



Exhibit A – Statement of Work

Enterprise Resource Planning System Implementation



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1. Executive Summary

This Statement of Work (SOW) is intended to document the scope, roles, responsibility, tasks and timeframe for the implementation of the ERP System. Named, Oracle Project Unified System (“OPUS”), this project is Pinellas County’s blue print to improve and integrate the business processes more broadly around the integrated ERP Software applications.

This Executive Summary section is intended as an overview of the County’s objectives project, scope and timeline for the OPUS project. Following the executive summary, the terms of the SOW are documented in the appropriate level of detail. The Consultant, Applications Software Technology Corporation, is referred to as “AST” in this SOW. The Master Agreement between the parties will be referenced as “Agreement” herein.

1.1 Project Objectives

Pinellas County has undertaken the implementation of ERP Software to fully and efficiently utilize the software to leverage its previous investments, and to realize the full potential of the comprehensive financial and human resources applications. The County has previously implemented a limited number of Oracle EBS modules on a limited scope. There is a consensus among users, management, and BTS that the current applications do not fully exploit the potential for productivity improvements and enhanced system capabilities available today.

Pinellas County wishes to conduct substantial elements of its current financials, procurement, budget, human resources, time reporting and payroll operations using the ERP Software. It is understood that the County plans to implement the packaged software with minimal customizations while leveraging and incorporating the public sector best business practices during the project.

1.2 Project Scope

1.2.1 Software to be Implemented

The OPUS project scope constitutes the following primary Oracle software packages and related technologies:

Table 1: Linux Based Hardware Solution for EBS

Software Application	Version	Purpose
Oracle E-Business Suite (EBS)	12.1	Financials, Procurement, Projects, HR
Oracle Hyperion (HYP)	11.1.1	Budgeting
Oracle Business Intelligence Enterprise Edition (OBIEE)	10.1.3.4	Business Intelligence and Performance Mgmt.

A complete listing of software modules and technology components that will be implemented is provided in “Section 2.3 Software Modules”.

1.2.2 Implementation Scope by Appointing Authorities

The implementation of the above mentioned software will be for the following users within the County. As shown in table 2 below, some of the users will continue to maintain independent systems.

Table 2: Linux Based Hardware Solution for EBS

Appointing Authority	Number of Positions	HR	OTL	Finance	Projects	Payroll	Purchasing
County Administrator	2,148	Yes	Yes	Yes	Yes	Yes	Yes
Business Technology Services	174	Yes	Yes	Yes	Yes	Yes	Yes
County Attorney	38	Yes	Yes	Yes	Yes	Yes	Yes
Office of Human Rights	13	Yes	Yes	Yes	Yes	Yes	Yes
Construction Licensing Board	11	Yes	Yes	Yes	Yes	Yes	Yes
Human Resources	37	Yes	Yes	Yes	Yes	Yes	Yes
Clerk of the Circuit Court	556	Yes	Yes	Yes	Yes	Yes	Yes
Property Appraiser	144	Yes	Yes	Yes	No	Yes	Yes
Supervisor of Elections	47	Yes	Yes	Yes	No	Yes	Yes
Tax Collector	305	Yes	No	No	No	No	No
Pinellas Planning Council	14	Yes	Yes	Yes	No	Yes	Yes

Note: The table lists 3,487 positions for the approximate 3,250 employees. Some positions are vacant.

1.3 Project Timeline

Detailed in this section is the high level project timeline. The project has been divided into four (4) Phases named as:

- 1a: Human Resources, Advanced Benefits and General Ledger (COA) (Go Live October 17, 2010)
- 1b: Payroll, OTL, SSHR, and Learning Management (Go Live December 19, 2010)
- 2a: Core Financials, Projects and Advanced Purchasing (Go Live July 1, 2011)
- 2b: Budgeting and Reporting (Go Live July 1, 2011)

The Go Live for these Phases, as shown in the following diagram, represents the high-level timeline. A detailed project plan is included as Exhibit F to the Master Agreement.

1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 11/10 12/10 1/11 2/11 3/11 4/11 5/11 6/11 7/11 8/11

Phase 1a (January 2010 – November 2010)

- Human Resources
- Advanced Benefits
- General Ledger (COA)

PHASE 1b (March 2010 – February 2011)

- Payroll
- Time and Labor
- Self Service HR
- Learning Management

PHASE 2a (June 2010 – August 2011)

- Financials
- Projects
- Assets
- Procurement

PHASE 2b (November 2010 – August 2011)

- Hyperion Budgeting
- Advanced Procurement
- Performance Scorecard
- OBIEE
- Reporting

2. Scope of Services

2.1 Software Functionality

The primary identifier of software functionality is the Functional Matrix (Exhibit H). All customizations and interfaces that are within scope, identified in this section based on the Functional Matrix, are covered in detail within appropriately named subsections.

During the project, the Functional Matrix (Exhibit H) will be reviewed with the County users, translated into Oracle system features and documented in the Detailed Design Definition Document deliverable. Gaps in functionality will be documented and reviewed by the AST project team for inclusion in the scope or to be resolved by business process change. Alternative solutions and business best practices will be explored and presented to the County users and management for consideration.

The approved Detailed Design Definition Document will constitute the scope of the solution to be implemented for the OPUS project.

2.2 Workflow and Web Features

The application will be available using the standard Web browsers for user access. Oracle Workflow and Approval Management Engine (AME) delivers a complete business process automation system to support business process definition, automation, and process integration. The following are the key features of Oracle Workflow:

Table 3: Features of Oracle Workflow

Key Features of Oracle Workflow	
<p>Workflow Builder</p> <ul style="list-style-type: none"> ▪ Graphical drag and drop business process modeling tool <p>Workflow Engine</p> <ul style="list-style-type: none"> ▪ Manages business process execution ▪ Immediate and deferred execution ▪ Generates complete process audit trail ▪ Automatically manages process exceptions <p>Business Event System</p> <ul style="list-style-type: none"> ▪ Java APIs that communicate business events among systems within and beyond the enterprise ▪ Supports message-based system integration ▪ Enables noninvasive customization of applications ▪ Maintains a catalogue of events, systems, communication agents, and subscriptions ▪ Sends events to workflow processes for advanced routing ▪ Supports centralized and distributed maintenance of Events 	<p>Notification System</p> <ul style="list-style-type: none"> ▪ Sends notification messages to individuals and roles ▪ Processes responses from recipients to Workflow ▪ Automatic notification forwarding and response ▪ Supports changing participants in a group role without changing the business process ▪ Internet-enabled ▪ Support standard mail protocols IMAP, SMTP <p>System and Process Monitoring</p> <ul style="list-style-type: none"> ▪ Graphically review and administer workflow events ▪ Single site for end users and administrators ▪ View and analyze transaction history ▪ Retry or skip any activity ▪ Review summary of decision makers ▪ Monitor status of Workflow processes, including background engines, listeners, queues and purging

2.2.1 Standard Workflows to be Configured

The following workflows will be configured to meet the functionality needs identified in the Functional Matrix (Exhibit H):

- GL Journal Batch Approval
- Journal Batch Approval
- AP Invoice Approval
- Requisition Approval
- PO Approval
- iSupplier Approval
- PO: Account Generator for Projects
- Requisition Account Generator for Projects
- PA Project Status (Approval)
- AP: Invoice Account Generator for Projects
- AR: Credit Memo Request Approval
- AP: Expense Approval
- OTL Seeded Approval
- OTL Workflow for Employees
- OTA Workflow
- HR (Workflows)
- HR Self Service
- HR Self Service Benefits
- Hyperion Process Management

Any additional workflows necessary to meet the functionality needs identified as standard (F) in the Functional Matrix (Exhibit H) will also be configured.

2.2.2 Custom Workflows, Alerts and Notifications

The following workflows, alerts or notifications will be developed to meet the functionality identified as requiring customization (CU) in the Functional Matrix (Exhibit H):

- Electronic Routing and Approval of Budget Amendments (BUD 95.00)
- Leave Not Taken Alert (TME 48.00)
- Leave Balance Approaching (TME 50.00)

2.3 Software Modules

The following Oracle software packages and related technologies are part of the OPUS project:

- Oracle E-Business Suite (EBS), Release 12.1
- Oracle Hyperion (HYP), Release 11.1.1
- Oracle Business Intelligence Enterprise Edition (OBIEE), Version 10.1.3

Scope of Services

The latest software versions available in “general release” at the time of the Agreement commencement date will be implemented at the County. The versions available at this time have been identified above. The detailed footprint of the software modules and technology stack that will be implemented is as follows:

Table 4: Software Footprint

Functional Areas					
Financial Management	Procurement Management	Workforce Management	Asset Management	Project Management	Budget Management
Govt. Payables	Govt. Purchasing	Advanced Benefits	Fixed Assets (iAsset)	Project Billing	Hyperion Capital Asset Planning
Govt. Receivables	iProcurement	Human Resources	Inventory	Project Costing	Hyperion Planning Plus
Govt. General Ledger	iSupplier	iLearning*		Project Management	Hyperion Workforce Planning
Cash Management	Procurement Contracts	Learning Management			
Payments	Services Procurement	Time and Labor			
iExpense	Sourcing	Payroll			
Treasury		Self Service Human Resources			
Advanced Collections **					
Reporting and BI and Performance Management					
Financial Analytics Fusion Edition	Procurement and Spending Analytics Fusion Edition	HR Analytics Fusion Edition		Project Analytics Fusion Edition - OBIEE Content	Hyperion Financial Reporting
Web ADI					Hyperion Performance Scorecard
Technology Stack, Development Tools & Others					
Oracle RDBMS 11g			Oracle Business Intelligence Enterprise Edition (OBIEE)		
Oracle Essbase OLAP Server, Version 11.1.1			BI Publisher		
Oracle Internet Application Server 11g (IAS)			OBIEE Answers [#]		
Oracle Internet Developer Suite 11g (IDS)			Informatica PowerCenter & PowerConnect (Included with OBIEE Content/Analytics license)		
Oracle Data Integrator for Hyperion (ODI)			UPK Developer		
Approval Management Engine (AME) (Included with EBS license)			Oracle Workflow (Included with EBS license)		

* iLearning and Learning Management functionality have significant overlap. It is expected that Learning Management will provide all the functionality needed however, AST will analyze iLearning module as well and implement it if need.

** Limited to Dunning functionality available for shared install

OBIEE Answers is part of OBIEE and replaces Discoverer as the ad hoc reporting tool.

2.4 Interface Development

Roles and Responsibilities related to interface development tasks are identified centrally in “Section 3.2 - AST and County Responsibilities.”

Exhibit G has been created to identify all interfaces and estimate the effort for each interface detail item so that they can be treated as line items. Interfaces identified in Exhibit G will be finalized in the Detailed Design Definition Document for each Phase. A total of amount of \$645,120 has been allocated to interface development effort on a “Not to Exceed” basis. The County’s goal will be to develop

approximately 40% of the interfaces and AST will develop the remaining 60% of the interfaces. AST will have the overall responsibility to plan, design and deliver the approved interfaces.

Oracle Concurrent Manager notification functionality will be utilized to alert the system administrators for any failures of the interface execution.

2.5 Data Conversion

This following table identifies the data conversion scope of work. The roles and responsibilities related to data conversion tasks are identified centrally in “Section 3.2 - AST and County Responsibilities.”

Table 5: Data Conversion Scope

Functional Area	Conversion Item	Current system
General Ledger	Account balances for two prior fiscal years and the current fiscal year	INFOR
Purchasing	Vendor master file and all open Po’s and Contracts	Oracle and/or INFOR Customized contract module (developed in-house)
Fixed Assets	Current asset information	Various
Payroll	Any partial calendar year	INFOR and Oracle
Human Resources	All history in the current Oracle system i.e., current and former employees, complete history and position control history, etc.	Oracle
Budget	Balances-3 years	Fletcher & Fletcher
Accounts Receivable	Outstanding receivables	Various
Inventory-limited	Existing item catalog	Various
Employee Relations	Ten years of history, and open records.	Oracle and Access Database
Accounts Payable	Open Balances with Vendor History for full calendar year	INFOR

For each Phase, the scope of work will include three (3) test runs for data conversion and validation by the appropriate County staff for each conversion entity prior to the production data conversion. AST will obtain data conversion sign-off from the County before Go Live.

2.6 Reports Development

2.6.1 Standard Reports

All available Oracle EBS Release 12 standard reports will be part of the scope of implementation and the County users will be trained on the use of applicable standard reports.

2.6.2 Custom Reports

The roles and responsibilities related to custom reports development tasks are identified centrally in “Section 3.2 - AST and County Responsibilities.”

The following is an estimate of the number and complexity of custom reports that may be required to meet the County’s business needs based on the requirements listed in the functional matrix and AST’s experience with projects of similar scope and complexity.

Table 6: Estimated Number of Custom Reports Required

Complexity	Business Area	Estimated Report Count by Complexity			Custom Reports By Area
		High	Medium	Low	
High	Finance	2	7	5	14
High	Budget	2	4	2	8
Low	Assets	0	4	2	6
Low	Receivables	2	3	2	7
High	Procurement	4	7	4	15
High	Inventory	2	4	2	8
High	HR/Benefits	3	6	3	12
High	Payroll	4	5	3	12
High	OTL	2	4	2	8
Grand Total		21	44	25	90

The list of custom reports to be developed as part of the OPUS project will be finalized in the Detailed Design Definition Document for each Phase, in accordance with the approval procedure in Section 3.3 of the Agreement. A total of 3,850 hours has been allocated to the reports development effort on a “Not to Exceed” basis.

The bucket of hours for custom report development was estimated based on the following calculations:

Table 7: Custom Reports Development Effort

Complexity	Report Count	Development Effort (Hrs)				Effort Per Report (Hrs)	Total Hrs By Complexity
		Design	Develop	Test	Migrate		
High	21	12	80	12	1	105	2,205
Medium	44	8	40	8	1	57	2,508
Low	25	4	24	4	1	33	825
Grand Total		90					5,538
Less County Staff Hours (30%)							(1,688)
Total Consultant Hours							3,850

2.6.3 Reporting Tools

All ERP Software tools will be leveraged to fulfill the requirements for reporting.

2.6.4 Ad hoc Reports Development (OBIEE Answers)

OBIEE Answers will be the end user reporting tool of choice for creating ad hoc reports on the OPUS project. These reports are not considered part of custom reports development effort outlined in “Section 2.6.2 - Custom Reports”.

AST will configure the standard Oracle metadata which comes with the Oracle OBIEE content, and train users in the use of the OBIEE Answers so that they can independently create ad hoc reports. In addition, AST will create some sample reports to demonstrate the use of the OBIEE answers as added value to the training and knowledge transfer effort related to OBIEE Answers.

2.7 Customizations

As per the Functional Matrix (Exhibit H), the requirements listed in Table 8 below will be met via customization of the package software, if the requirements cannot be met via alternative solutions, as determined by the County. During the development of the Project Design Document, AST will fully define the requirements for each of these items with the intent to find alternative solutions which would allow the county to meet the same requirement without customization.

The roles and responsibilities related to customization development tasks are identified centrally in “Section 3.2 - AST and County Responsibilities.”

Table 8: List of Customizations

Reference Number	Functional Requirement/Report	Customization Approach	Complexity
BUD 97.00	All budget amendments must balance	Add Form Personalization/Customization in GL	Low
PO	Publish Contract Catalog on the intranet	Extract Active Contracts and Commodity Prices and publish on the intranet	Medium
Multiple	Custom Workflows, Alerts & Notifications	Listed in “Section 2.2.2 - Custom Workflows, Alerts and Notifications” with relevant functional matrix reference numbers.	Medium
Multiple	Interfaces	See Master Agreement Exhibit G.	

2.8 Training Services

The training scope of work includes full and formal class room training. Training will consist of the following key activities:

- Determine who needs training on what.
- Determine course curriculum and scheduling.
- Partner with the County to customize the training material to defined business processes.
- Coordinate the training program to ensure maximum attendance and value from the training.
- Organize and publish a training schedule, inform staff of where and when their attendance is required.
- Deliver the training according to the schedule.
- Review and improve of the training throughout the duration as needed

For detailed roles and responsibilities related to training tasks please refer to Section 3.2 - Responsibilities.”

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Journal reversal ◆ Inter-company and Global Inter-company System ◆ Posting <p>Course 3: Consolidation Reporting & Period close</p> <ul style="list-style-type: none"> ◆ Consolidation ◆ Financial Reporting ◆ Building FSG Reports ◆ GL Period Close 	<p>8 Hours (2 Sessions)</p>	
<p>4. Procurement (Fundamentals and Procure to Pay, iProcurement) Procurement is divided into 5 courses which are listed as follows. Additional courses can be provided based on user analysis.</p> <p>Course 1: Requisition Entry & Maintenance</p> <ul style="list-style-type: none"> ◆ Creating a requisition ◆ Approving requisitions ◆ Reviewing requisition status <p>Course 2: Purchase Orders</p> <ul style="list-style-type: none"> ◆ Maintain Buyer workload ◆ Purchase order creation and management ◆ Approving Purchase Orders ◆ Reviewing Purchase Order status <p>Course 3 : Vendor / Supplier Management</p> <ul style="list-style-type: none"> ◆ Vendor management ◆ Vendor creation and maintenance <p>Course 4: Procurement Administration</p> <ul style="list-style-type: none"> ◆ Maintain approval hierarchy ◆ Close Purchase Orders ◆ Sourcing Rules ◆ Purchasing period close <p>Course 5: Receiving</p> <ul style="list-style-type: none"> ◆ Create Receipts ◆ Receipt adjustments ◆ Returns 	<p>4 Hours (10 Sessions) (+ Online)</p> <p>8 Hours (1 Session)</p> <p>4 Hours (2 Sessions)</p> <p>8 Hours (2 Sessions)</p> <p>4 Hours (5 Sessions)</p>	<p>Functional Team Lead(s), Procurement and Receiving SME, End users</p>
<p>5. Advance Procurement</p> <p>Course 1: iSupplier Contents include guidance to manage and use Buyer and Supplier home pages to initiate purchasing negotiations. Participants will also learn how to respond, monitor and award negotiations.</p> <ul style="list-style-type: none"> ◆ Invite Supplier to Register ◆ Approve or Reject Supplier Users ◆ Register Supplier User ◆ Create an Event ◆ Create a reusable invitation list 	<p>4 Hours (3 Sessions)</p>	<p>Functional Team Lead(s), Buyers</p>

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Workflows in Expense report <p>Course 5 : Payables Period Close</p> <ul style="list-style-type: none"> ◆ Overview of period closing ◆ Export to General ledger ◆ Reconciliation to General ledger ◆ Mandatory Reports 	<p>4 Hours (1 Session)</p>	
<p>8. Receivables</p> <p>Receivables is divided into 4 courses which are listed as follows. Additional courses can be provided based on user analysis.</p> <p>This course will include the following topics:</p> <p>Course 1: Receivables Overview and Customer maintenance</p> <ul style="list-style-type: none"> ◆ Overview of Oracle Receivables Process ◆ Manage Parties and Customers Accounts ◆ Order to Cash Lifecycle Overview <p>Course 2: Invoice Processing</p> <ul style="list-style-type: none"> ◆ Process Invoices ◆ Process Invoices Using AutoInvoice ◆ Implement Customer Invoicing ◆ Credit memos <p>Course 3: Collections</p> <ul style="list-style-type: none"> ◆ Manual Receipts ◆ Receipt application ◆ refund ◆ Receivable Statements ◆ Aging ◆ Dunning letters <p>Course 4: Period Close</p> <ul style="list-style-type: none"> ◆ Period Close Process ◆ Reports 	<p>4 Hours (2 Sessions)</p> <p>4 Hours (2 Sessions)</p> <p>4 Hours (2 Sessions)</p> <p>2 Hours (2 Sessions)</p>	<p>Functional Team Lead(s) and Receivables SME, End users</p>
<p>9. Cash Management</p> <p>Cash Management is divided into 3 courses which are listed as follows. Additional courses can be provided based on user analysis.</p> <p>This course will include the following topics:</p> <p>Course 1: Cash Management Setup</p> <ul style="list-style-type: none"> ◆ Cash Management Overview ◆ Setting Up Oracle Cash Management ◆ Loading Electronic Bank Statements ◆ Loading Bank Statements Manually. <p>Course 2: Reconciliation</p> <ul style="list-style-type: none"> ◆ Reconciling Bank Statements ◆ Manual and auto reconciliation 	<p>4 Hours (1 Session)</p> <p>4 Hours (1 Session)</p>	<p>Functional Team Lead(s) and General Ledger, Budgeting, SME, End users</p>

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Defining Policies ◆ Assigning Structures and Policies ◆ Transferring Timecards to BEE and Oracle Projects ◆ Applying Schedule Rules to Timecards ◆ Change and Late Audit ◆ Entry Level Processing ◆ Self-Service Line Manager ◆ Timekeeper 	(4 Sessions)	
<p>16. Self-Service Human Resources (SSHR) Self-Service HR is divided into 3 courses which are listed as follows. Additional courses can be provided based on user analysis. These courses will include the following topics:</p> <p>Course 1: Self-Service Implementation</p> <ul style="list-style-type: none"> ◆ Overview of Self-Service HR ◆ Configure user access and workflow processes ◆ Configure pages, workflows, approvals ◆ Configure menus and profile options ◆ Configure the web pages <p>Course 2: Employee Self-Service</p> <ul style="list-style-type: none"> ◆ Overview of Employee Self-Service ◆ View notifications ◆ View and update personal information ◆ View and update professional information ◆ Managing talent and work preferences ◆ View online payslips ◆ View and update tax information ◆ View other self-service functions <p>Course 3: Manager Self-Service</p> <ul style="list-style-type: none"> ◆ Overview of Manager Self-Service ◆ View notifications ◆ Overview of approvals and workflow ◆ Hire employees ◆ View and update employee assignment information ◆ Terminate employees ◆ View checklists ◆ View other self-service functions ◆ Performance appraisals ◆ Disciplinary actions ◆ Leave management 	<p>4 Hours (1 Session)</p> <p>2 Hours (Online - Unlimited)</p> <p>4 Hours (12 Sessions)</p>	HRMS SMEs, HR Administrators, Pilot SSHR Team
<p>17. Advanced Benefits Oracle Advanced Benefits is divided into 3 courses which are listed as follows. Additional courses can be provided based on user analysis. The courses will include the following topics:</p> <p>Course 1 : Advanced Benefits Implementation</p>	8 Hours	Benefit Administrators

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<p>The Course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Timekeeper and Authorized Delegates ◆ Timekeeper Groups ◆ Using Mass Edits on Timecards ◆ Enter time ◆ Validate Time ◆ Correct Time Entry Errors ◆ Submit Time for Approval 		
<p>21. Manager Self Service Time In this course, participants learn to enter and approve time for their employees. This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Enter Time ◆ Create Templates ◆ Review Timecards ◆ View and add employees using My List ◆ Approve time entries 	<p>2 Hrs (13 Sessions)</p>	<p>Functional Team Leads, SME, End users</p>
<p>22. OTL Administrator In this course, participants learn about the basic concepts related to OTL. The Course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Recurring and Approval Periods ◆ Time Entry Rules and Groups ◆ Application Sets and Approval Styles ◆ Retrieval Rules ◆ Time Categories ◆ Elements, Links and Sets ◆ Timecard Layouts and Alternate Names ◆ Preferences ◆ Element Time Information ◆ Holiday Calendar ◆ Shifts, Work Plans and Rotation Plans ◆ Policies ◆ Assignment Time Information ◆ OTL Reports and Processes 	<p>8 Hours (2 Sessions)</p>	<p>Functional Team Leads, SME, Administrator</p>
<p>23. Payroll Clerk In this course, participants learn to enter and maintain earnings and deductions, tax information, direct deposit information, perform PTO adjustments and process manual checks. The student will also learn how to query records and run reports. This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Introduction and Overview ◆ Manual Element Entry ◆ Batch Processing ◆ Enter W-4 information ◆ Adjust PTO balances ◆ Enter Direct Deposit Information ◆ Enter Garnishment Information ◆ Run a Quick Pay 	<p>4 Hrs (1 Session)</p>	<p>Functional Team Leads, SME, End users</p>

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Correct or Delete a Quick Pay ◆ Quick Pay Prepayments ◆ Run Checkwriter ◆ Query information ◆ Run Reports 		
<p>24. Payroll Professional In this course, participants learn Payroll Fundamentals. The Course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Introduction and Overview ◆ Elements and Element Links ◆ Fast Formulas, Fast Formula Results ◆ Assignment Sets ◆ Element Sets ◆ Tax Withholding Rules ◆ Garnishment Processing Rules ◆ Balances, Balance Dimensions and Balance Adjustments ◆ Batch Processing ◆ Retro Pay Processing ◆ Payroll Process ◆ Quick Pays ◆ Payroll Reports ◆ Post Payroll Processes ◆ Tax Reporting ◆ Costing ◆ Payroll Extracts ◆ Voids and Reversals ◆ External Manual Payments ◆ Quarter End Tax Reporting ◆ Year End Processing 	16 Hours (1 Session)	Functional Team Leads, SME, End users
<p>25. Special Information Types In this course, participants learn to enter information in defined Special Information Types This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Enter Data ◆ Update Data ◆ End Date 	1 Hour (2 Sessions)	Functional Team Leads, SME, End users
<p>26. Appraisals In this course, participants learn about the appraisal functionality in HRMS. The Course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Appraisal Types ◆ The Appraisal Process ◆ Appraisal Workflow Notifications ◆ Setting up the Appraisal Process ◆ The Appraisal Template ◆ Assessment Templates ◆ Assessing Competencies and Objectives ◆ Viewing Appraisal Templates 	6 Hrs (12 Sessions)	Functional Team Leads, SME, End users

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Viewing Competency Assessment Templates 		
<p>27. OBIEE Ad hoc Reporting</p> <p>Participants are introduced to the querying and analytical capabilities of OBIEE Answers. Participants will learn how to view data stored in a relational database, and analyze and create reports based upon that data. This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Introducing OBIEE Answers ◆ Creating Ad-hoc Queries ◆ Managing Queries ◆ Customizing Display Properties ◆ Applying Conditions and Using Parameters ◆ Creating Group Sorts and Applying Summary Functions ◆ Creating Calculated Items ◆ Analyzing Data with Drills ◆ Analyzing Data Graphically 	<p>4 Hours (10 Sessions)</p>	<p>Functional Team Lead(s) and Technical Lead(s), BTS Support Staff</p>
<p>28. Reports</p> <p>This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Introduction to Oracle Reports Developer ◆ Designing and Running Reports ◆ Working in Oracle Reports Developer ◆ Creating a Paper Report ◆ Enhancing a Basic Paper Report ◆ Managing Report Templates ◆ Creating a Web Report ◆ Enhancing Reports Using the Data Model: Queries and Groups ◆ Enhancing Reports Using the Data Model: Data Sources ◆ Enhancing Reports Using the Data Model: Creating Columns ◆ Enhancing Reports Using the Paper Layout ◆ Controlling the Paper Layout: Common Properties ◆ Controlling the Paper Layout: Specific Properties ◆ Extending Functionality Using XML ◆ Creating and Using Report Parameters ◆ Embedding a Graph in a Report ◆ Enhancing Matrix Reports ◆ Coding PL/SQL Triggers ◆ Extending Functionality Using the SRW Package ◆ Maximizing Performance Using Oracle Reports Services ◆ Building Reports: Efficiency Guidelines 	<p>16 Hours (2 Sessions)</p>	<p>Technical Team Lead(s)</p>
<p>29. Workflow Administration</p> <p>This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Defining Workflow Processes ◆ Overview of Workflow Designer ◆ Monitoring Workflow Processes ◆ Viewing and Responding to Notifications ◆ Oracle Workflow Directory Service ◆ Defining Business Event System Processing ◆ Error Handling ◆ Customizing Workflow Processes 	<p>8 Hours (2 Sessions)</p>	<p>Functional Team Lead(s) and Technical Lead(s),BTS Support Staff</p>

Scope of Services

Class Title & General Components	Class Length/ # of Sessions	Recommended Participants
<ul style="list-style-type: none"> ◆ Setting Up Oracle Workflow ◆ Workflow Administration with Oracle Workflow Manager 		
<p>30. System Administration</p> <p>This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Oracle Applications Security ◆ Function Security ◆ Data Security ◆ Oracle User Management ◆ Auditing System Resources ◆ Managing Concurrent Programs, Job Schedules, and Reports ◆ Administering Concurrent Managers ◆ Managing Profile Options ◆ Managing Printers ◆ Forms Personalization ◆ Oracle Workflow Administration ◆ Managing Oracle Support Interactions 	<p>8 Hours (1 Session + One-on-one)</p>	<p>DBA, Technical Leads, BTS Support Staff</p>
<p>31. Database Administration</p> <p>This course will include the following topics:</p> <ul style="list-style-type: none"> ◆ Oracle Application Server Key Components and Features ◆ Analyzing Oracle Application Server Architecture ◆ Installing OracleAS Infrastructure ◆ Installing the OracleAS Middle Tier ◆ Using Oracle Application Server Management Tools ◆ Managing the Oracle Internet Directory ◆ Managing and Configuring Oracle HTTP Server ◆ Configuring Directives and Virtual Hosts ◆ Managing and Configuring OracleAS Web Cache ◆ Managing and Configuring OC4J ◆ Managing the OracleAS Portal ◆ Configuring OracleAS Portal ◆ Deploying J2EE Applications ◆ Configuring Oracle Application Server Components in OID ◆ Managing Access Using Delegated Administration Service ◆ Administering the OracleAS Single Sign-On Server ◆ Securing OracleAS Components Using SSL ◆ Managing and Configuring OracleAS Certificate Authority ◆ Installing/managing/configuring Oracle Data Guard ◆ Installing/managing/configuring Oracle Grid ◆ Cloning System Environment process ◆ Applications and Database Patching process ◆ Managing Oracle Support Interactions ◆ Performance Tuning and Troubleshooting Guidelines ◆ OBIEE Administration and Maintenance ◆ Hyperion Administration and Maintenance 	<p>8 Hours (1 Session + One-on-one)</p>	<p>DBA, BTS Support Staff</p>

2.9 Change Management Services

The focus of the change management services will be to facilitate a transition to the newly implemented Oracle system by involving, educating and informing stakeholders and users of the changes that will occur as a result of the new system. The change management team will establish an overarching communication and control model and establish the following three key elements of effective change management governance:

- **Policy and Procedure** – Change management policies will reflect the rules governing how Change Management events, literature and other forms of communication are implemented in conjunction with the project-related implementation processes.
- **Events, Literature and Media** – These are the tools that aid in the execution of the Change Management policy and in communication with project stakeholders.
- **Roles and Communication Structure** – The project team will need to communicate with a diverse end user community and involve them in the implementation. Well defined roles, expectation and communication structure will help meet the change management goals established for the project.

Though the participation and contribution of entire project team is critical to bring about an effective change management; a dedicated change management lead will spearhead the effort.

2.10 Post Production Support

Consultant will provide post production support after Go Live of each Phase of the project through ERP System Final Acceptance in accordance with Exhibit D. The post production support will begin at Go-Live of each Phase and will continue for 60 consecutive calendar days. Post production support will include on-site personnel from AST and will cover all modules implemented in the production system regardless of the Phase in which they were implemented.

Should any post production support activities result in unresolved priority 1 or 2 issues (as defined in Exhibit D), AST will provide additional support activities without cost to the County until the issues are resolved.

AST expects to effectively transfer knowledge and train County personnel in the support of the ERP System during the course of the project. Before the final transition, all open service requests (SRs) logged with software vendor (Oracle) will be reviewed with County Project Manager (as defined in Section 3.1 herein).

3. Project Staffing, Roles & Responsibilities

3.1 AST and County Staff Roles

Listed below are the expected staff member roles for Pinellas County and AST Corporation. The tasks and activities that each of the roles are respectively responsible for is also identified. The level of responsibility of each role and task is listed in the subsequent table.

The Staffing Plan (Exhibit J) documents the estimated hours per month per role to be contributed to the project by both the County and AST.

Table 10: AST and County Staff Roles

Organization	Staff Role	Responsible for Tasks/Activity
Pinellas County	Project Sponsor	Executive Sponsorship Resource Allocation Project Oversight Issue Monitoring/Resolution
Pinellas County	Project Manager	Project Planning Project Management Issues Resolution County Resource Allocation Consulting Resource Allocation Scope Control Project Communication Production Migration Knowledge Transfer
Pinellas County	Project Architect	Oversight of Subject Matter Experts (SME) Strategic Oversight and Planning Strategic insight in development and support of Conference Room Pilot, Testing and Training areas Lead Technical Planning/Implementation Approve Patches and Modifications Assist in resolving integration issues for Business and Technical Infrastructures Leadership for enterprise-level data management and integration Assist with business processes and procedures development
Pinellas County	Subject Matter Expert (SME) (One per module)	Requirements Definition Conference Room Pilot User Procedure Documentation Training Material Development Assist with Customizations Design Assist with Interface Design Assist with Reporting Analysis/Design Data Cleanup & Validation System Testing Acceptance Testing Parallel Testing

Project Staffing, Roles & Responsibilities

Organization	Staff Role	Responsible for Tasks/Activity
		Knowledge Transfer User Certification (Validate of Competency) Support Training Activities
Pinellas County	DBA (Application and Database Administrators)	Instance Planning Hardware Configuration & Availability Software & Database Install Backup & Recovery Patch Application Environment Creations (Dev/Test etc.) Customizations Migration Knowledge Transfer Assist with Patches, Upgrades and Modifications Assist with Firewalls and DMZ
Pinellas County	OS and Network Administrator (Infrastructure Technical Lead)	Hardware Configuration & Availability Operating System Configuration Knowledge Transfer
Pinellas County	Technical Lead	Support Project Architect Lead and Coordinate County Developers Review Design & Build Standards Technical Design Data Conversion Design Interface Design Customization Design Custom Reports Design Legacy Data Extract Integration Testing Knowledge Transfer Review and Assist with Patches, Upgrades and Modifications
Pinellas County	Developer/Technical Staff	Support Technical Lead Custom Programs & Reports Development Unit and Integration Testing Knowledge Transfer
Pinellas County	Support Analysts	Support Project Architect & Technical Lead Conference Room Pilot User Procedure Documentation Training Material Development System Configurations System Testing Acceptance Testing Parallel Testing Knowledge Transfer Development for County Customer Service Center (CSC)
Pinellas County	Change Management Lead	Change Management Analysis and Planning Change Management Execution Change Management Feedback and Analysis Stakeholder Communication Identify Key Stakeholders Assist with Training Scheduling

Project Staffing, Roles & Responsibilities

Organization	Staff Role	Responsible for Tasks/Activity
AST Corporation	Program Manager	Project Oversight Executive Sponsorship
AST Corporation	Project Manager	Project Planning Project Management Status Reporting & Communication Issues Resolution Consulting Resource Allocation AST Resource Allocation Scope Control Quality Assurance Knowledge Transfer Production Migration
AST Corporation	Functional Leads	Requirements Analysis & Definition Conference Room Pilot Functional Issues Resolution Functional Design Data Conversion Design Interface Design Customization Design Custom Reports Design Application/Module Setup Create Test Scripts Unit Testing Integration Testing System Testing Acceptance Testing Parallel Testing Reporting Analysis & Design User Procedure Documentation Training Material Development Knowledge Transfer Recommend Patches, Upgrades and Modifications
AST Corporation	Technical Lead	Technical Design Data Conversion Design Interface Design Customization Design Custom Reports Design Integration Testing Legacy Data Extract Knowledge Transfer
AST Corporation	Training Lead	Training Plan Training Material Training Coordination & Feedback Training Tools and Instance Management Training Delivery Knowledge Transfer User Certification (Validate of Competency)
AST Corporation	Change Management Lead	Change Management Analysis and Planning Change Management Execution

Project Staffing, Roles & Responsibilities

Organization	Staff Role	Responsible for Tasks/Activity
		Change Management Feedback and Analysis Stakeholder Communication
AST Corporation	Applications DBA	Instance Planning, Sizing & Architecture Create Patch Application Strategy Create Backup/Recovery Plan & Scripts Stress Testing & Performance Tuning Knowledge Transfer & Team Training Environment Creations (Dev/Test etc.) Apply Patches, Upgrades and Modifications Setup Firewalls and DMZ Develop Dataguard Failover Procedure/Plan Develop cloning Procedure/Plan Develop Customization Procedure/Plan Set up the Oracle Grid to monitor all Oracle Financial Databases
AST Corporation	Technical Consultants	Technical Design Development of Conversion Programs Development of Interfaces Development of Customizations Development of Reports Unit Testing Knowledge Transfer

3.2 AST and County Responsibilities

The table below maps the responsibilities for each team member over the course of the project. The assignment of roles and responsibilities has been made in order to achieve a continuous and effective transfer of knowledge to facilitate the long term support of the system by County staff.

Table 11: AST and County Responsibilities

Phase or Task Group	Task or Activity Description	AST	County
Implementation	Scope Definition and Control	Shared	Shared
	Project Planning	Lead	Participate
	Requirement Definition	Lead	Assist
	Technical Architecture/Design	Lead	Participate
	Documentation	Lead	Participate
	Requirement Mapping and Gap/Fit Analysis	Lead	Participate
	Prototyping	Lead	Participate
	Training	Lead	Participate
	Configuration	Lead	Participate
	Procedural Documentation	Lead	Participate
Business Process Flow	Identify and Document Current Processes	Assist	Lead
	Document Future Process Flows	Lead	Assist
	Conduct CRP to Validate Process Flows	Lead	Assist

Project Staffing, Roles & Responsibilities

Phase or Task Group	Task or Activity Description	AST	County
	Approve Future Process Flows	Participate	Lead
Interface Development	Design Data Mapping	Lead	Assist
	Develop Custom Extract/Import Program to/from Third Party	Assist	Lead
	Develop Custom Extract/Import Program to/from Oracle Applications	Lead	Assist
	Develop Data Migration Plan	Lead	Assist
	Import/Export data to/from Oracle Applications	Lead	Assist
	Create concurrent request for execution	Lead	Assist
	Import/Export data to/from Non-Oracle application	Lead	Assist
	Unit and Integration Testing of Interface	Shared	Shared
	Validation and User Acceptance	Assist	Lead
Data Conversion	Design Data Mapping	Lead	Assist
	Develop and Test Extract Programs	Assist	Lead
	Prepare Data Load Plan	Lead	Assist
	Develop import program	Lead	Assist
	Export data from current system	Assist	Lead
	Cleanse data	Assist	Lead
	Import data to Oracle tables	Lead	Assist
	Validate converted data	Shared	Shared
Customizations, Workflows & Reports	Define Requirements	Assist	Lead
	Build Programs/Workflows/Reports	Shared	Shared
	Test Customizations/Workflows/Report	Lead	Assist
	Validation/Acceptance	Assist	Lead
	Train in the use of customization, workflow or report	Lead	Participate
	Migration of Customizations to Production	Lead	Assist
Testing	Unit Test	Lead	Participate
	System (Module) Test	Lead	Participate
	Integration Test	Lead	Participate
	Stress Test	Lead	Participate
	User Acceptance Test	Assist	Lead
	Parallel Test	Assist	Lead
Training	Project team training delivery (courses are off-the shelf)	Lead	Participate
	Technical team training gap identification	Lead	Assist
	Development of end-user training strategy document	Lead	Assist
	Train-the-Trainer course development	Lead	Assist
	Train-the-Trainer delivery	Lead	Assist

Project Staffing, Roles & Responsibilities

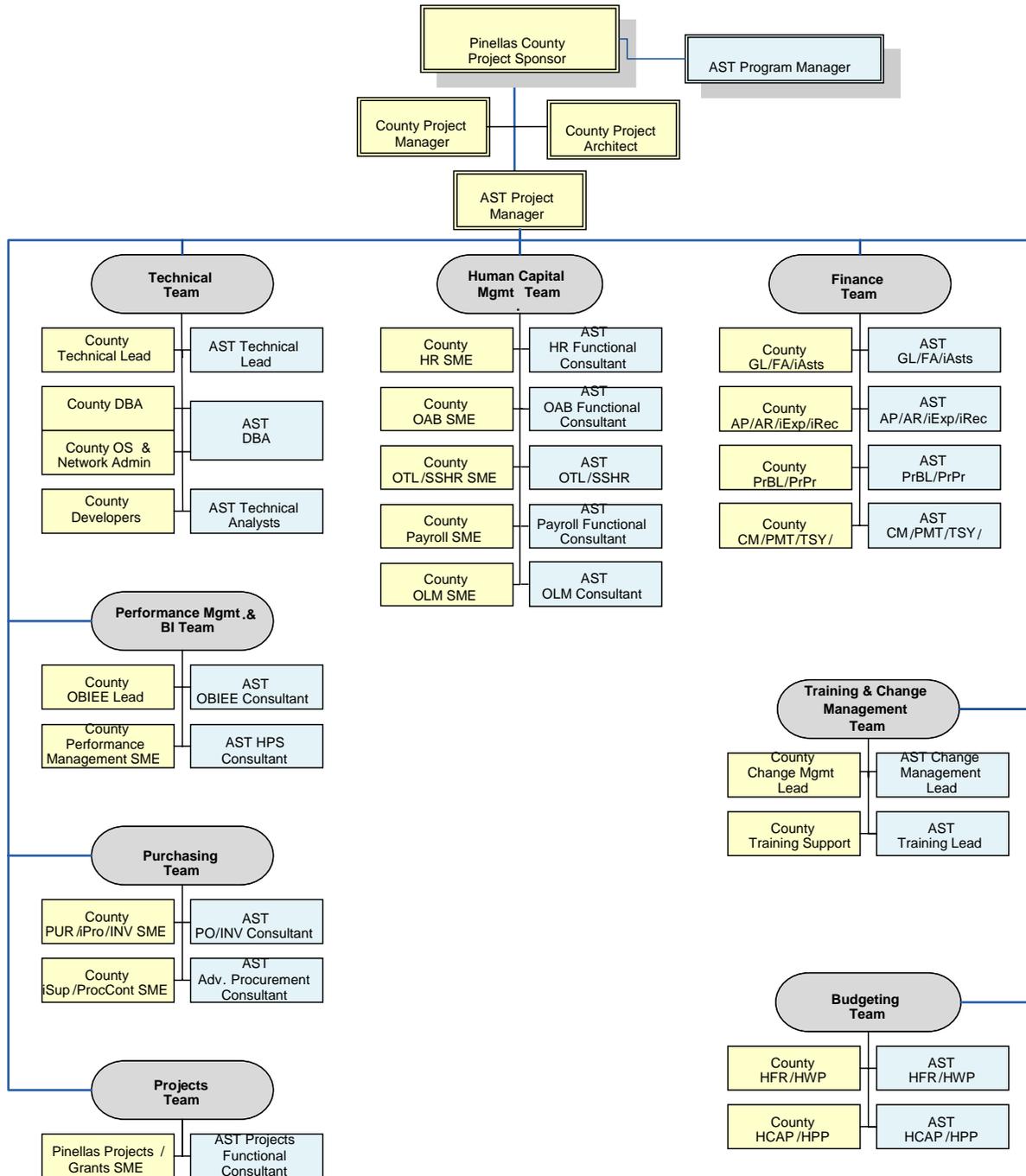
Phase or Task Group	Task or Activity Description	AST	County
	End-user training material development	Lead	Assist
	End-user training delivery (process training, navigation, application)	Shared	Shared
	Knowledge Transfer	Lead	Assist
	Logistics and training administration	Assist	Lead
Change Management	Change Management Strategy	Lead	Assist
	Communication Strategy & Plan	Lead	Assist
	Change Management & Communications Plan Execution	Shared	Shared
	Change Management Evaluation	Shared	Shared
Setup Firewalls, DMZ and SSL and Reverse Proxy for External System Access	Establish Architecture and Standards	Lead	Assist
	Test Firewalls/DMZ for External Access	Lead	Assist
	Setup Production Firewalls/DMZ	Assist	Lead
Patches, Upgrades and Modifications to System Environments	Recommend Patches, Upgrades & Modifications	Lead	Assist
Post Production Support	Resolving and Documenting Issues	Lead	Assist
	Support Transition	Assist	Lead
	Apply Patches, Upgrades and Modifications	Lead	Assist
	Test Patches, Upgrades and Modifications	Assist	Lead

Description/meaning of the responsibility levels

- Lead Ownership of the task and performing majority of the work.
- Assist Help the task owners by actively creating part of the deliverable or performing the activity
- Participate Be available to review, assist as needed and to partake in training and testing activities
- Shared Each party shares equal responsibilities for the performance of the task
- None No involvement

3.3 Project Organization Chart

The following organization chart represents the team structure. In the previous sections the primary roles assigned to each team member is defined as well as the level of responsibility for each task.



4. Technology Architecture

In proposing the technology architecture AST has accounted for software vendor recommendations and specifications, best practices and the County's currently supported technology standards as listed in RFP, specifically sections E.12, E.18.1, E.18.12, E.18.16, E.18.26, E.18.28, E.18.29, E.18.31. AST shall comply with the standards as defined in these sections.

Unless otherwise approved by the County, AST will also comply with the County's system maintenance schedule listed in RFP section 18.25 and take this schedule into account in project planning.

All public facing components of the system will be configured for access using the County's Demilitarized Zone (DMZ) that is separated by a firewall. This premise is the basis of technology architecture proposed in this section.

In executing and managing the project, AST shall comply with the County's Business Technology Services ITIL processes and tools to request services and report incidents including, but not limited to, Change, Configuration, Release and Incident Management.

4.1 Instance Plan

The following is a preliminary list of system environments (instances) that will be required to execute the OPUS project and to continue business operations on an on-going basis. The instances required only for the duration of the implementation project are identified by the word "Temporary" in the usage column. AST will assist the County in planning and procurement of the hardware to make optimal use of the servers and to ensure that the hardware is usable in the long term. Additional instances shall be identified by AST and configured in coordination with AST as required to meet scope.

Table 12: Application Instances Required

Product Suite	Instance	Purpose	Usage Type	Configuration
Oracle EBS	PROD	Production (All Phases)	Permanent	Two Node
Oracle EBS	UAT	User Acceptance testing instance (All Phases)	Permanent	Two Node
Oracle EBS	TRAIN	Dedicated Training Instance (All Phases)	Permanent	Two Node
Oracle EBS	VISION	Demonstration Instance (All Phases)	Temporary	Single Node
Oracle EBS	HR-DEV	Development of CEMLI objects (Phase I, II)	Permanent	Two Node
Oracle EBS	HR-PATCH	Patch testing instance (Phase I, II)	Permanent	Two Node
Oracle EBS	HR-TEST	Test Instance (Phase I, II)	Temporary	Two Node
Oracle EBS	HR-CRP	Design Validation (Prototype (Phase I, II)	Temporary	Two Node
Oracle EBS	PAY-CRP	Design Validation (Prototype)	Temporary	Two Node
Oracle EBS	FIN-DEV	Development of CEMLI objects (Phase III)	Temporary	Two Node
Oracle EBS	FIN-PATCH	Patch testing instance (Phase III)	Temporary	Two Node
Oracle EBS	FIN-TEST	Test Instance (Phase III)	Temporary	Two Node
Oracle EBS	FIN-CRP	Design Validation (Prototype) (Phase III)	Temporary	Two Node
Hyperion	HYPPROD	Production	Permanent	Two Node
Hyperion	HYPUAT	User Acceptance testing instance	Permanent	Two Node

Hyperion	HYPDEV	Development of CEMLI objects	Permanent	Two Node
Hyperion	HYPTRAIN	Dedicated Training Instance	Permanent	Two Node
Hyperion	HYPPATCH	Patch testing instance	Permanent	Two Node
Hyperion	HYPTEST	Test Instance	Temporary	Two Node
Hyperion	HYPGRP	Design Validation (Prototype)	Temporary	Two Node
OBIEE	OBPROD	Production	Permanent	Two Node
OBIEE	OBUAT	User Acceptance testing instance	Permanent	Two Node
OBIEE	OBDEV	Development of CEMLI objects	Permanent	Two Node
OBIEE	OBTRAIN	Dedicated Training Instance	Permanent	Two Node
OBIEE	OBPATCH	Patch testing instance	Permanent	Two Node
OBIEE	OBTEST	Test Instance	Temporary	Two Node
OBIEE	OBGRP	Design Validation (Prototype)	Temporary	Two Node

4.2 Infrastructure Requirement

AST will certify, in the Project Design Document deliverable, the platform that will meet functional requirements and system performance requirements (Exhibit E). Hardware requirements based on AST's review of the County's requirements and industry best practices are set forth in Exhibit I.

4.2.1 Desktop/Client-Tier Requirements

Oracle E-Business Suite utilizes a classic Internet architecture. As such, the user interface is a thin, web-based client presented via a standards-based Web browser. Currently certified Web browsers are Microsoft Internet Explorer 5.5 and higher. The following is the minimal and optimal recommended desktop (client) configurations for ERP System users.

Table 13: Desktop/Client Requirements

Desktop/Client	Minimum Requirement	Optimum Requirement
Microsoft Windows (2003, XP, Vista)	Processor: Pentium 1.2 GHz RAM: 1 GB	Processor: Pentium Dual Core 2GHZ RAM: 2GB to 4GB
MS Excel	2003/2007 for Hyperion and OBIEE add ins	
MS Word	2003/2007 for Hyperion and OBIEE add ins	
MS Power Point	2003/2007 for Hyperion	

4.3 Minimum Requirements for Start-Up

Phase 1a of the project involves 3 primary modules, General Ledger for Chart of Accounts setup, Human Resources and Advanced Benefits. This provides the opportunity to defer the procurement of the production hardware for several months after the project starts. For start-up AST recommends that the County procure three (3) servers for preliminary development purposes as per Exhibit I.

The configuration of the three minimum startup servers should follow the hardware configuration shown in Exhibit I to ensure that they are reusable in the long term for the ERP System.

AST certifies that these servers will provide sufficient capacity for the project kick-off and development through approval of the Detail Design Definition deliverable for Phase 1a. The Detail Design Definition deliverable for Phase 1a shall include an update to Exhibit I.

4.3.1 Functional Requirements

AST confirms that all functional requirements detailed in the Functional Matrix (Exhibit H) marked as either "F" or "SR" are included in the scope of our implementation services. AST will work with the County to develop potential solutions for any functional requirements marked as "N".

As part of the requirements analysis AST will review all business needs of the County. All business process requirements will be met either by standard functionality or reports configured within the Oracle applications or by custom interfaces, reports, customizations, workflows and alerts.

4.3.2 Business Process Flows

AST will lead the review and improvement of all business flows at the County related to Oracle ERP applications. AST shall use the process defined (section 6.14 of the RFP response dated March 31, 2009) as Package Enabled Business Process Reengineering (BPR). Below is a brief explanation of the process used to realign the business practices of the County with those supported by the Oracle E-Business Suite of applications, industry best practices and the requirements of the County. This process will require the cooperation of the County's implementation team, department leaders, executive management and the AST delivery team.

Major activities covered during the BPR process are:

- Provide documented current process flows
- Conduct review of current departmental procedures
- Schedule departmental review meetings
- Document current process flows (for those not already documented)
- Create future process flows
- Review and accept future process flows
- Create future business procedures

4.4 Future Upgrades

4.4.1 Process for incorporating future upgrades

Scheduled maintenance in the form of upgrades and product enhancements (referred to as patches) are delivered through Oracle's *MetaLink* service, which is available 7x24x365. Historically speaking, major upgrades are delivered approximately every 3-4 years. Minor upgrades/enhancements and patches are delivered approximately once per quarter. Bug fixes are delivered on demand as necessary.

A minor release covers two areas:

- Consolidated technical, functional or documentation bug fixes

- Minor feature enhancements

The Product Release Process is comprised of Oracle employees from all of its organizations, working together to deliver the best product to its customers efficiently. Updates and patches are normally shipped on CD or downloaded from Oracle's Website:

- New Versions
- Enhanced Releases
- Patches/Fixes
- Language/Database

When Oracle announces a new release, the current release and the prior two releases of software are supported. Typically when Oracle announces de-support of a given version a three-year upgrade allowance is offered. Enhancement requests can come from a variety of sources:

- *MetaLink* - Enhancement Request. The SR system is used to log the request, this gets routed directly to the product development teams.
- Customer Advisory Boards (CAB) - Each product group such as Oracle Process Manufacturing, Oracle Trade Management has a CAB where enhancements and feedback are solicited from on an ongoing basis
- AppsWorld Special Interest Groups (SIG)

With the integrated nature of the software it is important to have a deliberate plan to thoroughly test any patch whether minor or major before migrating them to production environment. AST will assist the County in establishing a protocol and calendar for scheduling and applying upgrades, patches and one-off bug fixes. This will include the instance plan, testing process and the process for migration of the patches to the production environment. All patching processes shall be compliant with Oracle published standards and any specific procedures unique to the County shall be documented.

4.4.2 Version Support

AST shall only install and configure versions of the software that are supported by Oracle.

5. Implementation Methodology and Work Plan

5.1 EDM Methodology

AST will lead the OPUS project using our specialized methodology Enterprise Domain Modeling (EDM) which is geared toward Oracle Applications implementations. The information below provides an overview of our EDM methodology.

APPROACH

A structured approach is the key element of the EDM methodology. By using EDM customers can expect:

- ✓ Clearly-defined phases
- ✓ Specific deliverables
- ✓ Measurable performance parameters
- ✓ Well-documented process

CONFERENCE ROOM PILOT

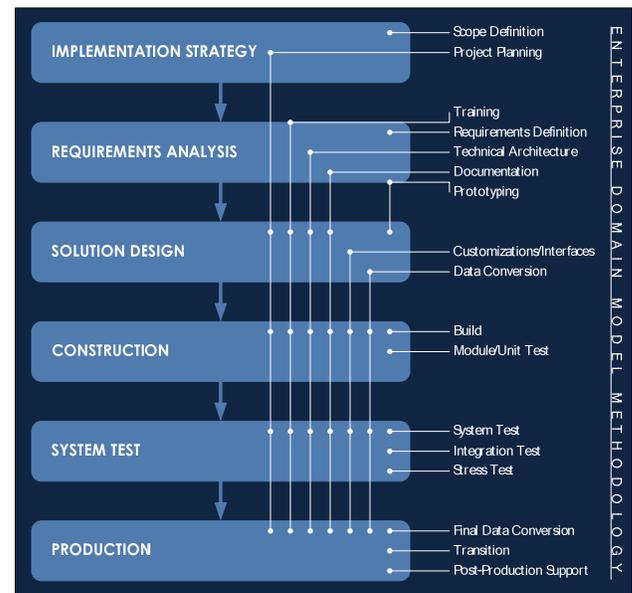
We place great emphasis on our prototyping process--the conference room pilot (CRP). The EDM conference room pilot is unique in that we focus on delivering a fully functional prototype for the project and clearly defining the extent and scope of customizations. An integral part of this deliverable is the thorough documentation of gaps in functionality, all available alternatives for gap resolution and cost estimates for implementing each.

THE EDM DIFFERENCE

To achieve user involvement without dominating user time, EDM divides applications and modules into functional "domains" and assigns one or more key users to each domain. This approach utilizes users' time optimally by involving only key users in decision-making. We achieve a constant flow of critical information among the domain experts through consistent documentation and periodic core team meetings.

PHASES & DELIVERABLES

Implementation phases and major deliverables of EDM are shown in the diagram below:



- AST can customize EDM phases and deliverables to fit a particular project need or to complement an existing methodology in use at customer's site.
- AST considers organizational changes, process improvement and re-engineering initiatives as part of Solution Design.
- EDM integrates standard and custom modules into a single working business solution.
- EDM verifies the full system solution against organizational processes, measuring and predicting reliability and performance.
- Documentation and formal acceptance of deliverables and documents is a crucial aspect of EDM methodology.

5.2 Deliverable Templates

AST will utilize the available deliverable templates in the EDM methodology, which will be modified as necessary to accomplish the County’s specific needs and to adhere to existing documentation standards.

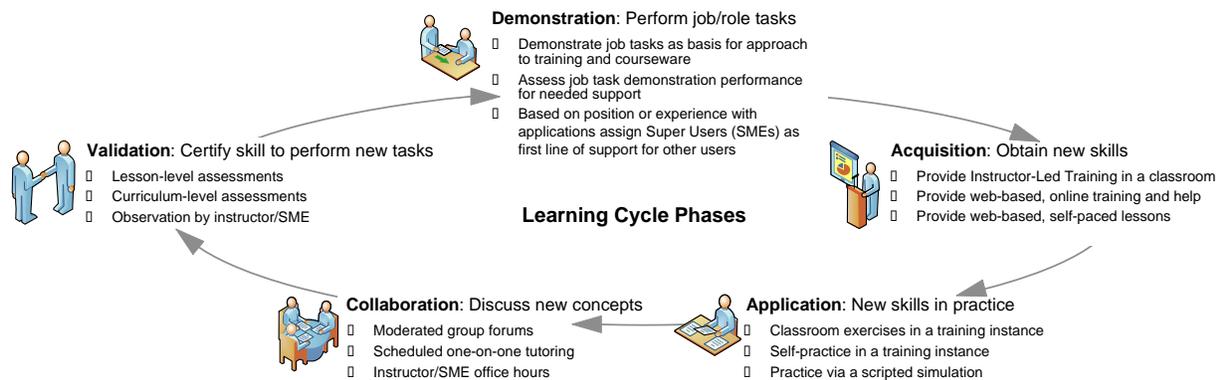
5.3 Training Strategy

The implementation of the OPUS system will necessitate role-based training courses. The development of the training courses will be developed using Oracle’s User Productivity Kit (UPK). The pre-purchased content will be modified to represent the specific job roles for the County. Development of the content and addition of County specific procedural notes will be a shared responsibility between County resources and AST.

The training delivery will be the responsibility of AST. AST will deliver all training related to implementation of Oracle application modules and the functionality of those modules included in the scope of services. AST will lead the knowledge transfer tasks to the County implementation and technical team. The delivery of end user training will be completed by AST team resources with County staff acting as training assistants for most of the classes. A train the trainer course will be delivered by AST to all County training resources prior to the commencement of delivering end user training courses.

Training material will conform to the unique characteristics of the County’s departments and agencies, its business process flows, users and technologies. By accounting for these factors, we can effectively prescribe a mix of training delivery methods to ensure that trainees receive the right content, in the right way, at the right time. AST treats training as part of a process that must be integrated into the ebb and flow of the work environment, rather than as a single event. With this in mind, AST develops its courseware and training content around a cycle-of-learning, which includes these phases:

Figure 1: AST Learning Cycle



At the outset, the user demonstrates a specific skill; they are on the job performing their role. A change in the work environment (such as the implementation of a new system or process) takes place and is cause for the user to acquire new skills. The delivery of training content supports the acquisition of new skills.

To facilitate acquisition of skills further, the student needs opportunities during which they are able to apply what they have learned. After learning and applying new skills, users need an opportunity to collaborate with subject matter experts and colleagues. This collaboration, made possible by forums,

scheduled chats and other methods, enables users to solidify their knowledge and further comprehend how they will apply the new skills in the work place.

Once training has taken place, most organizations want to validate the acquisition of requisite skills. This is usually prior to granting credit for course completion or granting user certification for a role such as manager, database administrator, buyer, etc. This validation, usually in the form of assessments built into lessons and/or through post-training tests, confirms that the user has mastered the learning objectives. Some organizations use assessments to validate both the users and the training initiative itself.

Finally, when the user returns to the work environment, he or she once again demonstrates the requisite skills to perform his or her role. At this point, it is important to provide performance support tools such as job-aids to help with on-going performance when the user needs to recall certain aspects of the training. The use of job aids and online support tools is a more efficient practice than requiring a user to repeat an entire training event just to relearn a small portion of the content.

5.3.1 Training Resources

Development of training materials will be completed using Oracle’s UPK tool. The table below defines the primary tools and resources available or required for achieving the training objectives of the OPUS project.

Table 14: Training Tools and Resources

Resource	Description
User Productivity Kit (UPK) Developer	The Developer is a synchronized content platform for creating documentation, training, and performance support across the enterprise. The Developer allows you to create and publish content easily. Content includes simulations, in-application support, and interactive documentation. Users gain a well-rounded knowledge of software functionality, complete with an understanding of the concepts, by learning how to use a program in both a simulated environment and while working with their own data in a live environment.
Business Process Documentation (UPK)	This format is useful for creating documents that not only include the procedures and conceptual information for business processes, but also contain information relating to intended audience, roles and responsibilities, document status, versions, and dates. Each topic is published to a separate document which includes a concept page, with information about the document and task, and the procedures for completing the task.
Training Guides (UPK)	This format allows instructors to create manuals quickly for instructor-led training. The document includes a title page, copyright information, table of contents, conceptual information, and procedures for completing all tasks included in the published outline. In addition, if the content you publish contains glossary markups, then a glossary is included at the end of the document.
Instructor Manuals (UPK)	This format allows instructors to publish the training guide including instructor notes. The instructor notes are inserted in the document per topic, after the concept, and before the procedure. An instructor note heading appears in the output in the same style as procedure text. The instructor notes are formatted like web page attachments (indented 1/2 inch from the margin in a box with a rule and shading). This is designed to make the notes stand out from the other text. The outside margin is adjusted to 2.5 inches. This allows instructors room to write their own notes.
Job Aids (UPK)	This format results in a quick reference guide, enabling users to view only the procedures for completing a task, without conceptual information. Each topic is published in a separate document which includes only the procedures for completing the task.
Test Documents (UPK)	This format allows you to create documents for testing software applications. Each topic is published to a separate document. The document includes the purpose of the test, test history, time to test, test setup, and test procedure. The test procedure contains the steps for completing the task.
Computers	Desktop PC or Laptops meeting the minimum requirements as designated in section 4.2.4 in sufficient

Implementation Methodology and Work Plan

Resource	Description
	quantity to deliver the training defined in training services section 2.8 of this SOW.
Projectors and projector screens	Each training room should have a projector and screen, or equivalent tools, for user training.
Network Connections	All Computers and/or laptops will require network connections for the training delivery
Classrooms	Training classroom will be required for all end user training classes. The number of classrooms will depend on the number of students in each class.

5.3.2 Training Assumptions & Responsibilities

The following training roles are proposed for the project:

Training Task	Lead Responsibility		Comments
	AST	County	
Create Training Plan	✓		
Create Training Material	✓		
Review Training Material		✓	Review and approve training courseware.
Provide Training Site		✓	All training is onsite. County to provide facilities.
Setup Training Systems Environment	✓		
Deliver Core Team Training	✓		
Setup Training Sessions Data	✓		
Deliver User Training	✓		Consultants to assist County staff in gaining expertise for training delivery in the future (post production) to train new staff etc.
Attend Training	✓		
Reschedule Staff, Follow up		✓	Supervisors to schedule County staff.
Review Training Effectiveness	✓	✓	Joint responsibility.
Business Process Training	✓		

5.3.3 Customer Service Center Training

Creation of a help desk strategy and the staff training shall be completed as part of the Production Migration Strategy deliverable. The help desk strategy shall be consistent with the County's Business Technology Services Customer Service Center standards and practices that incorporate ITIL processes and tools. Level 1 Support is the help desk which records incidents in Service Desk (CA) and assists with routine application incidents.

The training for Level 1 staff would typically include:

- ERP System Navigation
- Resolution procedures for routine incidents

The Level 2 and 3 staff would be included as part of the end user training group to get full training on their respective functional and technical areas.

5.4 Change Management Strategy

The change management strategy, methods and tools used by AST will guide the County in this important goal. The following three phases of change management cover the entire spectrum of the project and define the change management lifecycle. Detailed planning and execution of all three of these phases are the most effective methods to minimize the disruptive effects of new ERP system implementation project. The Change Management Strategy deliverable shall be consistent with the phases described below.

5.4.1 Change Management Phases

Three distinct phases that comprise the AST's Change Management approach include the following.

A. Make the Case for Change

Change involves moving from the known to the unknown. An uncertain future may affect people's competencies, worth, and confidence about their role and duties, so compelling reasons must be delivered in order to gain the support of members of an organization from the start. When it comes to enterprise technology and the business processes surrounding it, users are heavily invested in the status quo and resistance can be heavy in relation to uncertain future benefits. With this in mind, the tasks in this phase identified below are geared towards motivating people towards continued involvement:

- Explain the Need for Change
- Motivate Towards Commitment
- Manage Opposition and Resistance

B. Commitment & Transition

In this second stage of Change Management, the project leadership, project team, users and stakeholders move from the existing technical and business process environment to adopting the new environment. The change management tasks in this phase are:

- Identify Key Stakeholders & Users
- Activity Planning
- Formal Education & Training

C. Change Evaluation

The third and final phase of Change Management activities involves assessing the core and selected activities to determine whether they have been implemented as intended and if they have delivered the desired results. AST will incorporate two types of live implementation Change Management evaluations into its overall Change Management strategy: evaluation of Change Management interventions during project implementation, and post-project evaluation to assess overall impact. A final evaluation element, end of project feedback, is reserved for a short period time after the new system is live. The following are the three tasks during this phase:

- Evaluation During Implementation
- Post Implementation Phase Evaluation
- End of Project Change Management Feedback

5.4.2 Change Management Communications Plan

Communications is the key to a successful project. AST will develop the project Communication Plan in coordination with the County. The Communication Plan will include regular planning and status meetings with the project leadership, as well as regular communications with the stakeholders (department personnel, end-users, etc.). The purpose of the Communications Plan is to define and document:

- The communication methodologies – events, literature and media – and structures used to disseminate information throughout the Change Management effort.
- The roles and communication structure that will be used to exchange relevant Change Management information between the project leadership and project team.
- The regular meetings, reporting, and other communications that take place during the project, and identify the type of information, the medium for communicating, and the audience to whom information is directed.

There are a number of outcomes to which the outputs of these communications aim to contribute. These outcomes are a crucial part of the overall success of the Change Management effort and include the following:

- A critical mass of end users has received relevant and timely information.
- End users understand the objectives of the project.
- End users are aware of the likely impact of the project.
- End users know where and how to obtain information about the project and actively seek it.
- The Project is receiving relevant feedback.
- The Project retains a high credibility factor.
- The County's personnel across the organization are participating in and taking responsibility for communicating upwards, downwards, and laterally.
- The County's personnel provide input to the project.

5.4.3 Methodologies for Disseminating Information

A combination of direct and indirect communication mechanisms can be employed during the Change Management effort. Indirect methods generate awareness and interest, while direct methods will be used to generate desire and action. No one method is suitable for all users from the County or for all purposes, and each has its advantages and disadvantages, so a combination should be used to reach all end users and managers. The following table outlines the communication stages, the objective, the type, and the possible mechanisms to be employed by AST for the County:

Table 15: Change Management Communication Stages

Stage	Communication Objective	Communication Type	Possible Mechanisms
Make the Case for Change	Create the need or the want to try	Direct	Seminars, site visits, demonstrations, high-level training sessions
	Create interest or information seeking behavior	Indirect	Newsletters, brochures

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	Gain attention	Indirect	E-mails, notices, announcements
Commitment & Transition	Motivate usage	Direct	Seminars, training, change advocates
	Reinforce usage	Indirect and Direct	Web sites, Help desk, E-mail contacts
Change Evaluation	Gather Change Management implementation feedback	Direct	One-on-one or group meetings with users; meetings with Project Leadership
		Indirect	Surveys, website, E-mail

5.4.4 AST and Pinellas County Roles in Communications

The Change Management methodologies will need to communicate with the County’s diverse end user community. End users will need to understand how they will be involved in and affected by the implementation, and what they can expect. Creating this understanding, and managing expectations, requires both a well-planned and executed communication strategy, and in particular well-defined roles in communicating Change Management information.

The following table identifies the communication methods and roles that will be distributed among the team members and help disseminate change management communications.

Table 16: Change Management Communication Methods

Communication Mechanism	Audience	Frequency	Primary Responsibility	Providing Assistance
OPUS Newsletter	County End Users	Monthly	Project Assistant	Project Managers, Project Team Leads
Official Memos, Letters, and other Correspondence	Department Sponsors, Department Directors, and Vendors	As Needed	Project Managers	Project Assistant
E-Mails	Department Sponsors/Subject Matter Experts	As Needed	Project Managers and Team Leads	Project Assistant
Workshop Sessions	Department Sponsors/Subject Matter Experts	As Needed	Team Leads	Team Members
Road shows / Presentations	Department End Users	As Needed	Project Managers	Team Leads and Project Assistant
Training Sessions	County End Users	Per Training Schedule	Training Lead	Team Leads and Project Assistant
Functional & Technical Team Status Reports	Team Members and Team Leads	Weekly	Team Leads	Team Members
Project Manager Status Reports	Team Leads and Steering Committee Chairs	Weekly	Project Managers	Team Leads
Team Meetings	Functional & Technical Team Members	Weekly	Team Leads	Team Members
Team Leader Meetings	Team Leaders	Weekly	Project Managers	Team Leads

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Department Sponsor Meetings	Department Sponsors	Monthly	Project Managers	Team Leads
Steering Committee Meetings	Steering Committee	Monthly	Project Managers	Steering Committee Chairs
Steering Committee Status Reports	Steering Committee	Monthly	Project Managers	Team Leads
All Project Team Meetings (including	Project Team Members	Monthly	Project Managers	Team Leads

5.5 Knowledge Transfer Activities

AST will approach knowledge transfer as a continuous process throughout a project rather than as an isolated event that occurs at the end of the project. AST’s Consultant Personnel will pair with County’s staff to form one single team to continuously educate them throughout the OPUS project, thereby enabling the County staff to support and maintain the ERP Software and Oracle database environment after the implementation is complete.

Using our EDM methodology, AST documents consistently and comprehensively its analysis, development, testing, implementation, and maintenance practices so that knowledge transfer will be conducted throughout the project.

5.5.1 Steps to Verify Knowledge Transfer

During the planning phase of the project specific goals of knowledge transfer will be identified. The acquisition of system knowledge can be monitored closely using the following steps.

Table 17: Knowledge Transfer Validation Steps

Knowledge Transfer Content	Audience	Evaluation Criteria	Forum/Medium
Design and Documentation Standards Familiarity	SME	Ability to create requirements and design documents as per OPUS team standards	Review of Documentation
Domain Specific Applications Expertise	SME	Ability to support configuration decisions and system testing	Observation
Report Tool (End user) Expertise	SME	Knowledge of domain data model and use ad hoc reporting tool	ILT and Group Forum
Design and Build Standards Awareness	Technical Analyst	Acquire knowledge on Oracle Application Extension Standards	Participation and Contribution
Developer Tools Expertise	Technical Analyst	Acquire knowledge on available API’s to load data into Oracle system	Code Walkthrough
Unit Testing and Applications Expertise	Technical Analyst	Acquire knowledge on Oracle Application Extensions	Observation and OJT
Build Application Instances	DBA	Create new instance using cloning	Observation and OJT
Apply Apps and DB Patches	DBA	Applying Apps and DB Patches	Observation and OJT
System Shutdown/Startup	DBA	Shutdown and starting various apps/web servers, database and concurrent managers.	Observation and OJT
Register Application Issues	Help Desk Analyst	Record, assign and prioritize user logged issues	Curriculum-level assessment
Resolve Help Desk (Designated) Issues	Help Desk Analyst	Resolve user access and navigation issues	Curriculum-level assessment

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Knowledge Transfer Content	Audience	Evaluation Criteria	Forum/Medium
Production Preparedness	Help Desk Analyst	Cross-application technical and functional discussion	Moderated Group Forums
Role Based Expertise	Business users	Training Exercise (ILT)	Lesson level assessment
Self-Paced Training	Business users	Online Training (Recorded Completion)	UPK Online Content
Role Based Certification	Business users	To be determined by the County	Course Level Certification

5.6 Deliverables and Milestones

The following tables include the deliverables for all Phases. The supporting project plan can be found in Exhibit F. The project plan, corresponding timeline and deliverable plan will be revised based on the County’s open enrollment period, payroll schedule, holiday schedule and other specifics to be identified in the definition period of each implementation Phase.

Table 18: List of Deliverables

Strategy Deliverables - The following deliverables govern all Phases		
EDM Phase	Deliverable	Deliverable Description
Implementation Strategy	1.1	Updated Project Plan
	1.2	Project Charter
	1.3	Change Management Plan
	1.4	Design & Build Standards
	1.5	Sizing & Architecture Requirements
	1.6	Training Strategy
	1.7	Project SOW Document
	1.7.1	Define all subsequent deliverables and milestones
	1.7.2	Define Final Acceptance Criteria
	1.7.3	Requirements and Gap Fit Analysis
	1.7.3.1	Updated Scope Definition
	1.7.3.1.1	Data Conversion
	1.7.3.1.2	Interfaces
	1.7.3.1.3	Customizations
	1.7.3.1.4	Reports
	1.7.3.2	Business Processes/Workflows
	1.7.3.2.1	Current State
	1.7.3.2.2	Future State
	1.7.3.2.3	Gap Analysis
	1.7.3.3	Security Role Analysis
1.7.3.4	Future Support Organization Structure	
1.7.4	System Continuity and Disaster Recovery	
ERP Final Acceptance	7.1	Final Acceptance
	7.2	Warranty
Project Phase Deliverables- The following deliverables will be included in each Phase		
EDM Phase	Deliverable	Deliverable Description
Requirements Analysis	2.1	Updated Project Plan
	2.2	Updated Design & Build Standards
	2.3	Requirements & Gap Fit Analysis

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	2.3.1	Updated Sizing & Architecture Requirements
	2.3.2	Security Requirements
	2.3.3	Data Conversion Requirements
	2.3.4	Systems Interface Requirements
	2.3.5	Reporting Requirements
	2.3.6	Prototype Requirements
	2.3.7	Customization Requirements
	2.3.8	Training Requirements
	2.3.9	Documentation Requirements
Solution Design	3.1	Detailed Design Definition
	3.1.1	Sizing & Architecture Design
	3.1.2	System Configurations Design
	3.1.3	Security Requirements Design
	3.1.4	Data Conversion Design
	3.1.5	Systems Interface Design
	3.1.6	Reporting Design
	3.1.7	Prototype Design
	3.1.8	Customization Design
	3.2	Training Plan
Construction	4.1	Development Environment Completed
	4.2	Prototype Environment Completed
	4.3	Prototype Developed
	4.4	Prototype Approved
	4.5	Backup and Recovery Plan
	4.6	Test Strategy and Plan
	4.7	Test Scripts
	4.7.1	Unit Testing
	4.7.2	System/Integration Testing
	4.7.3	Parallel Testing (Not applicable for Phases 1a and 2b)
	4.7.4	Fail-Over Testing
	4.7.5	Stress/Performance Testing
	4.7.6	Backup and Recovery Testing
	4.7.7	User Acceptance Testing
	4.8	Application Setup Document
4.9	Custom Programs Developed	
4.10	Data Conversion Programs Developed	
4.11	Interface Programs Developed	
4.12	Custom Reports Developed	
4.13	Complete Security Configurations	
4.14	Complete Unit Testing	
4.15	Initial Communications	
System Test	5.1	Production Transition Plan
	5.2	Test Environment Established
	5.3	Initial Data Conversion
	5.4	Testing Completed
	5.4.1	System/Integration Testing
	5.4.2	Fail-Over Test
	5.4.3	Stress/Performance Test
	5.4.4	Backup & Recovery Test

	5.4.5	Parallel Testing (Not applicable for Phases 1a and 2b)
	5.4.6	User Acceptance Test
	5.5	Training Environment Established
	5.6	Training Materials Developed
	5.7	End User Training Delivered
	5.8	Final Communications
	5.9	Conditional Acceptance
Production	6.1	Production Environment Established
	6.2	Final Data Migration
	6.3	Phase Go Live
	6.4	Product Stabilization and Support
	6.6	Change Management Evaluation
	6.7	Final Documentation Completed

5.6.1 Deliverable Definitions

The following table defines the deliverables including the objectives of each, format and action to be performed by the County.

Table 19: Deliverable Definitions

Document Description/Title	Objective	Document Scope & Outline	Format	County Action
Updated Project Plan	Update Exhibit F	Project schedule fine tuned to reflect a review and final update with the County input after project initiation.	Microsoft Project	Review and Acceptance by Signature
Project Charter	Provide guidelines on how the County and AST will work together to achieve the common project objectives.	Project Scope Project Management Approach Project Organization and Roles Issue Management Strategy Change Management Strategy Risk Mitigation Strategy	Microsoft Word Document	Review and Acceptance by Signature
Change Management Plan	Detailed plan for implementing Change Management Strategy	See section 5.4.	Microsoft Word and Microsoft Project Documents	Review and Acceptance by Signature
Design and Build Standards	High-level specifications and standards for guiding the design and development of interface, configuring and custom development	Naming Standards Screen Design Cosmetic Standards Report Cosmetic Standards Interface Cosmetic Standards PL/SQL Naming Standards Development Environment Directory Structure Installation Routine Standards	Microsoft Word Document	Review and Acceptance by Signature

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Sizing and Architecture Requirements	Detailed Architecture updated to reflect the application and technology components	Hardware sizing Applications Release/Patch Level Database requirements Overview of Networking Client PC Requirements	Microsoft Word Document	Review and Acceptance by Signature
Training Strategy	Establish guidelines and method to delivery training to meet the County's objectives for preparing users for the OPUS system.	Determination of training audience, tools, delivery methods.	Microsoft Word Document	Review and Acceptance by Signature
Project SOW Document	Refinement of SOW for Project Scope	See table 18, Deliverable 1.7 and all sub deliverables.	Microsoft Word	Review and Acceptance by Signature
ERP Final Acceptance	Accept the completion of tasks that were vendor's responsibilities and successfully close the project in a formal manner.	Completion of all system implementation phases, post-production support and warranty requirements. Formalized by an Acceptance Certification.	Microsoft Word	Sign EFP Final Acceptance Certificate
Updated Project Plan (Requirements Analysis)	Update project plan to incorporate discoveries and adjustments up to Requirements Analysis phase	Project plan update to reflect all systems and operational requirements.	Microsoft Word Project	Review and Acceptance by Signature
Updated Design & Build Standards	Update the Design and Build Standards documents based on any new discoveries up to the Requirements Analysis phase.	Changes and find tuning of : Naming Standards Screen Design Cosmetic Standards Report Cosmetic Standards Interface Cosmetic Standards PL/SQL Naming Standards Development Environment Directory Structure Installation Routine Standards	Microsoft Word Document	Review and Acceptance by Signature

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Requirements and Gap/Fit Analysis	Document Business Requirements and Product Gaps	<p>Current State Analysis</p> <p>Future State Process Flows</p> <p>Future Organizational Structure</p> <p>Business Requirements</p> <p>Function Requirements Matrix Validated (Gap Fit Analysis)</p> <p>Identification of Custom Extensions</p> <p>Reporting Analysis & Gaps</p> <p>Security Role Analysis</p> <p>Update the relevant documents to reflect the findings, including the project plan, Sizing & Architecture Requirements, Security Requirements, Data Conversion Requirements, Systems Interface Requirements, Customization Requirements, Training Requirements and Documentation Requirements</p>	Microsoft Word Document	Review and Acceptance by Signature
Detailed Design Definition	Document the optimal business process solution to meet requirements. Define subsequent deliverables.	<p>Training Plan</p> <p>Requirements and Gap Fit Analysis</p> <p>Data Conversion Design and Mapping</p> <p>Data Extract Strategy</p> <p>Interface Design</p> <p>Preliminary System Configuration Documents</p> <p>Design Walk-Through Documentation</p>	Microsoft Word Document	Review and Acceptance by Signature
Training Plan	Create training plan	<p>Identify organization entities</p> <p>Identify training topics</p> <p>Identify performance areas for training</p>	Microsoft Word Document	Review and Acceptance by Signature
Development Environment Completed	Establishment of an development environment	Configure hardware and install Oracle software. Create account for consultants and County project team members.	System Deliverable	Acceptance certificate signed
Prototype Environment Completed	Establishment of an environment that will be used for system prototype (Conference Room Pilot).	Create an instance by either new install or cloning to provide the conference room pilot (prototype) environment.	System Deliverable	Acceptance certificate signed
Prototype Developed	Configuration of the CRP instance for demonstrating the core functionality.	Prototype demonstrated to the County team members to illustrate the standard functionality and to identify any gaps in required functionality.	System Deliverable	Acceptance certificate signed

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Prototype Approved	One or more rounds of user discussions around CRP to finalize Requirements and Gap Fit documents.	Prototype configured and demonstrated with related discussions on Gap to finalize the requirements and Gap Fit deliverables.	Microsoft Word Document	Review and Acceptance by Signature
Backup and Recovery Plan	Establishment of a formal plan to backup all system components in case a recovery is required.	Backup and recovery plan to include infrastructure, tools, process and method of backup and recovery. The backup and recovery plan should be executed and tested for successful recovery.	Microsoft Word Document	Review and Acceptance by Signature
Test Strategy and Plan	Create Comprehensive Testing Strategy and Plan	Testing Phase Testing Process Flow Testing Infrastructure Testing Responsibilities Test Plan Test Schedule	Microsoft Word Document	Review and Acceptance by Signature
Test Scripts	Create test scripts	Detailed Test Scripts for Conference Room Pilots (CRP) and various system testing identified in the deliverables table.	Microsoft Word Document	Review and Acceptance by Signature
Application Set-up Document	Detail all application set-ups required for each module	Provide module-wise documentation of all Oracle application set-ups	Microsoft Word / Microsoft Excel	Review and Acceptance by Signature
Custom Program Developed	Develop and test custom program as per specification.	Unit tested custom program units.	System Component	Test and Sign Acceptance Certificate
Data Conversion Programs Developed	Develop data conversion program and unit test with sample data.	Unit tested conversion program units.	System Component	Test and Sign Acceptance Certificate
Interface Programs Developed	Develop interfaces as per specification and unit test with sample data.	Unit tested interface program units.	System Component	Test and Sign Acceptance Certificate
Custom Reports Developed	Develop and unit test approved custom reports as per specifications.	Unit tested custom reports.	System Component	Test and Sign Acceptance Certificate
Complete Security Configuration	Document the setups required for Security and configure the system as per the document.	Security configurations documented, setup and tested in a test environment.	Microsoft Word Document	Review and Acceptance by Signature

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Complete Unit Testing	Perform a testing of configured system for standard business functions	Testing of standard system configuration with County specific business processes.	Microsoft Word Document	Review and Acceptance by Signature
Initial Communications	Complete the first round of communications to the County audience beyond the immediate project team.	One or multiple rounds of communications using the established communications channel.	Microsoft Word Document	Review and Acceptance by Signature
Production Transition Plan	Detailed strategy and plan for phased production migration and cutover checklist.	Create the production migration plan, checklist and update project plan if needed. Identify team member tasks during migration.	Microsoft Word Document	Review and Acceptance by Signature
Test Environment Established	Establishment of an user acceptance testing environment	Configure hardware and install Oracle software. Create user account to enable testing by system responsibilities.	System Deliverable	Acceptance certificate signed
Initial Data Conversion	Extract partial actual data from legacy and load into the Oracle environment.	Real data extracted from legacy systems and loaded into Oracle for testing.	System Deliverable	Acceptance certificate signed
Testing Complete	Multiple rounds of testing conducted as per the testing strategy	Execute the test scripts and document results as per the testing strategy. Convey the results to appropriate team members for corrections. Test for System Continuity and Disaster Recovery, Fail Over and Stress Testing	System Deliverable	Review and Acceptance by Signature
Training Environment Established	Establishment of an user training environment	Configure hardware and install Oracle software. Create user account to enable training by system responsibilities.	System Deliverable	Acceptance certificate signed
Training Materials Developed	Prepare training materials	Online training materials Printed training materials Other training materials provided	Microsoft Word Document/Online Tutorial/UPK	Co-Developed by the County and AST then Review and Acceptance by Signature
End User Training Delivered	Complete the user training for the phase	User training for the phase	Training	Confirm the required training delivery and sign acceptance.

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Final Communications	Issue the final communications related to the system readiness and go-live announcements to the County audience beyond the immediate project team.	One or multiple rounds of communications using the established communications channel.	Microsoft Word Document	Review and Acceptance by Signature
Production Environment Established	Installation of production hardware, Oracle software, configuration to launch production system.	Configure hardware and install Oracle software. Create user account to enable system use.	System Deliverable	Acceptance certificate signed
Conditional Acceptance	Phased go-live of Oracle modules.	The modules within a phase begin production use.	System Deliverable	Acceptance certificate signed
Final Data Migration	Loading of full extract into the Oracle system.	Extract and load complete set of legacy data into the production environment.	System Deliverable	Acceptance certificate signed
Phase Go-Live	Phased go-live of Oracle modules.	The modules within a phase begin production use and the conditional acceptance certificate gets signed.	System Deliverable	Acceptance certificate signed
Product Stabilization and Support	Completion of the post-production phase.	Preparation of the County personnel to support the system and completion of the contractual period for post-production support.	System Deliverable	Acceptance certificate signed
Change Management Evaluation	Review of the County personnel's preparedness and proper use of the system.	Review of usage and user training. Provide additional on the job help/training and publicize available documentation.	Microsoft Word Document	Review and Acceptance by Signature
Final Documentation Complete	Update of any project document based on user feedback.	Update any document as needed.	Microsoft Word Document	Review and Acceptance by Signature

5.7 Project Plan

A project plan for the OPUS implementation is included as Exhibit F to the Master Agreement. This is a baseline plan and will be refined with the County's input and approval upon project commencement and submitted as the Project Plan deliverable defined in section 5.6.1. The plan will be maintained as the ongoing work plan during each Phase of the OPUS project lifecycle.

6. Project Assumptions

Detailed in this section is a listing of the project assumptions:

General Assumptions/Disclaimer

1. AST does not warrant that Oracle software, documentation and technology is bug or error free. AST will make every effort to work with the County and Oracle support to resolve any software bugs and errors, however, AST does not assume any liability for the commercial off the shelf (COTS) software.
2. Pinellas County will execute and maintain appropriate level of support agreement with all software and hardware vendors for the products that are part of the OPUS project, as it determines appropriate in its sole discretion.

Scope and Objectives Assumptions

3. The County's objective is to implement the Oracle packaged software applications without modifications to the extent possible. The County will consider adopting best practices and will make reasonable effort to change business practices, if needed, to achieve this objective.
4. The scope of work has been identified based on high level requirements listed in the functional matrix using the Oracle EBS Release 12.1, Hyperion 11.1.1 and OBIEE 10.1.3.4 as baseline. Future patches, upgrades and enhancements made by Oracle Corporation to the software after ERP Final Acceptance may adversely affect the County's usage of these products and in some situations the County may be required to make changes to the custom programs and interfaces.
5. Any additional customizations, interfaces, extensions, or workflow modifications identified during the project beyond those listed in "Section 2 - Scope of Services" will require additional fee.
6. There are no limitations on the number of Fast Formulas, Special Information Types (SITs) and Extra Information Types (EITs) to be configured to HCM applications. Sufficient number of Fast Formulas, SITs and EITs will be setup in the ERP System to meet the business requirements.

Infrastructure Assumptions

7. Pinellas County will provide adequate workspace and infrastructure for the consultants assigned to the project (including but not limited to desktop computers, telephone, internet connection and VPN access to the network and existing documentation).
8. Hardware procurement, installation and support required for the project is the responsibility of Pinellas County and would be accomplished per the Project Plan. Adequate hardware in a stable condition will be made available to the Project Team.
9. The County will make documentation and computer programs and data related to the existing applications available to the AST Project Team.
10. The County will be responsible for making facilities available and required infrastructure ready for tasks like Training, Conference Room Pilots, and others.

7. Glossary of Terms

The following abbreviations are used for software modules, organizations or products throughout this statement of work:

Acronym	Meaning/Description	Acronym	Meaning/Description
AC	Advanced Collections	iPro	iProcurement
AME	Approvals Management Engine	iRec	iRecruitment
AP	Accounts Payables	iSup	iSupplier
AR	Accounts Receivable	IT	Information Technology
AST	Application Software Technology Corporation	OLM	Learning Management
BI	Business Intelligence	OAB	Oracle Advanced Benefits
CM	Cash Management	OBIEE	Oracle Business Intelligence Enterprise Edition
COA	Chart of Accounts	OM	Order Management
CRP	Conference Room Pilot	OTL	Oracle Time and Labor
DBA	Database Administrator	PAY	Payroll
EBS	E-Business Suite	PC	Pinellas County
EDI	Electronic Data Interchange	PEBPR	Package Enabled Business Process Reengineering
EDM	Enterprise Domain Model	PMT	Payments
FA	Fixed Assets	PA	Oracle Projects (Billing and Costing)
GL	General Ledger	PRC	Procurement Contracts
Gov't	Government	PRA	Procurement and Spend Analytics
HCAP	Hyperion Capital Planning	PO	Purchasing
HFR	Hyperion Financial Reporting	QA	Quality Assurance
HPP	Hyperion Planning Plus	RFP	Request for Proposal
HR	Human Resources	SME	Subject Matter Expert
HWP	Hyperion Workforce Planning	SO	Sourcing
HYP	Oracle Hyperion (Generic Name)	SOW	Statement of Work
iAsts	iAssets	SSHR	Self Service Human Resources
iExp	iExpense	PSA	Services Procurement
INV	Inventory	TR	Treasury
iPmt	iPayment	UPK	User Productivity Kit