Sierra-Cedar

Grossmont-Cuyamaca Community College District
8800 Grossmont College Drive
El Cajon, California 92020

Statement of Work for Deployment Services:
Workday HCM, Payroll and Financials
July 23, 2014

Sierra-Cedar, Inc.
1255 Alderman Drive
Alpharetta, GA 30005
Higher Education Practice
Tim.adams@Sierra-Cedar.com
970-301-2180 – Cell
678-690-1303 – Fax

Table of Contents

STATEMENT OF WORK
Workday Deployment Consulting Services
July 23, 2014

This Statement of Work is executed under the terms and conditions of the Master Services Agreement dated July 8, 2014 between Grossmont-Cuyamaca Community College District ("GCCCD") and Sierra-Cedar, Inc. ("Sierra-Cedar"), which is incorporated herein by reference (the "Agreement"). In the event of a conflict in terms between this Statement of Work and the Agreement, the terms of this Statement of Work shall prevail. All capitalized terms not otherwise defined herein shall have the same meaning as in the Agreement. Any specification, design, user requirements document, installation checklist, etc., attached hereto and explicitly referenced herein shall be part of this Statement of Work, provided such documents are in writing and signed by an authorized representative of each party.

Sierra-Cedar

1. SCOPE

The scope of this Statement of Work is for Services on a Time and Materials basis to provide consulting services including: Project Leadership, Configuration, Business Process Design, Tenant Build, Integrations Development, and Support for the Workday Human Capital Management (HCM), Workday Payroll and Workday Financials. These services will span approximately eighteen (18) months from the start date. The deployment is executed as one project including: Human Capital Management, Payroll and Financials.

This Statement of Work is based upon the Request for Proposal provided by the GCCCD as well as additional discussions with the GCCCD staff and leadership. The overall objective of this project is to implement Workday's HCM, Payroll and Financials and bridge the gap between GCCCD's current state and future state as it relates to business processes, software, application technology, interfaces, and custom processes. Workday applications will be deployed as outlined below:

WORKDAY HCM AND PAYROLL

- Human Resources
- Compensation
- Benefits
- Absence Management
- Time Tracking
- Payroll

This phase will also include the financial data model design.

WORKDAY FINANCIALS

- Financial Accounting
- Customer Accounts
- Supplier Accounts
- Business Assets
- Projects
- Expenses
- Procurement
- Banking and Settlement

Optional Functionality Implementation:

Per GCCCD request, this statement of work may be amended to include the implementation of additional functionality, described here as "Optional Services". Optional Services would include support for the implementation of Advanced Compensation, Talent Management, and Grants (Post Award Processing).

WORKDAY METHODOLOGY

The services provided in each phase will include stages of the deployment as defined in the Workday Accelerated Deployment Methodology:

Accelerated Deployment Methodology
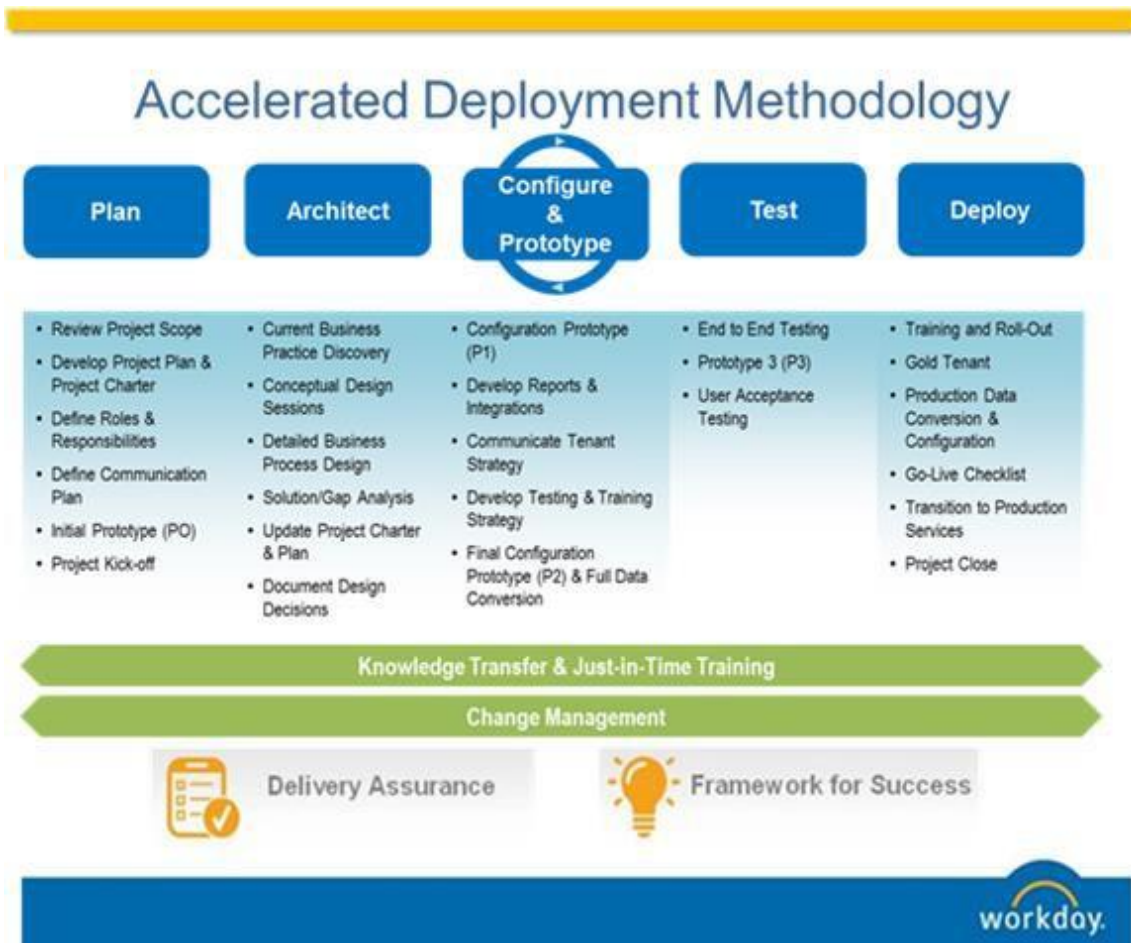
As described in the Request for Proposal, there are several features and functions which will be included in the implementation. Those items include:

1.1 WORKDAY HCM AND PAYROLL FUNCTIONAL SCOPE

Human Capital Management (HCM)
Compensation
Benefits
Payroll
Absence Management
Time Tracking
Standard Reports

Sierra-Cedar

Product/Functionality:

> Sierra-Cedar will design and configure generally available functionality as prioritized by GCCCD. The configuration of each component listed above will be prioritized and designed during the initial stages of the project. It is assumed one business framework will be used throughout the institution.

FUNCTIONAL AREA	SCOPE DESCRIPTION
Core HR	Setup including tenant configuration for 1 country.
Organizations	Supervisory Org Set-up, 5 Companies,, up to 500 Cost Centers, up to 5 Pay Groups, up to 5 Regional or Business Unit Org Structures, and up to 15 Custom Org Types (for example: committees, councils, senate).
Higher Education	Academic Appointment tracking for Full Time Faculty, Adjuncts and Academic Affiliates
Jobs and Positions	One staffing model, up to 650 Job Profiles. Assumes up to 7 Job Families (based on Employee Type), and 1 Management Level Hierarchy.
Configurable Security	Includes assignment of Roles to business processes and assignment of Workers to Roles. Configuration of up to 5 custom security roles.
Compensation	Includes USD currency only. Up to 12 Comp Grades and Profiles, and up to 10 Allowance Plans. Includes the configuration of Activity Pay. Bonus plans, Stock plans, and Merit plans are not required and are out of scope.
Benefits	Includes up to 4 Benefit Groups, up to 25 Benefit Plans, up to 10 Eligibility Rules, and up to 5 Passive Events.
Unions	Up to 3 Unions
Payroll	Setup will include 1 FEIN, up to 80 earnings and deductions codes, 1 bank account. 1 state (California). Includes up to 3 parallel tests. Sierra-Cedar will provide guidance to reduce the current number of earning and deduction codes. Assumes tax filing is already in place.
Absence	1 PTO plan, up to 20 non-accruing time off plans, and up to 4 accruing time off plans.
Time Tracking	Includes 5 employee subsets entering time. Assumes up to 20 time codes.

1.2 WORKDAY FINANCIALS FUNCTIONAL SCOPE

Financial Accounting
Customer Accounts
Supplier Accounts
Cash Management
Expenses
Procurement
Business Assets
Standard Reports

Product/Functionality:

Sierra-Cedar will design and configure generally available functionality as prioritized by GCCCD. The configuration of each component listed above will be prioritized and designed during the initial stages of the project. It is assumed one business framework will be used throughout the institution.

FUNCTIONAL AREA	SCOPE DESCRIPTION
Financial Accounting	1 country Standard account set complexity. Assumes: 50,000 to 1,000,000 journal lines per year 1 Posting Rule Set 1 Control Rule Set 1 year of detailed journal history, up to 10 recurring journals, up to 25 allocations.
Customer Accounts	Approximately 45 customers Sales tax or VAT calculated when applicable. Standard revenue recognition process complexity. Includes configuration accruals when invoice received.
Customer Contracts	Not currently used but will be include in scope for future use. Assumes up to 20 customer contracts
Supplier Accounts	Assumes up to 100 suppliers plus students as needed. Includes configuration of three-way matching. Sales tax or VAT
Cash Management	Up to 5 financial institutions and bank accounts (GCCCD to provide financial institutions to SC) Preprinted or blank check stock ACH integration with bank SFTP or BAI2 bank reconciliation
Expenses	Potential PICard integration.
Procurement	Up to 5 PunchOuts (potentially configure for OfficeMax, Dell, CDW, Fischer). Assumes: up to 10 supplier contracts, purchasing agreements and supplier catalogs.

Business Assets	14,000 business assets 1 asset book 1 depreciation method Some leased assets e.g. copy machines.
Project and Work Management	Assumes: up to 200 projects, project description, Project Manager assignment, project plans, 3 project templates, project timesheet
Configurable Security	Includes assignment of Roles to business processes and assignment of Workers to Roles. Configuration of up to 5 custom security roles.

1.3 INTEGRATIONS

Integrations for this project will be built using Workday integration tools such as Workday Cloud Connect, Enterprise Interface Builder (EIB) or Workday Studio.

GCCCD will own the integration platform. GCCCD will be responsible for designing, building, testing, deploying and supporting all Custom Integrations. Sierra-Cedar will also provide a Technical Lead to work in unison with the GCCCD Technical Lead to provide oversight on technical activities including integration development*.*

This SOW includes 1,520 hours of integrations. The list of integrations inventory below is the target of the hours allotted.

GCCCD will be responsible for obtaining technical specifications from county for integrations.

- SIS – Sigma inbound
- SIS – Sigma outbound
- SIS – Ellucian Colleague inbound
- SIS – Ellucian Colleague outbound)
- PeopleAdmin inbound (Discuss need for GCCCD)
- PeopleAdmin outbound (Discuss need for GCCCD)
- PERS to SDCOE
- STRS to SDCOE
- VEBA to SDCOE
- Delta Dental (from Workday)
- WageWorks FSA
- VSP
- Retirement Plans
- Misc insurance to SDCOE

1.4 DATA MIGRATIONS

Phase 1 data migrations include:

- Organizations
- Active Employee Data
- Termination Data for current year and prior year
- Active Contingent Worker Data
- PTO Balances
- Payroll year to date balances (if go-live is not the start of the calendar year)

Phase 2 data migrations include:

- Beginning Balance for financial accounts
- Business Assets – assets in place as of current year
- Active Customers
- Customer Contracts – partially executed contracts at time of conversion
- Active Suppliers
- Supplier Contracts – partially executed contracts at time of conversion
- Projects – open projects at time of conversion

The following will be entered manually:

- Open payable invoices
- Open purchase orders
- Open receivables;
- Open bank reconciliations

Migration of historical data is not included in the estimate nor any conversions not specifically identified above. Sierra-Cedar will work with GCCCD to develop a strategy for historical data that may include migrating data after go-live, migrating data using Workday's history functionality, or migrating historical data into a data warehouse.

1.5 REPORTS

All Standard Reports identified on the Workday Standard Reports List are in-scope for the project. An allowance of four hundred (400) hours has been included for:

- Conducting reporting workshops, with a goal to prepare GCCCD to become proficient with Workday reporting tools.
- Creating custom reports.

2. TIMELINES

The overall project timeline as presented as a framework for understanding. It is imperative that the assumptions detailed in this Statement of Work become a primary focus. Any impact due to a failure of those assumptions may delay the delivery of the project.

Sierra-Cedar and GCCCD will develop a project plan during the Plan stage. Given the stated scope of this project, the project is anticipated to be completed within eighteen (18) months. HCM and Payroll will start immediately after contract signing with anticipated go-live of July 1, 2015. *The anticipated go-live date for Finance will be January 1, 2016.*

3. DELIVERABLES

The following table summarizes the deliverables by phase and the owners and contributors for each deliverable. Owners are ultimately responsible for completing the deliverable, while contributors are involved in this effort and provide support and review. The list of deliverables includes:

DELIVERABLE	GCCCD	SIERRA-CEDAR
PLAN		
Project Schedule / Work Plan	Contributor	Owner
Project Charter	Owner	Contributor
Project Kickoff	Owner	Contributor
End User Training Plan	Owner	Contri
Communication Plan	Contributor	Owner
Knowledge Transfer Plan	Contributor	Owner
Weekly Status Reports	Contributor	Owner
Initial Prototype Tenant	Contributor	Owner
ARCHITECT		
Design Kickoff Document/Deck	Owner	Contributor
Design and Development Standards	Owner	Contributor
Configuration and Business Process Designs	Contributor	Owner
Integration Requirements Document	Owner	Contributor
Integration Design Documents	Shared based on Assignments as defined in Section 1.3	Shared based on Assignments as defined in Section 1.3
CONFIGURE AND PROTOTYPE		
Tenant Management Plan	Contributor	Owner
Workday Configuration Tenant	Contributor	Owner
Conversion Data and Extracts	Owner	Contributor
Load Conversion Data	Contributor	Owner
Business Process Review Summary	Contributor	Owner
Integrations Development	Shared	Shared
Training Needs Assessment	Owner	Contributor
Training Strategy	Owner	Contributor
Training Curriculum	Owner	Contributor
TEST		

Test Strategy, Plan, and Test Cases	Owner	Contributor

The Owner of a deliverable is defined as the individual(s) who is/are responsible for organizing, defining and creating the deliverable. A Contributor is defined as the individual(s) who work under the direction of the Deliverable Owner to assist in the preparation of the deliverable. Within a Shared Deliverable the individual(s) will work under the guidance of the Project Managers to contribute all or a portion of the Deliverable based on the Project Managers' direction.

4. GCCCD ROLES AND RESPONSIBILITIES

In **Table 1**, we list each of the different roles to be filled by GCCCD personnel, along with a brief summary of their respective responsibilities and estimated FTEs by project stage. The estimated FTEs are an approximation only and may change once the program plan is created and the timeline agreed.

TABLE 1: GCCCD ROLES AND RESPONSIBILITIES

GCCCD ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
LEADERSHIP AND MANAGEMENT		
Executive Sponsor	- Articulates and demonstrates executive support for the outcome of the project - Responsible for securing spending authority and resources for the project - Acts as a vocal and visible champion - Legitimizes the project's goals and objectives - Keeps abreast of major project activities and is a decision-maker for the project - Assists with major issues, problems and policy conflicts - Removes obstacles - Participates in planning the scope - Approves scope changes - Signs off on major deliverables - Signs off on approvals to proceed to each succeeding project phase - Acts as the Project Advocate, ensuring the overall success and direction of the project - Builds relationships across functions - Acts as a change management champion and catalyst for transformation through all phases of deployment and once in production Sets the organizational message and expectations for all Workday users	1-2 Roles Approximately 20% (all stages)
Executive Committee	- Responsible for championing the project - Ensures that the appropriate resources are available for the project	Existing HR/Financial System Software Steering Committee (5-

GCCCD ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	▪ Works with the project manager to resolve escalated issues in a time-effective manner ▪ Signs off on key deliverables throughout the project ▪ Acts as an active and visible resource on the project Participates in regularly scheduled Steering Committee meetings to ensure the project is meeting the goals and time-frames outlined at the beginning of the project	10 persons) - 10% (all stages)
External Auditor	▪ Works with the project team to ensure proper procedures are followed and proper documentation is created Responsible for providing compliance-related guidance and expertise to the project team	As needed (all stages)
Project Manager	▪ Responsible for managing the project to completion ▪ Develops, manages, and maintains the Project Work Plan in partnership with Sierra-Cedar Project Manager ▪ Manages the issue and key decision log ▪ Sets deadlines and evaluates milestones ▪ Assigns responsibilities Escalates issues to the Steering Committee that may impact the go-live date	1 person – 100% (all stages)
FUNCTIONAL		

HCM Business Analyst Lead	▪ Leads the business analysts for a specific functional area, e.g., Talent Management
	▪ Coordinates activities with the Sierra-Cedar Solution Architect / Principal Consultants and other GCCCD functional resources
	▪ Attends business process analysis sessions to identify opportunities for improvement, areas for standardization, unique variances and potential gaps in functionality
	▪ Performs Business Analyst responsibilities such as:
	  - Communicates business requirements
	  - Validates architecture and design
	  - Identifies data to be converted
	  - Cleanses data
	  - Validates data conversions
	  - Tests business processes and configuration
		3-4 people – 75-100% (all stages HCM deployment)
		
		Assumes representatives for the following areas:
		▪ HR
		▪ Compensation
		▪ Payroll
		▪ Time Tracking
		▪ Talent
		▪ Benefits

Sierra-Cedar

GCCCD ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	- Develops customer-specific training and documentation - Gathers reports and defines reporting requirements	

HCM Business Analysts (Business Area Experts)	▪ Business Analysts representing specific schools / departments / areas of functional expertise
	▪ Perform Business Analyst responsibilities such as:
	  - Identify data to be converted
	  - Cleanse data
	  - Validate data conversions
	  - Test business processes and configuration
	▪ Develop customer-specific training and documentation
	▪ Provide functional knowledge and expertise
	▪ on requirements
	▪ Gather reports
		Various
		
		Will include representatives from District, Colleges and Foundations for the following areas:
		▪ HR
		▪ Compensation
		▪ Payroll
		▪ Time Tracking
		▪ Talent
		▪ Benefits
		▪ Integrations
		▪ Compliance / Regulatory

Financials Business Analyst Lead	▪ Leads the business analysts for a specific functional area, e.g., Procure to Pay ▪ Coordinates activities with the Consultant Solution Architect / Principal Consultants and other UM functional resources ▪ Attends business process analysis sessions to identify opportunities for improvement, areas for standardization, unique variances and potential gaps in functionality ▪ Performs Business Analyst responsibilities such as: - Communicates business requirements - Validates architecture and design - Identifies data to be converted - Cleanses data - Validates data conversions - Tests business processes and configuration - Develops customer-specific training and documentation - Gathers reports and defines reporting requirements	Varies. – 5-15% During HCM deployment 3-4 people – 75-100% (all stages Finance deployment) (all stages Financials deployment) Assumes representatives for the following areas: ▪ Financial Accounting ▪ Cash Settlement and Banking ▪ Customer Accounts ▪ Supplier Accounts ▪ Procurement ▪ Business Assets ▪ Projects ▪ Expenses ▪ Grants

GCCCD ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
		▪ Endowments
Financials Business Analysts (Subject Matter Experts)	▪ Business Analyst representing a specific school / department / area of functional expertise ▪ Performs Business Analyst responsibilities such as: -Identifies data to be converted -Cleanses data -Validates data conversions -Tests business processes and configuration -Develops customer-specific training and documentation -Provides functional knowledge and expertise on requirements -Gathers reports	Various 5-15% Will include representatives from District, Colleges and Foundations for the following areas: ▪ Financial Accounting ▪ Cash Settlement and Banking ▪ Customer Accounts ▪ Supplier Accounts ▪ Procurement ▪ Business Assets ▪ Projects ▪ Expenses ▪ Grants
Testing Lead	▪ Defines the Testing Strategy and Testing Plan (with support from Sierra-Cedar) Coordinates all testing activities including the creation of test scripts and executing testing To populate	1 person – 100% (Configure and Prototype, and primarily Test stage)
Workday Application Security Administrator	▪ Defines and updates security groups ▪ Defines and maintains domains and business process security policies ▪ Tests security group membership ▪ Analyzes and audits security policies and procedures Activates pending security policy changes	1 to 2 people to lead Security– 25-50% approximately Various people to support.
TECHNICAL		
Technical Lead	▪ Responsible for overseeing the technical GCCCD resources on the project and assigns deliverables accordingly ▪ Provides Project Work Planning details for the Project Work Plan ▪ Provides status on integrations, conversions and reporting during project status meetings Assist with integration and report design, development, testing and post go-live support.	1 person – 100% (all stages)
Integration Developers	▪ Responsible for providing technical knowledge and expertise related to GCCCD's existing integrations ▪ Design and develop integrations ▪ Test integrations	1 to 3 people 1 75-100% (all stages except planning)

Sierra-Cedar

GCCCD ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	Validate that the customer's environment can support the integrations	
Data Migration Lead	- Responsible for providing technical knowledge and expertise related to current systems used by GCCCD. - Assist with data mapping - Extract data from legacy systems - Lead data validation activities	HCM and Payroll 1 person- 50% approx. Financials 1 person - 50% approx.
Report Developers	Develop and test custom reports in accordance with functional requirements	2 people 50% (all stages except planning)
CHANGE MANAGEMENT		
Change Management and Communication	- Conducts the readiness assessment - Leads the change management plan execution - Leads the departmental impact analysis and change management deliverables - Develops the Communications Strategy and Communications Plan Leads the execution of the Communications	Facilitated by the Executive Steering Committee. 1 person 100%
Change Agents	- Change Lead/Agents for specific schools and/or departments. - Support execution of the change management plan for the school / department - Assist with identifying key transformational changes for the school / department and ensures these changes are incorporated into communication and training plans Coordinate change activities through the Change Management and Communication Lead	2-3 people, 25% (all stages) Assumes representatives from schools and departments
Trainers	- Assist with the development of a training strategy including optimizing Workday's training tools where applicable - Develop Documentation & Training Plans - Develop training templates and materials Conduct end user training	2 people 100% (Test and Deploy stages for both HCM and Financials)

5. SIERRA-CEDAR ROLES AND RESPONSIBILITIES

In **Table 2: Sierra-Cedar Roles and Responsibilities**, we list each of the different roles to be filled by Sierra-Cedar.

TABLE 2: SIERRA-CEDAR ROLES AND RESPONSIBILITIES

SIERRA-CEDAR ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
LEADERSHIP & MANAGEMENT		
Executive Sponsor*	▪ Responsible for being the point of contact representing Sierra-Cedar management team ▪ Works with the Project Manager so that escalated issues do not impact the project timeline ▪ Participates in regularly scheduled Steering Committee meetings, which ensure that the project team is being held accountable for dates and commitments agreed to in the Project Work Plan Maintains an ongoing relationship with the customer's executive contacts	1 person – As needed
Account Manager	▪ Makes resource allocation decisions ▪ Oversees consulting resources ▪ Monitors program progress ▪ Addresses any customer issues or concerns about consulting resources or timelines Addresses additional consulting needs resulting from changes to project scope	1 person - 10% to 20%
Quality Assurance Consultant	▪ Performs periodic quality assurance reviews across the program at key milestones. Provides recommendations to promote project success	1 person – 20%
Engagement Manager	▪ Responsible for managing the overall project to completion ▪ Defines project standards, policies and procedures to be used across projects ▪ Monitors compliance with these project management standards, policies, procedures, and templates via project reviews and assessments ▪ Develops manages, and maintains the project plan ▪ Performs financial management across the project ▪ Manages the project issues, risks and key decision log	**Phase 1** 1 person – 100% **Phase 2** 1 person – 100%

SIERRA-CEDAR ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	▪ Sets priorities and deadlines and evaluates milestones ▪ Assigns responsibilities ▪ Provides project health reports to upper management and Workday on a regular basis ▪ Escalates issues to the Executive Steering Committee that may impact the go-live date ▪ Participates in internal review meetings, which help ensure the project is meeting deadlines and mitigating risk. Interacts with Workday Delivery Assurance, Product Strategy and Development	
FUNCTIONAL		
Principal HCM and Payroll Consultant	▪ Responsible for leading workshops during the Architect stage and ensuring business processes are designed from a cross-functional perspective ▪ Provides a framework for explaining the impact of key design decisions ▪ Articulates the impact of the Workday Roadmap to customer requirements ▪ Responsible for working with GCCCD to design business processes ▪ Gathers functional and reporting requirements ▪ Maps client data to Workday ▪ Configures Workday according to customer requirements ▪ Documents any areas where requirements are not met ▪ Supports testing, data conversion, and integration development efforts Escalates issues that may impact the go-live date to the Project Manager	3-4 people – 25% to 75% (all stages)
Financials Solution Architect	▪ Responsible for leading workshops during the Architect stage and ensuring business processes are designed from a cross-functional perspective ▪ Provides a framework for explaining the impact of key design decisions Articulates the impact of the Workday Roadmap to customer requirements	1 person – approx. 50% primarily Planning and Architect stages
Financials Consultant	▪ Responsible for working with GCCCD to design business processes ▪ Gathers functional and reporting requirements	3-4 people – 25% to 75% (all stages)

SIERRA-CEDAR ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	▪ Maps client data to Workday ▪ Configures Workday according to customer requirements ▪ Documents any areas where requirements are not met ▪ Supports testing, data conversion, and integration development efforts Escalates issues that may impact the go-live date to the Project Manager	
TECHNICAL		
Technical Lead	▪ Responsible for overseeing the technical deliverables on the project ▪ Provides Project Work Planning details for the Project Work Plan and communicates status updates and issues to the project management team. ▪ Provides overall technical expertise including reporting, data migration, and performing code quality reviews. ▪ Liaise between the project team and Workday development team on any integration issues, as well as upcoming changes. ▪ Coordinate the resolution of issues during testing and deployment for integrations and data migration for which SC is responsible. Provide knowledge transfer to the GCCCD integration team members.	1 person – approximately 30% to 50% (all stages)
Integration Consultants	Works with the Team SC functional consultants and the GCCCD Development team and Subject Matter Experts to gather and document integration requirements. Responsibilities include the following: ▪ Responsible for leading integration workshop(s) ▪ Plans, leads and facilitates integration workshop(s) during the early stages of the project to provide: ▪ Support the design, configuration and testing of Workday integrations in scope for the implementation. ▪ Document design decisions for integrations assigned to Team SC. ▪ Develop and unit test Workday integrations assigned to Team SC.	**Phase 1** 1 person 50% through Configure & Prototype and part-time support through Testing and Deploy **Phase 2** 1 person 50% through Configure & Prototype and part-time support through Testing and Deploy

SIERRA-CEDAR ROLE	RESPONSIBILITIES	ESTIMATED RESOURCES
	▪ Support GCCCD with the development and testing of integrations assigned to GCCCD. ▪ Work with the GCCCD team to resolve issues. Provide knowledge transfer to the GCCCD integration team members.	
Data Migration Consultant	▪ Responsible for migrating customer data into Workday Resolves data related issues during conversions	**Phase 1** 1 person – up to 50% all stages **Phase 2** 1 person – up to 50% all stages

6. ASSUMPTIONS

6.1 GENERAL ASSUMPTIONS

1. Overall project management responsibility will be shared between Sierra-Cedar and Grossmont-Cuyamaca Community College District. Grossmont-Cuyamaca Community College District will provide an executive sponsor, project manager, and leads to coordinate project activities with the Sierra-Cedar Project Leadership. GCCCD Project Manager will be full time 100% dedicated to the project.

2. GCCCD Executive Sponsor will provide guiding principles to the team. The approach will use the default Workday business processes, and GCCCD will adapt their business processes to the leading practices with in the Workday system.

3. The GCCCD Executive Sponsor is responsible for the approval of any end user departmental policies, procedures, and user manuals.

4. During the planning phase the go live date will be reviewed and may be adjusted, with approval of GCCCD, based on the actual start date of the project and the completion of the Project Team Training conducted by Workday. The project's go live may be dependent upon go-live on the first day of a quarter for payroll purposes.

5. GCCCD will provide Sierra-Cedar consultants with reasonable facility access, working space, equipment and office support.

6. The Sierra-Cedar Team will be reliant on the GCCCD Executive Sponsor and other project participants for a number of critical tasks including (i) Subject Matter Expert (SME) support, (ii) prompt review and sign-off of deliverables, (iii) prompt decision making, and (iv) user readiness for system adoption.

7. Key decisions will require rapid turnaround in order to minimize their impact on the project timeline. Rapid turnaround will be defined as two (2) to five (5) business days following submission in writing or by e-mail. The project manager will communicate any decisions that need to be approved more rapidly than two (2) to five (5) days. If a decision cannot be made in this timeframe, the Sierra-Cedar and GCCCD project managers will evaluate the impact on the project milestones and escalate accordingly.

8. Prompt review and sign-off of deliverables will be defined as two (2) to five (5) business days following submission in writing or by e-mail. GCCCD will notify Sierra-Cedar in writing of any requested changes.

9. The GCCCD Executive Sponsor will establish a Steering Committee for the Project that will serve as the escalation point for issues that cannot be resolved at the Project Team level. Sierra-Cedar and Executive Sponsor(s) will participate on the Executive Steering Committee.

10. Sierra-Cedar will conduct project kick-off meetings with the Executive Steering Committee and the Executive Sponsor's authorized project members. The kick-off will initiate a planning phase in which all project milestones are identified and agreed upon and documented as part of an overall Project Management Plan, however, the project milestones will not exceed the dates set forth herein, except upon written approval of GCCCD... Additionally, critical path items and the timelines associated with each important phase will be outlined by Sierra-Cedar using Workday's deployment methodology and approved by the GCCCD Executive Sponsor.

11. Sierra-Cedar Project Executive and the GCCCD Executive Sponsor will be visible and accessible to the joint Project Management team to provide direction, guidance, and rapid decision-making. Sierra-Cedar and the GCCCD Executive Sponsor will meet with the joint Project Management Team throughout the project.

12. The GCCCD Project Leadership will provide a plan of action for critical functional and technical issues within two (2) to five (5) business days following identification of such issues. Issues not responded to within the allotted time will be immediately escalated to the GCCCD Executive Sponsor for resolution. The Sierra-Cedar Project Manager must promptly bring up any issue(s) or delays that occur due to lack of Customer resources so as to avoid schedule impact.

13. The GCCCD Project Leadership will provide a plan of action for critical functional and technical issues within two (2) to five (5) business days following identification of such issues. Issues not responded to within the allotted time will be immediately escalated to the GCCCD Executive Sponsor for resolution. The Sierra-Cedar Project Manager must promptly bring up any issue(s) or delays that occur due to lack of Customer resources so as to avoid schedule impact.

14. The GCCCD Executive Sponsor and Sierra-Cedar will establish a Project Change Control process for the project. This process will be used to govern changes, if needed, to the Statement of Work.

15. GCCCD will have primary responsibility for system, acceptance, and performance testing for the project, with the support of Sierra-Cedar Project Manager and the functional and technical resources.

16. The GCCCD resources will be highly knowledgeable of the GCCCD business processes, have the appropriate skill sets, be available as required, and be empowered to make decisions regarding the design and configuration of the Workday System.

17. If the GCCCD Executive Sponsor assigns third-party contract personnel to this project, Sierra-Cedar will assume such third-party contract personnel represent GCCCD and they will be empowered to make decisions on behalf of GCCCD.

18. The GCCCD Executive Sponsor must provide resources for off hours work that may be required for validation or catch-up of transactions during the deployment period.

19. The deliverable review process will be defined and documented in the project management plan.

20. We will have four (4) builds during each phase of the project: Initial Tenant, Configuration & Prototype Tenant, Final Configuration/Parallel Tenant and Gold Tenant. Each build will last two (2) to three (3) weeks.

21. GCCCD will provide remote connectivity consistent with its security process and procedure to be used during the project.

22. GCCCD will own responsibility for completeness and accuracy of all data provided.

23. Audit reports will be run once the data is in Workday and GCCCD and Workday will need to sign off that they accept the data migrated.

24. GCCCD will be responsible for any 3rd party communications to complete integrations.]

25. Sierra-Cedar will audit training classes provided to GCCCD employees. Training classes must be held, GCCCD employees must attend, and sign off from Sierra-Cedar based on this training for go-live will be required.

26. GCCCD will define change control procedures including who will have authority to approve changes. An example of a change order document is attached as Exhibit A.

6.2 SCOPE ASSUMPTIONS

1. A Checkpoint will be included near the end of each Stage of the methodology. At that Checkpoint, the Project Managers and Executive Sponsors will review the findings and information from the Stage nearing completion. The intent of each Checkpoint is to assess the scope, budget, resources and timing of the project to confirm that any new information remains consistent with this document. If the GCCCD Executive Sponsor requests a change in scope, schedule, resources, or assumptions, beyond what is included in the SOW, a project change order will be required to be mutually agreed on by both parties.

2. Business processes / workflows will be reviewed by Sierra-Cedar in tandem with GCCCD resources during the Design and Architect stage based upon the Workday optimized default business processes. Through a series of collaborative workshops, each business process / workflow will be documented. In the Configure & Prototype stage, those and only those, business processes will be configured in the system based on the Global Design Blueprint document. Any requested deviation from Global Design Blueprint may result in an increase in cost estimates and delays beyond the target go- live.

6.3 RESOURCE ASSUMPTIONS

1. GCCCD Resource Assumptions:

   - GCCCD will dedicate a sufficient number of its best-suited internal resources to the project in accordance with the resource requirements outlined in Section 5.

   - GCCCD's functional and technical staff will be committed to the project and the associated changes to their job functions.

   - GCCCD project personnel will participate in accordance with time allocation stated in this proposal and will remain assigned to the project as long as they remain active employees.

   - GCCCD resources that are dedicated to the project will have their daily responsibilities appropriately prioritized to meet the project requirements and objectives.

2. GCCCD shall provide input, review, and participation during performance of the Services, including subject matter experts that will be available to participate in workshops, testing and scheduled meetings. Cross functional time of Financial Accounting resources' time commitment during the deployment for activities such as accounting decisions and shared organizations will be required.

3. GCCCD shall ensure that its employees make time available, and provide Sierra-Cedar personnel access to key users and technical personnel within the GCCCD organization as it relates to the performance of Services.

4. Sierra-Cedar consultants will perform services on premises at GCCCD, Golden, CO Office and remotely.
5. GCCCD will provide remote connectivity consistent with its security process and procedure to be used during the project.

6.4 TRAINING ASSUMPTIONS

1. GCCCD will ensure that the project team is trained in Workday HCM, Time Tracking and Payroll fundamentals at the onset of Phase 1, and Workday Financials Fundamentals for the onset of Phase 2. The Technical team will be trained in Workday reporting and integration tools. Training will be secured from Workday under separate contract.
2. The project will use a Train-the-Trainer approach. Sierra-Cedar will provide knowledge transfer during the design sessions, business process walkthroughs, and configuration and testing, which will allow GCCCD to develop and conduct training sessions for end users.
3. GCCCD will be responsible to create training materials and to provide training for GCCCD staff.

6.5 TESTING AND DELIVERY ASSURANCE ASSUMPTIONS

1. GCCCD will own responsibility for completeness and accuracy of all data loaded to the Workday Tenant.
2. GCCCD will contract directly with Workday for all Delivery Assurance related activities and associated costs. GCCCD will complete the required Delivery Assurance activities in a timeframe consistent with the Workday methodology.
3. GCCCD is responsible for executing all test scenarios and scripts, including 2 or more payroll parallel cycles.

7. PERSONNEL AND RATES

7.1 The rate for Sierra-Cedar services will be **$175 per hour** excluding travel related expenses. Services will be invoiced monthly based on hours incurred. Hours for Phase 1 and Phase 2 are provided in the table below. Sierra-Cedar and GCCCD have established a project budget, as outlined in the table below. The project budget will include consulting services and travel and related expenses. Sierra-Cedar will not expend effort that would cause the project budget to be exceeded, without written approval by GCCCD.

Proposed Pricing for Workday Deployment Services	18 Month Estimate	
	Hours	**Cost**
Project Management	2,880	504,000
HCM Functional	3,720	651,000
Financial Functional	*4,000*	*700,000*
Technical Integrations Oversight	600	105,000
Data Migration	1,600	280,000
Integrations	1,520	266,000
Reporting	400	70,000
Base Services Total	14,720	2,576,000
Estimated Travel and Expenses		$ 294,400
Total		2,870,400

Optional Services:		
Change Management & Training	1,520	266,000
Contingency: Allowance of Hours (Budget Support)	960	168,000
Grants	800	140,000
Phase 2: Allowance of Hours (Advanced Compensation)	480	84,000
Phase 2: Allowance of Hours (Talent Management)	480	84,000
Optional Services Total	4240	742,000
Estimated Travel and Expenses		84,800
Total		$ 826,200

7.2 In addition to our services pricing proposal above, Sierra-Cedar will invoice GCCCD for reasonable out- of-pocket expenses for travel, living accommodations, meals, and incidentals. These expenses will be incurred per the Sierra-Cedar Travel and Expense Billing Policy noted in the MSA. For budgeting purposes, we estimate that consultant travel expenses will be approximately **$294,400, based upon a 50% remote/off-site work plan.**

7.3　The rate for all work signed prior to July 1, 2015 will be at $175 per hour. If GCCCD signs for additional hours after July 1, 2015, the rate would increase to $185. We will hold these rates for GCCCD through December 31, 2015. After January 1, 2016, all hours billed after this date, regardless of when they were contracted, will need to be adjusted to current market or new negotiated rates.

7.4 Pricing Assumptions:
1.　Staggered Go-live of HCM/Payroll July 1, 2015 followed by Finance January 1, 2016.
    a.　Phase 1: Finance, Core HCM, Payroll, Absence Management, Time Tracking, Core Compensation and Limited Benefits Configuration
    b.　Phase 2: Advanced Compensation, Grants and Talent Management - Phase 2 Support is included as optional services

2.　 Change Management and Training Support is performed by the Client - SC recommends support for Change Management and Training Strategy
3.　HCM Data Conversion is limited to current employees and their history
4.　Client dedicates full time project management, functional and technical support to team
5.　Workday delivered reporting - no data warehouse
6.　Workday delivered integration tools - no independent integrations architecture
7.　Travel Expectation 50% on client site
8.　Hourly Rates for additional Services will Increase to $185 July 1, 2015 for SOW's executed after that date.
9.　After January 1, 2016, all hours billed will need to be adjusted to current market or new negotiated rates.
10.　Assumes GCCCD is provided budget spreadsheet and load programs from other Workday Client

7.5 GCCCD agrees to provide Sierra-Cedar with a minimum of ten (10) business days advance notice of an unscheduled SOW termination or staffing reduction. In the event GCCCD provides less than ten (10) business days' notice, Sierra-Cedar reserves the right to invoice GCCCD for sixteen (16) hours of consulting services per consultant released. In the event of cancellation, GCCCD shall also be responsible for all non-refundable advance purchase airline tickets purchased within fifteen (15) business days of notification. Sierra-Cedar shall not make any additional purchases nor incur any additional expense upon receipt of any notice of termination or staffing reduction as it relates to any Consultant referenced in any such notice.

7.6 Schedules, Exhibits and Attachments: These terms are used interchangeably and refer to the following referenced documents. This SOW specifically excludes any document not referenced herein.

Sierra-Cedar

THE AUTHORIZED REPRESENTATIVES OF THE PARTIES HAVE SIGNED THIS STATEMENT OF WORK.

Grossmont-Cuyamaca Community College District   Sierra-Cedar, Inc.

_____   _____
Signature   Signature

Sue Raric
_____   _____
Printed Name   Printed Name

Vice Chancellor-Business Services
_____   _____
Title   Title

_____   _____
Date   Date

Schedules, Exhibits and Attachments: These terms are used interchangeably and refer to the following referenced documents.

A.	Sample Change Order Forms – (Attached)
B.	Sierra-Cedar Labor and Rates
C.	Sierra-Cedar Travel and Expense Billing Policy

Exhibit A

C.1 SIERRA-CEDAR SIMPLE CHANGE ORDER	
DATE SUBMITTED: / /	
MASTER SERVICE AGREEMENT REFERENCE NUMBER:	Sierra-Cedar
STATEMENT OF WORK REFERENCE NUMBER:	Sierra-Cedar_____
REQUEST SUBMITTED BY:	_____, _____, Sierra-Cedar
CHANGE ORDER NARRATIVE:	
THE PURPOSE OF THIS CHANGE ORDER IS:	
THE IMPACT AND/OR COSTS ASSOCIATED WITH THIS CHANGE ORDER ARE ESTIMATED AS FOLLOWS:	
ATTACHMENTS, SCHEDULES OR TABLES:	
This Change Order shall constitute an amendment to, and shall be deemed part of, the terms and conditions of the Statement of Work titled .	
The authorized representatives of the parties have signed this Change Order.	

C.1   SIERRA-CEDAR SIMPLE CHANGE ORDER

SIERRA-CEDAR	CLIENT
Sierra-Cedar, Inc.	**GCCCD**

By: _____   **By:** _____

Name: _____   **Name: Sue Rearic** _____

Title: _____   **Title: Vice Chancellor-**

Business Services _____

Date: _____   **Date:** _____

Page 25

Sierra-Cedar

Exhibit B

A.1 BILLABLE TIME POLICY

The following are the standards set by Sierra-Cedar, Inc. with respect to CLIENT billable time:

Hours Worked:
Consulting support is billed on a time and material basis, based on the actual hours worked on CLIENT matters, whether performed onsite or offsite. CLIENT matters exclude time traveling to and from CLIENT site and time devoted to submission of time and expense reports and similar internal administrative functions.

Consultants will maintain a daily time record of all hours worked with a brief description of the nature of work performed for that day. Hours are logged to the nearest quarter of an hour.

For ad hoc consulting engagements, in which a consultant is brought in for a one or two day assignment, a minimum of eight (8) hours per day will be charged unless prior arrangements have been made for part time work.

Travel:

For assignments in North America, including Canada and Mexico, Sierra-Cedar will bill the CLIENT a minimum of eight hours when travel is required.

Lunch Time:
CLIENT will not be billed for consultant's lunch time, unless work or business is conducted during that time.

A.2 Sierra-Cedar STANDARD RATES & PAYMENT
Payment of any invoice sent by Sierra-Cedar shall be due net 30 upon invoice date of said invoice. Remittance shall be made to the address designated on the invoice or to the following lockbox address:

Sierra-Cedar, Inc.

PO Box 402521
Atlanta, GA   30384-2521

Standard Hourly Rates change periodically based upon market conditions and other factors as determined by Sierra-Cedar. For a period of twelve (12) months from the date of the original MSA, Sierra-Cedar agrees that the following rates shall be in effect. After this initial twelve (12) month period, services shall be invoiced at the rates specified pursuant to a given SOW or, if unspecified, at the Standard Hourly Rate then in effect. Sierra-Cedar agrees to provide a minimum of thirty (30) days notice to CLIENT should the Standard Hourly Rate applicable to any CLIENT project be subject to change.

Consultant Level	Hourly Rate
Workday consulting	$225.00 plus travel and living expenses

Sierra-Cedar Standard Hourly Rates and the rates specified herein apply to engagements in which an individual Sierra-Cedar employee consults at a CLIENT site for less than twelve months. If an individual employee consults at single CLIENT site for more than twelve months, the hourly rate for that consultant will be adjusted appropriately to reflect any increased federal and state income tax liability that might result because of compensatory earnings issues. Compensatory earnings result when a Sierra-Cedar consultant become subject to "income" taxation on reimbursed "out-of-town" travel expenses. Should this occur, Sierra-Cedar will provide advanced notice to CLIENT and endeavor to address the issue equitably and offer alternative resources.

Sierra-Cedar

Exhibit C

SIERRA-CEDAR TRAVEL AND EXPENSE BILLING POLICY

The following are the standards set and administered by Sierra-Cedar Inc. for consultant travel and expenses:

Actual Costs:
All travel and living expenses are billed for the actual costs incurred. Receipts are retained for all expenses with the exception of the per diem meal allowance.

Airfare:
Airfare is the cost of one round trip coach fare according to the following rules:

If travel originates and ends at the same location, the CLIENT pays the total fare. If travel is between CLIENT sites, each CLIENT pays one half of the fare between the two sites.

Reservations and ticketing are made as early as possible, using published discounted, advance bookings, in order to obtain a reasonable fare. These fares are normally non-refundable. The CLIENT assumes the risk of the cost of any penalties due to cancellations as a result of CLIENT's changes in consultants' schedules. Sierra-Cedar assumes the cost for any penalties arising from Sierra-Cedar requested schedule changes.

On travel with flight time greater than 7 hours, the CLIENT will be charged for a business class ticket unless other arrangements have been made in advance.

Lodging:
Lodging is acquired near the CLIENT's offices and consistent with business travel rates for the area. Consultants use the lower of CONSULTANT's or CLIENT's corporate rate at designated national brand hotels whenever possible

Per Diem:
Meal expenses are calculated on a per diem basis consistent with the CONUS and CONUS tables published by the Department of Defense, which includes all meals, tips, and incidental expenses. The per diem rate is prorated for partial days of travel away from home according to the following IRS guidelines:

12:01am - 8:00am	17% for Breakfast
8:01am - 4:00pm	33% for Lunch
4:01pm - 12:00am	50% for Dinner

Please refer to the following web page for more detailed information:
http://policyworks.gov/org/main/mt/homepage/mtt/perdiem/perd04d.html

Car Rental:
Car rental is for an economy-size car.

Taxis/Trains:
CLIENT is billed for the cost of taxi, bus, shuttle, or train fare to the CLIENT's offices. Consultants attempt to use the most cost- and time-effective means for commuting to the CLIENT's site.

Parking/Tolls:
CLIENT is billed for the cost of parking and tolls associated with transportation to the CLIENT's site, as well as airport parking and mileage to and from the airport.

Mileage:
Mileage is billed at the current published IRS mileage rate.