
ABT Program

Functional and Organizational Phasing Strategy Plan

June, 2008

Revision History

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1.0 Introduction

This document describes the process undertaken during the detailed implementation planning (DIP) engagement to develop the recommended functional and organizational phasing strategy (hereafter referred to as “phasing strategy”). The phasing strategy defines the approach, scope, grouping, timing and sequence for retiring legacy system(s) and deploying the new PeopleSoft HR/Payroll and Oracle E-Business Suite (EBS) financial systems, by function (e.g., payroll, budgeting, procurement, etc.) and by King County department/agency. This document is supported by and related to other DIP deliverables describing the ABT transition strategy, organizational change management strategy and detailed implementation plan.

It is King County’s vision to fully integrate the financial and human resource functions on the PeopleSoft and Oracle EBS systems to enhance the county’s ability to serve its customers. An additional integration is the implementation of a new Budget system which will have integration points with both PeopleSoft and Oracle EBS. While this is the ultimate objective of the ABT Program, CIBER does not recommend attempting this objective in one large step because there is simply too much to accomplish and too many core operations to support and maintain during the transition period. Therefore, we recommend that King County do this implementation in phases. This document summarizes the incremental steps we plan to take towards achieving the overall ABT objective, which provides the greatest probability of success, least disruption to the county’s operations and the least overall risk exposure.

The phasing strategy was developed by first defining phasing objectives and organizational and functional decision criteria. By logically applying these criteria against the various phasing and transition possibilities, a set of phasing options was developed. The recommended option was selected based on further application of decision criteria and used for detailed planning purposes. It was not feasible to develop a detailed plan for each option considered.

This document describes the implementation strategies evaluated during the DIP phase, the related evaluation criteria, pros and cons, assumptions and reasons for acceptance or rejection. We recommend an implementation phasing strategy by function and organization and describe the implementation schedule and relationships to ABT transition strategy, change management, training and production support. Note, this phasing strategy is a high-level framework upon which specific organization details (to the department level) will be defined at a later time. At the time this document was drafted, there is insufficient Labor Relations and organizational information to appropriately group agencies into “date specific” phasing groups. Therefore, we describe the inputs and the process of the additionally

required evaluation effort to add specific dates to the phasing plan for agencies. A list of the criteria that will be used to evaluate when agencies will be implemented is included in Appendix D.

2.0 Implementation Strategies

There are two fundamental implementation strategies available for software implementations of this size and nature: phased or big-bang. Phased implementation strategies divide specific functions and/or groups into phases for deployment, with each deployment separated by weeks or months to ensure an effective deployment of one phase before moving to the next phase. These cycles repeat until all functions/groups have been deployed. The phased implementation strategy can reduce overall risk and disruption to large, complex organizations and improve concentration on specific organizational or functional groups during training and deployment activities. Phasing, however, comes at a cost. These costs include developing and managing required temporary interfaces, business practices and infrastructure.

A big-bang implementation deploys all functions and groups at the same time. Although the big-bang strategy shortens the transition and eliminates temporary interfaces, business practices and infrastructure, in some circumstances, it increases the overall risk and causes too much change and disruption to the business all at once. The big bang option was considered for a total deployment of HR/Payroll/Benefits and Financials countywide, but because it simply did not meet the criteria for success and risk avoidance/mitigation, the phased implementation option was viewed as the preferred option.

3.0 Phasing Approach

The process began with an analysis of ABT's Scope and how it could be broken down into manageable segments. A decision was made to split the scope into two phases – Phase 1 for years 1 through 3 and Phase II for years 4 through 5. (During the first 3 years the core functionality of HR, Payroll, Finance, and Budget would be targeted and the remaining years 4 and 5 would focus on production completion, value optimizations, and additional functionality. A discussion of the applications and their proposed implementation timeframe (years 1-3 or years 4-5) is provided in Appendix A of this document.

The functional phasing analysis focused on the interdependencies between the areas of HR, Payroll, Finance, and Budget. These interdependencies were measured by the amount and complexity of the integration points between the functional areas. The goal was to find if the functional areas had to be implemented at the same time or if we could stagger the implementations. It was determined Finance would need to be implemented prior or

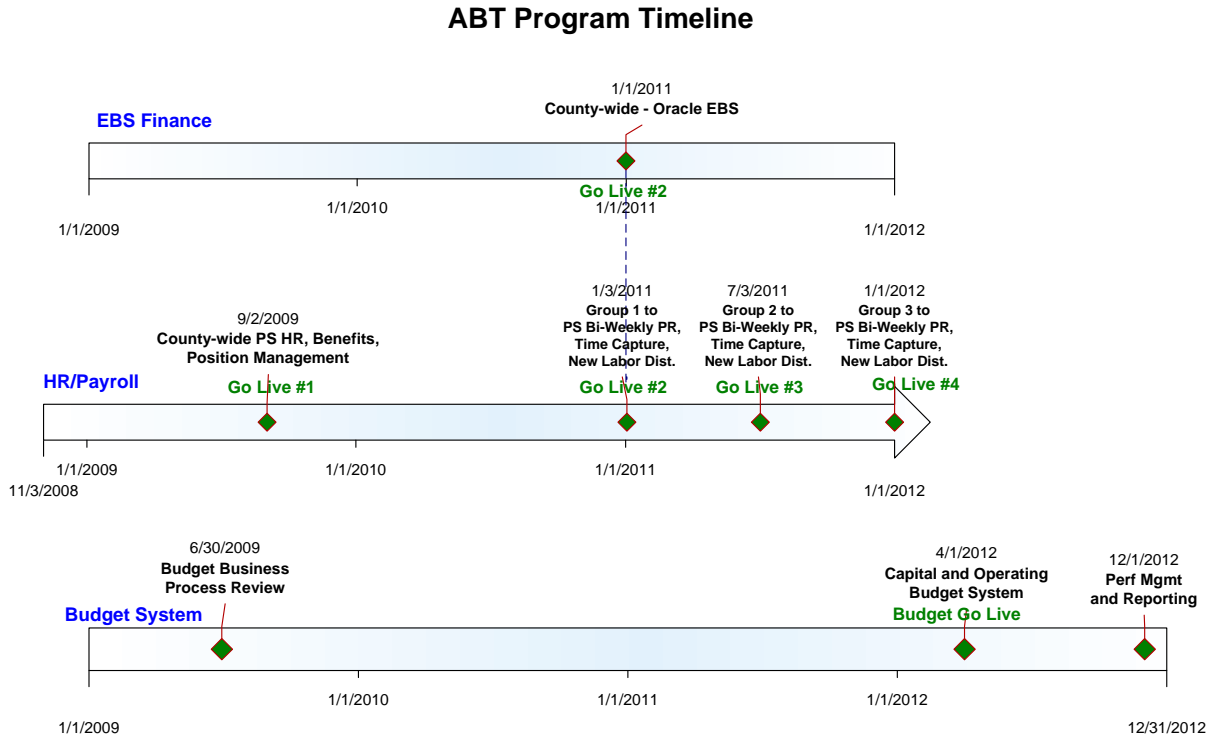
simultaneously with Payroll while HR and Budget could be implemented independently. Labor Distribution and Time Capture functions need to be implemented in conjunction with the implementation of PeopleSoft Payroll.

The organizational phasing analysis focused on when ABT would be able to transition smaller sections of the county especially in the area of a bi-weekly payroll migration. The organizational phasing requires coordination with the Labor Relations' efforts for migrating semi-monthly employees to bi-weekly payroll. A dedicated ABT negotiator will be spearheading this effort and providing insight for the possible timeframes for the transitions. A projection of how many agencies and when they will be migrated are included in the discussion of the recommended phasing option.

4.0 Recommended Phasing Option

CIBER and the ABT Program Team reviewed four phasing options to determine the most cost effective solution with the least risk to the implementation timeline. The teams evaluated various phasing options by grouping logical combinations of organizations and functionality, then methodically assessing each against the predefined selection criteria. Based on review of all of the information, it is CIBER's and the ABT Program Team's recommendation that the option described below be implemented as the county's preferred rollout method for Phase I during years 1-3. A listing of the Phase I applications is discussed in Appendix A of this document along with the applications to be implemented for Phase II during years 4-5. More detailed discussions of all the options considered are provided in Appendix E.

4.1 Phase I: Single Oracle EBS (Financials) implementation, multiple rollouts of PeopleSoft Payroll



The county's MSA and ARMS users will be migrated to PeopleSoft HCM and Oracle EBS in four steps, or Go Lives. (All rollout dates assume a project start date in November, 2008 after approved appropriations and release of funding.)

Go Live #1 will occur in September 2009 and will be a countywide migration to PeopleSoft 9.0 as the HR, Benefits and Position Management. This will make PeopleSoft HR the system of record. Go Live #1 will also consist of an implementation of PeopleSoft version 9.0 for current PeopleSoft Payroll and Time & Labor users.

Go Live #2 will occur in January, 2011 for the entire county making Oracle EBS the financial system of record. Oracle EBS modules to be implemented include General Ledger, Accounts Payable, iExpenses, iSupplier, Procurement, iProcurement, Procurement Intelligence, Inventory, Order Management, Accounts Receivable, Advanced Collections, Cash Management, Fixed Assets and Projects/Grants.

Several semi-monthly agencies (Group #1) will be migrated to PeopleSoft bi-weekly payroll at the same time as the migration to Oracle EBS. Group #1 will use PeopleSoft Time and Labor as the rules engine for time allocation and Absence Management for leave tracking. PeopleSoft's Absence Management's functionality will be turned on to track absences and to begin building absence history for PeopleSoft payroll. For semi-monthly agencies waiting to transition to PeopleSoft bi-weekly payroll, MSA payroll transactions will be interfaced from ARMS to Oracle EBS. (Further details of the transitional interfaces can be found in the Transition Strategy Plan Document.) A

custom Labor Distribution module will be implemented for groups as they are moved to PeopleSoft payroll.

Go Live #3 will occur in July 2011 for Group #2 of semi-monthly agencies moving to PeopleSoft and the bi-weekly payroll cycle. The determination of Group #2 agencies is dependent upon successful effects bargaining. As agencies are moved to PeopleSoft, their time collection systems will either be migrated to PeopleSoft Time and Labor or interfaced into the PeopleSoft Time and Labor module.

Go Live #4 will occur in January 2012 and move the remaining semi-monthly agencies to PeopleSoft and the bi-weekly payroll cycle. As agencies are moved to PeopleSoft, their time collection systems will either be migrated to PeopleSoft Time and Labor or interfaced into the PeopleSoft Time and Labor module.

The **Budget Business Process Review** will be conducted with an expected completion date of June, 2009. The review will define the new business processes for both Capital and Operational budget development and maintenance, and set the stage for the technical design of the new system. Implementation of the new budget system will occur in April, 2012 allowing for the development of the **2013 CIP and Operating budgets**. In December 2012, the budget system project will implement performance management and reporting. Although the Budget System deployment is scheduled for 2012, it is still considered part of the Phase I core implementation and is part of the Years 1-3 appropriation request.

Pros/Cons for Chosen Phasing Option

Pros:

- Go-Live for financials not requiring bi-weekly readiness
- Multiple change management windows
- Knowledge Transfer window is longer. There are more opportunities at the various go live points for efficient knowledge transfer
- Lessens the labor relations contingency – allows for more time for bargaining the effects
- Lessens the labor relations dependency – if one agency is still bargaining at the time of go-live, other agencies are not hindered
- Early measurable win with integrated HR function eliminating the duplicated HR processes between PeopleSoft and MSA
- Measurable progress and success with multiple go lives of functionality
- Financials will have a countywide go live at the beginning of a fiscal year

Cons:

- Some agencies will not convert to a complete ERP solution at one time – some may still be on MSA for up to a year after moving to Oracle EBS
- Subject to scheduling conflicts with other business activities – i.e. open enrollment, year-end closings, W-2s

- Financial and payroll systems phasing will require production support for legacy and new systems at the same time during the phasing periods.

Reasons for Acceptance

CIBER is recommending this option for the following reasons:

- This option will move the county to one financial system of record in the quickest amount of time (January 2011).
- There is limited risk after Oracle EBS becomes the financial system of record, the system implementations between HR/Payroll and Finance do not need to be linked. The only true limitation at that point is that Oracle EBS Finance needs to go live before an agency is migrated from semi-monthly to bi-weekly payroll for labor distribution.

4.2 Phase II: Production Completion, Value Optimization, Additional Functionality

After making a recommendation on what will be deployed in years 1-3, CIBER and the ABT Program Team developed the optimal deployment schedule for Phase II (years 4-5). The ABT Program Team evaluated the functionality that could be reasonably implemented during the support period of the newly implemented Core systems. Phase II can be broken down into 3 areas of focus: Production Completion, Value Optimization and Additional Functionality.

4.3 Production Completion

- Continue post implementation support for the last semi-monthly to bi-weekly migrations
- Decommission of ARMS/MSA
- ARMS Web reports will be retired by the end of Year 3.
- HRDR will be retired in Year 4
- Business Process Cost Benchmarking will be conducted in 2014 - to provide evidence of improvements resulting from the ABT Program implementations.

4.4 Value Optimization

- Reporting Functionality
 - Build a reporting database that serves as a common reporting database for countywide reporting.
 - Metrics based reporting capability is recommended to be built using Oracle Business Intelligence Enterprise Edition (OBIEE) tools (or an equivalent reporting tool that may be acquired as part of the Budget System procurement). The recommendation includes building Reports and Dashboards that can readily used

- by users as well as providing the users with views (subject areas) that can be used to create ad-hoc queries and reports. OBIEE can run across both the PeopleSoft and Oracle systems.
- IBIS Web Reports will continue to be available to the users, but will use the central reporting database as a data source rather than Oracle EBS or a Copy of Oracle EBS as the data source.
 - Archiving Study
 - CIBER and the ABT Program team is recommending an archival study and subsequent RFP process be conducted in years 4-5. The process of defining the business requirements of an archiving solution is a project that will need to be completed before an RFP can be issued for a tool, CIBER and the ABT Program Team has priced the cost of the study as well as the RFP process into the overall cost of the program.
 - Further information on archiving can be found in the Data Management plan for ABT Program deliverable. In this deliverable CIBER and the ABT Program Team describes a two phased approach for archiving:
 - Phase I – Archiving data from a conversion perspective during project implementation.
 - Phase II – Archiving study for future needs.
 - Recruiting Optimization
 - CIBER and the ABT Program team is recommending a review of the NeoGov functionality to determine if business needs warrant rollout of PeopleSoft's recruiting modules. CIBER and the ABT team have priced the cost of the implementation of the PeopleSoft modules listed below.
 - Talent Acquisition Manager, (formerly eRecruit Manager Desktop), is an advanced applicant tracking PeopleSoft module designed to expedite the hiring process and allows employees and external candidates to search, view, and apply for jobs online.
 - Candidate Gateway, (formerly known as PeopleSoft's eRecruit), enables the county to advertise employment opportunities and build relationships with employees and top candidates using an external portal solution.
 - Performance Evaluation
 - ePerformance: Allows managers, employees, and HR administrators to collaborate on performance evaluations and goals, review performance history, and monitor and manage the overall performance process.

- eCompensation: Allows employees to review their compensation history online. It allows employees access to their historical information such as the details of pay and job changes.
- eCompensation Manager: Allows manager's to administer compensation programs for employees through compensation planning, administration, and reporting activities. Managers gain easy online access to total workforce compensation information that they can then use to request or perform salary changes.
- Leave Administration through Absence Management:
 - Combines employee and manager self-service functionality to help the county track and analyze consolidated absence and leave accrual information. This includes:
 - Submitting absence requests for approval and viewing status
 - Viewing current and projected absence balances
 - Configuring request approval functionality, including multilevel approvals and alternate approvers
 - Configuring absence accrual and consumption functionality, including a rules engine to compute the most complex accrual and consumption logic
- Governance, Risk and Compliance (Internal Controls Manager): Allows organizations to monitor critical application access, configurations, and transactions to ensure that operations adhere to county or regulatory policy and will help identify breaches and correct them as early as possible.
- iProcurement: (Additional rollout). Provides a Web-based shopping system that allows employees to create, manage, and track their own orders while the Purchasing department retains central control.

4.5 Additional Functionality

ELM (Enterprise Learning Management): Allows the county to proactively manage their learning environment, ensuring that employees acquire knowledge and skills consistent with corporate objectives. This solution will help achieve and maintain regulatory compliance by automating learning delivery, tracking the completion of certifications, and enabling the review of standard operating procedures. Advantages include:

- create catalogs of courses enterprise wide or by line of business, and drive learning training by job code or events
- Cut learning costs and measurably improve business performance by automating the advertisement, registration, delivery, tracking, and reporting of all learning training throughout your organization
- Manage learning outcomes by developing company-wide training programs
- Maximize limited budgets and expand your audience using multiple learning channels, including web-based seminars.

5.0 Appendix A Scope Phasing – Phase I and Phase II

Listed below are all of the items that the ABT Program team considered in scope:

Modules	Phase I (Years 1-3)	Phase II (Years 4-5)	Not in Scope
PeopleSoft modules: Workforce Administration, Position Management, Profile Management, Ben Admin, Payroll, Time and Labor, HRMS Portal Pack, ePay, eDevelopment, eBenefits, eProfile, eProfile Manager, UPK	X		
PeopleSoft module: Absence Management	X (partial)	X	
PeopleSoft modules: Talent Acquisition Manager, Candidate Gateway, eRecruit, ePerformance, eCompensation, eCompensation Manager, ELM		X	
PeopleSoft module: Enterprise Portal (Functionality provided by Portal Pack)			X
Oracle EBS modules: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Cash Management, Advanced Collections, iExpenses, Purchasing, iProcurement, iSupplier, Inventory, Order Management, Procurement Intelligence, Project Costing, Grants	X		
Oracle EBS modules: Internal Controls Manager		X	
Oracle EBS modules: Sourcing, Project Management, Treasury, iAssets, Procurement Contracts			X

6.0 Appendix B: HR/Benefits and Position Management Rollout

With the HR/Benefits/Position Management Rollout for Version 9.0, the county can expect the following changes or impacts:

Major Changes:

1. Implement Position Management countywide for all employees
2. Completed Foundation Table clean up – Job Codes, Organizational Structure, Departments, Reports to Supervisor, etc. (Does not include KSA's).
3. Establish a new business process for maintaining the organizational structure (department > division > section > unit > cost center) in PeopleSoft
4. Establish new businesses process for creating and maintaining
 - a. position numbers,
 - b. position-to-employee relationships,
 - c. position-to-cost center (deptid) relationships and
 - d. supervisor relationships
5. Implement Self Service Enhancements –
 - a. Enable employee updates to home address, phone number, emergency contacts, and email.
 - b. Retain view access to payroll information (paycheck history);
 - c. Retain update and view access for Benefits Information
6. Redesign business processes so that HR data is maintained in PeopleSoft including:
 - a. New hire process
 - b. Personal information maintenance, including name changes, address, birth date, etc.
 - c. Employee status changes, including long-term leaves
 - d. Terminations
 - e. FTE and pay rate (plan, grade or step) changes
 - f. Position changes and transfers
 - g. Job code changes
7. Review and solidify core foundation tables within Payroll and Time and Labor and identify changes needed for future ABT Program's rollout phases.

Impact on County PeopleSoft Functionality

- Position Management will be implemented
- Foundation Table clean-up will eliminate the custom Job Class table and allow for use of standard PeopleSoft functionality.
- The current county Training Administration functionality becomes a customization in 9.0
- Will bring forward current customizations for Retirement processing and Deferred Compensation processing
- A temporary interface will be created to pass Human Resource data to MSA in order to allow MSA to continue to process payroll for employees being paid semi-monthly
- The list of action reason codes will be updated, and the BenAdmin rules adjusted accordingly, to accommodate position management.

Impact on Employees and Agencies

- Employees paid semi-monthly will continue to be paid through MSA until after their agency has transitioned to Oracle Financials and the impacts of the change to bi-weekly have been negotiated.
- County staff responsible for processing new hire information and maintaining employee data will be retrained.

Impact on Benefits Operations

- Business Process change for new hires will allow for on-line benefits enrollment; New Employee Orientation registration and tracking; On-line wellness assessment
- Business Process change for long term leaves and terminations will help facilitate COBRA administration; Absence Management eligibility.

Impact on HRD Operations

- Identify and train staff that will manage position management activities

7.0 Appendix C – Business Systems Providing Time Capture

CIBER and the ABT team reviewed the current Time Capture landscape to determine the most cost effective solution with the least risk to the implementation timeline. The team examined all of the data and we have two recommendations:

- Use the current business systems with Time Capture capabilities and interface them into PeopleSoft. Many of these systems serve multiple purposes (work order and scheduling systems) or interface into multiple systems. From a cost and risk containment perspective, this solution provides the most value to the county at the lowest risk.
- Use the Time and Labor module as the rule's engine for time. The county will either interface finalized data into reported time in the Time and Labor module or will interface payable time that will have "rules" (Time Reporting Codes) applied to it. This will enable the county to use all of the delivered interfaces to allow Time and Labor to pass data seamlessly to Absence Management, Payroll, and other associated PeopleSoft modules.

Business Systems with Time Capture	Needs to Interface to PeopleSoft in Years 1-3	Move to PeopleSoft or existing Business System	Retiring	Currently Interfaces to PeopleSoft
MAINSAVER				X
JOURNYX	X			
RMS	X			
FASTER	X			
MAXIMO	X			
PEOPLESOFT				
TRS – DDES	X			
TRS – PARKS		X		
TRS – GIS		X		
M5				X
HASTUS				X
TELESTAFF	X			
POL			X	
TIMEFORCE			X	
ETTS System				X
IRIS *Potentially moving to TeleStaff		X		

8.0 Appendix D - Agency Phasing Criteria and Assumptions

8.1 Phasing Criteria

To determine the details of phasing by organization especially the migrations from semi-monthly to bi-weekly, additional information must be collected and applied against the selection criteria to group organizations into date specific phases. We've developed a template to collect and evaluate this information. The following is a list of criteria that the ABT Program team is considering to group organizations into "go-live" opportunities:

Grouping criteria:

- CBA Expiration Date
- Current Payroll System
- Number of Staff
- Overall Complexity
- Impact of Business Process Changes
- Resistance to Change
- Payroll Issues/Complexity
- Automation Level
- Number of Locations
- Separately Elected Official
- CX Fund Splitting
- Existing Straddle Organization

The information entered in this organization grouping worksheet can be logically applied against more detailed criteria to determine the dates for organizational phasing. For example, current semi-monthly MSA payroll organizations can be grouped into Go Lives #2-4 of the PeopleSoft bi-weekly payroll rollout schedule depending on when labor contracts are negotiated for bi-weekly payroll. All of the above mentioned criteria will be considered holistically (by filtering, sorting and ordering data in Excel) to determine the phasing groups under the above mentioned high-level phasing strategy.

8.2 Phasing Assumptions

Below is a summary of the assumptions that went into the grouping options.

- Finance, HR, Payroll and Budget implementations will run on parallel tracks
- Time Capture and Labor Distribution will be rolled out as a phase of Time & Labor – migrating to bi weekly
- We will re-implement and re-configure the most current and stable version of Oracle EBS Release 12 and PeopleSoft HR/Payroll Release 9. CIBER is recommending this for the following reasons:

- Allows for a clean start to the configuration and data conversion.
 - Numerous configurations within the system are not optimal for the county to run their business without manual workarounds. An example would be in the Time and Labor configuration. The rules are based on version 7.0 functionality and a subset of county departments and needs to be updated to gain efficiencies and meet the needs for the entire county.
- Support and maintenance.
 - The current support for PeopleSoft 9 and Oracle EBS 12 run through 2014, while PeopleSoft 8.9 runs through January 2011 (standard support) and Oracle EBS runs through November 2010. If we continued with the current versions we would need to upgrade within or shortly after Year 2. This would add significant risk to the success of the project.
- New functionality will allow the county greater flexibility to conduct business.
 - Examples of new functionality include:
 - Enhanced Absence Management capability and better integration with Payroll and Time and Labor. This will help eliminate some of the Leave Administration side systems.
- Data will be extracted from old IBIS, old PeopleSoft and old ARMS—and systematically converted to new Oracle EBS and PeopleSoft—and old systems will then be retired.
- An automated time capture method will be deployed (PeopleSoft, existing or other)
- A labor distribution method will be deployed (ARMS, PeopleSoft or custom)
- A budgeting system will be selected in June 2008 and will be deployed as part of the ABT Program
- An interface with Treasury will be developed and deployed

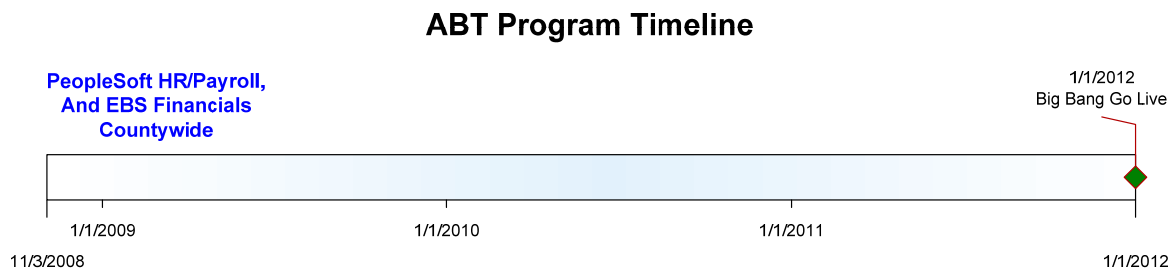
9.0 Appendix E: Other Options Considered for Phase I (Years 1-3)

During the DIP process, CIBER and the ABT Program team examined multiple options ranging from Big Bang to multiple roll outs of each suite. After examining the pros and cons of each we reached a consensus to reject the options listed below. Detail on each option and reasons for rejection are listed in detail below.

9.1 Option 2: Big Bang

The Big Bang scenario is a project that implements both systems (PeopleSoft and Oracle EBS) in all agencies on a single go live date. The entire county would go live at the end of 2011 on PeopleSoft HR/Benefits/Payroll/Time Capture and Oracle EBS Financials.

A Capital and Operating Budget rollout will occur as part of Phase I (years 1-3) of ABT Program but the timeline for this implementation will be determined after the decision and procurement of a budget system.



Reasons for Rejection

From a risk standpoint, Big Bang adds a level of complexity that a county of this size would have a difficult time handling. ABT rejected Big Bang for the following reasons:

- The pain of ramping up for one big go live can be very pronounced. Going live with an additional 10,500 employees on bi-weekly payroll is better managed in increments as opposed to one large group.
- Grouping implementation of go lives (across software packages) adds risk to the project. Linking these together can cause missed go live dates to become very costly. With a big bang implementation, if a target date for one system, say Financials, is not met, the implementation dates for all of the systems would be pushed back. The Big Bang approach reduces the strategies that can be used to

mitigate the risk of one system or module being delayed while others are ready to implement.

- Measurements of progress are now at the milestone level as opposed to a measurable rollout of functionality. While these milestones can be measured, it is not as solid as actual users on the system using the new functionality.
- Historically big bang implementations have not been successful at the county. While some of the roadblocks may have been mitigated or removed, historical information plays a key role in success of a project. If the perception is that a project will fail based on history, then it is in jeopardy from the start.

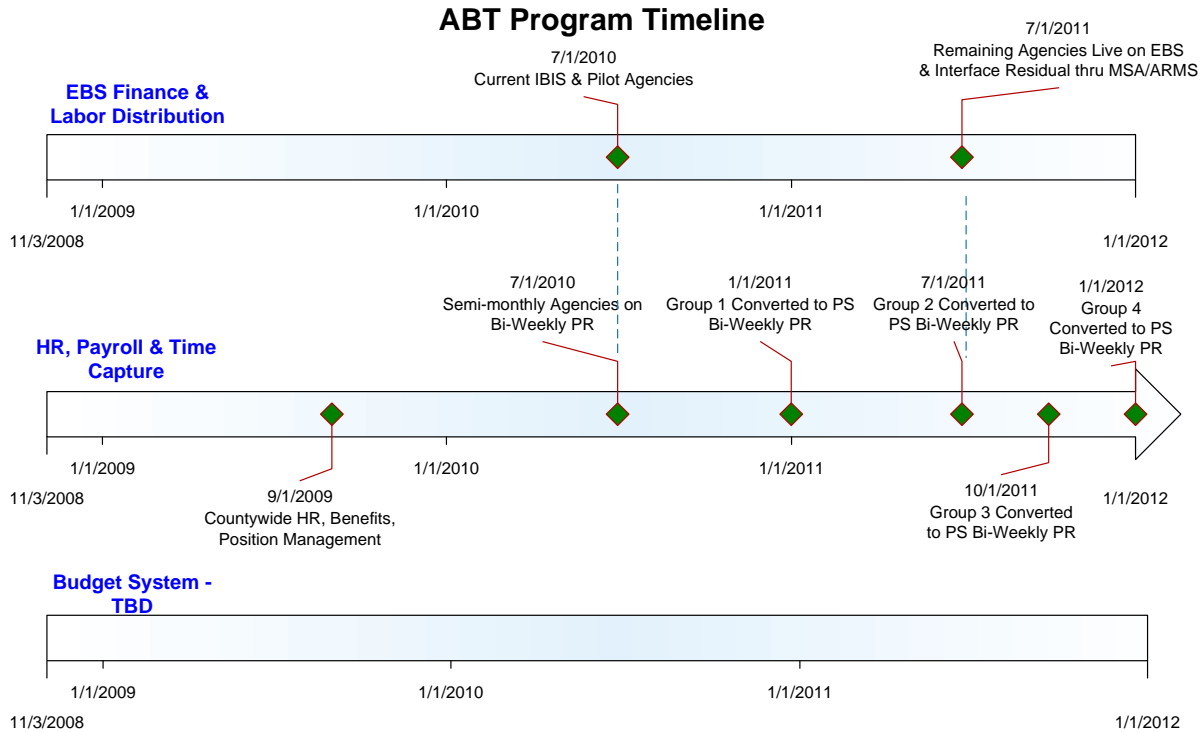
9.2 Option 3: Phased roll out of Oracle EBS and PeopleSoft – limited functionality links

This scenario was defined as a systematic rollout of Oracle EBS and PeopleSoft to agencies at separate times. The entire county would go live on PeopleSoft HR, Benefits, and Position Management 9.0 in September 2009. Only current PeopleSoft Payroll users would be moved to version 9.0 at that time. Agencies migrating from semi-monthly to bi-weekly would be migrated to PeopleSoft Payroll in groups. The migration of all agencies would be complete by January 2012.

Oracle EBS Financials would have two major rollouts. The first, which includes current IBIS agencies plus a significant number of semi-monthly agencies, would occur in July 2010. The remaining county agencies would go live on Oracle EBS Financials in July of 2011. This allows for PeopleSoft and Oracle EBS to be separately implemented with interfaces and crosswalks moving data from/to the existing mainframe systems.

Agencies would migrate from semi-monthly to bi-weekly at separate times based on labor negotiations. The Time Capture systems would go live when the associated agency went live on PeopleSoft Payroll and Time and Labor.

A Capital and Operating Budget rollout will occur as part of Phase I (years 1-3) of ABT but the timeline for this implementation will be determined after the decision and procurement of a budget system.



Reasons for Rejection

This solution was rejected for the following reasons:

- There were too many transitional business processes for an extended amount of time. The multiple go lives spread out over the Financial and Payroll modules resulted in too many temporary interfaces and business processes to manage.
- A go live of IBIS users plus a significant group of semi-monthly agencies by July 2010 was too aggressive.
- The interfaces between Oracle EBS and ARMS are more complex in this option than the selected option.

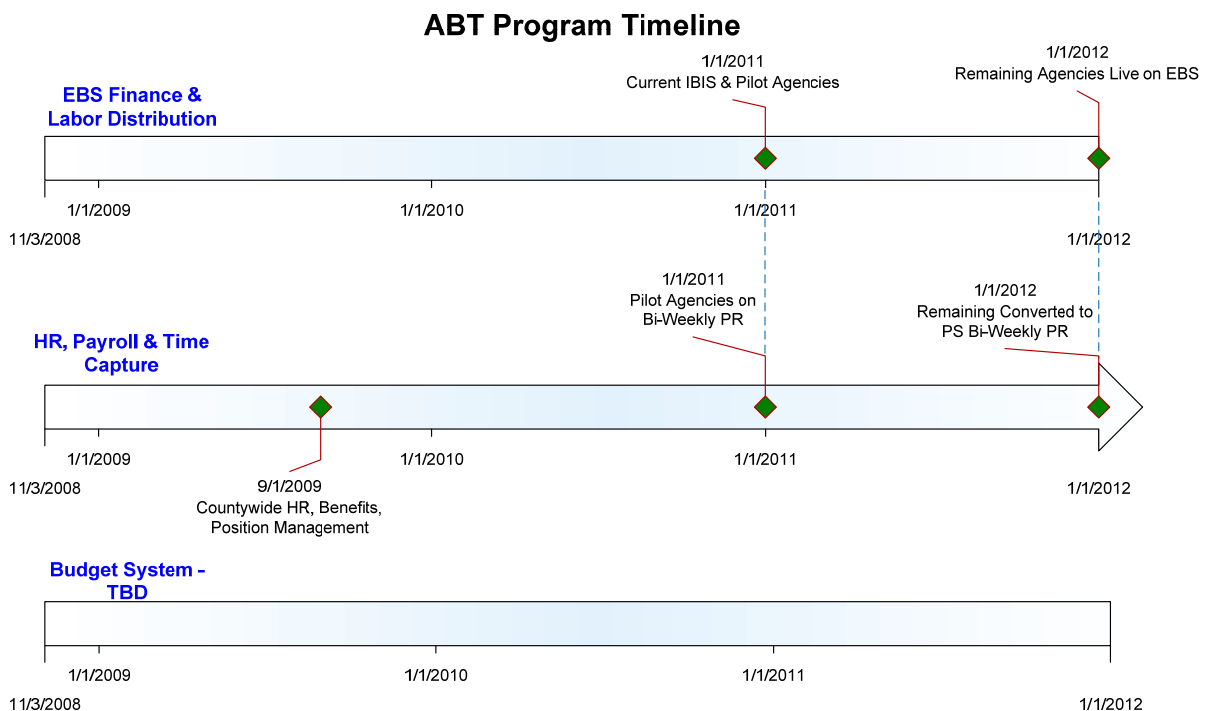
9.3 Option 4: Phased roll out of Oracle EBS and PeopleSoft – linked go lives (both systems)

This scenario was defined as a phased rollout of Oracle EBS Financials and PeopleSoft bi-weekly Payroll to semi-monthly agencies at the same time. Agencies would roll off of ARMS and MSA at the same time in two groups, one in January of 2011 and the other in January of 2012. While this would link the rollout of functionality together, it would eliminate a potential need for an interface between MSA/ARMS and the new Oracle EBS system.

The entire county would go live on PeopleSoft HR, Benefits, and Position Management 9.0 in September 2009. At the same time, current PeopleSoft Payroll users would be moved to version 9.0.

The rollout of bi-weekly Payroll, and Oracle EBS Financials would be completed in January 2012. The Time Capture systems would go live when the associated agency went live on PeopleSoft Payroll and Time and Labor.

A Capital and Operating Budget rollout will occur as part of Phase I (years 1-3) of ABT.



Reasons for Rejection

This solution was rejected for the following reasons:

- Grouping implementation of go lives (across software) adds risk. Similar to a big bang approach, linking these together can cause missed go live dates to become very costly.
- Dependency of completed labor negotiations too great. If labor negotiations are delayed, the impact will be on Financials as well as Payroll.