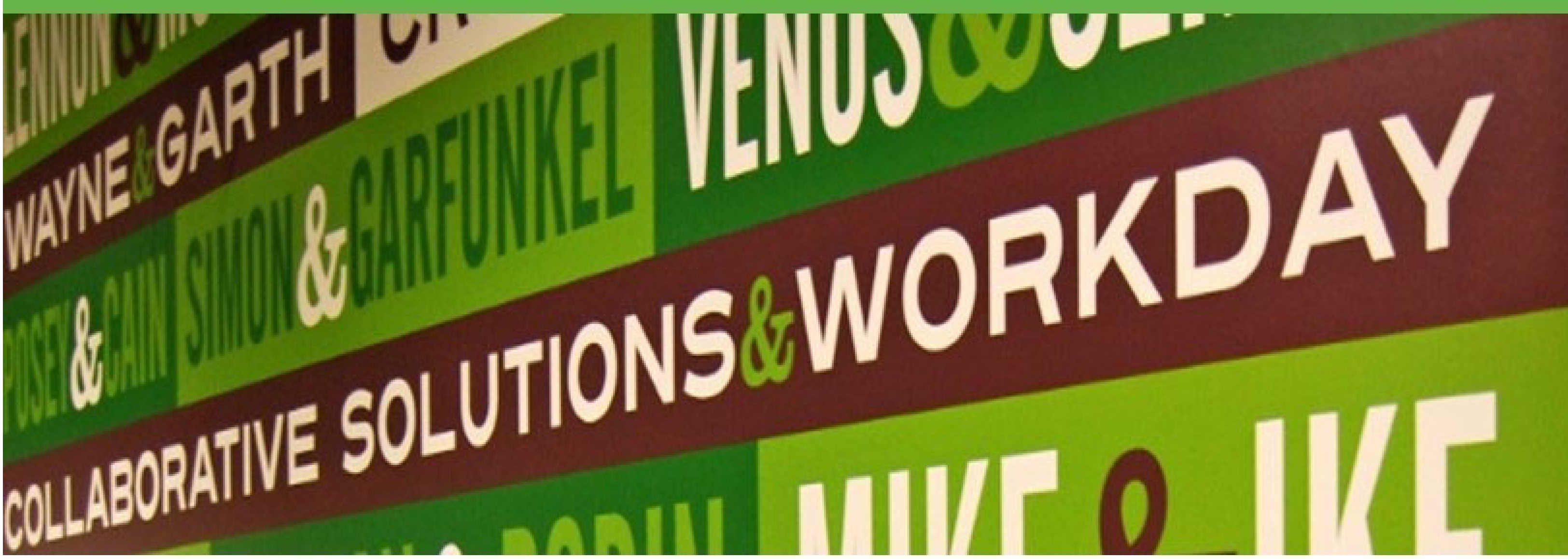
Statement of Work

Workday Deployment Services



Preparation Date: September 22, 2021

STATEMENT OF WORK
FOR
WORKDAY DEPLOYMENT SERVICES

This Statement of Work ("SOW") is made effective on the 10th day of January 2022 (the "SOW Effective Date") by and between City of Olympia, Washington ("Customer"), having its principal place of business at 601 4th Avenue East, Olympia, WA 98501 and Collaborative Solutions, LLC, a limited liability company ("CSLLC"), an Affiliate of Cognizant Worldwide Limited ("Cognizant"), having its principal place of business at 11190 Sunrise Valley Drive, Suite 110, Reston, VA 20191 for Services scheduled to begin on January 10, 2022 ("Start Date") and expected to end on February 3, 2023.

This SOW, together with the Agreement, sets out the terms pursuant to which CSLLC will provide certain Services, as further described below. This SOW is being entered into in connection with and subject to the terms and conditions contained in the Master Services Agreement by and between Cognizant and Customer dated as of ______________________ (the "Agreement"). All capitalized terms used herein that are not otherwise defined shall have the same meaning as ascribed to such terms in the Agreement.

1.0 Scope of Work ("Scope")

The Scope set out below describes the limits of the implementation in terms of organization, functionality, data conversion, integrations, reports, change management, and knowledge transfer which will be a part of the project. In addition, all CSLLC Services will comply with the functional requirements included as Appendix C to this SOW which will serve as the foundation to Requirements Traceability Matrix (RTM).

1.1 Organization Scope

1.1.1 In Scope Person Population

Countries	Region	Active Employees	Contingent Workers	Terminated Workers	Retirees	Former Workers	External Audiences
United States of America	North America	Seven hundred fifty (750)	Currently Active	Terminated in the Current Year	Existing Retirees	Out-of-Scope	Out-of-Scope

*Please refer to the Glossary of Terms for applicable definitions

1.1.2 **Language:** English. All communication, documentation, data and deliverables will be in English.

1.1.3 **Currency:** United States Dollars (USD).

1.1.4 **Security:** Single Sign On (SSO) and activation of Workday Factory delivered security groups.

1.2 Functionality Scope

The following Functional Areas will be configured within the Workday application. Customer understands this project is being deployed using Cynergy Balance deployment approach**.** Cynergy Balance is a prescriptive approach aligning to CSLLC best practices. Scope is defined by the functional requirements, as set forth in Appendix C/Detailed Functionality.

Functional Area	Location Scope	Phase
HUMAN CAPITAL MANAGEMENT (HCM)		
HCM: Core, including Core Compensation	United States	1
Benefits	United States	1
Talent & Performance Management	United States	1
Recruiting	United States	1
Learning	United States	1
Absence Management	United States	1
Time Tracking	United States	1
Payroll	United States	1
FINANCIALS (FIN)		
Financial Accounting	United States	1
Banking and Settlement	United States	1
Revenue Management	United States	1
Supplier Accounts	United States	1
Procurement	United States	1
Expenses	United States	1
Business Assets	United States	1
Budgets	United States	1
Projects	United States	1
Inventory	United States	1
Grants Management	United States	1
Prism	United States	1
Adaptive Insights	United States	1
CROSS-FUNCTIONAL		
Mobile Solutions	United States	1

Functional Area	Location Scope	Phase
Employee Self-Service	United States	1
Manager Self-Service	United States	1

Configuration of the Functional Areas above will be limited to the functionality Scope contained in Appendix C of this SOW.

1.3 Data Conversion Scope

CSLLC will leverage CSLLC's Cynergy Balance approach methodology and process to support Customer's data conversion where applicable for the duration of the engagement.

Four (4) Data Load cycles are included in the Scope of this SOW. Data from Customer's current production system(s) will be converted into Workday during each of the conversion cycles without data masking. Data scrambling or masking is not included in the Scope of this SOW. The data load cycles for this SOW include:

- Foundation tenant
- End-to-End Testing tenant
- Parallel tenant used for payroll parallel testing
- Gold/Pre-Production tenant in preparation for move-to-production

The Data Conversion Scope is further detailed in Appendix D.

1.4 Interfaces/Integrations Scope

The integrations listed in the Appendix B are included in the Scope of the project. Below is a summary of the integration counts.

Integrations	Owner	Cloud Connect	Enterprise Interface Builder/Document Transformation Service	Workday Studio	Other
	CSLLC	Fourteen (14)	One (1)	Ten (10)	Four (4)
	Customer	One (1)	Four (4)	Zero (0)	Zero (0)

1.5 Report Scope

All Workday delivered standard reports associated with the Scope listed in Section 1.2 are included in the Scope of the project. Any reports identified in Appendix C are included in the Scope.

1.6 End User Organizational Change & Training (OC&T) Scope

As they relate to the applications, areas, and events specified in Sections 1.1 and 1.2 above, CSLLC will complete OC&T a Services. Specific Services and tasks to be performed by CSLLC and the Customer are detailed in Section 2.0 below. All OC&T activities, communication, materials, and deliverables will be conducted and/or produced in English.

2.0 Services and Responsibilities

This section identifies the Services to be performed by CSLLC and the Customer.

Stage	CSLLC Services	Customer Responsibilities
Plan	• Assemble the CSLLC project team • Review Cynergy Balance Approach, Scope, and integration discovery document with Customer • Establish a regular cadence of status report and governance meetings including a monthly steering committee meeting • Jointly schedule planning sessions • Create the integration tracker (dashboard) • Conduct project planning sessions • Create the Project Plan • Create the Project Charter and Scope Document • Support preparation for the project kickoff meeting • Provide data conversion and configuration workbooks • Assist with questions regarding mapping of data to Workday data model • Conduct Foundation Data Model (FDM) sessions • Jointly schedule alignment workshops • Jointly create the executive presentation for project kickoff meeting • Team available for preparation • Build Foundation Tenant	• Identify and provide project team and project Subject Matter Experts (SMEs) • Identify stakeholders, sponsors, and system administrators • Establish and attend monthly Steering Committee meetings including CSLLC Engagement Manager (CSLLC EM) • Jointly schedule and participate in planning sessions • Provide input into the Project Plan • Provide input into the Project Charter • Participate in integration planning session • Prepare for project kickoff meeting • Provide plan and policy documents • Provide integration requirements and existing sample files • Notify third-party vendors for integrations and obtain agreement to project timelines • Provide third-party vendors contact information • Develop data conversion strategy and test strategy plan • Complete data gathering and configuration workbooks and submit to CSLLC's Secure File Transfer Protocol (SFTP) site • Jointly identify initial risks and recommendations to reduce risk

	• Work with Customer to set up CSLLC's SFTP site for sharing confidential/private employee data • Load Customer data for Foundation/Configuration tenant • Provide exception reports/issues log from Foundation/Configuration tenant build • Schedule and conduct Project Initiation Checkpoint Workday Delivery Assurance review • Provide stage sign-off document	• Initiate process of receiving requirements to third-party vendors • Receive integration requirements from third-party vendors • Confirm Customer Support Contact • Develop training plan for project resources • Identify key resources to complete Workday training • Complete Workday training including workbook, integration and functional training • Jointly create the executive presentation for project kickoff meeting • Provide plan and policy documents • Work with CSLLC to set up CSLLC's SFTP site for sharing confidential/private employee data • Provide implementation tenant for exclusive use on this project • Provide required data for build of foundation tenant and submit to CSLLC's SFTP site • Jointly schedule alignment workshops (SMEs planning for design) • Sign off on stage
Architect	• Participate and support the project kickoff meeting • Manage the Project Plan • Participate in weekly "All Hands" project meetings • Provide weekly status report • Co-lead monthly Steering Committee status meetings • Conduct weekly workstream meetings • Conduct Alignment Workshops (limited to a single session in one (1) location for each functional area) • Deliver the CSLLC assigned integration design documents	• Lead project kick off meeting • Provide input to the project plan • Participate in weekly project and workstream meetings • Co-Lead steering committee meetings • Provide project SMEs for Alignment workshops • Assist in clarifying configuration requirements • Participate in alignment workshops • Conduct integrations Architect workshop (design sessions) for Customer assigned integrations • Deliver Customer assigned integration design documents

	• Deliver final CSLLC maintained design workbooks to Customer at the end of this stage • Add configuration approved from alignment workshops to complete the Foundation tenant • Load incremental data into the Foundation tenant • Provide exception reports/issues log from Foundation tenant incremental data load • Provide validation reports for the Foundation tenant • Finalize Tenant Management Plan • Schedule and conduct Workday Delivery Assurance reviews • Provide stage sign-off document	• Review and sign off integration design documents (after detailed design review sessions) • Validation of Foundation tenant build • Reviewing existing reports and confirming which Workday report will meet these needs and identifying any necessary custom reports as part of the Architect stage • Define and document test plan and test scenarios (end-to-end, user acceptance and regression) • Sign off on stage
Configure & Prototype	• Manage the Project Plan, participate in weekly project meetings • Conduct weekly workstream meetings • Provide weekly status report • Provide input to Steering Committee Presentation and co-lead monthly Steering Committee status meeting • Jointly conduct Customer Confirmation Sessions (CCS) • Complete configuration based on specifications gathered in the alignment workshops • Develop CSLLC assigned integrations • Begin functional knowledge transfer process during configuration unit testing • Provide Sample Unit tests • Conduct unit testing of integrations developed by CSLLC • Jointly conduct unit tests with Customer • Create Integrations operations instructions guides for CSLLC assigned integrations • Assist with questions regarding mapping of data to Workday data model • Build of end-to-end tenant	• Provide input to the project plan and participate in weekly project meetings • Participate in weekly workstream meetings • Co-Lead steering committee meetings • Jointly conduct CCS • Jointly conduct unit tests with CSLLC • Conduct unit testing of integrations developed by Customer • Participate in functional knowledge transfer • Create integration operations guides for all Customer assigned integrations • Develop and implement test management processes and tools, including defect management, status tracking/reporting and daily test status meetings • Finalize test scenarios, test scenario assignments and detailed daily test plan • Ensure integration test scenarios are included in the End-to-End test plan based on integration batch timelines • Sign off on configuration as a result of CCS • Provide required data for end-to-end tenant and submit to CSLLC's SFTP site

	• Provide exception reports/issues log from end-to-end tenant build • Provide validation reports and support validation efforts of end-to-end tenant • Advise on test scenarios • Design and develop any custom reports which are in Scope • Conduct smoke test for functional configuration of end-to-end tenant • Schedule and conduct Workday Delivery Assurance reviews • Provide stage sign-off document	• Update data gathering workbooks for end-to-end tenant • Validation of end-to-end tenant build • Review and resolve issues from exception reports • Sign off on stage
Test	• Manage the project plan and participate in weekly project meetings • Provide weekly status report • Provide input to Steering Committee Presentation and co-lead monthly Steering Committee status meeting • Participate in test kickoff session • Create integrations schedule recurrence tracker • Support Customer led navigation review per workstream, at start of test cycle • Support integration defect resolution for CSLLC assigned integrations • Provide knowledge transfer, operations guides, and validated & tested integration systems for Customer testing of CSLLC built integrations • Participate in daily end-to-end test status meeting, limited to one (1) CSLLC functional workstream consultant and one (1) CSLLC integration consultant if applicable, for workstreams where there is an open issue • Conduct up to three (3), recommended one (1) hour knowledge transfer meetings, per workstream • Support Customer led end-to-end issue resolution • Provide testing oversight and support • Advise Customer Test Lead on managing overall testing effort	• Provide input to the project plan and participate in weekly project meetings • Co-lead steering committee meetings • Lead test kickoff session • Execute all test scenarios as per defined test plan (End-to-End, User Acceptance) • Manage and sign off on all test results (end-to-end, user acceptance and regression) • Perform issue resolution of end-to-end with CSLLC oversight limited to five (5) hours per week per workstream • Prepare for user acceptance testing • Review and resolve issues from exception reports • Provide cutover schedule for legacy systems • Update design documentation (as required by internal Audit team) • Provide functioning Customer assigned interfaces per the test plan • Develop deployment cutover plan • Train end users • Complete and sign the Workday go-live checklist • Provide person data for parallel tenant and submit to CSLLC's SFTP site • Validation of parallel tenant build • Review and resolve issues from exception reports

	• Advise Customer on process for managing scheduled Workday releases • Provide sample deployment cutover plan • Provide knowledge transfer workbook for sign off • Schedule and conduct Workday Delivery Assurance reviews • Provide Workday Go-Live checklist • Provide stage sign-off document • Build Parallel Tenant • Provide exception reports/issues log from parallel tenant build • Deliver validation reports and support validation efforts of parallel tenant • Provide parallel variance reports and support variance analysis • Support implementation of two (2) successful payroll parallel cycles per Customer defined parallel test management strategy and success criteria.	• Complete catch-up data transaction entry for each parallel cycle as defined by Parallel Testing Strategy • Execution of parallel per Customer defined Parallel Testing Strategy and success criteria • Review parallel variance reports and conduct root cause analysis • Sign off on stage
Deploy	• Manage the project plan and participate in weekly project meetings • Provide status report and co-lead monthly Steering Committee status meetings • Provide the Workday Go-Live Authorization • Schedule and conduct final Workday Delivery Assurance reviews • Update integration schedule and recurrences tracker • Build Gold/pre-production tenant • Provide exception reports/issues log from Gold tenant build • Provide validation reports and support validation efforts of Gold tenant • Verify migration of CSLLC assigned integrations • Schedule integrations according to the integrations schedule recurrence tracker	• Provide input to the project plan and participate in weekly project meetings • Co-lead steering committee meetings • Manage and execute on cutover plan • Provide required data for Gold tenant and submit to CSLLC's SFTP site • Update data gathering workbooks for Gold tenant • Validation of Gold tenant build • Review and resolve issues from exception reports • Jointly complete the Workday go-live announcement • Approve and sign off on the Workday go-live Authorization • Create and distribute the Workday go-live announcement • Complete catch-up data transaction entry • Sign off on stage

	• Schedule the transition to production support meeting with Customer (held after move-to-production) • Jointly complete the Workday go-live announcement • Provide stage sign-off document • Complete Continuous Value Services (CVS) Customer Support Workbook	
Post-Production Support	• Provide standby support after the move-to-production as defined by the number of weeks in the timeline outlined in Section 3.3 • Conduct knowledge transfer sessions for CSLLC developed integrations if required • Provide stage sign-off document	• Staff and manage help desk • Complete catch-up data transaction entry • Make any updates to production, including final load of transactional conversion data • Sign off on stage

OC&T Services

	CSLLC Services	Customer Responsibilities
Organizational Change	• Conduct organizational change discovery & architect workshops • Co-develop overall organizational change strategy • Provide stakeholder and readiness assessment templates • Attend and participate in the project kickoff meeting • Advise on the identification of stakeholders, sponsors and change champions • Develop organizational change project plan • Co-develop change impact analysis and executive summary • Advise on end-user communications plan • Advise on the design of a change champion network • Advise on change sustainment best practices • Advise on user adoption metrics	• Participate in organizational change discovery & architect workshops • Co-develop overall organizational change strategy • Conduct stakeholder and readiness assessments • Identify stakeholders, sponsors and change champions • Attend and participate in the project kickoff meeting • Provide organizational change counterpart to regularly interface with CSLLC's OC&T team • Establish and execute project branding • Co-develop change impact analysis and executive summary • Develop end-user communications plan • Develop and deliver all end-user communications • Develop, manage, and implement change champion network • Develop, manage, and implement change sustainment strategy & plan • Measure and report on end-user adoption

	CSLLC Services	Customer Responsibilities
End-User Training	• Develop initial training needs assessment and curriculum plan, including training material template recommendations • Provide training samples and prototypes • Co-development of training materials and collateral, up to one hundred fifty (150) hours total • Advise on best practices for training delivery • Advise on best practices for collection and development of in-system guidance • Advise on training evaluations • Advise on training reinforcement	• Provide end-user training counterpart to regularly interface with CSLLC's OC&T team • Provide input on the end-user training strategy • Review and approve the training needs assessment and curriculum plan • Lead development of all training materials and collateral beyond CSLLC's effort • Lead and manage all training delivery, training assessments, and training remediation • Provide SMEs to participate in all trainings as defined in the training curriculum plan • Register training participants and track training completion • Develop and configure in-system guidance (help text, guided tours, etc.)

3.0 Project Approach

3.1 Methodology

The implementation will be completed by following the Cynergy Balance deployment approach which consists of the following stages: Plan, Architect, Configure & Prototype, Test, Deploy and Post-Production. In parallel to the Architect/Configure and Prototype stages, the project team will also conduct Integration Design and Integration Development (in the same tenant.) The specific content of the deliverables and duration to complete these deliverables are discussed in the Project Plan, Project Charter, and Project Schedule which are to be developed jointly by the CSLLC EM and the Customer Project Manager.

3.2 Governance

Project Management

In the Plan stage of the project, the CSLLC EM will work with the Customer Project Manager to develop a detailed Project Plan to be used to maintain project tasks and timelines. A Project Charter will be created to guide the team in maintaining Scope and project objectives. The Project Charter will also define the path of issue escalation.

Finalization of the Scope, as determined during the Planning and Architect stages, may require the project team to revise the estimates and resource requirements for the Configure and Prototype and Test stages of the project.

Change Control Process

Any additional or modified Scope of Services shall be documented in a separate written and fully executed Project Change Order Form ("Change Order") using the template set forth in Appendix F. Such form shall include the written approval of an authorized representative of Customer before CSLLC will begin any additional work or incur any charges or fees outside the Scope of this SOW. Customer and CSLLC agree to the following change control process when a Change Request is issued:

- **Step 1:** CSLLC will prepare a description of the necessary change including Scope, process, cost, impact to timeline, impact to resources along with a list of alternative solutions.
- **Step 2:** The Customer Project Manager will review and approve or reject within his or her authority or escalate to the Executive Sponsor for review and approval or rejection.
- **Step 3:** Customer will review and approve or deny additional information for all Change Requests within five (5) business days so as not to cause any unnecessary delay in the project timeline.
- **Step 4:** Any approved change request will be documented and become an addendum to this SOW.

Status Reporting

During the Plan Stage of the project, the CSLLC EM will coordinate with the Customer Project Manager to establish a set of regularly scheduled meetings to present project status and risks. These will include, but are not limited to, a monthly Steering Committee meeting, a weekly Project Core Team Status meeting, weekly workstream meeting, a weekly Project Management meeting, and additional meetings, as needed. The CSLLC EM will report out at the Steering Committee and Team Status meetings on the status, activities, issues and other relevant project information.

The monthly Steering Committee meeting will include a review of the project timeline and status, accomplishments to date, upcoming project activities and milestones, review of issues and risks requiring action from the Steering Committee members, potential changes to Scope and a review of the financials of the project. The Steering Committee will include a readout by the CSLLC EM on the state of the project; participation may be in person or remote.

A weekly Status Meeting will be held with the core team and the Customer Project Manager to assess recent accomplishments, issues, risk factors and to ensure that the work planned for the next two (2) weeks is properly resourced. Risk factors and roadblocks will be assessed and either resolved or escalated. In addition to these meetings, meetings with functional teams will be scheduled to review and resolve any open issues.

All meeting agendas, status reports, steering committee presentations, issues log, project plan and the project charter will be stored on the Project Collaboration Site as referenced in Section 4.0 Assumptions & Dependencies.

Knowledge Transfer

Over the course of the project, CSLLC will conduct functional and technical knowledge transfer through Alignment Sessions, CCS, weekly workstream meetings and during the Test stage. Additional knowledge transfer will occur during the Post-Production stage as needed. To formalize knowledge transfer, CSLLC will complete and require sign off by the Customer of the Knowledge Transfer workbook. CSLLC and Customer will utilize the Knowledge Transfer workbook to track progress and topics during each stage. If Customer requires additional knowledge transfer, this may result in a Change Order. Process documentation (e.g., operational guides and process flow diagrams) is not in Scope for knowledge transfer, with the exception of the Integrations Operations Guide for CSLLC owned integrations. Knowledge transfer activities may involve formal scheduled meetings and ad-hoc sessions during workstream calls or other meetings.

3.3 Projected Schedule

The time required to complete all deliverables is based on the contents of the Scope section of this SOW. Based on a projected Project Start Date of January 10, 2022, the estimated duration and estimated start dates of each Project Stage are listed below, pending timely execution of this SOW, and availability of resources and training. The Customer Payroll schedule may require an adjustment on the estimated start date for the Deploy and Post Go-Live stages.

Customer resources will complete the Workday prescribed training for the functional areas in Scope prior to the start of the Architect stage, and Customer resources which are assigned to design/build integrations (as indicated in the integrations Scope) will complete the required Workday training (report writing, calculated fields, and integration-related classes) prior to the start of the Architect stage. If training is not attended, this could result in a significant impact to the time and cost of the project.

The project will be completed in One (1) Phase – as presented below. The timeline for the project is as follows:

Project Timeline								
	Plan	Architect	Configure & Prototype	Test	Payroll Parallel	Deploy	Post Production	Total Weeks
Weeks	6	11	12	10	7	4	6	56
Start	1/10/2022	2/21/2022	5/9/2022	8/1/2022	10/10/2022	11/28/2022	12/26/2022	
Finish	2/18/2022	5/6/2022	7/29/2022	10/7/2022	11/25/2022	12/23/2022	2/3/2023	

Notes:

- Integrations will be developed based on a timeline dependent on the batches defined in the integrations planning sessions and third-party vendor availability.
- Any Functional Architect effort is assumed to be heavier in the Architect and Configure & Prototype stages and will reduce to high level oversight following the Configure & Prototype stage.

3.4 Resources

CSLLC Roles

Portfolio Director
Engagement Manager
Project Associate
OC&T Lead
Absence Management
Benefits
HCM Core
Compensation Core
Learning
Payroll
Recruiting
Talent Management
Time Tracking
Financials Functional Architect
Banking and Settlement
Budgets
Business Assets
Customer Accounts
Expenses
Financial Accounting
Grants Management
Inventory
Planning
Procurement
Projects
Supplier Accounts
Prism
Reporting
Data Conversion
Integrations

Customer Estimated Level of Effort

Customer resource estimates are provided as “best estimates.” These estimates are provided to assist Customer with resource planning. The Customer level of effort estimated by phase and stage is as follows:

Customer						Go-Live		
	Plan	Architect	Configure & Prototype	Test	Parallel	Deploy	Post Production	Total
Weeks	6	11	12	10	7	4	6	56
Project Manager	49	89	97	80	57	33	48	453
Change Management	39	140	153	128	89	52	39	640
Absence Management	32	115	95	79	19	22	15	377
Benefits	60	164	149	75	18	20	15	501
HCM Core	87	237	215	108	25	29	20	721
Compensation Core	24	67	60	30	8	8	5	202
Learning	24	67	60	30	8	8	5	202
Payroll	130	554	518	433	353	115	87	2190
Recruiting	58	160	145	73	18	20	15	489
Talent Management	29	79	73	37	8	10	8	244
Time Tracking	22	79	64	54	38	14	12	283
Financials Functional Architect	37	132	108	30	20	13	0	340
Banking and Settlement	29	108	88	74	18	20	15	352
Budgets	17	58	48	40	9	10	8	190
Business Assets	25	93	75	63	15	18	13	302
Customer Accounts	29	107	87	73	17	19	15	347
Expenses	32	115	95	79	19	22	15	377
Financial Accounting	65	239	195	163	38	44	33	777
Grants Management	39	145	118	98	23	27	20	470
Inventory	43	154	127	105	25	28	20	502
Planning	53	193	158	132	30	35	27	628
Procurement	42	150	123	103	24	28	20	490
Projects	20	75	63	52	13	14	10	247
Supplier Accounts	32	115	95	79	19	22	15	377
Prism	32	115	95	79	19	22	15	377
Reporting	5	18	19	32	12	7	10	103
Data Conversion	47	169	184	155	54	62	45	716
Integrations	43	490	727	365	144	29	36	1834
Total Est. Hours	1144	4227	4034	2849	1140	751	586	14731

For a definition of Customer roles and responsibilities assigned to the project, see Appendix A.

- Resource estimates in the table shown above are for the core project team and are representative estimates based on the experience of other CSLLC clients with projects of a similar Scope. Please note, a single role in the table above may be fulfilled by multiple resources (example: two (2) resources sharing the Payroll work) or conversely, multiple roles may also be fulfilled by a single resource (example: one (1) resource responsible for both Time Tracking and Absence Management).
- Beyond the hours shown in the table above for the core team, participation will be needed from various other SMEs as required. Examples include but are not limited to, extended team input into alignment workshop decisions, other internal departments (e.g., Finance) identifying test scenarios, additional resources assisting with testing execution (e.g., user acceptance testing), and Legal/Internal Audit providing oversight/input regarding controls.
- All hours for the Reporting role are not shown in the table. The estimate reflects a bucket of hours scoping approach. Custom reporting requirements will be defined during the project. It is assumed Customer is responsible for custom reporting beyond what is specified as CSLLC responsibility in Appendix B.

4.0 Assumptions & Dependencies

The Services, Labor Estimates, and Project Pricing presented in this SOW are dependent on the following assumptions being true:

Customer will:

a. Timely complete each item listed as a Customer Responsibility in Section 2.0.
b. Have the necessary project and executive management support to review and make timely decisions as well as coordinate the activities of this project with other Customer projects which may be occurring simultaneously.
c. Have the necessary resources available in each stage, according to how they are identified in the staffing and project plans. Resources will be empowered and capable of making decisions on behalf of the Customer. Resources will include, but are not to be limited to, functional and technical leads, and applicable business process and SMEs. If resource and/or priority conflicts occur, they will be discussed and resolved with the project Steering Committee.
d. CSLLC resource availability and overall staffing approach are determined by the jointly created project plan.
e. Provide the necessary hardware for the deployment, including all required technology needs and connectivity including a desk, internet connection, and network access to all relevant Customer applications. The CSLLC consultants will have access to office space as well as the hardware and software including security rights and passwords where required in order to complete the deployment.
f. CSLLC resources will provide their own laptops. CSLLC laptops will comply with any Customer security policies. If Customer owned laptops or virtual machines are required to be used, this may result in an increased level of effort.
g. Be responsible for workstation compliance to Workday's minimum requirements. Customer has determined their technical needs will be met, and internal systems and policies, as well as third-party vendors, are compatible with Workday. Any technical issues which may arise during implementation are to be resolved by Customer.
h. Lead the coordination with any Customer's third-party vendor involvement required to complete the Services. Customer understands that some of their third-party vendors may charge fees for the completion of Services and such fees are the sole responsibility of Customer. Customer understands that third-party vendors could impact project timelines.
i. Unless otherwise agreed by CSLLC's internal security organization, the Customer shall use CSLLC's SFTP site for the secure exchange of sensitive employee data with the CSLLC support personnel. Customer will agree to limit use for data conversion or production support purposes only for the duration of the activities required. CSLLC will inactivate the SFTP site within thirty (30) days after the support activities are completed. Customer will be required to download WinSCP for the Customer users responsible for providing CSLLC with sensitive data. Customer will not use CSLLC's site for the transmission of any integration files for third-party vendors. CSLLC is not responsible for back up, archiving, or maintenance of files stored on the SFTP server. In the event CSLLC utilizes its internal "Daytona" tool for data conversion ("Daytona"), Daytona and all of its components must be installed on the CSLLC secure cloud server and utilized solely within CSLLC's SFTP site. Further, Daytona IP addresses must be added to the tenant whitelist. Daytona uses its own implementer account that must be excluded from multi-factor authentication.

j. Use CSLLC provided central repository solution for non-sensitive project document sharing and CSLLC’s SFTP site for the secure exchange of sensitive Customer employee data with the CSLLC project team.

k. Be responsible for any job catalog and/or compensation restructuring efforts, with initial draft of restructure completed by the start of project. If support is needed from the CSLLC project team and/or these milestones are not met, this may result in an increased timeline and level of effort.

l. Seek to minimize the amount of plan and/or Customer changes during the course of the project, with any changes finalized by the end of the Architect stage. If this milestone is not met, this may result in an increased level of effort and potentially impact timeline.

m. Perform all of the Customer responsibilities in the stages identified, and per the project plan including but not limited to sign off at the completion of each stage, provision of data files, provision of test scenarios, execution of test scenarios and integration testing.

n. When production is live, be solely responsible for testing and any move-to-production activities, , which shall include configuration, business processes, data, reports and integrations. Customer will provide written acceptance of test results to CSLLC prior to any move-to-production. Customer will provide written approval if it requires CSLLC’s assistance during Customer’s move-to-production activities. If CSLLC agrees in writing to access Customer’s production tenant for move-to-production activities, Customer shall verify production results and is solely responsible for production accuracy. Customer shall provide written acceptance to CSLLC after such move-to-production activities.

o. Adhere to the outlined meeting schedules defined in the Section 2.0 Services and Responsibilities table; any variation could result in an impact to cost and timeline.

p. Coordinate participation from key stakeholders and project team to attend a single CSLLC led Alignment Session and CCS per functional area. If additional workshops or sessions are needed, the Customer Project Manager will work with the CSLLC EM to determine impact to project and timeline.

q. Use CSLLC tools and templates. If the Customer requires CSLLC to utilize Customer specific/owned tools and templates, the Customer Project Manager will work with the CSLLC EM to determine impact to project.

r. Processing of payroll occurs out of a centralized office for all locations included in the payroll Scope.

s. Tax filing will be handled by a third-party vendor. Workday does not currently support tax filing as part of the core Workday payroll module and only provides basic tax balancing reports as part of the delivered payroll module.

t. If 1099 tax elections and payroll processing are required, those will be handled by a third-party vendor. Workday does not currently support 1099 tax elections or processing as part of the core Workday payroll module.

u. Be responsible for payroll compliance review with Customer’s internal or external counsel.

Integration Requirements

a. Integration estimates will be reviewed at the completion of the Architect stage as well as during the Configure stage of the project. Adjustments may be required after further analysis and any possible changes to Scope.

b. Customer integration functional owners are available for integration discovery and design sessions throughout the Plan and Architect stages.
c. Integration sign off will be submitted to Customer. Coordination of sign off by the Customer is a responsibility of the Customer.
d. Customer integration resources are Workday trained before they are assigned integration development access in IMPL tenants.
e. No integrations that are required for go-live are assigned to Customer.
f. Inbound integrations are scoped using Workday standard fields. If Workday custom objects are needed to store data, the integration effort will need to be revised.
g. Workday required performance testing is not in Scope. The City of Olympia does not meet the concurrent user requirements established by Workday that would warrant performance testing.
h. Requirements and specifications for all in Scope Integrations will be available at the start of Plan Phase.
i. Integrations (both CSLLC and Customer owned) may be separated into batches depending on priority, critical and project timeline impacts; timelines could be adjusted due to delays in requirements or Customer accessibility. Batches will have varying timelines to accommodate prioritization and Architect workshop schedules to reduce rework. Wherever possible, integrations which directly impact payroll results should be given priority in order to ensure applicable integrations are ready prior to the start of parallel testing.
j. Integrations dependent upon FDM may follow separate milestones and testing cycles.

Authentication Requirements

a. CSLLC will advise Customer of the Workday options for a single sign on solution and will perform the applicable authentication setup within the Workday tenant.
b. Multi-Factor Authentication (MFA) is managed by Customer and if Workday MFA setup is required this will result in an increased level of effort.
c. Customer is responsible for all implementation work outside of the Workday tenant (e.g., Security Assertation Markup Language (SAML) setup, identity server). Customer will provide the appropriate resource commitments and skill sets depending on the single sign on option selected during design.

Data Conversion Requirements

a. Customer's project team will provide a single data file to CSLLC for each template regardless of the number of legacy systems.
b. Customer is responsible for data validation and mapping requirements for all data. Customer will provide all translation values and mapping to CSLLC within the design configuration workbooks.
c. Customer is responsible for updating, testing and maintaining delivered data extraction scripts/accelerators to accommodate Customer's specific configuration or design.
d. The CSLLC consultant project team will then load the provided information directly into the Workday tenant using Workday's web services. As data conversion is an iterative process, the Customer will be responsible for all data cleanup identified during the process and is responsible for supporting multiple data extracts from the legacy systems.

Testing Assumptions

a. Customer will provide a Test Lead unless otherwise stated in Section 3.4 who is responsible for overseeing test scenario creation and consolidating scenarios to be used for End-to-End, user acceptance testing, Parallel and Regression testing, managing testers, and reporting out testing metrics.
b. Customer and CSLLC will implement a change control process to review and approve proposed enhancements coming out of testing to identify the priority and potential impact to timeline, resources and level of effort prior to changes being made.
c. Customer will finalize and sign off on end-to-end testing prior to entering parallel testing. Exceptions must be agreed upon by CSLLC if additional end-to-end testing is required prior to entering parallel testing.
d. Testing will be completed within the time specified in the timeline.
e. Customer will coordinate participation from project testers to be co-located together at a shared site. If additional support locations are needed for testing, the Customer Project Manager will work with the CSLLC EM to determine impact to project and timeline.
f. When a Workday Update occurs, the only additional changes which will be included in the project are those which are automatically required by Workday. Any additional functionality is Out-of-Scope.
g. Two (2) successful parallel payroll testing cycles during the parallel stage are assumed to be in the Scope of this SOW. If, by no fault of CSLLC, more than two (2) total parallel payroll testing cycles are necessary, Customer will be responsible for the additional cost required to complete the additional cycles as well as the cost of any resulting extension of the project timeline.
h. Customer is responsible for providing any executive summaries for parallel reporting to the project leadership team.

Cynergy Balance Deployment Approach Requirements

a. CSLLC Team will utilize pre-configuration to conduct the alignment sessions in the Architect stage. The approach for the alignment sessions will be to review pre-configuration and then align areas which are in Scope but are not part of the pre-configuration.
b. Business process configuration is limited to the processes defined in Appendix C.
c. The Workday pre-configured content will be leveraged as the basis for design and configuration within the Scope of this project. CSLLC will not be performing a traditional fit-gap on Customer business requirements. The Customer is ultimately responsible for verifying that the pre-configured content is appropriate.
d. Integrations to be designed to current state requirements and not reformatted during timeline unless Workday delivered templates are available for deployment. If current state is no longer supported, the effort will need to be assessed and the timeline may be impacted.
e. Alignment workshops & CCS will each take place over a two (2) week period during the Architect stage and may require overlap of individual workstreams.

f. CSLLC will provide a project SharePoint site that will serve as a document repository tool amongst other functions. Designated City of Olympia project team members will be provided access to this site. The City of Olympia will have the ability to download project documentation at its convenience from the SharePoint site.

5.0 Term and Termination

This SOW shall commence on the Start Date identified above and shall continue through the sign-off of the final milestone, "Completion of Project" noted in Section 6.0 Pricing unless terminated sooner by providing CSLLC ninety (90) days' prior written notice.

6.0 Pricing

a. CSLLC will invoice and Customer shall compensate CSLLC on a Fixed Fee basis as set forth in the table below for Services rendered. This price is inclusive of any and all associated charges and fees which CSLLC may experience during the fulfillment of this SOW, with the exception of Section 8.0 Expenses. Pricing is based on the schedule defined in the SOW; any changes to the schedule will require a modification in price. Invoices will be paid subject to the terms and conditions of the Agreement. Total cost of the engagement is listed in the Milestones and Events table below:

b. Payments will be made according to the following schedule:

Fixed Fee and Invoicing		
Milestone / Event	Approximate Invoice Date	Invoice Amount After Investment
Plan Stage: Delivery of Plan Artifacts	2/18/2022	$ 196,390
Architect Stage: Initial Delivery of Foundation Tenant	3/15/2022	$ 196,390
Architect Stage: Delivery of Design Artifacts	5/3/2022	$ 196,390
Configure Stage: Completion of CCS	7/1/2022	$ 196,390
Configure Stage: Delivery of End to End Tenant	8/1/2022	$ 196,390
Test Stage: Completion of Cycle One (1) Testing	9/1/2022	$ 196,390
Test Stage: Completion of End to End Test	10/7/2022	$ 196,390
Test Stage: Completion of Parallel Test	11/25/2022	$ 196,390
Deploy Stage: Completion of Move-to-Production	12/23/2022	$ 294,585
Post-Production Support: Completion of Project	2/3/2023	$ 98,195
Project Total for All Phases		$ 1,963,898

c. Workday Delivery Assurance and Workday specific training services and fees will be covered under a separate agreement between Customer and Workday, which is attached hereto as Appendix "G" and incorporated herein by reference.

d. Invoices will be emailed to the following address: Any other mailed correspondence will be delivered as follows below:

Attention: Danelle MacEwen
dmacewen@ci.olympia.wa.us

P.O. Box 1967
Olympia, WA 98507-1967
(360) 753-8211

e. Any additional Services rendered in addition to the Scope as defined in this SOW will only be performed after the Parties agree to a Change Order utilizing the rate table to build the cost as identified below:

Rate Card	
Executive	$400
Strategy Manager	$325
Senior Functional Architect (Consulting Director)	$325
Engagement Director (Portfolio Director)	$325
Engagement Manager	$275
Functional Architect	$275
Senior Principal Consultant	$275
Principal Consultant	$210
Consultant	$180
Analyst	$150

f. Any and all fees associated with Customer's e-invoicing, portal, or payment solution will be the responsibility of Customer, without dispute. CSLLC will provide all necessary documents or invoices to confirm the fees, if such fees are incurred.

Milestone/Event Definitions

Note: Completion shall be defined as when the City accepts the Deliverable using the Deliverable acceptance process defined in this SOW

Project Commencement: This Milestone is achieved at the commencement of the project on January 10, 2022.

Plan Stage: Delivery of Plan Artifacts: This Milestone is achieved after the following is complete:

a. Project Charter (Appendix E Deliverable #1)
b. Draft project schedule and plan (Appendix E Deliverable #2)

Architect Stage: Initial Delivery of Foundation Tenant: This Milestone is achieved after the following is complete:

a. Foundation tenant build for initial use in Architect Workshops complete (Appendix E Deliverable #3)

Architect Stage: Delivery of Design Artifacts – This Milestone is achieved after the following is complete:

a. Architect workshops as defined in Scope are conducted
b. Updated functional design documentation provided to Customer (Appendix E Deliverable #4)

Configure Stage: Completion of CCS – This Milestone is achieved after the following is complete:

a. Unit test log from requirements gathered during Architect Workshops is provided to Customer. (Appendix E Deliverable #5)
b. Customer Confirmation Sessions completed.

Configure Stage: Delivery of End-to-End Tenant: This Milestone is achieved after the following is complete:

a. End-to-End tenant build for use in End-to-End testing (Appendix E Deliverable #6)
b. Functional sign off by the Customer in preparation for Testing (Appendix E Deliverable #7)

Test Stage: Completion of Cycle One (1) Testing – This Milestone is achieved after the following is complete:

a. Execution of Cycle one (1) testing is complete and Cycle two (2) testing has begun.

Test Stage: Completion of End-to-End Test: This Milestone is achieved after the following is complete:

a. Execution of test scenarios or timeframe for End-to-End testing has lapsed. (Appendix E Deliverable #8)
b. Cutover-Plan (Appendix E Deliverable #9)

Test Stage: Completion of Parallel Test: The Milestone is achieved after the following is complete:

a. Parallel testing has been completed or the timeframe for Parallel testing has lapsed. (Appendix E Deliverable #10)

Deploy Stage: Completion of Move-to-Production: This Milestone is achieved after the following is complete:

a. Production Workday system is available to any Customer employees. (Appendix E Deliverable #11)

Post-Production Support: Completion of Project: This Milestone is achieved after the following is complete:

a. Timeframe for post-production support has lapsed following the move-to-production. (Appendix E Deliverable #12)

CSLLC will present the applicable Deliverables to the Customer and the Customer will have three (3) business days to provide a specific list of reasonable issues to be remedied. CSLLC will address issues and resubmit the deficient Deliverables. After three (3) business days, should the Customer not provide a list of issues, the Deliverables will be deemed complete. Use of the Deliverables by the Customer will deem the Deliverables as completed.

7.0 Expenses

In the event travel is permitted by CSLLC in accordance with its internal policies and procedures, Customer will reimburse CSLLC for its reasonable out-of-pocket travel expenses incurred in connection with the provision of the. All expenses will be in accordance with CSLLC's Travel and Expense Policy, which shall be made available to the Customer upon request, with the exception that the purchase of alcohol will not be reimbursable. This will include CSLLC's management personnel for purposes of project governance and oversight. Specific travel recommendations will be planned and discussed between the CSLLC EM and the Customer Project Manager. Such agreed to travel recommendations shall not require additional Customer pre-approval. All fees or penalties incurred due to cancellations or changes of travel at Customer's request shall be invoiced to Customer.

8.0 Signatures

IN WITNESS WHEREOF, the parties have duly executed this SOW by their respective authorized representatives as of the SOW Effective Date.

CITY OF OLYMPIA, WASHINGTON

By: ______________________________
Steven J. Burney, City Manager
DATED ______________________________

Approved as to form:

By: A Harksen
Annaliese Harksen, Deputy City Attorney

COLLABORATIVE SOLUTIONS, LLC

By: Robert Maller
Robert Maller, President
DATED 11/22/2021

Appendix A – Detail Roles Description

Customer Roles

Customer personnel are experts on Customer business/technologies and as such will have responsibility for providing project management, non-Workday functional, technical, and culture expertise to the project.

Customer project team members and cross-functionality representation are currently identified as follows:

(Note that project teams' roles could be specific to implementation needs)

Team Member	Description of Role
Steering Committee, **Senior Design Reviewers, Key Stakeholders, Executive Sponsor**	The Steering Committee provides funding and support to the project. Responsibilities include: • Obtaining appropriate funding and approvals • Ensuring all appropriate resources are available for the project • Resolving issues which are impeding the progress of the project • Providing overall direction to the Customer Project Manager • Sign off on key deliverables/project milestones • Assuring project delivery and quality control • Attending Steering Committee Meetings
Project Manager	The Customer Project Manager is a dedicated resource focused specifically on the Workday implementation. While CSLLC understands there are many other activities linked to the implementation, this resource needs to be dedicated full-time to the project. Responsibilities include the following: • Establishing and managing the project details, deliverables, schedules, tasks, assignments, and execution • Coordinating business teams and support teams • Driving the implementation of the optimized processes • Managing the resolution of issues • Anticipating and resolving issues which could impact the Project Budget, Schedule, Scope, or Quality
Functional Team **(Global Process Owners, Process Leads, and SMEs/Business Analysts)**	The Functional Team are those familiar with Customer business processes and systems. These individuals provide information to the CSLLC Functional Consultant(s) to configure the Workday solution. Responsibilities include: • Communicate functional requirements which need to be configured in Workday • Describe current business processes and work with team to simplify and improve • Provide functional requirement through completion of Configuration and Data Gathering Workbooks

	• Champion adoption and use of Workday Launch delivered business processes • Identify critical changes needed to Workday Launch delivered business processes and provide feedback to CSLLC Consultants. • Work with CSLLC Consultants to help map and load data into Workday • Actively participate in all testing activities • Pre-validate extracted data files prior to providing it to CSLLC; then validate data after it has been converted into Workday solution • Contribute to identifying and executing test scenarios for functional areas • Perform end user training • Participate in knowledge transfer
Technical Team (Integration Lead, Integration Engineers/Developers, and Data Conversion Specialist)	Technical resources perform the following: • Support the conversion and loading of data contained in existing systems • Design and develop custom integrations as outlined within the Scope section above • Develop custom reports • Manage Customer communications • Participate in knowledge transfer • Actively participate in testing activities *Note: Resource experience, data quality and the amount of transformation required could impact the actual resources needed to support the data conversion efforts.*
Internal Auditor	The Internal Auditor works with the Project Team to ensure proper procedures are followed and proper documentation is created for the implementation of Workday. This person is responsible for providing compliance related guidance and expertise to the Project Team.
Test Lead	The Customer Test Lead develops and manages the overall Customer Test Strategy and Plan. Responsibilities include: • Establish an approach to testing. • Define resource requirements for testing. • Establish the test schedule. • Conduct overall execution of the Customer prescribed End-to-End (including Integrations), user acceptance testing, and Parallel test process for only Workday Payroll from start to end of the test period. • Facilitate testing coordination and progress meetings. • Successfully manage defect resolutions. • Resolve test issues via coordination of Customer and CSLLC teams as required to complete testing for successful completion of Workday test. • Define the overall test strategy. • Define test approach, roles and responsibilities. • Define test tools and scenarios by tester and success criteria for each test stage.

	• Define and report test metrics to the project team and project executives.
Organizational Change Lead	The Organizational Change Lead is focused on planning and executing the change management and communications activities. He or she is the primary counterpart to the CSLLC Organizational Change Lead (if there is someone assigned) and is responsible for providing primary insight into the Customer's culture, operations, and competing projects or interests. The Organization Change Lead is the primary liaison between the project team and other internal resources needed to execute and deploy the various change management and communications activities. He or she is ultimately responsible for all change management and communications-related deliverables.
Training Lead	The Training Lead is focused on planning and executing the end user training activities. He or she is the primary counterpart to the CSLLC Training Lead (if there is someone assigned) and is responsible for providing primary insight into the Customer's training resources and preferences, as well as competing projects or interests related to end user training. The Training Lead is the primary liaison between the project team and other internal resources needed to plan, execute, and deploy the various training activities for the deployment. He or she is ultimately responsible for all training-related deliverables. The Customer may choose to assign the Organizational Change Lead and Training Lead roles and responsibilities to a single actual resource.
Training Communications, and Change Management Support Resources	Depending on the specific strategies and plans the Customer establishes as part of its OC&T program, additional resources will be needed at various times throughout the project lifecycle to support and execute the communications, change management, and training plans. These roles often include: • Training Developers responsible for developing and revising the end user training collateral as defined in the Training Curriculum Plan • Communications Leads/Developers responsible for developing, revising, and deploying the end user communications collateral as defined in the Communications Plan • Trainers and Super Users responsible for gaining advanced familiarity with the new systems and user support tools, and in turn planning and delivering pre-Go-Live and ongoing training to end user audiences • Change Champions responsible for generating awareness and support around future changes within their designated areas of influence

Workday Roles

Workday core responsibilities include:

Team Member	Description of Role
Delivery Assurance Group	Comprised of Workday Implementation Specialists, the Delivery Assurance Group works with the Customer towards the implementation of the Workday solution. The Delivery Assurance Group conducts a series of quality assurance reviews at major project milestones, when the group reviews project documentation, product configuration, and business processes. The Delivery Assurance Group is responsible

	for the development and enhancement of the Workday implementation methodology and works closely with Product Strategy and Development in helping steer product direction.

Appendix B – Integrations and Custom Reports

Integrations

The following integrations are in Scope. Please refer to the column labeled "Owner" to identify if the integration is Customer assigned or CSLLC assigned.

ID #	Integration Name	Third-Party Vendor	Functional Area	Integration Data Type	Tool	Owner	Cloud Connector Name	Notes
INT001	Basic SSO/SAML Setup		Security	Basic SSO SAML Setup Outbound Custom	Setup	CSLLC		
INT002	Active Directory Bi-Directional		Security	Public Web Service Configuration Custom	Setup	CSLLC		
INT003	E-Verify		HCM	eVerify Outbound Cloud Connect	CC	CSLLC	E-Verify - Employment Verification	
INT004	Medical Outbound		Benefits	Medical Or Dental Or Vision Or Rx Outbound Cloud Connect	CC	CSLLC	834	Assumes WD CCB available
INT005	Dental Outbound		Benefits	Medical Or Dental Or Vision Or Rx Outbound Cloud Connect	CC	CSLLC	834	Assumes WD CCB available
INT006	Vision Outbound		Benefits	Medical Or Dental Or Vision Or Rx Outbound Cloud Connect	CC	CSLLC	834	Assumes WD CCB available
INT007	FSA Eligibility Outbound		Benefits	FSA Or HSA Or Transit Or Parking Outbound Cloud Connect	CC	CSLLC	Assumes same provider used for FSA/HSA plans	Assumes WD CCB available
INT008	FSA Contributions Outbound		Benefits	FSA Or HSA Or Transit Or Parking Outbound Cloud Connect	CC	CSLLC	Assumes same provider used for FSA/HSA plans	Assumes WD CCB available
INT009	COBRA Events Outbound		Benefits	COBRA Events Outbound Cloud Connect	CC	CSLLC	TBD	Assumes WD CCB available
INT010	ACA Outbound		Benefits	ACA Outbound Cloud Connect	CC	CSLLC	ACA Information Returns 2020	
INT011	403b Demographic Outbound		Benefits	Demographic Outbound Custom	EIB/DTS	Customer	TBD	Assumes WD CCB available
INT012	403b Elections Inbound		Benefits	Retirement Savings Inbound Custom	Studio	CSLLC	TBD	Assumes single WD CCB for Elections and Loans
INT013	403b Contributions Outbound		Benefits	Retirement Savings Financials Outbound Custom	EIB/DTS	Customer	TBD	Assumes WD CCB available
INT014	Payroll ACH Outbound		Payroll	ACH NACHA Payment Outbound Cloud Connect	CC	CSLLC	WPN - ACH PPD Payment (Enhanced Performance)	
INT015	Tax Filing Periodic Outbound		Payroll	Tax Filing Periodic Outbound Cloud Connect	CC	CSLLC	ADP Smart Connect	Assumes ADP Smart Connect
INT016	Tax Filing Quarterly Outbound		Payroll	Tax Filing Quarterly Outbound Cloud Connect	CC	CSLLC	ADP Smart Connect	Assumes ADP Smart Connect
INT017	Background Check		Recruiting	Employment Screening WD Software Partner Bidirectional Custom	Setup	CSLLC	Assumes WD Software Partner Solution	Assumes WD Software Partner Solution
INT018	Financials (AP) Check Layout	Workday	Birt	Financials Custom Check Layout_Low	BIRT	CSLLC		
INT019	Financials Positive Pay without Voids Outbound	TBD	Financials	Positive Pay without Voids Outbound Custom	EIB/DTS	CSLLC		
INT020	Financials ACH Outbound	TBD	Financials	ACH NACHA Payment Outbound Cloud Connect	CC	CSLLC	WPN - ACH CCD Payment (Enhanced Performance)	
INT021	Bank Statement Inbound	TBD	Financials	Bank Statement Inbound Cloud Connect	CC	CSLLC	Import BAI2 Bank Statement	
INT022	1099 Filing Outbound	IRS	Financials	Electronic Filing 1099 Outbound Cloud Connect	CC	CSLLC	Electronic Filing 1099	
INT023	US Bank Wire Outbound	US Bank	Financials	Payments Outbound Custom Cloud Connect/DTS	CC/DTS	Customer		
INT025	FleetWave Billing/Payment Inbound	FleetWave	Financials	Accounting Journals Inbound Custom	Studio	CSLLC		
INT026	ESO Import Billing data	ESO	Financials	Customer Invoices Inbound Custom	Studio	CSLLC		
INT038	eBuilder Accounting Journal Inbound	eBuilder	Financials	Accounting Journals Inbound Custom	Studio	CSLLC		
INT039	CrewSense Time Tracking Inbound	CrewSense	Time_Tracking	Time Tracking Inbound Custom	Studio	CSLLC		
INT040	InTime Time Tracking Inbound	InTime	Time_Tracking	Time Tracking Inbound Custom	Studio	CSLLC		
INT041	Asset Essentials Inventory Inbound	Asset Essentials	Financials	Inventory Transactions Inbound Custom	Studio	CSLLC		
INT042	CityWorks Assests/Inventory Inbound	CityWorks	Financials	Business Assets Inbound Custom	Studio	CSLLC		
INT043	OpenGov Budget Outbound	OpenGov	Financials	Data Warehouse Setup up to 3 files Low Complexity Custom	Studio	CSLLC		
INT044	CrewSense Time Tracking Outbound	CrewSense	HCM	Demographic Outbound Custom	EIB/DTS	Customer		
INT045	InTime Time Tracking Outbound	InTime	HCM	Demographic Outbound Custom	EIB/DTS	Customer		
INT046	Teller Cash Reconciliation Inbound	Teller	Financials	Bank Statement Inbound Custom	Studio	CSLLC		Addl complexity coming from 7 different subsystems via Teller

Integration Tool Key:

- BIRT = Business Intelligence Reporting Tools
- CC = Cloud Connect
- EIB/DTS = Enterprise Interface Builder/Document Transformation Service
- Setup = Web Services or Integration system user setup
- Studio = Workday Studio

The interfaces/integrations required for this project include:

- **Cloud Connect (CC)** – CC provides Workday customers with the same level of support as they would receive in the core Workday application. Such Workday integrations are (i) part of the Workday hosted application Service and (ii) provided with ongoing support by Workday in accordance with Workday's then-current Support and Service Availability Policy. While Workday integrations are designed and developed as part of the subscription license, CSLLC anticipates some amount of time dedicated to configure and test the integrations during the implementation.
- **Custom Integrations** – Custom integrations are developed by CSLLC or Customer using Workday's tools such as Report Writer, EIB, DTS, or Studio.

Appendix C – Detailed Functionality

As the project progresses, there will be a review of the overall Scope after Alignment sessions. The information contained in this Appendix, which was established based on preliminary conversations with the Customer and CSLLC may need to be adjusted upon further analysis in the project, will be used to set general guidelines and expectations for Workday configurations. If the level of effort necessary to configure Workday is increased due to Customer decisions that require any of the following quantities listed in the table below to be exceeded, a Change Order may be required which may affect overall cost (level of effort) and timeline.

CSLLC and the Customer agree that any resulting Change Order will be at no additional cost to the Customer if any of the following quantities are exceeded as the result of:

- Configuration decisions to satisfy any of the functional requirements are in Scope of this project;
- CSLLC or Workday recommendations on how to best configure the software;
- Customer's implementation of documented industry best practice from Government Finance Officers Association (GFOA), National Institute for Government Procurement (NIGP), or Society of Human Resource Management (SHRM) or to meet recommendations from the Customer's auditors;
- Configuration to meet statutory requirements in effect as of the effective date of this SOW, Agreement requirements, or other standards outside of the Customer's control to change during the project.

Workday Foundational elements such as dashboards, reporting, analytics, Business Process Framework and employee self-service are built into every Workday module.

During Customer deployment, the following elements will be in Scope:

- **Modifiable Business Processes:** Unless as required to meet conditions of the functional requirements or for exceptions listed above, assumption of two (2) standard business process (no rule based) for those identified below with no more than twenty (20) steps. Up to one (1) parallel stage per process where applicable. Unused steps within a process will not apply to alternate business processes. Includes up to two (2) consolidated templates for applicable processes. Includes up to two (2) Staffing Field Default condition rules total. Where consistent with industry best practices and not in conflict with any requirements or existing standards outside of the Customer's ability to change, Customer will leverage Workday system capabilities and change business practices where possible to keep system maintenance for complex exception-based scenarios to a minimum. CSLLC will adjust/update and configure business processes allowing the Customer to fully leverage the Workday system to meet its business needs in compliance with the functional requirements and decisions made during the Architect phase of the project.
- **Guided Tours**: Guided Tours are assumed Out-of-Scope unless OC&T is in Scope and Guided Tours are explicitly identified in the Scope.
- **Tenant Branding**: Workday delivered tenant branding with up to one (1) condition rule and one (1) upload of images. Any changes to images uploaded will be completed by the Customer through Knowledge Transfer.
- **Dashboards**: Workday delivered dashboards for the functional Scope below will be configured with Workday delivered reports unless custom reports are included in Scope in Appendix B or are necessary to satisfy any of the Customer's functional requirements.

- **Translations**: Translations conversion is not in Scope.
- **Scheduled Reports & Alerts**: Scheduled Reports, Task Alerts, and Business Process Alerts are not in Scope unless necessary to meet any of the Customer's functional requirements. General report-based alerts are defined within the Scope in Appendix B.
- **Setup Values:** Values, including organizations, are assumed to be current or future values only (no historical loads) unless needed to support the data conversion Scope described in Appendix D.
- **Documents:** Documents are assumed to be attachment only. Generated Documents and/or Documents enabled for Adobe Esign or Docusign are assumed out-of-Scope unless defined within Scope below. Templates do not include logos or any specialized formatting unless identified as a Business Intelligence Reporting Tools (BIRT) layout in the Reporting Scope.
- **Request Framework:** Request Framework is assumed out-of-Scope unless identified below.

Function	Functionality Scope	In Scope (Y/N)	Quantity to Configure
HCM: Core	Organization hierarchy structure per organization type (supervisory, company, cost center, region, custom, and location hierarchy) (not including Organization Studio)	Y	
	Physical location(s) where workers perform job functions (not including Workspaces)	Y	
	Matrix Organization Tracking	N	
	Job Catalog with position-related attributes such as management hierarchy (not including skills and experience)	Y	
	Staffing Model used to manage headcount	Y	One (1)
	Worker Profile for detailed worker information tracking (not including Purging)	Y	
	Worker Document(s)	Y	Up to two (2)
	Regulatory Reporting: Establishments and applicable Workday delivered Compliance Reports	Y	
	Employee Contract(s)	N	
	Probation Period Tracking	Y	
	Notice Period Tracking	N	
	Contingent Worker Tracking	Y	
	Retiree Functionality	Y	
	Union(s)	Y	Up to seven (7)
	Collective Bargaining agreement(s)	Y	
	Additional (Multiple) Jobs	Y	
	International Assignment Tracking	N	
	Position Budgeting	N	
	Onboarding	Y	
	Form I-9 Tracking	Y	
	Basic HCM Asset Tracking	N	
	Reference Letter Template(s)	N	
	Safety Incident Tracking	Y	

	Committees Tracking (not including meeting agendas, voting and external committee membership tracking)	N	
	Workday Assistant	N	
	Workday Today	N	
	Custom Security Groups	Y	Up to two (2) (up to one (1) intersection security group). Customer to configure any additional
	Custom Questionnaire(s)	Y	Up to two (2)
	Modifiable Business Processes	Y	• Hire Employees • Onboarding • Onboarding Setup • Change Job • Create Position • Terminate Employee • Request Compensation Change • Up to one (1) additional configurable business processes
Compensation: Core	Compensation packages	Y	
	Currency Rate Tracking	N	
	Compensation grades tied to job profiles	Y	
	Compensation grade profiles	Y	Up to two (2) of compensation eligibility rules
	Compensation grade steps	Y	Up to ten (10) (up to five (5) progression rule(s) total
	Hourly Compensation Plans	Y	
	Salary Compensation Plan	Y	
	Allowance Plan	Y	
	One-time payment plans	Y	
	Severance Packages	N	
	Compensation bases	N	
	Delivered Total Rewards Template	Y	

	Wage Theft Prevention Template(s)	N	
	Compensation Survey Management Survey(s)	N	
	Custom Security Groups	N	
Benefits	Benefit plans	Y	Up to thirty-two (32) (up to one (1) benefit rate type each)
	Benefit credit(s) and/or surcharge(s)	Y	Up to one (1)
	Benefit group(s)	Y	Up to five (5)
	Benefit Job(s)	Y	
	Dependents and beneficiaries tracking	Y	
	Benefit Enrollment Event(s) (including Passive Events)	Y	
	Open Enrollment enablement for 2022 cycle, referencing existing or in Scope plans	Y	
	Enrollment Event Rule(s)	Y	Up to one (1)
	Evidence of Insurability (EOI) management (not including automation from third-party vendor)	Y	
	Workday delivered COBRA Eligibility Processing to third-party administrator	Y	
	Affordable Care Act (ACA) Measurement Period Tracking	Y	
	1094/1095-C Reporting	Y	
	Medicare Tracking	N	
	Dependent verification functionality through use of custom IDs	N	
	Custom Security Groups	N	
	Modifiable Business Processes	Y	• Change Benefits for Life Events Review Process • Dependent Event • Change Benefits • Passive Even

			• Up to one (1) additional configurable business processes
Talent & Performance Management	Worker Profile and Skills *(not including qualification equivalence rules)*	Y	
	Workday Skills Cloud	N	
	Talent Marketplace	N	
	Competencies: • Proficiency scales • Rating scale(s) for competencies	Y Y Y	
	Career Development Tracking	Y	
	Mentoring Relationships Tracking	N	
	Check-Ins	N	
	Talent review template(s)	N	
	Nine-Box (9-Box) Talent Calibration Program(s)	N	
	Succession Planning for Positions & Pools	N	
	Potential, readiness, retention and loss impact tracking	Y	
	Custom talent card layout(s)	N	
	Feedback Enablement Template(s)	Y	
	Organization and personal goals management	Y	
	Performance Review Template(s)	Y	Up to two (2) with knowledge transfer included for any additional templates
	Performance Review Calibration (Ratings Normalization) Program(s)	N	
	Development Plan Template(s)	N	
	Performance Improvement Plan Template(s)	N	Customer to configure after knowledge transfer of Performance review templates
	Disciplinary Action Template(s)	N	Customer to configure after knowledge transfer of Performance review templates

	Custom Security Groups	N	
	Modifiable Business Processes	Y	• Manage Education • Start Performance Review • Complete Manager Evaluation for Performance Review • Give Feedback • Manage Goals • Manage Job History • Complete Self Evaluation for Performance Review • Import Professional Profile • Set Review Content for Performance Review
Recruiting	Job Requisitions	Y	
	Evergreen (Pipeline) Job Requisitions	N	
	Confidential Job Requisitions	N	
	Internal career site(s)	Y	
	External career site(s)	Y	
	Job posting template(s)	Y	
	Referral program(s) (leveraging in-Scope one-time payment plan(s))	N	
	Application/Screening Questions	Y	Up to twenty (20)
	Application Questionnaires	Y	Up to two (2) Internal and up to two (2) External Questionnaires with up to ten (10) Questions total for each questionnaire
	Background check package(s)	Y	
	Non-Integrated Assessment Test(s)	N	
	Candidate self-scheduling enablement *(not including calendar set-up)*	Y	
	Outlook Office 365 or Google Calendar Scheduling Integration	Y	
	Masked Candidate Screening	Y	

	Offer letter template(s)	Y	Up to one (1) (up to four (4) conditional text blocks per letter). Customer to configure any additional.
	Employment agreement Template(s)	N	
	Recruiting Agencies	N	
	Additional Custom Notifications	Y	Up to fifteen (15)
	Candidate Document templates	Y	Up to two (2) Candidate Documents
	Custom Security Groups	Y	Up to two (2) (up to one (1) intersection security group)
	Modifiable Business Processes	Y	• Job Application (up to one (1) Dynamic Workflow) – maximum of one (1) label override per stage • Job Requisition • Offer
Learning Management	Extended Enterprise Enablement	N	
	Standalone Lesson Enablement	Y	
	Course Enablement	Y	
	Course/Program Costing/Pricing	N	
	Media Interaction(s)	N	
	Course Offering Enablement	Y	
	Programs Enablement	Y	
	Campaigns Enablement	Y	Up to two (2) audiences with up to four (4) condition rules each
	Workday Content Cloud Configuration	N	
	Learning Security Segment(s) with associated segment-based security group(s)	Y	Up to three (3)
	Custom Security Groups	N	
	Modifiable Business Processes	Y	• Drop Learning Enrollment • Drop Course • Manage Campaign Event • Up to one (1) additional configurable business processes

Absence Management	Absence Countries	Y	One (1)
	Accruals	Y	Up to six (6)
	Time Off's	Y	Up to eighteen (18)
	Purchase or Sale of Time off (PTO, Annual Leave, Vacation?)	N	
	Holiday Calendars	Y	
	Leave Types with an entitlement	Y	Up to four (4)
	Leave of Absence Validations	Y	
	Leave Types without an entitlement	Y	Up to eight (8)
	Self-Administration of leave of absence	N	
	Work schedule calendars	Y	Up to one (1)
	Leave segment security groups	Y	
	Modifiable business processes	Y	Request Time Off Correct Time Off Request Leave of Absence Request Return from Leave of Absence • Up to four (4) notifications Absence Calendar No steps or notifications
Time Tracking	Time Tracking Countries	Y	
	Time entry codes	Y	Up to five (5)
	Time calculations & Validations	Y	Up to twelve (12)
	Time tracking templates	Y	
	Configurable alerts, including reports required to build necessary alerts	Y	
	Time Tracking aligned Period schedules	Y	Up to two (2)

	Custom Security Groups	Y	Up to two (2) Intersection security groups to support employee and manager self-service
	Modifiable business processes	Y	Enter Time • Up to four (4) total process steps • Up to four (4) notifications Reported Time Batch Event • Up to one (1) total process step • Up to two (2) notifications
Payroll	Pay Groups	Y	Up to two (2)
	Earning Codes	Y	Up to seventy-five (75)
	Deduction codes	Y	Up to one hundred (100
	Federal Identification Numbers (FEIN)	Y	Up to one (1)
	States/Provinces	Y	
	State/Provincial and local tax authorities	Y	
	Pay frequencies	Y	
	Payroll period schedules	Y	
	Configure payroll calculation rules	Y	
	Configure Workday on-cycle and on-demand pay check template	Y	
	Configure payment elections with payment election rules	Y	
	Garnishments	Y	
	Bank depository and source bank accounts	Y	
	Configure pay slips	Y	
	Establish payroll accounting to generate and review payroll accounting data	Y	
	Establish comparison rules and audit components	Y	
	Settlement rules	Y	

	Third-Party Payroll provider provides tax, garnishment, check, and deposit advices	Y	
	Configure retroactive payroll processing	Y	
	Configure Fair Labor Standards Act (FLSA) calculations	Y	
	Custom Security Groups	Y	Up to one (1)
	Modifiable Business Processes	Y	• Settlement Run Event • Assign Pay Group • Payment Release Event • Up to two (2) additional configurable business processes
Core Financial Management, Accounting and Finance	Multicurrency for countries	N	
	Physical locations of inventory and assets. Organization structures for financials to support financial business processes will include the following elements listed below. Each element, unless otherwise noted below, will be configured with up to five (5) hierarchy(ies): • Companies (legal entities) • Cost centers • Custom organizations	Y Y Y Y	
	Physical locations of inventory and assets	Y	
	Custom Security Groups	Y	Up to two (2) custom security groups for the finance areas.
Financial Accounting	FDM design and utilizing Workday worktags for analytics	Y	
	Account sets (parent-child relationship)	Y	Two (2) accounts sets set up in a parent-child relationship
	Ledger account summaries	Y	
	Configure standard/delivered account posting rules • Including spend and revenue categories and	Y Y	

	account posting rules for operational transactions		
	Categories	Y	
	Custom worktags	Y	
	Custom reports to support financial reporting for Generally Accepted Accounting Principles (GAAP) and regulatory reporting requirements, Workday financial statements for external reporting, and internal management reports	Y	Up to thirty (30) hours of Custom Reporting to support regulatory requirements
	Allocations	Y	Up to twenty-five (25)
	Levels of consolidations in Workday – eliminations and consolidated reporting	N	
	Fiscal schedule(s) (Fiscal Year)	Y	
	Fiscal summary schedule(s)	Y	
	Custom validation(s)	Y	
Banking and Settlement	Financial Institutions	Y	One (1) Financial Institution
	Configure check printing modifications and electronic bank integrations (type of electronic payments, wire payments and positive pay, unique by company)	Y	Check printing configured for one (1) Financial Institution
	Cash position	Y	
	Bank reconciliation automation and integrations	Y	Up to twenty-five (25) Bank Accounts
	Supplier settlement via check or electronic payments	Y	Electronic payment automation and integrations configured for One (1) Financial Institution
Procurement	Companies with procurement processing	Y	
	Punch out(s)	N	
	Configure attributes required for punch out integration(s) (See integrations list.)	N	
	Buyers	Y	

	Purchase order layout	Y	Workday Delivered Purchase Order Layout
	Receiving and matching	Y	
	Supplier Portal functionality	Y	Workday Delivered Supplier Portal Functionality
	Request for Quotation (RFQ) processes	Y	Workday Delivered Request for Quote (RFQ) Functionality
Commitment Accounting (Budget)	Budget Structures	Y	Up to Three (3)
	Ledgers for procurement	Y	
	Budget checking for operational, Grants, and project budgets	Y	
	Payroll Commitment Accounting	Y	
Supplier Accounts	Suppliers including payment terms, attributes for payments and 1099 reporting	Y	Active Suppliers
	Supplier Contracts	Y	
	Supplier Categories	Y	
	Check or electronic payments for supplier settlement(s)	Y	
Business Assets	Companies for processing business assets	Y	Configuration of Business Asset Processing for up to ten (10) Companies
	Tax books, excluding actuals	N	
	Conversion of Assets	Y	Conversion of up to five thousand (5,000) active trackable assets (Non-Work in Progress (WIP) Related Assets Only)
	Depreciation Profiles	Y	
	Asset Books	Y	
Expenses	Worker expense preferences (e.g., Employee travel card)	Y	
	Expense items	Y	
	Expense item groups	Y	
	Spend Authorization	Y	
	Business purposes	Y	

Revenue Management	customer attributes for billing and collection through aging reports and collection disputes	Y	Active customers
	Invoice layout(s)	Y	Workday Delivered customer Invoice Layout
	Statement layout(s)	Y	Workday Delivered customer Statement Layout
Prism	External Data Sources	Y	Up to three (3)
	Transformation Complexity	Y	Simple Functions (String Functions, Filter, Join, Union)
	Reports/Visuals	Y	Up to three (3)
	Data Source Security	Y	Row Level
Project and Work Management	Projects of medium complexity including: • Project phases • Project tasks • Project worker roles/talent pools • Project groups • Basic projects	Y Y Y N Y Y	Active Projects
	Delivered Workday Capital project functionality	Y	
	Delivered Workday billable project functionality	N	
	Project hierarchies	Y	
	Project templates (project, project plan, or a combination thereof)	Y	
Grants Management	Grants: hierarchies, security, business processes, and Award Cost Processing (ACP)	Y	Active Grants
	Awards	Y	Active Awards
	Sponsors	Y	
	Award Proposals	Y	
Inventory	Inventory Configuration	Y	Configure Workday Delivered Inventory Functionality (Replenishment Processes, Put-Away Processes, Put Away Plans) to support the below Inventory Sites, Locations, Items, and Hierarchies

	Inventory Sites	Y	Up to two (2) Inventory Sites
	Inventory Items	Y	Up to Five Hundred (500) Inventory Items
	Inventory Hierarchies	Y	
	Inventory Locations	Y	Up to ten (10) Inventory Locations
	Unit of Measure Conversion for Items	Y	
Adaptive insights	General Adaptive Insights	• Ability to create annual plan • Ability to reforecast monthly • (1) Single Chart of Accounts structure across Customer's version of Workday • (1) Single Fiscal calendar across Customer's version of Workday • Up to one (1) currency for planning	
	Expense Planning	• Up to one (1) expense model to capture non-personnel related expenses • Up to two (2) supporting schedules • Total calculations not to exceed twenty (20)	
	Revenue Planning	• Up to two (2) driver-based revenue models to support up to two (2) revenue streams with four (4) dimensions per stream. • Up to one (1) direct-entry revenue model to capture revenue that is not driver-based. • Total calculations not to exceed twenty (20)	
	Cost of Labor	• Up to two (2) Employee Types planned down to the individual • Salary and hourly assumptions, as well as merit increases • Splits of individuals across departments • Fringe Benefits and Tax Rates • Bonuses • Calculate total cost burden by employee/position • Total calculations not to exceed twenty (20)	
	Workday Data Management	• Import GL trial balance from Workday (up to one (1) year historical) • Import metadata from Workday (up to ten (10) dimensions) • Import personnel roster from Workday for existing and open positions.	

	Reporting	• Maximum of (5) Adaptive HTML reports • Maximum of (5) Workday OfficeConnect reports • Maximum of (5) KPI performance metrics.	
	Knowledge Transfer and Training	• Adaptive Insight's implementation methodology involves knowledge transfer and testing after and during every model • End to end process knowledge transfer sessions will be conducted during the deploy phase to train the trainer along with Customer specific process documentation • Provide template for testing scenarios and training material	
	Out-of-Scope	• Allocations • Balance Sheet/Cash Flow planning • Third-Party Integrations	
Mobile Solutions	Configure mobile-specific tenant settings	Y	
	Security to allow mobile access	Y	
	Access for iPhone, iPad, and Android	Y	
Employee Self-Service	Employee Self-Service for all Workday functionality specified above	Y	
Manager Self-Service	Manager Self-Service for all Workday functionality specified above	Y	

Appendix D – Data Conversion

In Scope person population(s) which are active at time of the Go-Live conversion extract will be included in the conversion process. Customers' workers who were terminated in the current year based on the final extract date will be included in the data conversion to Workday to support rehires and reporting.

Function	Scope
Human Capital Management	
Active Employees	• Up to one thousand (1,000) Active Full-Service Equivalent (FSE) Employees or Contingent Workers Including Current Associated Personal Data and Current Job Record • Current data records and job details for all active employees using their current data record • Compensation – Current Compensation information only Job and Compensation History - Unlimited "History from Previous System" • Includes loading of employee photos • Attachment of Third-Party Documents out-of-Scope • No Transactional History
Terminated Employees	• Terminated workers who received payment in the current year (Using Worker Object) • Terminated workers will be converted to a Workday organization specified for terminated workers rather than the historical organization structure. • Only a terminated worker's data at time of termination (i.e., last data record) • No History loaded
Benefits	• Current Benefit Elections • Medical History for Current Year for ACA Reporting • ACA Worker Hours and Wages • Dependents & Beneficiaries • Benefit Annual Rates • Worker Wellness and Tobacco Usage
Absence Management	• Time off Balance Conversion Included • Active Leaves for the previous twelve (12) Months (Balance as of go-live date, not daily balance conversion) • Time Off Event Conversions Excluded
Time Tracking	• Excluded from the Scope for go-live
Recruiting	• Open Job Requisitions and Corresponding Open Positions • Prospect Conversion Excluded • Open Positions Not Associated with Job Requisitions Excluded • Active Candidate Data Conversion Excluded

Function	Scope
Performance & Development	• No Transactional History • No Prior Performance Reviews • One (1) year of Overall Rating History for Performance Review if Advanced Compensation is in Scope. Note that this includes simplified templates with only the rating value (not entire performance review) • No Goal History
Succession Planning	• Excluded from Scope
Payroll	• Year-To-Date (YTD) wages and payroll tax data, including taxable wages and subject wages for federal, state, and local taxes reconciled to tax returns • Worker Tax Elections • Withholding Orders Excluded (active orders to be manually entered by Customer) • Worker Payment Elections • Costing Allocations Excluded
Learning	• Instructor Assignments • Up to twenty (20) standalone lessons • Courses: Up to forty (40) active Digital and/or Blended courses with up to five (5) lessons each • Course Offerings: Up to twenty (20) with up to five (5) components each (referencing existing or in Scope blended courses) • Programs: Up to five (5) programs with up to five (5) components each (referencing existing or in Scope lessons or courses) • Campaigns: Up to ten (10) campaigns with up to five (5) components each (referencing existing or in Scope lessons, courses, or programs) and up to two (2) reminders each • Historical Records: Excluded • Historical Courses: Excluded • External Instructors & Learners: Excluded
Financial Management	
Financial Accounting	• Single Summarized Journal for Each Company Per Period with a Maximum of two (2) Years Plus Current YTD - Prior Year Ending Balance • Company Base Currency Only • Transactional/Detailed Journals are out-of-Scope and will not be included
Banking & Settlements	• Beginning Balance • Unreconciled Open items
Budgets	• Current Year Budget Data
customer Accounts	• customers with Activity Within two (2) Years Prior to Go-Live • Open Account Receivables Items in Transaction Currency

Function	Scope
customer Contracts	• The Remaining Balance of two hundred fifty (250) Active customer Contracts and Open Fixed Fee customer Contract Line Types in Base Currency of the Company Will be Converted.
Supplier Accounts	• Suppliers and Supplier Connections for those suppliers with activity within two (2) Year prior to go-live. • Open Accounts Payable Items in Transaction Currency
Business Assets	• Active Capitalized Assets (Reconciled to Balance Sheet) • Tracked Expensed Assets (No Cost)
Expenses	• Worker Payment Elections for Expense Payments
Procurement	• Open Approved Purchase Orders • Including Open Supplier contracts • Receipt for Open Approved Purchases Orders
Projects	• Active Projects
Grants	• Grants/Grant Hierarchies, Roles Assignments, Default Worktags • Sponsors associated to Active Awards • Subrecipients/Suppliers • Award Contracts active at Go-Live
Inventory	• Up to five hundred (500) Inventory Items • Up to ten (10) Inventory Locations

Appendix E – Project Deliverables for Milestone Acceptance

All Deliverables shall, in addition to any additional criteria listed below:

1) Identify clear purpose and objective and meet the stated purpose of objective
2) Where applicable, provide clear, concise, and complete documentation, recommendations, analysis, or planned actions steps for moving forward
3) Is complete and connects back to SOW scope (including City functional requirements)
4) Meet basic quality standards for organization, format, and errors and (if applicable) is suitable for distribution outside of the project

Deliverable Number: 1	
Deliverable Name: Project Charter	**Phase**: Plan
Purpose: Identifies the main stakeholders and defines authority for the project.	
Scope: Establishes goals and governance for the entire program.	
Format: Word	
Notes / Expectations: This document will be completed during the Plan Stage.	
Customer Role: Work with CSLLC to complete.	
CSLLC Role: Follow the process prescribed in Cynergy to complete.	
Acceptance Criteria: Charter contains all relevant items as defined in the Cynergy Methodology and is signed.	

Deliverable Number: 2	
Deliverable Name: Draft Project Plan	**Phase**: Plan
Purpose: Guide execution of the project.	
Scope: Task scheduling with details as available through all stages of Phase One (1)	
Format: Smartsheet/Excel	
Notes / Expectations: This document will be completed during the Plan Stage.	
Customer Role: Work with CSLLC to complete and maintain.	
CSLLC Role: Work with Customer to complete and maintain.	
Acceptance Criteria: Execution of project tasks are mapped by date and resource with dependencies as prescribed by the Cynergy Methodology and based on information available at this stage of the program. The Project Plan will contain: • Project's activities and tasks • Dates of project activities and tasks • Project task dependencies • Specific resources assigned to project tasks • Detailed project schedule / Work Breakdown Structure (WBS) featuring phases, deliverables, and	

work packages

- Milestones and deliverables
- Customer review periods for milestones and deliverables
- Project acceptance of implementation milestones and control points

Deliverable Number: 3	
Deliverable Name: Initial Foundation Tenant build	**Phase**: Architect
Purpose: Provide a Workday tenant used to support the Architect Workshops	
Scope: Deliver a Workday Foundation tenant containing a subset of Customer data.	
Format: Workday tenant	
Notes / Expectations: This tenant will be completed during the late Plan/Early Architect Stage	
Customer Role: Work with CSLLC to complete; provide the required subset of Customer data.	
CSLLC Role: Build tenant, including load of Customer data subset.	
Acceptance Criteria: Tenant is considered accepted once available to be used in Alignment sessions.	

Deliverable Number: 4	
Deliverable Name: Functional Design Documentation	**Phase**: Architect
Purpose: • Reflects the configuration decisions made during Architect Workshops • Provides guidance to Collaborative consultants when building out the tenant	
Scope: There will be a configuration workbook for each functional workstream	
Format: Excel	
Notes / Expectations:	
Customer Role: Client to provide input into the configuration decisions	
CSLLC Role: Populate the workbooks based upon input from Client	
Acceptance Criteria: The workbooks are complete and accurately reflect Olympia's design decisions	

Deliverable Number: 5	
Deliverable Name: Unit Test Log (Pre-CCS)	**Phase**: Configuration & Prototype
Purpose: Documents the Unit Testing that was completed prior to Customer Confirmation sessions.	
Scope: Unit testing will be performed in all workstreams.	
Format: Smartsheet	
Notes / Expectations: Testing is done prior to Customer Confirmation Sessions	
Customer Role: N/A	
CSLLC Role: Perform the unit testing.	
Acceptance Criteria: Unit testing completed and any issues that would impact the execution of Customer Confirmation Sessions have been resolved.	

Deliverable Number: 6

Deliverable Name: End-to-End tenant delivered	**Phase**: Configuration & Prototype
Purpose: Provide a Workday tenant used for End-to-End testing during the Test stage.	
Scope: Deliver a Workday End-to-End tenant configured based upon final design specifications documented during CCS, including the load of a full population of all required Customer data.	
Format: Workday tenant	
Notes / Expectations: This tenant will be completed during the Configuration & Prototype Stage.	
Customer Role: Work with CSLLC to complete; provide a full population of all required Customer data.	
CSLLC Role: Build tenant, including load of full population of Customer data.	
Acceptance Criteria: Tenant will be considered accepted once access is granted to Customer.	

Deliverable Number: 7	
Deliverable Name: Functional sign off by the Customer in preparation for Testing	**Phase**: Configure/Prototype
Purpose: Update the design documents prior to exiting the stage and Customer assuming ownership	
Scope: Updates include findings from the CCS	
Format: Word/Excel	
Notes / Expectations: CSLLC will assist with the updates to the design documents (configuration workbooks) during the Configure/Prototype Stage. After the completion of this stage the Client maintains all updates.	
Customer Role: Assist with updates and reviews of documentation and provide sign-off.	
CSLLC Role: Update the design documents with outputs from the CCS.	
Acceptance Criteria: Documentation updated with all findings from the CCS.	

Deliverable Number: 8	
Deliverable Name: Completion of End to End Testing	**Phase**: Test
Purpose: Marks the completion of the End to End testing, whether through the completion of test scenarios or the lapsing of the time period allocated for End to End testing.	
Scope: Includes the execution of all sample scripts provided by Collaborative that are deemed applicable and critical to Olympia's specific requirements as well as any custom scripts developed.	
Format: N/A	
Notes / Expectations: The City of Olympia is responsible for the timely execution and completion of Test Scripts.	
Customer Role: Execute the test scripts.	
CSLLC Role: Provide support in the execution of test scripts and help triage any resulting issues.	
Acceptance Criteria: All critical test scripts have been executed and passed or the defined time period allocated for End to End testing has lapsed.	

Deliverable Number: 9

Deliverable Name: Cutover Plan	**Phase**: Test
Purpose: Facilitate coordination between key players and stakeholders to transition from the legacy system(s) to Workday	
Scope: Overall strategy for managing activities, communications, roles and responsibilities related to cutover period and cutover checklist.	
Format: Smartsheets	
Notes / Expectations: This document will be completed during the Test Stage. Execution will happen during deploy stage (managed daily).	
Customer Role: Update the plan and own execution of plan with team.	
CSLLC Role: Complete initial draft and transition ownership to Customer	
Acceptance Criteria: Cutover activities are defined and being executed according to the plan.	

Deliverable Number: 10	
Deliverable Name: Parallel Testing Completed	**Phase**: Test-Parallel
Purpose: Marks the completion of Parallel testing.	
Scope: Parallel testing has concluded and any issues reasonably identified as preventing progress to Production have been addressed or mitigated.	
Format: N/A	
Notes / Expectations: The start of any services in the Deploy stage will be deemed as completion of this Milestone.	
Customer Role: Provide legacy parallel data and lead the effort to identify and correct any variances.	
CSLLC Role: Provide support and guidance in recognizing and resolving variances.	
Acceptance Criteria: Parallel testing has concluded and any issues reasonably identified as preventing progress to Production have been addressed or mitigated or the time provided for the Parallel test stage has lapsed.	

Deliverable Number: 11	
Deliverable Name: Production System Available	**Phase**: Deploy
Purpose: Workday production tenant has been created by Workday and is available for Olympia use.	
Scope: Olympia's Workday tenant is live.	
Format: N/A	
Notes / Expectations: N/A	
Customer Role: Provide go-live authorization.	
CSLLC Role: Provide go-live authorization and initiate the build of the Production tenant with Workday.	
Acceptance Criteria: The production tenant has been created and is available for Olympia's use.	

Deliverable Number: 12	
Deliverable Name: Post Production Complete	**Phase**: Post Production
Purpose: Establishes the completion of the agreed to post-production support period.	
Scope: NA	
Format: N/A	
Notes / Expectations: N/A	
Customer Role: N/A	
CSLLC Role: Provide support in the resolution of issues Olympia may encounter in its production environment.	
Acceptance Criteria: The time period outlined for Production Support in this SOW has lapsed.	

Appendix F – Sample Change Order Form

Project Change Order

Customer:	XYZ Customer
SOW/Project Name:	Project ID # / Project Name as it exists in Workday
Change Order #:	C01 (adjust as appropriate)
Project Manager (Customer):	Project Manager Name, XYZ Customer
Project Sponsor (Customer):	Project Sponsor Name, Title
Engagement Manager (CSLLC):	Engagement Manager Name, CSLLC
Acceptance Due Date:	The date by which the Customer will need this approved in order to avoid negative timeline impact.
Change Type:	Type of change. For example: *Integration change, request for additional functionality, change in SOW estimate based on design sessions, etc. (usually more applicable to Phase One (1) or Phase Two (2) projects.)* Select one (1): Contract Extension (zero (0) budget add) Contract Extension (additional hours added) Change in Scope (additional hours added) Change in Scope (no addition hours added) Other (detail in request description)

Impact Assessed by:	List those assessing the impact. Normally the CSLLC EM, CSLLC Functional or Integrations Consultant, and possibly someone on the Customer side.
Priority:	High, Medium, or Low based on need for the change.
Billing	Select one (1): Bill under current project Bill separately under current project Bill separately under new project
Contract Line Type	Describe the billing basis. For example: *Time & Materials, Fixed Fee Installment/Milestone, Prepaid, Subscription*
Is new PO# required?	Select one (1): New PO# (insert PO#) PO# to be created after receiving countersigned documents No new PO# needed

Request Description

<<Describe the change and why it is needed. It is important to describe why this wasn't estimated correctly in the SOW or where the change occurred. For example:

Adding a new integration for Aetna, COBRA, qualifying event. Original integration listed on the SOW addressed only Aetna PPO/HMO, did not specify COBRA. Additional forty (40) hours added to cover COBRA QE.>>

If this Change Order is for an extension, please include the # of hours and budget remaining on current project.

Business Purpose / Reason for Change

<<Describe the purpose/reason for change and be sure to explain the impact to NOT doing the change. For example:

Customer offers COBRA coverage for any employees eligible for a COBRA qualifying event; this was not included in the original SOW estimate. If we do not approve this change, we will not be able to provide COBRA coverage.>>

Impact Assessment

Project Activities Affected:	Describe the additional work which needs to be done. For example: *Create one (1) additional integration or three (3) new performance templates need to be configured, etc.*
Deliverables Affected:	Describe deliverables affected, for example: *One (1) additional interface file to be delivered to Aetna will be produced.*
Project Schedule Impact:	Describe schedule impact, if any. For example: *Architect stage will be extended by one (1) week to complete all integrations.*

	Include the original end date and new end date, if extending expiration date of SOW.
Estimated Effort and Costs:	The following is the change in effort and cost estimate:

Role	Rate	Hours	Cost
Executive			
Strategy Manager			
Senior Functional Architect (Consulting Director)			
Engagement Director (Portfolio Director)			
Engagement Manager			
Functional Architect			
Senior Principal Consultant			
Principal Consultant			
Consultant			
Analyst			
Total		***<<total>>***	

Payment Terms – *If the Customer is adding hours*

- This Change Order will be billed monthly based on actual usage (Time and Materials) at the rate prescribed in the SOW and shown in the Estimated Effort and Cost table above.
- This Change Order will be invoiced as pre-pay at the rate prescribed in the SOW and shown in the Estimated Effort and Cost table above.

Assumptions

- Describe any new Assumptions different from the SOW. For example:
  Customer will provide the requirements for the new integration.
- If not different from the SOW, add "All Assumptions from the SOW dated December XX, XXXX apply to this Change Order", otherwise, if there are new Assumptions different from the SOW, list them here.

Authorization

Customer Authorization Signature	Collaborative Solutions, LLC Authorization Signature
Name	Name
Title	Title
Date	Date

Appendix G – Workday Order Form #267067 Delivery Assurance

21-1110 Workday
DA OF_City of Olympi