enforcement of rules and the ability for applicable roles to override the rule.	3.3.2, 3.4.1		H-R06			
PR17	Payroll	HCM	Configure the system to calculate payroll based on eligibility requirements (i.e., pay status, etc.).	3.3.4					
PR18	Payroll	HCM	Configure the system to calculate payroll based on employee eligibility requirements (i.e., out of class, other premium pays, etc.).	3.3.4					
PR19	Payroll	HCM	Configure the system to calculate payroll based on eligibility criteria (i.e., overtime rules, MOU contract overtime, etc.).	3.3.4					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PR20	Payroll	HCM	Configure the system to correctly calculate payroll based on Workers Compensation inclusion - per California labor code and City salary continuation policies, including the time eligibility and taxability.	3.3.4					
PR21	Payroll	HCM	Configure a payroll paystub (print and electronic), available through employee self service, that identifies all elements that are used to calculate the payment, including gross, net, earnings and deductions, plus other key information such as leave balances, direct deposit information, year-to-date totals, etc.	3.6.1, 3.6.2, 3.6.3					
PR22	Payroll	HCM	Knowledge transfer the ability to configure the payroll paystub to update the included information and layout as requirements change.	3.6.4					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PR23	Payroll	HCM	Configure a report of all employees' payroll information available to admin staff for research and staff analysis.	3.1.6		H-R04			
PR24	Payroll	HCM	Configure voluntary and involuntary deductions, including the ability to create arrears as needed and caps that will end the deduction when the cap is reached. Preference is for the remaining balance to be viewable through self service or on paystubs.	3.3.8	Garnishments, CalPERS voluntary deductions, Benefits deductions and arrears, etc.				
PR25	Payroll	HCM	Configure the calculation of CalPERS elements to be used in deduction calculations and reporting information, including the ability to apply separate caps to PERSable wages based on classic or PEPR membership, and additional employee reportable earnings (not directly paid to employee), for example, uniform earnings, PERSable FLSA and EPMC, etc. Eligibility and rates must be changeable by bargaining unit or other employee groupings. Various additional premium pays are includable or not in PERSable wages based on classic or PEPR membership, as well as safety or miscellaneous classification, including out of class pay premiums.	3.2.5					
PR26	Payroll	HCM	Design/configure the ability to disburse and record to the GL payroll-related payments to vendors (taxes, benefit providers, voluntary/involuntary deduction organizations, etc.)	3.7.1					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
PR27	Payroll	HCM	Configure retro-active payment processing, including accurate FLSA and CalPERS evaluations, and correct posting of the payment information to the GL. Examples of retroactive payment processing reasons are: late notice of premium payments, corrections to OTL/absence usage, late compensation increases, etc.	3.4.2					
PR28	Payroll	HCM	Configure the interface/report (xml file) for reporting CalPERS payroll information in accordance with CalPERS requirements.	3.7.3, 3.8.1	NOTE: CalPERS is fundamental to success, so it is included here as well as on the interface list.	H-Int22			
PR29	Payroll	HCM	Configure system (or interface to application) to complete federal and state tax reporting quarterly and annually, including corrections if needed.	3.7.5					
PR30	Payroll	HCM	Design/configure business process to handle pay exceptions (list of exceptions to be identified/expanded during design discussions)	-					
PR31	Payroll	HCM	Design/Configure best use of Fusion to accomplish the current pay smoothing methodology for Public Safety (Police and Fire).	3.3.4	The City is interested in standardizing where possible, and therefore requires best practice recommendations from the implementer as well as identification of where current practices diverge from best practices.				
PR32	Payroll	HCM	Configure self service to allow employees to update employee information: W-4 changes, access to current and past W-2's, cash-out requests, view paystubs and paystub history, etc.	4.14.1					
PR33	Payroll	HCM	Configure business process/system to deduct overpayments or corrections following employee acknowledgement & approval	3.4.5					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
EV01	Performance Evals	HCM	Configure an evaluation template and process that can be used as an exit interview for employees	4.13.6					
EV02	Performance Evals	HCM	Configure various evaluation templates (probationary, annual, 3-month, performance improvement, 360 degree, etc.) to be completed electronically, including the ability to add job-associated performance elements and goals via a LOV, the ability for the City to designate required fields, attach supporting documents electronically, and for the initiator to request/require lead worker or peer contribution to the evaluation.	4.8.2, 4.8.4	Evaluation period dates (for annual evaluations) vary by bargaining units, for example, some units are by fiscal year (July 1 - June 30, some are march - february, etc.).				
EV03	Performance Evals	HCM	Configure automation of initiation of performance evaluations, and the workflow/approval routing of the evaluations according to City policy. The workflow/approval routing should also include reminder prompts as deadlines approach, as well as allow for comments and returning evaluation for additions/corrections.	4.8.1, 4.8.3, 4.8.5	Employee being evaluated must be in the workflow/routing path to acknowledge receipt of the evaluation. Would like the ability to use/trigger Outlook to calendar evaluation meeting per City policy.	H-Int30			
EV04	Performance Evals	HCM	Configure dashboard on status of managers with approaching or late evaluations to submit. This dashboard should be available to line managers, executives and the performance evaluation administrator, based on role security/access.	4.8.6					
EV05	Performance Evals	HCM	Configure system to allow for tracking, maintaining and reporting on: performance ratings by location, department, manager, etc.	4.8.6					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
EV06	Performance Evals	HCM	Configure/design system to allow for the tracking of Performance Improvement plans and goals.	4.8.6					
TC01	Timecards	HCM	Configure timecards to allow for positive time recording for specific employee groups based on eligibility (entry through self service)	3.5.2, 3.5.4	For employees that work non-standard schedules, or are OT non-exempt				
TC02	Timecards	HCM	Configure timecards to allow for exception time recording for specific employee groups based on eligibility (entry through self service)	3.5.2, 3.5.4	For employees that work regular schedules, and are OT exempt				
TC03	Timecards	HCM	Configure timecards to allow for recording time under special schedules, specifically 9/80 schedules, as well as additional alternative schedules	3.2.7, 3.5.7	Need hours to be recorded and assessed for FLSA per work week (and 9/80 schedules have workweeks that start mid-day & mid-week)	H-R37			
TC04	Timecards	HCM	Configure timecards to allow for capture of hours per workweek for FLSA evaluation purpose	3.4.6	FLSA hours need to be assessed per work week, and the information needs to be evaluated and included in the payroll calculation.	H-R37			
TC05	Timecards	HCM	Configure system to allow for mass entry of employee time by designated staff (centralized entry)	3.5.2	Some employees do not have regular access to computers/tablets, and their time would be entered by someone else. Need an efficient method for their entry.				
TC06	Timecards	HCM	Configure timecards to allow for entry of project information or specific cost/task information	3.5.1, 3.5.3	Position should have allocation across multiple cost centers; but need the ability to override the position allocation when				

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
					working on a project or other specific task				
TC07	Timecards	HCM	Configure timecards to allow for entry of overtime per MOU requirements	3.5.1	Some MOUs allow for OT outside of the FLSA assessment, and they will need to be able to enter OT directly				
TC08	Timecards	HCM	Configure timecards to use eligibility rules to limit the entry of time types by employee groups	3.5.3	If a time type is only eligible for one employee group, it should only appear as a possible selection for those employees - based on Core data; for example bargaining unit or position, etc.				
TC09	Timecards	HCM	Configure timecard approval routing to either a line manager or alternate approver as applicable by employee or employee group, including the business process to update the regular approver (both through and not through delegation)	3.5.5	Want ability to override the 'normal' approver, and need a process for this change to be submitted from the department, and approved by HR.				
TC10	Timecards	HCM	Configure timecard/system to allow future development of interface or integration of time from third party time recording systems	3.5.6, 3.7.8	Want to leave a future option open to develop interface for time keeping (for example, Telestaff or ITSM or ESD work order, etc.)	H-Int11, H-Int13			
TR01	Training	HCM	Configure learning management system functionality to allow the City to administer HR class offerings, class types, descriptions, class size / numbers, location, instructor information, associated dates, comments, attendance, etc.	4.10.1					
TR02	Training	HCM	Configure tracking of training and certifications required for jobs, plus management of the expiration/renewal process.	4.10.2					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
TR03	Training	HCM	Configure the process to initiate training for employees newly eligible or newly required (new employees, new managers, etc.). Process should include notification to employee and manager, scheduling, and notification of completion.	4.10.4 , 4.12.6	Examples: AB1825 (Harassment), AB1234 (Ethics)				
TR04	Training	HCM	Configure integration with outlook 365 to show class on calendar and submit calendar invites.	4.10.6		H-Int30			
TR05	Training	HCM	Configure the ability for class enrollments/requests to be submitted by employees individually, or on behalf of a group of employees; and for manager approval on both an individual or multiple item action basis. Priority for enrollment should be to employees with career development plan on file.	4.10.5					
TR06	Training	HCM	Configure an integration to external training solutions, in order to send/receive information about required training sessions and completion of required training sessions.	4.11.1	For example, DPS uses Target Solutions for some of their training, Safety uses Vector Solutions.	H-Int26, H-Int27			
TR07	Training	HCM	Configure career development plan/interest entry for tracking or to be used in qualification/prioritization for training session enrollments.	4.10.7					
TR08	Training	HCM	Configure an electronic survey to the employee population (targeted or in whole) to solicit interest in training classes to be offered.	-					

#	Functional Area	Group	Requirement	Prior Ref.	City Justification/Notes	Reports/ Inter. #	(REDACTED)	(REDACTED)	(REDACTED)
TR09	Training	HCM	Configure business process and system to administer the tuition reimbursement program. Factors: initial request, approval, calculation and encumbrance of funds, submission of documentation, final costing and payment.	-					