



**ARLINGTON, VIRGINIA 22201  
AGREEMENT NO. 23-DTS-RFP-201  
AMENDMENT NUMBER 2**

This Amendment Number 2 is made on 1/18/2024 and amends Agreement Number 23-DTS-RFP-201 ("Main Agreement") dated January 26, 2023, between Sierra-Cedar, LLC ("Contractor") and the County Board of Arlington County, Virginia ("County").

The County and the Contractor agree to amend the Main Agreement as follows:

1. **Reference Exhibit A, Statement of Work, Project Scope:** Pursuant to Sierra-Cedar, LLC's, attached Change Order Form: #2 – Scope Changes PPM, Conversions, & EPM dated September 18, 2023, Change Order Form: #3 – Scope Changes Optional Modules and Narrative Reporting dated December 15, 2023, and Change Order Form: #4 – ERP Integration Scope Changes dated December 4, 2023, changes to the scope are as follows:
  - a. **Remove** Project Portfolio Management (PPM). The Accounts Receivable module will remain in scope to handle miscellaneous and grant billing. The project cost is reduced by \$234,946.30.
  - b. **Remove** the PPM lead from the project as of October 6, 2023. The PPM/AR Solution Architect and Receivables Lead will remain on the project.
  - c. **Increase** Data Conversion scope to include Contract Purchase Agreements. Project cost increased by \$24,815. No additional consultant staff is necessary.
  - d. **Increase** the dataset of Active Suppliers to be converted from 3 to 5 years, and CIP Assets conversion will be moved from PPM to Fixed Assets (FA). No additional consultant staff is necessary.
  - e. **Remove** Narrative Reporting from Optional modules analysis and recommendation deliverable.
  - f. **Add** Narrative Reporting assessment to the Requirements Traceability Matric Deliverable for the EPM project.
  - g. **Add** 2 additional consultants:
    - i. One consultant for the implementation of the Recruiting and Learning modules.
    - ii. One consultant for implementing the Performance and Goals, Profile Management, and Career Development modules.

h. **Add the following 10 new interfaces:**

Jira #	Interface Summary
ARLCOVA-3060	Oracle Check Information Outbound to DHS (Yardi/DMC)
ARLCOVA-3003	eBuilder to Oracle Standard Invoice Integration with Attachments
ARLCOVA-2883	JPMorgan BAI2 Bank Statement
ARLCOVA-2415	Oracle Receivables to Paymentus
ARLCOVA-2416	Paymentus Receipts to Oracle
ARLCOVA-2414	FirstDue to Prism+ GL Interface
ARLCOVA-2412	PRISM_Contracts_Portal Interface (Public Facing Agreements Portal)
ARLCOVA-2971	Set up of SSO with Azure (Not needed for SIT)
ARLCOVA-3396	EBS Payroll Journals to Prism+ (Temporary) Not SIT
<a href="#">ARLCOVA-3867</a>	<a href="#">Download Bank information from Federal Site</a>

i. **Remove the following 12 ERP interfaces:**

Jira #	Interface Summary
ARLCOVA-1312	PRISM_Utilities Refunds
ARLCOVA-1314	PRISM-DPR Small Credit Balance Vendors Interface
ARLCOVA-1271	ePlan (Permits)
<a href="#">ARLCOVA-2858</a>	Single or multiple processes for weekly/monthly processing
ARLCOVA-2856	Supplier extract to DHS Yardi/DMC
ARLCOVA-2711	Yardi Lease Revenue and Expenses
ARLCOVA-2410	PRISM DES GASB 87/96 Interface
ARLCOVA-1806	ACGA AP Supplier Interface
ARLCOVA-1604	Data Pipeline
ARLCOVA-1299	PRISM_iNovah Police file
ARLCOVA-1275	PRISM EB Suppliers Load
ARLCOVA-1263	ACGA Financial OpenGov Extracts

2. **The County is exercising its right to implement the following Optional modules under the Statement of Work for a total cost of \$705,870.00:**
  - a. Goal and Performance Management (Human Capital Management Talent management Cloud Service), to include Profile Management
  - b. Recruiting and Onboarding (Recruiting Cloud Service)
  - c. Learning Management (Learning Cloud Service), to include Career Development
3. **The EPM Opex Go-Live date** is changed from July 1, 2024 to July 31, 2024.
4. **The EPM Capex Go-Live date** is changed from July 1, 2024 to October 18, 2024.
5. **Revised Exhibit B Milestone/Deliverables/ Contract Pricing** is deleted in its entirety and replaced with the attached [Revised Exhibit B: Milestone/Deliverables/Contract Pricing, dated 1/18/2024](#), to adjust the deliverable, payment schedule, and pricing. **The total price of the contract changed from \$5,782,637.00 to \$6,278,375.70, an increase of \$495,738.70.**

All other terms and conditions of the Main Agreement remain in effect.

WITNESS these signatures:

THE COUNTY BOARD OF ARLINGTON  
COUNTY, VIRGINIA

SIERRA-CEDAR, LLC

AUTHORIZED DocuSigned by:  
SIGNATURE: Dr. SHARON T. LEWIS  
89B86B1AD301462...

AUTHORIZED DocuSigned by:  
SIGNATURE: Kevin Bryant  
AE859806E242440...

NAME: DR. SHARON T. LEWIS

NAME: Kevin Bryant

TITLE: PURCHASING AGENT

TITLE: GM - Public Sector

DATE: 1/18/2024

DATE: 1/18/2024

**Revised Exhibit B**  
Dated 1/18/2024

**Milestone/Deliverables/ Contract Pricing**

Milestone #	Major Milestone Name/Description	Deliverable	Deliverable Est Year/Month	SC Payment Amount
1	Organizational Kickoff Agenda and Meeting	Deliverable	23-Apr	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Apr</b>	<b>\$ 112,652.74</b>
2	Project Management Plan, Project Schedule	Deliverable	23-May	\$ 168,979.11
		<b>Monthly Totals</b>	<b>23-May</b>	<b>\$ 168,979.11</b>
3	Technical Strategy, Environment Strategy	Deliverable	23-Jun	\$ 281,631.85
		<b>Monthly Totals</b>	<b>23-Jun</b>	<b>\$ 281,631.85</b>
4	Conference Pilot 1 (CRP1, ERP)	Milestone	23-Jul	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Jul</b>	<b>\$ 112,652.74</b>
5	Requirements Traceability Matrix (Initial, ERP)	Deliverable	23-Aug	\$ 140,815.93
		<b>Monthly Totals</b>	<b>23-Aug</b>	<b>\$ 140,815.93</b>
6	Conference Pilot 2 (CRP2, ERP)	Milestone	23-Sep	\$ 140,815.93
7	Conference Pilot 1 (CRP1, HCM)	Milestone	23-Sep	\$ 112,652.74
8	Key System Design Considerations (ERP)	Deliverable	23-Sep	\$ 56,326.37
9	<b><u>Optional Modules Analysis and Recommendation</u></b>	Milestone	23-Sep	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Sep</b>	<b>\$ 422,447.78</b>
10	Requirements Traceability Matrix (Initial, HCM)	Deliverable	23-Oct	\$ 140,815.93
11	Change Management Plan	Deliverable	23-Oct	\$ 225,305.48
		<b>Monthly Totals</b>	<b>23-Oct</b>	<b>\$ 366,121.41</b>
12	Specifications – Conversions (ERP)	Deliverable	23-Nov	\$ 143,632.24
13	Conference Pilot 2 (CRP2, HCM)	Milestone	23-Nov	\$ 140,815.93
14	Key System Design Considerations (HCM)	Deliverable	23-Nov	\$ 56,326.37
		<b>Monthly Totals</b>	<b>23-Nov</b>	<b>\$ 340,774.54</b>
15A	Specifications – Interfaces (ERP) – 50% Complete	Deliverable	23-Dec	\$ 50,693.73
51	Requirements Traceability Matrix (Initial, Optional Modules)	Deliverable	23-Dec	\$ 105,880.50
16	End User Training Strategy	Deliverable	23-Dec	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Dec</b>	<b>\$ 269,226.97</b>
15B	Specifications – Interfaces (ERP) – 100% Complete	Deliverable	24-Jan	\$ 50,693.73
22A	Development and Unit Test – Interfaces (ERP) – 50% Complete	Deliverable	24-Jan	\$ 50,693.73
17	Development and Unit Test – Conversions (ERP)	Deliverable	24-Jan	\$ 101,387.47
18	Test Scripts and Test Scenarios for System Integration Testing (ERP)	Deliverable	24-Jan	\$ 76,040.60
52	Conference Pilot 2 (CRP2, Optional Modules)	Milestone	24-Jan	\$ 105,880.50

19	Specifications - Conversions (HCM)	Deliverable	24-Jan	\$ 168,979.11
		<b>Monthly Totals</b>	<b>24-Jan</b>	<b>\$ 553,675.14</b>
20	Specifications – Reports (ERP)	Deliverable	24-Feb	\$ 101,387.47
53	Specifications – Conversions/Interfaces/Reports (Optional Modules)	Deliverable	24-Feb	\$ 127,056.60
22B	Development and Unit Test – Interfaces (ERP) – 100% Complete	Deliverable	24-Feb	\$ 50,693.73
21	Specifications – Interfaces (HCM)	Deliverable	24-Feb	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Feb</b>	<b>\$ 391,790.54</b>
23	System / Integration Testing (ERP)	Milestone	24-Mar	\$ 101,387.47
24	Test Scripts and Test Scenarios for System Integration Testing (HCM)	Deliverable	24-Mar	\$ 84,489.56
25	Development and Unit Test - Conversions (HCM)	Deliverable	24-Mar	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Mar</b>	<b>\$ 298,529.76</b>
27	Training material delivery (ERP)	Deliverable	24-Apr	\$ 84,489.56
28	Test Scripts and Test Scenarios for User Acceptance Testing (ERP)	Deliverable	24-Apr	\$ 112,652.74
29	Specifications – Reports (HCM)	Deliverable	24-Apr	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Apr</b>	<b>\$ 309,795.04</b>
31	Development and Unit Test – Reports delivered (ERP)	Deliverable	24-May	\$ 107,724.18
54	System / Integration Testing (Optional Modules)	Milestone	24-May	\$ 127,056.60
32	System / Integration Testing (HCM)	Milestone	24-May	\$ 112,652.74
33	Development and Unit Test – Interfaces (HCM)	Deliverable	24-May	\$ 112,652.74
26	Requirements Traceability Matrix (Opex,Initial, EPM)	Deliverable	24-May	\$ 56,326.37
		<b>Monthly Totals</b>	<b>24-May</b>	<b>\$ 516,412.63</b>
35	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts)</b> (ERP)	Milestone	24-Jun	\$ 107,724.18
36	Finalized Cutover Plan (ERP)	Deliverable	24-Jun	\$ 95,050.75
37	Training material delivery (HCM)	Deliverable	24-Jun	\$ 84,489.56
38	Test Scripts and Test Scenarios for User Acceptance Testing (HCM)	Deliverable	24-Jun	\$ 112,652.74
30	Specifications – Conversions, Interfaces, Reports (Opex, EPM)	Deliverable	24-Jun	\$ 56,326.37
		<b>Monthly Totals</b>	<b>24-Jun</b>	<b>\$ 456,243.60</b>
40	End User Training delivery (ERP)	Milestone	24-Jul	\$ 22,812.18
41	Go-Live Acceptance (ERP)	Milestone	24-Jul	\$ 129,269.02
42	Development and Unit Test – Reports delivered (HCM)	Deliverable	24-Jul	\$ 140,815.93
34	System / Integration Testing (Opex, EPM)	Milestone	24-Jul	\$ 56,326.37
39	Training material delivery (Opex, EPM)	Deliverable	24-Jul	\$ 56,326.37

31	Development and Unit Test – Reports delivered (Opex, EPM)	Deliverable	24-Jul	\$ 14,081.59
36	Finalized Cutover Plan (Opex, EPM)	Deliverable	24-Jul	\$ 14,081.59
		<b>Monthly Totals</b>	<b>24-Jul</b>	<b>\$ 433,713.05</b>
43	Production Support - Months 1 and 2 (ERP)	Milestone	24-Aug	\$ 86,179.35
44	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts)</b> (HCM)	Milestone	24-Aug	\$ 140,815.93
55	User Acceptance Testing, Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts) (Optional Modules)	Milestone	24-Aug	\$ 127,056.60
56	Finalized Cutover Plan (Optional Modules)	Deliverable	24-Aug	\$ 35,293.50
57	End User Training delivery (Optional Modules)	Milestone	24-Aug	\$ 7,058.70
45	Finalized Cutover Plan (HCM)	Deliverable	24-Aug	\$ 140,815.93
35	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix</b> (Opex, EPM)	Milestone	24-Aug	\$ 9,575.48
40	End User Training delivery (Opex, EPM)	Milestone	24-Aug	\$ 2,816.32
41	Go-Live Acceptance (Opex, EPM)	Milestone	24-Aug	\$ 12,955.07
		<b>Monthly Totals</b>	<b>24-Aug</b>	<b>\$ 562,566.86</b>
46	End User Training delivery (HCM)	Milestone	24-Sep	\$ 28,163.19
58	Go-Live Acceptance (Optional Modules)	Milestone	24-Sep	\$ 42,352.20
47	Go-Live Acceptance (HCM)	Milestone	24-Sep	\$ 168,979.11
		<b>Monthly Totals</b>	<b>24-Sep</b>	<b>\$ 239,494.50</b>
35b	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix</b> (Capex, EPM)	Milestone	24-Oct	\$ 4,506.11
41b	Go-Live Acceptance (Capex, EPM)	Milestone	24-Aug	\$ 3,942.85
48	Production Support - Months 3 and 4 (ERP)	Milestone	24-Oct	\$ 57,749.76
43	Production Support - Months 1 and 2 (EPM)	Milestone	24-Oct	\$ 11,265.27
		<b>Monthly Totals</b>	<b>24-Oct</b>	<b>\$ 77,463.99</b>
49	Production Support - Months 1 and 2 (HCM)	Milestone	24-Nov	\$ 112,652.74
59	Production Support - Months 1 and 2 (Optional Modules)	Milestone	24-Nov	\$ 14,117.40
		<b>Monthly Totals</b>	<b>24-Nov</b>	<b>\$ 126,770.14</b>
48	Production Support - Months 3 and 4 (EPM)	Milestone	24-Dec	\$ 7,500.00
		<b>Monthly Totals</b>	<b>24-Dec</b>	<b>\$ 7,500.00</b>
50	Production Support - Months 3 and 4 (HCM)	Milestone	25-Jan	\$ 75,000.00
60	Production Support - Months 3 and 4 (Optional Modules)	Milestone	25-Jan	\$ 14,117.40
		<b>Monthly Totals</b>	<b>25-Jan</b>	<b>\$ 89,117.40</b>
	<b>Total</b>			<b>\$ 6,278,375.70</b>

## Change Order Form: #2 – Scope Changes PPM, Conversions, & EPM

Client: Arlington County

Project Name and Control Number: Arlington County Oracle Cloud Applications Implementation Project

Requestor: Kim Sprinkle

Organization: Sierra-Cedar

Date of Request: September 18, 2023

Proposed Change(s) AND Reason/Justification for Change (Indicate Urgency Level)

Urgency Level:  High  Medium  Low

### Description of Change

1. **PPM:** Removal of Project Portfolio Management (PPM) from project scope. The Accounts Receivable module will remain in scope to handle miscellaneous and Grants billing.
2. **Data Conversion:** An increase in Data Conversion scope to include Contract Purchase Agreements. Also, increasing the dataset of Active Suppliers to be converted from 3 to 5 years and CIP Assets conversion will be moved from PPM to Fixed Assets (FA).
3. **EPM:** Change in EPM implementation and deployment schedule.
4. **Deliverables and Payment Schedule:** Revised deliverables, payment schedule, and pricing within Exhibit B to reflect the items above.

### Impact of Change Order:

#### Impact on Personnel:

1. **PPM:** Remove the PPM lead from the project on October 6<sup>th</sup>. The PPM/AR Solution Architect and Receivables Lead will remain on the project.
2. **Data Conversion:** Increased effort to include data conversion activities but no additional consultant staff is necessary.
3. **EPM:** None.
4. **Deliverables and Payment Schedule:** None.

#### Impact on Other Resources (e.g., County's hardware, infrastructure, etc.):

N/A

#### Impact on Schedule:

1. **PPM:** Slight delay of ERP CRP2 to accommodate required changes in Chart of Accounts and associated business processes. Delay of ERP CRP2 does not put overall schedule at risk.
2. **Data Conversion:** None.
3. **EPM:** None.
  - a. **Opex Go-Live is July 31, 2024**
  - b. **Capex Go-Live is Oct 18, 2024**

EPM Implementation & Go-live	Duration	Start	Finish	Calibrate		Configure	Validate	Transition	Realization				
				Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	
<b>Phase I - Calibrate</b>													
Project Kick-off		Tue 3/12/24	Tue 3/12/24										
Questionnaires	6 days	Mon 3/4/24	Mon 3/11/24										
Conduct Design Workshops	27 days	Wed 3/13/24	Thu 4/18/24										
Update Requirements Traceability Matrix	15 days	Wed 4/17/24	Tue 5/7/24										
<b>Phase II - Configure / Design</b>													
Configuration of CRP Environment	14 days	Thu 4/25/24	Tue 5/14/24										
CRP 1 EPM Preparation as Needed	5 days	Fri 5/10/24	Thu 5/16/24										
Conduct CRP1 Session	4 days	Tue 5/21/24	Fri 5/24/24										
Finalize System Design Documentation	5 days	Mon 5/27/24	Fri 5/31/24										
Create Security Matrix	2 days	Thu 6/13/24	Fri 6/14/24										
Configure Security	2 days	Mon 6/17/24	Tue 6/18/24										
Create Interface Specifications	10 days	Wed 5/29/24	Tue 6/11/24										
Create Report Specifications	10 days	Wed 5/29/24	Tue 6/11/24										
Develop and Unit Test Interfaces	14 days	Wed 6/5/24	Tue 6/25/24										
Develop Reports	20 days	Wed 6/12/24	Wed 7/10/24										
Prepare Test Plan	6 days	Tue 5/7/24	Tue 5/14/24										
<b>Phase III - Validate / Play Back</b>													
Create Test Scripts / Test Cases	4 days	Mon 6/3/24	Thu 6/6/24										
Conduct Test Preparation	7 days	Wed 6/12/24	Thu 6/20/24										
Identify SIT Testers	2 days	Fri 6/14/24	Mon 6/17/24										
Identify UAT Testers	2 days	Fri 6/28/24	Mon 7/1/24										
Create Training Materials	13 days	Mon 6/3/24	Thu 6/20/24										
Execute SIT Test Scripts	8 days	Thu 6/27/24	Mon 7/8/24										
Execute UAT Test Scripts	5 days	Thu 7/18/24	Wed 7/24/24										
<b>Phase IV - Transition / Go Live</b>													
Create Finalized Cutover Plan	4 days	Wed 6/26/24	Mon 7/1/24										
End User Training Delivery (EPM)	3 days	Fri 7/26/24	Tue 7/30/24										
Execute Cutover Plan	3 days	Fri 7/26/24	Tue 7/30/24										
OpeX Go-Live		Wed 7/31/24	Wed 7/31/24										
CIP Continuation	45 days	Mon 8/19/24	Fri 10/18/24										
Capex Go-Live		Fri 10/18/24	Fri 10/18/24										
<b>Phase V - Realization</b>													
Post Production Support	80 days	Wed 7/31/24	Tue 11/19/24										

4. Deliverables and Payment Schedule: None.

Impact on Requirements:

1. **PPM:** Removing PPM from scope will require changes throughout Chart of Accounts structure to accommodate additional segments. The revised Chart of Accounts will include Fund, Cost Center, Natural Account, Project, Source of Funds, and Tag. AR remains in scope for miscellaneous / Grant billing. Necessitates adding CIP assets into Fixed Assets extract from EBS and conversion scope due to PPM removal.
2. **Data Conversion:** The approach for EPM Data Conversion will be discussed during EPM design sessions.
3. **EPM:** None.
4. **Deliverables and Payment Schedule:** None.

Impact on Cost:

1. **PPM:** Removing PPM from scope results in a net impact of reducing the cost of the project by **\$234,946.30**.
2. **Data Conversion:** Adding Contract Purchase Agreements to conversion scope increases the cost of the project by \$24,815. Increasing the data set for the conversion of Active Suppliers from 3 to 5 years and moving CIP Assets to FA does not materially impact the project and has no cost associated with it.
3. **EPM:** None.
4. **Deliverables and Payment Schedule:** Revised Exhibit B MILESTONE/DELIVERABLES/CONTRACT PRICING is shown below that incorporates edits to deliverables, payment schedule, and pricing:

Revised Exhibit B – Net decrease of \$210,131.30.

Exhibit Legend:

	Formerly combined ERP / EPM deliverables that are now just ERP deliverables
	Existing EPM deliverable
	Change in deliverable % and cost to account for the overall reduction is contract value



	New EPM deliverable that was separated from the ERP / EPM combination
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Milestone #	Major Milestone Name/Description	Deliverable	Deliverable Est Year/Month	SC Deliverable %	SC Payment Amount
1	Organizational Kickoff Agenda and Meeting	Deliverable	23-Apr	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Apr</b>	<b>2.00%</b>	<b>\$ 112,652.74</b>
2	Project Management Plan, Project Schedule	Deliverable	23-May	3.00%	\$ 168,979.11
		<b>Monthly Totals</b>	<b>23-May</b>	<b>3.00%</b>	<b>\$ 168,979.11</b>
3	Technical Strategy, Environment Strategy	Deliverable	23-Jun	5.00%	\$ 281,631.85
		<b>Monthly Totals</b>	<b>23-Jun</b>	<b>5.00%</b>	<b>\$ 281,631.85</b>
4	Conference Pilot 1 (CRP1, ERP)	Milestone	23-Jul	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Jul</b>	<b>2.00%</b>	<b>\$ 112,652.74</b>
5	Requirements Traceability Matrix (Initial, ERP)	Deliverable	23-Aug	2.50%	\$ 140,815.93
		<b>Monthly Totals</b>	<b>23-Aug</b>	<b>2.50%</b>	<b>\$ 140,815.93</b>
6	Conference Pilot 2 (CRP2, ERP)	Milestone	23-Sep	2.50%	\$ 140,815.93
7	Conference Pilot 1 (CRP1, HCM)	Milestone	23-Sep	2.00%	\$ 112,652.74
8	Key System Design Considerations (ERP)	Deliverable	23-Sep	1.00%	\$ 56,326.37
9	<b><u>Optional Modules Analysis and Recommendation</u></b>	Milestone	23-Sep	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Sep</b>	<b>7.50%</b>	<b>\$ 422,447.78</b>
10	Requirements Traceability Matrix (Initial, HCM)	Deliverable	23-Oct	2.50%	\$ 140,815.93
11	Change Management Plan	Deliverable	23-Oct	4.00%	\$ 225,305.48
		<b>Monthly Totals</b>	<b>23-Oct</b>	<b>6.50%</b>	<b>\$ 366,121.41</b>
12	Specifications – Conversions (ERP)	Deliverable	23-Nov	2.55%	\$ 143,632.24
13	Conference Pilot 2 (CRP2, HCM)	Milestone	23-Nov	2.50%	\$ 140,815.93
14	Key System Design Considerations (HCM)	Deliverable	23-Nov	1.00%	\$ 56,326.37
		<b>Monthly Totals</b>	<b>23-Nov</b>	<b>6.05%</b>	<b>\$ 340,774.54</b>
15	Specifications – Interfaces (ERP)	Deliverable	23-Dec	1.80%	\$ 101,387.47
16	End User Training Strategy	Deliverable	23-Dec	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>23-Dec</b>	<b>3.80%</b>	<b>\$ 214,040.21</b>
17	Development and Unit Test – Conversions (ERP)	Deliverable	24-Jan	1.80%	\$ 101,387.47

18	Test Scripts and Test Scenarios for System Integration Testing (ERP)	Deliverable	24-Jan	1.35%	\$ 76,040.60
19	Specifications - Conversions (HCM)	Deliverable	24-Jan	3.00%	\$ 168,979.11
		<b>Monthly Totals</b>	<b>24-Jan</b>	<b>6.15%</b>	<b>\$ 346,407.18</b>
20	Specifications – Reports (ERP)	Deliverable	24-Feb	1.80%	\$ 101,387.47
21	Specifications – Interfaces (HCM)	Deliverable	24-Feb	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Feb</b>	<b>3.80%</b>	<b>\$ 214,040.21</b>
22	Development and Unit Test – Interfaces (ERP)	Deliverable	24-Mar	1.80%	\$ 101,387.47
23	System / Integration Testing (ERP)	Milestone	24-Mar	1.80%	\$ 101,387.47
24	Test Scripts and Test Scenarios for System Integration Testing (HCM)	Deliverable	24-Mar	1.50%	\$ 84,489.56
25	Development and Unit Test - Conversions (HCM)	Deliverable	24-Mar	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Mar</b>	<b>7.10%</b>	<b>\$ 399,917.23</b>
27	Training material delivery (ERP)	Deliverable	24-Apr	1.50%	\$ 84,489.56
28	Test Scripts and Test Scenarios for User Acceptance Testing (ERP)	Deliverable	24-Apr	2.00%	\$ 112,652.74
29	Specifications – Reports (HCM)	Deliverable	24-Apr	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Apr</b>	<b>5.50%</b>	<b>\$ 309,795.04</b>
31	Development and Unit Test – Reports delivered (ERP)	Deliverable	24-May	1.91%	\$ 107,724.18
32	System / Integration Testing (HCM)	Milestone	24-May	2.00%	\$ 112,652.74
33	Development and Unit Test – Interfaces (HCM)	Deliverable	24-May	2.00%	\$ 112,652.74
26	Requirements Traceability Matrix (Opex,Initial, EPM)	Deliverable	24-May	1.00%	\$ 56,326.37
		<b>Monthly Totals</b>	<b>24-May</b>	<b>6.91%</b>	<b>\$ 389,356.03</b>
35	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts)</b> (ERP)	Milestone	24-Jun	1.91%	\$ 107,724.18
36	Finalized Cutover Plan (ERP)	Deliverable	24-Jun	1.69%	\$ 95,050.75
37	Training material delivery (HCM)	Deliverable	24-Jun	1.50%	\$ 84,489.56
38	Test Scripts and Test Scenarios for User Acceptance Testing (HCM)	Deliverable	24-Jun	2.00%	\$ 112,652.74
30	Specifications – Conversions, Interfaces, Reports (Opex, EPM)	Deliverable	24-Jun	1.00%	\$ 56,326.37
		<b>Monthly Totals</b>	<b>24-Jun</b>	<b>8.10%</b>	<b>\$ 456,243.60</b>
40	End User Training delivery (ERP)	Milestone	24-Jul	0.41%	\$ 22,812.18
41	Go-Live Acceptance (ERP)	Milestone	24-Jul	2.30%	\$ 129,269.02

42	Development and Unit Test – Reports delivered (HCM)	Deliverable	24-Jul	2.50%	\$ 140,815.93
34	System / Integration Testing (Opex, EPM)	Milestone	24-Jul	1.00%	\$ 56,326.37
39	Training material delivery (Opex, EPM)	Deliverable	24-Jul	1.00%	\$ 56,326.37
31	Development and Unit Test – Reports delivered (Opex, EPM)	Deliverable	24-Jul	0.25%	\$ 14,081.59
36	Finalized Cutover Plan (Opex, EPM)	Deliverable	24-Jul	0.25%	\$ 14,081.59
		<b>Monthly Totals</b>	<b>24-Jul</b>	<b>7.70%</b>	<b>\$ 433,713.05</b>
43	Production Support - Months 1 and 2 (ERP)	Milestone	24-Aug	1.53%	\$ 86,179.35
44	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts)</b> (HCM)	Milestone	24-Aug	2.50%	\$ 140,815.93
45	Finalized Cutover Plan (HCM)	Deliverable	24-Aug	2.50%	\$ 140,815.93
35	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix</b> (Opex, EPM)	Milestone	24-Aug	0.17%	\$ 9,575.48
40	End User Training delivery (Opex, EPM)	Milestone	24-Aug	0.05%	\$ 2,816.32
41	Go-Live Acceptance (Opex, EPM)	Milestone	24-Aug	0.23%	\$ 12,955.07
		<b>Monthly Totals</b>	<b>24-Aug</b>	<b>6.98%</b>	<b>\$ 393,158.06</b>
46	End User Training delivery (HCM)	Milestone	24-Sep	0.50%	\$ 28,163.19
47	Go-Live Acceptance (HCM)	Milestone	24-Sep	3.00%	\$ 168,979.11
		<b>Monthly Totals</b>	<b>24-Sep</b>	<b>3.50%</b>	<b>\$ 197,142.30</b>
35b	User Acceptance Testing, <b>Finalized Requirements Traceability Matrix</b> (Capex, EPM)	Milestone	24-Oct	0.08%	\$ 4,506.11
41b	Go-Live Acceptance (Capex, EPM)	Milestone	24-Aug	0.07%	\$ 3,942.85
48	Production Support - Months 3 and 4 (ERP)	Milestone	24-Oct	1.03%	\$ 57,749.76
43	Production Support - Months 1 and 2 (EPM)	Milestone	24-Oct	0.20%	\$ 11,265.27
		<b>Monthly Totals</b>	<b>24-Oct</b>	<b>1.38%</b>	<b>\$ 77,463.99</b>
49	Production Support - Months 1 and 2 (HCM)	Milestone	24-Nov	2.00%	\$ 112,652.74
		<b>Monthly Totals</b>	<b>24-Nov</b>	<b>2.00%</b>	<b>\$ 112,652.74</b>
48	Production Support - Months 3 and 4 (EPM)	Milestone	24-Dec	0.00%	\$ 7,500.00
		<b>Monthly Totals</b>	<b>24-Dec</b>	<b>0.00%</b>	<b>\$ 7,500.00</b>

<b>50</b>	Production Support - Months 3 and 4 (HCM)	Milestone	25-Jan	0.00%	\$ 75,000.00
		<b>Monthly Totals</b>	<b>25-Jan</b>	<b>0.00%</b>	<b>\$ 75,000.00</b>
	<b>Total</b>			<b>97%</b>	<b>\$ 5,572,505.70</b>

**Assumptions / Risks**

1. **PPM:** None.
2. **Data Conversion:** The Contract Purchase Agreement conversion does not include attachments.
3. **EPM:** Arlington will commit resources as needed to meet the agreed upon project schedule.
4. **Deliverables and Payment Schedule:** N/A.

**Alternatives to Proposed Change(s) (if any)**

**Summary of Total Impact of Change**

**Personnel:** See above.

**Other Resources:** See above.

**Schedule:** See above.

**Requirements:** See above.

**Cost:** (\$210,131.30)

**Change Order Request Required Approvals**

Reviewer Name	Department	Decision	Date
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	

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

\_\_\_\_\_  
Sierra-Cedar Approval

Date \_\_\_\_\_

\_\_\_\_\_  
County Approval

Date \_\_\_\_\_

## Change Order Form: #3 – Scope Changes Optional Modules and Narrative Reporting

Client: Arlington County

Project Name and Control Number: Arlington County Oracle Cloud Applications Implementation Project

Requestor: Kim Sprankle

Organization: Sierra-Cedar

Date of Request: December 15, 2023

Proposed Change(s) AND Reason/Justification for Change (Indicate Urgency Level)

Urgency Level:  High  Medium  Low

### Description of Change

1. **Newly Added Modules:** The County has decided to implement the Recruiting, Learning, and Performance modules referenced in the SOW as optional. The County will also add the Career Development and Profile Management modules into the scope of the project.
2. **Narrative Reporting:** Removal of Narrative Reporting from the scope of the Optional Modules Analysis and Recommendation deliverable and adding the Narrative Reporting assessment to the Requirements Traceability Matrix Deliverable for EPM project.
3. **Deliverables and Payment Schedule:** Revised deliverables, payment schedule, and pricing within Exhibit B of Agreement No. 23-DTS-RFP-201 to reflect the items above.

### Impact of Change Order:

#### Impact on Personnel:

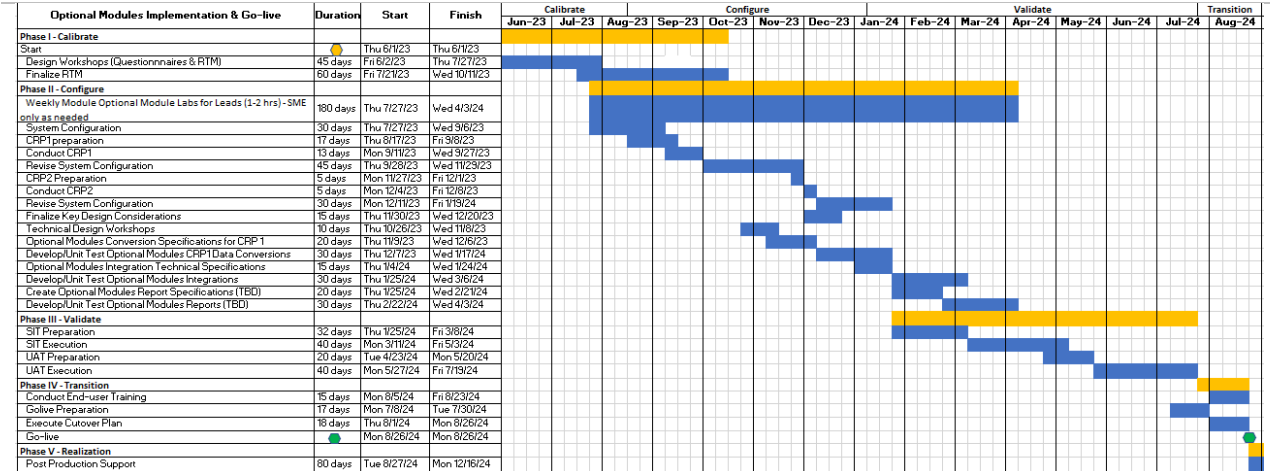
- **Newly Added Modules:** The implementation of the Oracle Cloud Recruiting, Oracle Cloud Learning, Oracle Cloud Performance and Goals, Profile Management, and Career Development modules will require the addition of 2 consultants to the project.
  - a. **One Consultant for Recruiting and Learning**
  - b. **One Consultant for Performance and Goals, Profile Management, and Career Development**
- **Narrative Reporting:** None.
- **Deliverables and Payment Schedule:** None.

#### Impact on Other Resources (e.g., County's hardware, infrastructure, etc.):

N/A

#### Impact on Schedule:

1. **Newly Added Modules:** None. The implementation of the Oracle Cloud Recruiting, Oracle Cloud Learning, Oracle Cloud Performance and Goals, Profile Management, and Career Development modules will be caught up to the rest of the HCM modules near the beginning of SIT.
  - a. Initial High-Level schedule is below:



- Narrative Reporting:** Assessment of Narrative Reporting for inclusion as a Newly Added Module will be conducted by Sierra-Cedar in March 2024.
- Deliverables and Payment Schedule:** None.

**Impact on Requirements:**

- Newly Added Modules:** Additional requirements (RTM) identified during the optional module assessment will be added to scope for the following modules:
  - Oracle Cloud Recruiting
  - Oracle Cloud Learning
  - Oracle Cloud Performance and Goals
  - Profile Management
  - Career Development modules added to the project scope
- Narrative Reporting:** None.
- Deliverables and Payment Schedule:** See updated payment schedule below.

Milestone #	Major Milestone Name/Description	Deliverable	Deliverable Est Year/Month	SC Deliverable %	SC Payment Amount
	Requirements Traceability Matrix (Initial, Newly Added Modules)	Deliverable	23-Dec	15.00%	\$ 105,880.50
		<b>Monthly Totals</b>	<b>23-Dec</b>	<b>15.00%</b>	<b>\$ 105,880.50</b>
	Conference Pilot 2 (CRP2, Newly Added Modules)	Milestone	24-Jan	15.00%	\$ 105,880.50
		<b>Monthly Totals</b>	<b>24-Jan</b>	<b>15.00%</b>	<b>\$ 105,880.50</b>
	Specifications – Conversions/Interfaces/Reports (Newly Added Modules)	Deliverable	24-Feb	18.00%	\$ 127,056.60
		<b>Monthly Totals</b>	<b>24-Feb</b>	<b>18.00%</b>	<b>\$ 127,056.60</b>
	System / Integration Testing (Newly Added Modules)	Milestone	24-May	18.00%	\$ 127,056.60
		<b>Monthly Totals</b>	<b>24-May</b>	<b>18.00%</b>	<b>\$ 127,056.60</b>

	User Acceptance Testing, Finalized Requirements Traceability Matrix, Automated Testing Tool (configured scripts) (Newly Added Modules)	Milestone	24-Aug	18.00%	\$ 127,056.60
	Finalized Cutover Plan (Newly Added Modules)	Deliverable	24-Aug	5.00%	\$ 35,293.50
	End User Training delivery (Newly Added Modules)	Milestone	24-Aug	1.00%	\$ 7,058.70
		<b>Monthly Totals</b>	<b>24-Aug</b>	<b>24.00%</b>	<b>\$ 169,408.80</b>
	Go-Live Acceptance (Newly Added Modules)	Milestone	24-Sep	6.00%	\$ 42,352.20
		<b>Monthly Totals</b>	<b>24-Sep</b>	<b>6.00%</b>	<b>\$ 42,352.20</b>
	Production Support - Months 1 and 2 (Newly Added Modules)	Milestone	24-Nov	2.00%	\$ 14,117.40
		<b>Monthly Totals</b>	<b>24-Nov</b>	<b>2.00%</b>	<b>\$ 14,117.40</b>
	Production Support - Months 3 and 4 (Newly Added Modules)	Milestone	25-Jan	2.00%	\$ 14,117.40
		<b>Monthly Totals</b>	<b>25-Jan</b>	<b>2.00%</b>	<b>\$ 14,117.40</b>
	<b>Total</b>			<b>100.00%</b>	<b>\$705,870.00</b>

### Assumptions / Risks

1. **Optional Modules added pursuant to this Change Order:**
  - Only requirements identified during the Optional Module Assessment will be included in the implementation.
2. **Newly Added Modules Data Conversion:**
  - Learning Module:
    - Employee Learning History – Employees Learning history will be converted into the cloud for those employees who are converted into Cloud. Learning history consists of course title and dates only.
    - Courses and Contents – New or existing content can be converted.
  - Recruiting Module:
    - Open Long-Term requisitions from NeoGov should be entered manually into Cloud. There will not be an automated conversion.
  - Profile Management Module:
    - Profiles: List of employee competencies, licenses and certificates, skills etc.- content items, , Job and position profiles can be converted if data is available.
  - Performance and Goals Module:
    - There will be no conversions for Performance and Goals.
  - Career Development Module:



- There will be no conversions for Career.
    - Arlington County will be responsible for providing the conversion data extracts for the newly added module areas.
  - 3. **Newly Added Modules Interfaces:**
    - Learning: SCORM & AICC Online Course Content
      - LinkedIn AICC integration is possible out of the box if the required information to configure the integration is already available with the client. Assumption is that this will be configuration only.
      - Arlington County will provide and integrate SCORM content from 'Articulate Storyboard 360' and 'JJKeller' to Oracle Cloud. Sierra-Cedar will configure the system to accommodate this integration.
    - Performance and Goals: Sierra-Cedar will build an integration for archival of performance documents to be sent to OnBase.
  - 4. **Newly Added Modules Fast Formulas:** The following Fast Formulas have been identified for the Newly Added Module Scope:
    - Performance and Goals: Ratings
    - Performance and Goals: Compensation
    - Performance and Goals: 360 Feature
    - There will be no other change orders for fast formulas needed to meet the approved Requirements (RTM)
  - 5. **Newly Added Modules Reports:** Reports will be addressed in a later change order if needed.
  - 6. **Narrative Reporting:** None.
  - 7. **Deliverables and Payment Schedule:** N/A.

**Alternatives to Proposed Change(s) (if any)**

**Summary of Total Impact of Change**

**Personnel:** See above.

**Other Resources:** See above.

**Schedule:** See above.

**Requirements:** See above.

**Cost: \$705,870**

**Change Order Request Required Approvals**

Reviewer Name	Department	Decision	Date
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	

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

\_\_\_\_\_

Sierra-Cedar Approval

Date \_\_\_\_\_

\_\_\_\_\_

County Approval

Date \_\_\_\_\_

## Change Order Form: #4 – ERP Integration Scope Changes

Client: Arlington County

Project Name and Control Number: Arlington County Oracle Cloud Applications Implementation Project

Requestor: Kim Sprinkle

Organization: Sierra-Cedar

Date of Request: December 4, 2023

### Proposed Change(s) AND Reason/Justification for Change (Indicate Urgency Level)

Urgency Level:  High  Medium  Low

### Description of Change

1. **Interfaces:** In summary, there are 10 new interfaces being added to the project scope and 12 interfaces being cancelled and removed from the project scope. The list of new and cancelled interfaces is listed below in the Impact on Requirements section.
  - a. Any on-hold interfaces or interfaces that cannot have the design, development and unit test completed by 3/15/2024 will be mutually agreed to not impact UAT Entrance, UAT Exit approvals.
  - b. Any on-hold interfaces or interfaces that cannot have the design, development, unit test, and integration test completed by 10/28/2024 will be removed from the project scope and mutually agreed to not impact UAT Entrance, UAT Exit, Go-Live Authorization, Go-Live Acceptance, Production Support completion, or associated Payment deliverables.
2. **Deliverables and Payment Schedule:** Revised deliverables, payment schedule, and pricing within Exhibit B to reflect the items above.
  - a. In the Impacts on Cost section below, the updated payment schedule is outlined.
  - b. The following delayed interfaces (or on-hold) will be completed on a separate timeline. They will not be included into the Interface payment milestone (milestone 15 and 22) approval process and will not impact the completion or payment for the completion of ERP SIT (milestone 23 System/Integration Testing ERP) :
    - i. FirstDue to Prism+ GL Interface (Jira # ARLCOVA – 2414)
    - ii. PRISM\_SWB Miscellaneous Transactions (DES) - Cayenta (Jira # ARLCOVA – 1310)
    - iii. Oracle Receivables to Paymentus – Jira # ARLCOVA – 2415
    - iv. Paymentus Receipts to Oracle – Jira # ARLCOVA – 2416
    - v. PRISM EnergyCAP Interface - Jira # ARLCOVA – 1276
    - vi. Oracle to eBuilder Invoice Export – Jira # ARLCOVA – 1284
    - vii. Oracle to eBuilder PO Export – Jira # ARLCOVA – 1282
    - viii. Oracle to eBuilder Change Order Export – Jira # ARLCOVA – 1281
    - ix. Oracle Staff Cost to eBuilder Extract – Jira # ARLCOVA – 1283
    - x. eBuilder to Oracle Standard Invoice Integration with Attachments – Jira # ARLCOVA – 3003

Impact of Change Order:

Impact on Personnel:

- 
- Interfaces.** The interface updates are estimated to have no expected impact on the project personnel for the project.
- 

Impact on Other Resources (e.g., County's hardware, infrastructure, etc.):

N/A

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Impact on Schedule:

- Interfaces:** The following interfaces will not be included in the SIT round of Testing and will not be included in the SIT exit criteria and UAT entrance criteria.
    - FirstDue to Prism+ GL Interface (Jira # ARLCOVA – 2414): On hold until FirstDue has time to work with the Prism+ project.  
PRISM\_SWB Miscellaneous Transactions (DES) - Cayenta (Jira # ARLCOVA – 1310): On hold until Vendor is responsive, and County agrees internally on process flow with Cayenta.
- 

Impact on Requirements:

- Interfaces (New):** The following new ERP interfaces will be added to the project scope:

Jira #	Interface Summary
ARLCOVA-3060	Oracle Check Information Outbound to DHS (Yardi/DMC)
ARLCOVA-3003	eBuilder to Oracle Standard Invoice Integration with Attachments
ARLCOVA-2883	JPMorgan BAI2 Bank Statement
ARLCOVA-2415	Oracle Receivables to Paymentus
ARLCOVA-2416	Paymentus Receipts to Oracle
ARLCOVA-2414	FirstDue to Prism+ GL Interface
ARLCOVA-2412	PRISM_Contracts_Portal Interface (Public Facing Agreements Portal)
ARLCOVA-2971	Set up of SSO with Azure (Not needed for SIT)
ARLCOVA-3396	EBS Payroll Journals to Prism+ (Temporary) Not SIT
<a href="#">ARLCOVA-3867</a>	<a href="#">Download Bank information from Federal Site</a>

- Interfaces (Cancelled):** The following ERP interfaces will be removed from the project scope:

Jira #	Interface Summary
ARLCOVA-1312	PRISM_Utility Refunds
<a href="#">ARLCOVA-1314</a>	PRISM-DPR Small Credit Balance Vendors Interface
<a href="#">ARLCOVA-1271</a>	ePlan (Permits)
<a href="#">ARLCOVA-2858</a>	Single or multiple processes for weekly/monthly processing
<a href="#">ARLCOVA-2856</a>	Supplier extract to DHS Yardi/DMC
<a href="#">ARLCOVA-2711</a>	Yardi Lease Revenue and Expenses
<a href="#">ARLCOVA-2410</a>	PRISM DES GASB 87/96 Interface
<a href="#">ARLCOVA-1806</a>	ACGA AP Supplier Interface
<a href="#">ARLCOVA-1604</a>	Data Pipeline
<a href="#">ARLCOVA-1299</a>	PRISM_iNovah Police file
<a href="#">ARLCOVA-1275</a>	PRISM EB Suppliers Load
<a href="#">ARLCOVA-1263</a>	ACGA Financial OpenGov Extracts


**Impact on Cost:**

1. Deliverables and Payment Schedule: Revised Exhibit B MILESTONE/DELIVERABLES/CONTRACT PRICING is shown below that incorporates edits to deliverables, payment schedule, and pricing:

The following interfaces payment milestones will be split into two distinct payment milestones (Milestone 15, 22). The calculation for the 50% and 100% approval levels will be based upon the updated ERP Interface list (minus any listed interfaces above that will be removed from the milestone approval process outlined in the Description of Change section above).

The overall impact of the updated interface list and assumptions to the Exhibit B payment schedule is \$0. With this change order, these two milestones will each be split in half in payment amount.

Milestone #	Major Milestone Name/Description	Deliverable	Deliverable Est Year/Month	Deliverable %	Payment Amount
15A	Specifications – Interfaces (ERP) – 50% Complete	Deliverable	2023-Dec	1.00%	\$ 50,693.73
15B	Specifications – Interfaces (ERP) – 100% Complete	Deliverable	2023-Jan	1.00%	\$ 50,693.73
22A	Development and Unit Test – Interfaces (ERP) – 50% Complete	Deliverable	2024-Jan	1.00%	\$ 50,693.73
22B	Development and Unit Test – Interfaces (ERP) – 100% Complete	Deliverable	2024-Feb	1.00%	\$ 50,693.73

**Assumptions / Risks**

1. Interfaces:
  - o Assumptions:
    - The county will ensure that 3<sup>rd</sup> parties will be available to test according to the ERP Integration testing schedule.
    - Delays caused by a third party will result in the Integration being removed from SIT exit / completion criteria and UAT entrance criteria and will not delay deliverable milestone payment.
  - o Risks:
    - Integrations that are still in Design/Development or Unit Testing during SIT may impact both Sierra-Cedar and County resource availability to work on the integration or participate in SIT. This will need to be closely monitored by Sierra-Cedar and Arlington County Project Management.

**Alternatives to Proposed Change(s) (if any)**

**Summary of Total Impact of Change**

Personnel: See above.

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Other Resources: See above.

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Schedule: See above.

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Requirements: See above.

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Cost: \$0

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**Change Order Request Required Approvals**

Reviewer Name	Department	Decision	Date
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
		<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	

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

\_\_\_\_\_ Date \_\_\_\_\_  
Sierra-Cedar Approval

\_\_\_\_\_ Date \_\_\_\_\_  
County Approval