



ORDERING DOCUMENT

Customer Name: City of Stamford
Customer Address: Stamford Government Center
888 Washington Boulevard
Stamford, CT 06901

Oracle America, Inc.
500 Oracle Parkway
Redwood Shores, CA 94065

ORACLE CONTRACT INFORMATION

Agreement: US-CSA-CPQ-1946700

Ordering Document Number: US-11371699

This order incorporates by reference the terms of the agreement specified above and all amendments thereto (the "Master Agreement"). As used in this order, "you" or "your" shall refer to the customer as defined in the Master Agreement. The following terms, as used in this order and the Master Agreement, whether or not capitalized, shall have the same meaning: "Agreement" and "Master Agreement"; "You" and "Your" and "Customer"; "Ordering Document" and "order"; "Services" and "services".

A. SERVICES

You have ordered the services listed below in the table and detailed in the attached exhibit(s), which are incorporated herein by reference.

All fees on this order are in US Dollars.

Services	Reference	Fees	Estimated Expenses	Total Fees and Estimated Expenses
Fixed Price Services	Exhibit 1	\$3,400,000.00	\$0.00	\$3,400,000.00
Time and Materials Services	Exhibit 2	\$100,000.00	\$0.00	\$100,000.00
Total Fees and Estimated Expenses				\$3,500,000.00

B. ORDER TERMS

1. Payment Terms.

Fees and expenses are in accordance with the referenced exhibit(s). All fees payable to Oracle are due within 45 days from the invoice date. Invoices for services performed under separate exhibits may be provided separately. Fees for any time and materials engagements listed above (if any) are estimated fees, as detailed in the referenced time and material services exhibit(s).

2. Segmentation.

The purchase of any Products and related Service Offerings or other Service Offerings are all separate offers and separate from any other order for any Products and related Service Offerings or other Service Offerings You may receive or have received from Oracle. You understand that You may purchase any Products and related Service Offerings or other Service Offerings independently of any other Products or Service Offerings. Your obligation to pay for (a) any Products and related Service Offerings is not contingent on performance of any other Service Offerings or delivery of any other Products or (b) other Service Offerings is not contingent on delivery of any Products or performance of any additional/other Service Offerings. You acknowledge that You have entered into the purchase without reliance on any financing or leasing arrangement with Oracle or its affiliate.

3. Contact Information.

Oracle Consulting Sales Contact:

Name:	Michael Dogan
Address:	Atlanta, GA
Phone:	(678) 576-8327
Fax:	N/A
Email:	michael.dogan@Oracle.com

Your Billing/Accounts Payable Contact:

Name:	Chuck Williams
Address:	Stamford Government Center 888 Washington Boulevard Stamford, CT 06901
Phone:	(203) 977-7934
Fax:	N/A
Email:	cwilliams2@stamfordct.gov

4. Order of Precedence.

In the event of any inconsistencies between (i) the Master Agreement and this order, this order shall take precedence, and (ii) this order (excluding exhibits) and any attached exhibits, the exhibits shall take precedence.

5. Change Control Process.

Any request for any change in services must be in writing; this includes requests for changes in project plans, scope, specifications, schedule, designs, requirements, service deliverables, software environment, hardware environment or any other aspect of your order. Oracle shall not be obligated to perform tasks related to changes in time, scope, cost, or contractual obligations until you and Oracle agree in writing to the proposed change in an amendment to this order and/or applicable exhibit(s).

6. Force Majeure.

Neither of us shall be responsible for failure or delay of performance if caused by: an act of war, hostility, or sabotage; act of God; pandemic; electrical, internet, or telecommunication outage that is not caused by the obligated party; government restrictions (including the denial or cancellation of any export or other license); or other event outside the reasonable control of the obligated party. We both will use reasonable efforts to mitigate the effect of a force majeure event. If such event continues for more than thirty (30) days, either of us may cancel unperformed services upon written notice. This section does not excuse either party's obligation to take reasonable steps to follow its normal disaster recovery procedures or your obligation to pay for services provided.

7. Export.

Export laws and regulations of the United States and any other relevant local export laws and regulations apply to the programs and hardware (including any integrated software and operating system(s)). You agree that such export laws govern your use of the programs (including technical data), hardware (including any integrated software and operating system(s)) and any services deliverables provided under this order, and you agree to comply with all such export laws and regulations (including "deemed export" and "deemed re-export"

regulations). You agree that no data, information, program, hardware (including any integrated software and operating system(s)) and/or materials resulting from services (or direct product thereof) will be exported, directly or indirectly, in violation of these laws, or will be used for any purpose prohibited by these laws including, without limitation, nuclear, chemical, or biological weapons proliferation, or development of missile technology.

8. Relationship Between Parties.

Oracle is an independent contractor and we agree that no partnership, joint venture, or agency relationship exists between us. We each will be responsible for paying our own employees, including employment related taxes and insurance. If while performing services Oracle requires access to other vendor's products that are part of your system, you will be responsible for acquiring all such products and the appropriate license rights necessary for Oracle to access such products on your behalf.

9. Rights Granted / Restrictions.

Upon payment hereunder, and subject to the terms of this order and the Master Agreement, You have the non-exclusive, non-assignable, royalty free, perpetual (but only in the case of deliverables for an on premise license), worldwide (subject to any applicable restrictions under US export laws), limited right to access and use, for Your internal business operations, the services that You ordered under this order and anything developed by Oracle and delivered to You under this order ("services and deliverables"). You may allow Your agents and contractors to use the services and deliverables for this purpose and You are responsible for their compliance with this order in such use. Oracle or its licensors retain all ownership and intellectual property rights to the services and deliverables, including derivative works thereof. You do not acquire any right or license to use, or allow Your Users in the case of a managed/hosted environment, to use, any service or deliverable in excess of the scope (including but not limited to the specified service environment) or duration of the services and deliverables ordered hereunder. The services and deliverables may be related to Your license to use products owned or distributed by Oracle which You acquire under a separate order. The agreement referenced in that order shall govern Your use of such products.

10. Ordering Document Definitions.

10.1 **"Professional Services"** means, collectively, the consulting and other professional services which you have ordered under this order.

10.2 **"Services"** for purposes of this order shall have the same meaning as the term "Professional Services". Accordingly, notwithstanding any provision or interpretation of the Master Agreement to the contrary, for purposes of this order, the term "Services" does not include any Cloud Services.

10.3 **"Service Specifications"** as used in the Master Agreement means any exhibit(s) attached to this order.

11. Services Privacy/Services Security.

In performing the Services under this order, Oracle will comply with the (a) Oracle Services Privacy Policy available at <http://www.oracle.com/legal/privacy/services-privacy-policy.html> and (b) Oracle Consulting & Advanced Customer Services Security Practices available at <https://www.oracle.com/corporate/contracts/consulting/policies.html>. Both documents are incorporated herein by reference. Oracle may update such policy and practices to reflect changes in, among other things, laws, regulations, rules, technology, and industry practices. Such updates will not materially reduce the level of performance, functionality, security, or availability of the Services. You agree to restrict Oracle's access to any content or information that imposes privacy, security or regulatory obligations greater than those specified in this order.

12. Order Linking.

The terms and pricing granted to You under this order are contingent on Your simultaneous execution of US-CSA-CPQ-1946700. US-CSA-CPQ-1946700 is accepted even if this order is not signed by Oracle. This order is not accepted unless US-CSA-CPQ-1946700 is signed.

This quote is valid through 30-SEP-2021 and shall become binding upon execution by you and acceptance by Oracle.

City of Stamford

ORACLE AMERICA, INC.

Authorized Signature: 

Authorized Signature: 

Name: DAVID R. MARTIN

Name: Jake Camarillo

Title: MAYOR

Title: Manager, Americas SSC, Deal Management

Signature Date: 10/5/21

Signature Date: 17-Sep-2021 | 10:12 AM CDT

Ordering Document Effective Date: 05-OCT-2021

[To be completed by Oracle]



Fixed Price Exhibit

Oracle Contract Information

Customer Name: City of Stamford

Ordering Document Number: US-11371699

Exhibit Number: Exhibit 1

This exhibit incorporates by reference the terms of the ordering document specified above.

1. Description of Services and Deliverables.

A. Definitions.

Within this exhibit, the following definitions will apply:

- i. **"City of Stamford"** shall mean the entity that executed the Agreement.
- ii. **"Cloud"** is a general term meaning the delivery of hosted services over the internet.
- iii. **"Cloud Updates"** shall mean product releases of the Oracle Fusion Cloud Services.
- iv. **"Configure"** and **"Configuration"** shall mean the setup of the Oracle Cloud Application using the Standard Functionality provided within the Oracle Fusion Cloud Services release planned for Go Live.
- v. **"Conversion"** shall mean the data conversions set forth in Section 6.B (Conversions) and subject to the complexity definitions set forth in Section 6.C.ii (Conversions - Complexity Definitions).
- vi. **"Custom Reports"** shall mean the custom reports listed in Section 6.D. (Custom Reports) below and modifications to Standard Reports and are subject to the complexity definitions set forth in Section 6.E.iii (Complexity Definitions).
- vii. **"Deliverable"** means the discrete output(s) of either City of Stamford or Oracle as specified in the "Deliverable Name" column of the table in Section 1.F of this exhibit.
- viii. **"End-to-End Process"** shall mean City of Stamford's business processes related to, but outside of, the Oracle Cloud Applications.
- ix. **"EPM"** shall mean Oracle Fusion Cloud Enterprise Performance Management.
- x. **"ERP"** shall mean Oracle Fusion Cloud Enterprise Resource Planning.
- xi. **"Existing Process"** shall mean City of Stamford's legacy business processes prior to the onset of the project.
- xii. **"Flexfield"** is a flexible data field used to capture additional descriptive information or attributes.
- xiii. **"Enterprise Design"** shall mean the part of the Services when (i) the To-Be Process and Oracle Cloud Applications are designed and harmonized to create the Enterprise Template (if applicable) and (ii) the strategy for Conversions, Integrations, Reports, training, and communications are developed.

- xiv. **"Enterprise Template"** shall mean the globally consistent To-Be Process, Configurations, Conversions, Integrations, and Reports that all City of Stamford business units will adapt to.
- xv. **"Go Live"** is complete for a Wave (as described in the timeline in Section 1.C.i of this exhibit if the project consists of more than a single Wave) when each of the Deliverables identified as "production" in Section 1.F (Deliverables) below for such Wave has been accepted pursuant to the acceptance process set forth in Section 3 (Acceptance of Deliverables).
- xvi. **"Integrations"** shall mean the data integrations set forth in Section 6.A (Integrations) and subject to the complexity definitions set forth in Section 6.C.i (Integrations - Complexity Definitions).
- xvii. **"Ongoing Support Model"** shall mean the model (as set forth in the Ongoing Support Model Deliverable (D10) described in Section 1.F (Deliverables) below) setting out how City of Stamford will support the Oracle Cloud Applications following the Post Go Live Assistance Period.
- xviii. **"Oracle Cloud Application(s)"** shall mean the in scope Oracle software application module(s) to be implemented based on the Oracle Fusion Cloud Services as listed in Section 1.B.i.
- xix. **"Oracle Cloud Operations"** shall mean the Oracle organization in charge of operating the subscribed Oracle Cloud Services.
- xx. **"Oracle Cloud Services"** shall mean the Oracle hosted Cloud offering separately subscribed by City of Stamford for the Oracle Cloud Applications.
- xxi. **"Oracle Modern Best Practices"** shall mean a collection of business processes that are pre-defined by Oracle and are designed to map to certain portions of the Standard Functionality contained in the respective Oracle Cloud Application.
- xxii. **"Oracle True Cloud Method+"** and **"TCM+"** shall mean the Oracle Cloud delivery approach (i.e., methods, Deliverables) that underpins the execution of Cloud projects.
- xxiii. **"Post Go Live Assistance"** shall mean assistance provided by Oracle during the Post Go Live Assistance Period to support the Oracle Cloud Applications and facilitate City of Stamford's transition to the Ongoing Support Model.
- xxiv. **"Post Go Live Assistance Period"** for a Wave shall mean the period beginning upon Go Live of such Wave and continuing for the duration set forth for such Wave under the heading "Post Go Live Assistance" in Section 1.D
- xxv. **"Process Play Back"** or **"PP"** shall mean a TCM+ activity designed to tailor aspects of the Solution and demonstrate and Validate the Solution as further described in this Exhibit. Process Play Backs are supported by prototypes.
- xxvi. **"Project"** shall mean the series of tasks that are outlined in the Project Schedule to facilitate the goals outlined in the Project Charter.
- xxvii. **"Reports"** shall mean the Standard Reports and the Custom Reports.
- xxviii. **"Solution"** or "solution", as used in this exhibit, shall mean the Oracle Cloud Applications and the Configurations, Reports, Conversions, and Integrations as specified in this exhibit and is not intended to bind Oracle to "solve" any product related issues or problems.
- xxix. **"Standard Functionality"** shall mean the standard functionality of the Oracle Cloud Applications as set forth in the relevant product documentation.
- xxx. **"Standard Reports"** shall mean the unmodified reports available in Standard Functionality of the Oracle Cloud Applications.

- xxxi. **"To-Be Process"** shall mean City of Stamford's adapted business process flows within the Oracle Cloud Applications.
- xxxii. **"Validation"** or **"Validate"** shall mean a test or testing to confirm that the Oracle Cloud Applications are performing in accordance with the Enterprise Template.
- xxxiii. **"Wave"** shall mean a discrete segment of the Services as specified in [Section 1.C.i](#) if the project consists of more than a single Wave.
- xxxiv. **"Work Stream"** means a category of related activities as set forth in the Work Stream and Activities table in 1.C.iii.

B. Cloud Applications and Scope of Services.

i. Oracle Cloud Applications.

Using Oracle TCM+ and Oracle's industry practices, and as further set forth in this exhibit (including Scope Assumptions defined in Section xx below), Oracle will implement Standard Functionality for the following Oracle Cloud Applications, modules, and processes:

Pillar	Application	Module(s)
Wave 1		
ERP	Oracle Cloud Financials	General Ledger Payables Oracle Fusion WebCenter Forms Recognition Cloud Service (Payables Invoice Optical Character Recognition (OCR) for Accounts Payable (AP) Automation) Receivables Cash Management Fixed Assets Expenses
ERP	Oracle Cloud Project Portfolio Management	Project Financials Project Contract Billing Grants Management
ERP	Oracle Cloud Procurement	Purchasing Procurement Contracts Supplier Portal Sourcing Self-Service Procurement (Requisitioning and Receiving)
ERP	Oracle Cloud Supply Chain Execution	Inventory Management
Wave 2		
BUDGET	Oracle Enterprise Performance Management	Planning and Budgeting Narrative Reporting

ii. Services Overview.

Oracle will perform the following Services as described in this exhibit:

- a. Perform project management, governance, and deployment activities for the Oracle Cloud Applications as specified in [Section 1.C.iii](#).
- b. Design To-Be Processes that align to the Oracle Cloud Applications based on the Global Design as specified in [Section 1.C.iii](#).
- c. Work with City of Stamford resources to align End-to-End Business processes with Oracle's leading practices for utilization of Oracle Cloud applications. The previous sentence applies to City of Stamford departments including Stamford Public Schools as a separate department and for such City departments in which City of Stamford provides administrative support relevant to the project scope.
- d. Oracle will develop End-to-End specifications that will be used to test both system and business process outcomes throughout the project.
- e. Configure and Validate the Oracle Cloud Applications as specified in [Section 1.C.iii](#).
- f. Design the Conversion strategy and load data as specified in [Section 1.C.iii](#) for the Oracle Cloud Applications. (Conversions listed in [Section 6.B](#)).
- g. Design the Integration Strategy and integrate the Oracle Cloud Applications with City of Stamford's systems as specified in [Section 1.C.iii](#) for the Integrations Work Streams.
- h. Design an organizational change management strategy and work with City of Stamford to create training and communications to be delivered to City of Stamford's end users as specified in [Section 1.C.iii](#).

C. Project Approach and TCM+ Stage Overview.

The Services will be provided using Oracle TCM+, which includes five (5) stages: Mobilize, Design, Localize and Validate, Go Live, and Optimize & Innovate as specified in the table in [Section 1.C.ii](#) below. The specific role of each party is set forth in [Section 1.C.iii](#).

i. Project Timeline.

The project will consist of the following two (2) Waves.

Wave	Description
1	Implementation of Oracle ERP Cloud (Financials, Projects, Procurement, and Inventory)
2	Implementation of Oracle EPM Cloud (Planning and Budgeting)

The following provides a high-level timeline for the project that will be further defined as part of the [Project Plan Deliverable](#). The timelines and completion dates are intended for planning and scheduling purposes only.

- Wave 1 includes Oracle ERP Cloud (Finance, Procurement, Projects/Grants, and Inventory) functions. Wave 1 is estimated to start in October 2021 and go-live on or around October 1, 2022. Oracle will provide four weeks of post-implementation support after Wave 1.
- Wave 2 includes Oracle EPM Cloud (Budgeting Development and Narrative Reporting) functions. Wave 2 is estimated to start in October 2022 and go-live in January 2023 to deploy such that Oracle EPM Cloud bi-directional data integrations are deployed in alignment with Oracle ERP Cloud. Oracle will provide four weeks of post-implementation support after Wave 2.

ii. TCM+ Stage Overview.

TCM+ Stage	Stage Overview
MOBILIZE	<p>The purpose of this stage is to ramp up the project team, establish the team culture, and confirm delivery expectations. During this stage, the team will collaborate to define how we will govern the project. This includes:</p> <ul style="list-style-type: none"> Identifying the teammates empowered to make decisions Agreeing on a cadence in which we monitor and report progress Communicating the change control process Communicating the Deliverable Acceptance Framework Deliverable (D4) Drafting and confirming the Project Plan Deliverable (D3), including planning the Global Design workshop objectives, schedule, participants, and logistics Establishing the Project Charter
DESIGN	<p>This stage is dedicated to validating scope across the project and identifying any necessary scope changes (subject to the Change Control set forth in Section B.5 of the ordering document). The team will coordinate a series of workshops to:</p> <ul style="list-style-type: none"> Discuss the To-Be Process Discuss Configuration of the Oracle Cloud Applications Review the Enterprise Template with departmental resources and identify where departmental configurations may be required (e.g. legal, statutory, or tax requirements), if applicable <p>These workshops are referred to as Process Play Backs ("PP1") and are supported by a prototype ("P1").</p> <p>The technology teammates will work to define the Integration Strategy Deliverable (D14) and Data Conversion Strategy Deliverable (D13) which helps to confirm and finalize the Integration and Conversion inventories.</p> <p>The Change Management Strategy Deliverable (D16) will be created and work will begin on the Communication Plan Deliverable and Training Plan Deliverable (D18).</p>
LOCALIZE AND VALIDATE	<p>This stage is dedicated to refining the Configuration of the Oracle Cloud Applications. The team facilitates design workshops to discuss and adapt the Existing Process and requirements to Standard Functionality. These design sessions build upon the Enterprise Template from the Design stage to help:</p> <ul style="list-style-type: none"> Identify requirements to be addressed by the Configuration Workbooks Deliverable (D12) Define additional business unit To-Be Process integration points Identify technology, forms, or other documentation required to enable the To-Be Process locally <p>Process Play Backs and supporting prototypes will be completed. Each Process Play Back will be Validated (i.e., tested) to confirm that the Configurations, Conversions, and Integrations of the Oracle Cloud Applications enable the To-Be Process. The final Validation will be an end-to-end test (i.e., system Integration test, "SIT") to confirm the Solution.</p> <p>City of Stamford continuously cleanses the data as it is iteratively converted and Validated with each Process Play Back.</p> <p>A user acceptance test ("UAT") is also completed, if needed, focusing on training and engaging the user community.</p> <p>Communications and training to the end user population will be drafted, finalized, and delivered.</p> <p>A Cutover Checklist Deliverable (D11) is also defined during this period in preparation for Go Live.</p>

TCM+ Stage	Stage Overview
GO LIVE	During this stage, converted data is validated in preparation for Go Live. The team executes the Cutover Checklist to deploy the Oracle Cloud Applications, Integrations, and data to the production environment. Delivery of communications and training to end users will continue.
OPTIMIZE & INNOVATE	During this stage, Oracle will provide Post Go Live Assistance to address identified issues associated with the scope of the Services.

iii. Activities.

Oracle and City of Stamford will perform the activities specified in the Work Stream and Activities table below (the “Activities”).

- a. “**Primary**” indicates the organization responsible for driving the completion of the Activity, including (but not limited to): authoring the associated Deliverable (if applicable), and scheduling and facilitating the necessary meetings to solicit input into the Deliverable/Activity.
- b. “**Support**” indicates the organization responsible for providing input into the completion of the Activity, including (but not limited to): reviewing and providing input into the content in the associated Deliverable/Activity, and participating in the necessary meetings to provide input into the Deliverable/Activity. Additional responsibilities specific to the support role are indicated in the table below (as needed). In the instances where Oracle is support, they can provide Deliverable examples, if requested.

#	Work Stream and Activities	Primary	Support	Notes About Support Role
#	Project Management Work Stream			
PM1	Oversee and facilitate performance of City of Stamford’s resources	City of Stamford	N/A	
PM2	Oversee and facilitate performance of Oracle resources	Oracle	N/A	
PM3	Provide executive sponsorship to oversee City of Stamford’s performance and resources	City of Stamford	N/A	
PM4	Provide executive sponsorship to oversee Oracle performance and resources	Oracle	N/A	
PM5	Prepare and execute monthly steering committee meetings	City of Stamford	Oracle	<ul style="list-style-type: none"> • Help document and prepare materials for meetings
PM6	Document the Project Charter Deliverable (D1) as described in Section 1.F (Deliverables) below.	Oracle	City of Stamford	<ul style="list-style-type: none"> • Help document and prepare materials
PM7	Document the project Governance Model Deliverable (D2) as described in Section 1.F (Deliverables) below and establish a project governance committee	Oracle	City of Stamford	<ul style="list-style-type: none"> • Help document and prepare materials
PM8	Execute project governance processes	Oracle	City of Stamford	<ul style="list-style-type: none"> • Collaborate with Oracle to execute the required activities

#	Work Stream and Activities	Primary	Support	Notes About Support Role
PM9	Document and manage the Project Plan Deliverable (D3) as described in Section 1.E (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> Document and manage activities owned by City of Stamford that impact the Services Provide City of Stamford's interdependencies for the Project Plan, including dependencies in City of Stamford's organization with other projects and with third party vendors Co-author and provide input into the integrated Project Plan
PM10	Maintain the Project Plan and use it as the baseline to create a weekly progress report	Oracle	City of Stamford	<ul style="list-style-type: none"> Assist with maintaining the Project Plan and provide accurate status of City of Stamford owned or interdependent activities
PM11	Compile Status Reports ("Status Reports") (D5) and jointly agree with City of Stamford on the template and cadence to be used for the Status Reports	Oracle	City of Stamford	<ul style="list-style-type: none"> Document and provide input into the Status Report template Provide updates to the Status Report for City of Stamford's owned activities
PM12	Document the Deliverable Acceptance Framework Deliverable (D4) as described in Section 1.E (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> Confirm Deliverable contributors, reviewers and sign-off resources Provide input into the Deliverable Acceptance Framework Deliverable
PM13	Conduct a project kick-off meeting with all project team members to review the Project Charter (D1), Governance Model (D2), and Project Plan (D3) Deliverables	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide a conference room, teleconferencing tools, and in room equipment to accommodate all participants participating at City of Stamford locations Confirm City of Stamford's participants and presenters for the meeting Help define the agenda and content for meeting, including confirming City of Stamford participants who will present and endorse the project
PM14	Create an Ongoing Support Model Deliverable (D10) as described in Section 1.E (Deliverables) below	City of Stamford	Oracle	<ul style="list-style-type: none"> Confirm City of Stamford's support model for existing systems following Go Live Provide input on the impact of a proposed Ongoing Support Model Confirm the Ongoing Support Model

#	Work Stream and Activities	Primary	Support	Notes About Support Role
PM15	Manage and coordinate activities with City of Stamford's third party vendors (including but not limited to Ceridian, Cubes, Assessor 2000, 2K2, Community Pass, Dude Solutions, Fleet Commander, Passport, New Visions, Northstar, IPS, PC Scale, QDS, Viewpoint, and others), aligning them and their delivery schedules with the project timeline	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide input regarding third party vendor products and services with project dependencies that impact the Services
PM16	Coordinate activities with other dependent initiatives within City of Stamford's organization, including projects being conducted in parallel or with dependencies necessary for deployment of the Oracle Cloud Applications	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide input regarding dependent initiatives that may impact resources, schedule, scope, and/or Services
PM17	Create a <u>Cutover Checklist Deliverable (D11)</u> as described in <u>Section 1.F (Deliverables)</u> below.	Oracle	City of Stamford	<ul style="list-style-type: none"> Document the detailed tasks required to transition the Work Streams for which City of Stamford is the Primary role to the new operating model, To-Be Process, and systems including resources and timing, based on input from the Work Streams Confirm all Work Streams are represented in the cutover plan Assist in maintaining the Cutover Checklist throughout Go Live
PM18	Create and manage the project business case	City of Stamford	N/A	N/A
PM19	Collaborate and coordinate with resources across Oracle to address issues and questions that come up throughout the duration of the Services	Oracle	N/A	N/A
PM20	Create an <u>Environment Management Plan Deliverable (D9)</u> as described in <u>Section 1.F (Deliverables)</u> below	Oracle	City of Stamford	<ul style="list-style-type: none"> Help document and prepare materials
PM21	Execute the Environment Management Plan throughout the deployment(s), including the final deployment of the Solution into the production environment	Oracle	City of Stamford	<ul style="list-style-type: none"> Help coordinate and schedule environment related service requests with Oracle Cloud Operations
PM22	Confirm City of Stamford's staff member workstation system compliance and any pre-installation activities as described in the Oracle Cloud Application documentation	City of Stamford	N/A	N/A
PM23	Create the <u>Non-Oracle Requirements Deliverable (D15)</u> as described in <u>Section 1.F (Deliverables)</u> below	City of Stamford	N/A	N/A

#	Work Stream and Activities	Primary	Support	Notes About Support Role
PM24	Work directly with Oracle Cloud Operations for the following: enablement of single-sign-on; provisioning of new environments; cloning of environments (i.e., pre-production to production, or production to pre-production); updates and patches; Pretty Good Privacy encryption for data extracts and Business Intelligence Publisher extracts; and any issues related to the above activities	City of Stamford	N/A	<ul style="list-style-type: none"> Help document and prepare materials
#	Configuration/Functional Work Stream			
LA1	Conduct a familiarization/education workshop during the TCM+ Design stage to demonstrate Oracle Cloud Application functionality using leading practice process and a pre-configured Cloud environment (where appropriate). Typical topics discussed include role based security, navigation, workflows, extensibility, extensibility.	Oracle	City of Stamford	<ul style="list-style-type: none"> Help coordinate participants and confirm onsite and remote facilities
LA2	Complete business questionnaires (via business subject matter experts) to help inform the design of the Oracle Cloud Applications	City of Stamford	Oracle	<ul style="list-style-type: none"> Answer questions about the questionnaire template Advise on Oracle Modern Best Practices
LA3	<p>Conduct workshops and provide recommendations for business process changes and options for restructuring the City functions to effectively utilize the Fusion Applications being implemented. Workshops included are:</p> <ul style="list-style-type: none"> Financials Process including Chart of Accounts Procurement Process Projects/Grants Process Inventory Process Budget Process 	Oracle	City of Stamford	<ul style="list-style-type: none"> Participate in workshops and provide input into business use cases associated with each topic
LA4	Discuss considerations for acquisition of additional non-Oracle software to support business process recommendations	City of Stamford	Oracle	<ul style="list-style-type: none"> Select software for Point-of-Sale (Teller Cashiering as required) Participate in the design workshops
LA5	Design the End-to-End Process and create System Design Document.	Oracle	City of Stamford	<ul style="list-style-type: none"> Gather specifications and provide background information Make decisions between alternative options in a timely manner

#	Work Stream and Activities	Primary	Support	Notes About Support Role
LA6	Design a To-Be Process (via Job Aids) that aligns to the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide input into To-Be Process as part of Global Design and stakeholder reviews • Maintain To-Be Process following Global Design • Provide input into current state of end user experience to assess impacts
LA7	Create the <u>End-to-End Process Diagrams Deliverable</u> (D6) as described in <u>Section 1.F</u> (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide input into End-to-End Process as part of Enterprise Design
LA8	Create the <u>Process Descriptions Deliverable</u> (D7) (Job Aids) as described in Section 1.F (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide input into End-to-End Process as part of Enterprise Design • Maintain End-to-End Process following Enterprise Design
LA9	Identify business practice and procedure changes that will be required based on the To-Be Process and Enterprise Template	City of Stamford	Oracle	<ul style="list-style-type: none"> • Explore creative workarounds within the Oracle Cloud Applications
LA10	Identify changes to non-Oracle applications that will be required based on the To-Be Process and Enterprise Template	City of Stamford	Oracle	<ul style="list-style-type: none"> • Explore creative workarounds within the Oracle Cloud Applications
LA11	Execute Global Design culminating in Process Play Back to make key decisions about the Configurations, Reports, Conversions, and Integration designs. As a result of Enterprise Design, document decisions, compile a list of action items to work through, and manage any identified risks and issues.	Oracle	City of Stamford	<ul style="list-style-type: none"> • Identify empowered and accountable resources to make decisions • Confirm the final Enterprise Template
LA12	Execute iterative Process Play Back sessions to Validate the Configuration, Conversions, Integrations, and Reports in the enabling prototypes	Oracle	City of Stamford	<ul style="list-style-type: none"> • Identify empowered and accountable resources to make decisions • Validate the prototypes accurately reflect the Enterprise Template and localizations required for each business unit/region/Country
LA13	Prepare and finalize the <u>Configuration Workbooks Deliverable</u> (D12) as described in <u>Section 1.F</u> (Deliverables) below using a template provided by Oracle based on the final decisions City of Stamford made throughout the Process Play Backs. The Validated Configuration and corresponding Configuration Workbooks will be applied to the production environment for live business operation.	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide details regarding configuration • Review and Validate the final Configuration Workbooks

#	Work Stream and Activities	Primary	Support	Notes About Support Role
LA14	Implement Configurations in City of Stamford's pre-production environment for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> • Make resources available for advice and guidance • Set-up additional Configuration(s)
LA15	Implement Configurations in City of Stamford's production environment for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> • Make resources available for advice and guidance • Set-up additional Configuration(s)
LA16	Implement required policy and procedure changes to support the To-Be Process and Oracle Cloud Applications	City of Stamford	Oracle	<ul style="list-style-type: none"> • Facilitate decision making • Capture the changes and incorporate such changes into the organizational change management program and the training program
LA17	Implement required changes to non-Oracle systems	City of Stamford	N/A	N/A
LA18	Assist with resolution of Configuration issues identified during testing/Validation and the Post Go Live Assistance Period	Oracle	City of Stamford	<ul style="list-style-type: none"> • Advise on To-Be Process impacts • Makes resources available for advice and guidance
LA19	Prepare test scenarios for testing/Validation	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide test scripts to be executed in the testing cycles(s)
LA20	Evaluate and test Cloud Updates	City of Stamford	Oracle	<ul style="list-style-type: none"> • Share information about features in a Cloud Update and help advise on how to incorporate the Cloud Update into the Project Plan Deliverable (D3)
LA21	Schedule and accept product features in a Cloud Update	City of Stamford	Oracle	<ul style="list-style-type: none"> • Demonstrate the features and functionality of the Cloud Updates
# Conversions Work Stream				
CON1	Provide information on City of Stamford's data, including data models, data usage and legacy custom data	City of Stamford	N/A	N/A
CON2	Create a Data Conversion Strategy Deliverable (D12) as described in Section 1.F (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about all data sources and quality of data • Provide access to data owners across City of Stamford's organization
CON3	Create Conversion design via functional specifications for the conversions	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about all data sources to be converted

#	Work Stream and Activities	Primary	Support	Notes About Support Role
CON4	Extract data from City of Stamford's source systems and provide to Oracle in an Oracle-specified format and location	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide data formats, define delivery method, timing, volume, security and advise on strategy for consolidating different types of feeds
CON5	Provide extracts of Flexfields in City of Stamford's current solution	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide templates where required Create target fields using Flexfields
CON6	Map City of Stamford's source data to the Oracle Cloud Applications	City of Stamford	Oracle	<ul style="list-style-type: none"> Answer questions about the data conversion tools Advise on Oracle Modern Best Practices Advise City of Stamford on Oracle Cloud data structures and data requirements
CON7	Create data import scripts for the Oracle Cloud Applications	Oracle	N/A	N/A
CON8	Validate data accuracy	City of Stamford	N/A	N/A
CON9	Perform data deletion for business objects	Oracle	City of Stamford	<ul style="list-style-type: none"> Prepare and assist with executing related business objects
CON10	Cleanse source data provided to Oracle	City of Stamford	N/A	N/A
CON11	Transform (as needed) source data provided to Oracle	City of Stamford	N/A	N/A
CON12	Import data in City of Stamford's pre-production environment for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide data to be imported
CON13	Import data into City of Stamford's production environment for the Oracle Cloud Applications from source systems	City of Stamford	Oracle	<ul style="list-style-type: none"> Answer questions about the data conversion tools
CON14	Perform data stewardship activities in data management (e.g., cleansing, matching, and merging)	City of Stamford	Oracle	<ul style="list-style-type: none"> Advise on Oracle Modern Best Practices
CON15	Execute data load processes as part of Optimize & Innovate stage of TCM+	City of Stamford	Oracle	<ul style="list-style-type: none"> Answer questions about the data conversion tools Advise on Oracle Modern Best Practices
CON16	Resolve data quality issues as part of Optimize & Innovate stage of TCM+	City of Stamford	Oracle	<ul style="list-style-type: none"> Advise on Conversion standards
#	Integrations Work Stream			

#	Work Stream and Activities	Primary	Support	Notes About Support Role
IN1	Create an Integration Strategy Deliverable (D14) as described in Section 1.F (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about City of Stamford's systems • Provide access to system owners across City of Stamford's organization
IN2	Enable connectivity to the Oracle Cloud Applications, which includes opening firewall ports, configuring proxies, and managing all other network related data center activities	City of Stamford	Oracle	<ul style="list-style-type: none"> • Obtain connectivity information for City of Stamford's Oracle Cloud Applications • Test and confirm connectivity
IN3	Identify Integration requirements	City of Stamford	Oracle	<ul style="list-style-type: none"> • Provide information on standard integrations available as part of the Cloud offering
IN4	Prepare Integration functional designs	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about City of Stamford's systems • Provide access to system owners across City of Stamford's organization • Validate and approve functional designs
IN5	Prepare Integration technical designs	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about City of Stamford's systems • Provide access to system owners across City of Stamford's organization
IN6	Build Integrations into City of Stamford's non-Oracle systems	City of Stamford	N/A	N/A
IN7	Implement the Integrations in City of Stamford's production environment(s) for non-Oracle systems	City of Stamford	N/A	N/A
IN8	Prepare data extracts from the Oracle Cloud Applications for the Integrations	Oracle	City of Stamford	<ul style="list-style-type: none"> • Make resources available for advice and guidance
IN9	Prepare data imports into the Oracle Cloud Applications for the Integrations	Oracle	City of Stamford	<ul style="list-style-type: none"> • Provide insights about City of Stamford's systems • Provide access to system owners across City of Stamford's organization
IN10	Prepare data extracts from City of Stamford 's/ third party systems for the Integrations	City of Stamford	Oracle	N/A
IN11	Prepare data imports into City of Stamford's systems and third-party systems for the Integrations	City of Stamford	N/A	N/A
IN12	Prepare unit test scripts for inbound data transfers into/from City of Stamford's systems and third-party systems	City of Stamford	Oracle	N/A

#	Work Stream and Activities	Primary	Support	Notes About Support Role
IN13	Prepare unit test scripts for outbound data transfers into/from the Oracle Cloud Applications	Oracle	City of Stamford	N/A
IN14	Correct test defects with the Solution during SIT and UAT	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate activities with City of Stamford's system owners
IN15	Correct test defects with City of Stamford's non-Oracle systems during SIT and UAT	City of Stamford	N/A	N/A
IN16	Implement the Integrations in City of Stamford's pre-production environment to facilitate Process Play Backs for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate activities with City of Stamford's system owners
IN17	Implement the Integrations in City of Stamford's production environment for the Oracle Cloud Applications	City of Stamford	Oracle	<ul style="list-style-type: none"> Assist with any integration issues if they arise
IN18	Assist with resolution of Integration issues during the Post Go Live Assistance Period	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate resolution with City of Stamford's system owners (as needed)
IN19	Decommission City of Stamford's legacy systems	City of Stamford	N/A	N/A
# Reports Work Stream				
R1	Create the Report Strategy Deliverable (D20) as described in Section 1.F (Deliverables)	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide insights about City of Stamford's systems Provide access to system owners across City of Stamford's organization
R2	Provide detailed requirements for the Reports	City of Stamford	Oracle	<ul style="list-style-type: none"> Advise on Oracle Modern Best Practices
R3	Prepare functional and technical designs for the Reports	Oracle	City of Stamford	<ul style="list-style-type: none"> Make resources available for advice and guidance
R4	Prepare unit test scripts for the Reports	Oracle	City of Stamford	<ul style="list-style-type: none"> Help correct deficiencies identified during unit testing
R5	Implement the Reports in City of Stamford's pre-production environment for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate activities with City of Stamford's system owners
R6	Implement the Reports in City of Stamford's production environment for the Oracle Cloud Applications	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate activities with City of Stamford's system owners
R7	Assist with resolution of Report issues identified during the Post Go Live Assistance Period	Oracle	City of Stamford	<ul style="list-style-type: none"> Coordinate resolution with City of Stamford's system owners (as needed)
# Testing Work Stream				
T1	Create the Test Strategy Deliverable (D21) as described in Section 1.F (Deliverables) below for SIT and UAT	Oracle	City of Stamford	<ul style="list-style-type: none"> Collaborate on building the Test Strategy Deliverable

#	Work Stream and Activities	Primary	Support	Notes About Support Role
T2	Create the Test Plan Deliverable (D22) as described in Section 1.F (Deliverables) below)	Oracle	City of Stamford	<ul style="list-style-type: none"> Collaborate on building the Test Plan Identify and assign City of Stamford resources to be involved in testing Provide comprehensive testing scenarios in a timely manner
T3	Execute the Test Scripts	City of Stamford	Oracle	N/A
T4	Assist with resolution of test issues during Validation and the Post Go Live Assistance Period	Oracle	City of Stamford	N/A
T5	Correct test defects in City of Stamford's non-Oracle systems	City of Stamford	N/A	N/A
T6	Manage defect resolution, including assigning owners from City of Stamford or Oracle to fix the defects and managing status through resolution	City of Stamford	Oracle	N/A
T7	Confirm the Oracle Cloud Applications and the associated Configurations, Integrations, Conversions, and Reports are ready to be deployed in City of Stamford's production environment	City of Stamford	Oracle	N/A

#	Change Management Work Stream	Primary	Support	Notes About Support Role
CM1	Create a Change Management Strategy Deliverable (D16) as described in Section 1.F (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide input into the Change Management Strategy
CM2	Create a Training Plan Deliverable (D18)	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide input into the Training Plan
CM3	Create a Communication Plan Deliverable (D17) as described in Section 1.F (Deliverables) below	Oracle	City of Stamford	<ul style="list-style-type: none"> Confirm communication channels, approval and distribution process
CM4	Create an End User Training Materials Deliverable (D19) as described in Section 1.F (Deliverables) via Job Aids.	City of Stamford	Oracle	<ul style="list-style-type: none"> Oracle provides Job Aids for City of Stamford updates throughout implementation Provide guidance and structure Assist with development of Training Materials
CM5	Provide City of Stamford's end users the access necessary to access all virtual training	City of Stamford	N/A	N/A
CM6	Deliver training content, including confirming trainer readiness (if trainers are required)	Oracle	City of Stamford	<ul style="list-style-type: none"> Provide training sessions for City of Stamford (as defined in the Assumption Section D.1)

#	Work Stream and Activities	Primary	Support	Notes About Support Role
CM7	Onboard leaders, coaches, and change agents to help advocate for and drive the change globally	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide guidance to City of Stamford
CM8	Manage training logistics (including securing locations, hardware, system access, required photocopies, and data setup in a non-production environment where appropriate, etc.)	City of Stamford	Oracle	<ul style="list-style-type: none"> Collaborate with City of Stamford to manage logistics
CM9	Execute changes to the organizational model and roles, and measure the change across the organization	City of Stamford	Oracle	<ul style="list-style-type: none"> Provide guidance to City of Stamford.
CM10	Distribute, monitor, analyze and consolidate communication and surveys issued according to the Communication Plan	City of Stamford	Oracle	<ul style="list-style-type: none"> Assist with communications artifacts and data collected as outlined in the Communication Plan

iv. Staffing

The following section describes City of Stamford's and Oracle's project roles or positions and the respective duties and responsibilities for each of these roles or positions. It is possible that one individual may fulfill multiple roles.

a. Project Team Descriptions

Role	Description
Business Sponsor	City of Stamford and Oracle persons acting as the executive business sponsor responsible for the oversight management of the project for City of Stamford and Oracle. Each business sponsor will support the project by communicating the objective(s) of the project and working to reduce barriers and risks. In addition, each business sponsor will act as liaison with City of Stamford and Oracle key stakeholders, providing guidance and support to the project management team. Each business sponsor will facilitate interdepartmental collaboration and reviews, review and, if acceptable, approve proposed Change Orders in accordance with the process set forth in Section B.5 of the ordering document and provide authorization to proceed at critical project milestones.
Steering Committee	The Steering Committee consists of named City of Stamford and Oracle leadership and management. The Steering Committee is facilitated by the City of Stamford's Project Manager.
Project Team	The Project Team includes City of Stamford's and Oracle's: Project Manager, Functional Leads, Technical Leads, Organizational Readiness Leads, Developers, Subject Matter Experts (SMEs), personnel in other roles listed below, and others who are assigned to the project.
Project Managers	City of Stamford and Oracle Project Managers are responsible for managing their respective personnel, the Project budget, the Project Schedule, for resolving issues, and overall project delivery. They are also responsible for validating that the structure of the project and design of the system reflect an integrated business process orientation.

Role	Description
Organizational Readiness/ Training Leads	City of Stamford and Oracle Organizational Readiness Leads will focus on change management, communication, and training needs throughout the project. Change Management and Communications efforts will focus on the key impact areas and getting end users prepared for the potential changes due to the implementation. Training efforts will focus on skill development for end users including the details regarding training planning, training curriculum and materials, and delivery approaches.
Functional Leads	<p>City of Stamford and Oracle Functional Leads are the primary business process experts who are responsible for leading a specialized team in the design and implementation of the application for a specific functional area. They will also assist with Train-the-Trainer training planning and support.</p> <p>City of Stamford Functional Leads will be City of Stamford employees in each functional/business area who are knowledgeable of City of Stamford's current business processes and policies and are familiar with City of Stamford's legacy systems. They will be empowered to make decisions to organize and lead SMEs in design, testing, and training.</p>
Subject Matter Experts (SMEs)	SMEs are City of Stamford project members with expertise in specific business and technical processes at the City, who are called on at various times during the project to review and redesign business processes, design prototypes, and test specific functionality.
Training Specialists	Oracle Training Specialists, with support from City of Stamford, are responsible for developing the "End User Training Plan" Deliverable. City of Stamford Training Specialists are responsible for developing the training schedule and Training Materials, with support from Oracle's Organizational Readiness Consultant and Functional Consultants. City of Stamford Training Specialists will deliver training to end users. City of Stamford Training Specialists should have excellent verbal and written communication skills and familiarity with City of Stamford's key business processes in one or more targeted functional areas.
Technical Leads	City of Stamford and Oracle Technical Leads are responsible for formulating technical strategies for the project. They will lead the development, data conversion, and other technical activities. The City of Stamford Technical Lead shall have extensive experience managing technical staff.
Technical Developers	City of Stamford and Oracle Technical Developers are the individuals responsible for developing technical specifications, programming modifications, reports, interfaces; and for prototyping and integrating the application modules and components.

b. Resource Participation

The Oracle Project Manager will manage Oracle resources and participation. The City of Stamford Project Manager will manage City of Stamford resources and participation. City of Stamford will provide an individual to serve as the "lead" for each Oracle Fusion ERP Applications module as noted in the following City of Stamford Personnel section. Personnel with different skillsets will become involved in the project as dictated by the agreed upon project schedule specified in the Project Schedule. Oracle anticipates detailed resource planning efforts will begin following contract signature.

c. Oracle Personnel

The roles of Oracle personnel assigned to this project, and their respective areas of responsibility, are set forth below.

Oracle Role	Area of Responsibility
Project Director	Program Management
Project Manager	Project Management
Organizational Readiness Lead	Change Management and Training
Financials Lead Consultant	General Ledger, Assets, Payables, Expenses, Cash Management
Financials Consultant	General Ledger, Assets, Payables, Expenses, Cash Management
Purchasing Lead Consultant	Requisitioning, Purchasing, Receiving, Contracts, Sourcing, Supplier Portal
Purchasing Consultant	Requisitioning, Purchasing, Receiving, Contracts, Sourcing, Supplier Portal
Projects & Grants Lead Consultant	Receivables, Projects and Grants
Projects & Grants Consultant	Receivables, Projects and Grants
EPM Consultant	Operating Budget Development, Narrative Reporting
EPM Consultant	Workforce Plan Type Budget Development
Technical Lead Consultant	Technical Management & Development
Developers	Data Conversions, Interfaces, Reports, Fast Formulas
Trainer	End User Training Delivery (Self-Service Applications only)

d. City of Stamford Personnel

The roles of the personnel that City of Stamford will assign to this project and their respective areas of responsibility, and estimated percentages of working time (participation level) that they will devote to the project are estimated below. It is possible that one individual may fulfill multiple City of Stamford roles. These estimates are initial baseline estimates as of the effective date of the ordering document and will be updated via change orders or amendments during the term of the project. Participation levels will be managed by the Oracle and City of Stamford Project Managers via the project governance process.

City Role	Area of Responsibility	Participation Level
Project Manager	Overall Fusion ERP Applications	100%
Organizational Readiness Lead	Change Management and Training	75%
ERP Functional Lead	General Ledger, Chart of Accounts, Financial Reporting, Finance Team Leader	100%
ERP Functional Lead	Accounts Payable, Expenses, and Cash Management	50%
ERP Functional Lead	Accounts Receivable and Billing	30%

City Role	Area of Responsibility	Participation Level
ERP Functional Lead	Projects	40%
ERP Functional Lead	Grants	30%
ERP Functional Lead	Fixed Assets	25%
ERP Functional Lead	Procurement	100%
EPM Functional Lead	Budgeting	100%
Subject Matter Experts (SME)	Specialized expertise across above Organizational, ERP, functional areas	As required
Technical Lead	Technical Management & Development	100%
Technical Developers (3)	Development (Data Extracts, Interfaces, Reports, Data Validation)	80%
Technical Administrators (2)	Systems Administration and Technical Administration	50%

D. Scope Assumptions.

The Services shall be subject to the assumptions set forth in this [Section 1.D](#). Oracle utilizes a collaborative and blended team approach to delivery of its Cloud applications. This approach to mentoring is integrated throughout the course of the project and endeavors to prepare the City of Stamford to achieve self-sufficiency and promotes a smoother transition to steady-state once the project is live.

In the course of providing the Services under this exhibit and through the Process Playbacks and transition activities in TCM+, Oracle will provide insights and assistance to City of Stamford's project resources intended to facilitate an improved general understanding of the Services, which may be utilized by City of Stamford in configuring additions and changes not included in the Scope Assumptions below.

i. Oracle Cloud Applications Assumptions.

#	Scope	Scope Assumption	Details
General Assumptions Across Oracle Cloud Applications			
G1	Workers – HCM User Profiles	Up to one thousand, one hundred (1,100)	Up to one thousand, one hundred (1,100) HCM user profiles across City of Stamford's active and contingent workers/person of interest.
G2	Security Rules	Standard Functionality	Control access to data that is tagged with the value set values associated with any segment in the chart of accounts.
G3	Security Profiles	Standard Functionality	A set of criteria that identifies objects of a single type for the purposes of securing access to those objects.

#	Scope	Scope Assumption	Details
G4	Custom Security Profiles	Up to ten (10)	<p>Details for custom security profiles:</p> <ul style="list-style-type: none"> • Five (5) easy complexity • Five (5) moderate complexity <p>NOTE: Complexity definitions are in Section 6.C.iv.</p>
G5	Standard Reports	Standard Functionality	<p>Standard Business Intelligence Publisher ("BIP") and Oracle Transaction Business Intelligence ("OTBI") for the Oracle Cloud Applications.</p>
G6	Custom Reports (including Modifications to Standard Reports)	Up to twenty (20)	<p>Details for custom Reports:</p> <ul style="list-style-type: none"> • Twenty (20) moderate or complex complexity leveraging Business Intelligence Publisher (BIP) or Financial Reporting Studio (FRS) or Oracle Transactional Business Intelligence (OTBI) or SmartView. <p>NOTE: Complexity definitions are in Section 6.C.iii.</p>
G7	Flexfields	Up to fifty (50)	<p>Details for Flexfields:</p> <ul style="list-style-type: none"> • Twenty (20) very easy complexity • Twenty (20) easy complexity • Five (5) moderate complexity • Five (5) complex complexity <p>NOTE: Complexity definitions are in Section 6.C.iv.</p>
G8	Fast Formulas (New)	N/A	<p>Generic expressions of calculations or comparison to be repeated with different input values. Fast formulas are written using English words and basic mathematical functions.</p>
G9	Modified Workflows	N/A	<p>Scope definition assumes configuration of delivered Oracle Cloud Applications Workflows.</p>
G10	Page Personalization	Up to ten (10)	<p>A change that users make to control the look or behavior of the Oracle Cloud Application. Personalizations impact only the user making the change.</p> <p>Details for page personalization:</p> <ul style="list-style-type: none"> • Five (5) easy complexity • Three (3) moderate complexity • Two (2) complex complexity <p>NOTE: Complexity definitions are in Section 6.C.iv.</p>
G11	Custom Data Roles	Up to five (5)	<p>Details for custom data roles:</p> <ul style="list-style-type: none"> • Three (3) easy complexity • Two (2) moderate complexity <p>NOTE: Complexity definitions are in Section 6C.iv.</p>

#	Scope	Scope Assumption	Details
G12	Business Units	One (1)	A unit of an enterprise that performs one or many business functions that can be rolled up in a management hierarchy.
G13	Legal Entities	Up to two (2)	Identified and given rights and responsibilities under commercial law, through the registration with the country's appropriate authority.
G14	Dashboards and Infolets	Standard Functionality	Dashboards are a collection of analyses and other content, presented on one or more pages to help users achieve specific business goals. Infolets are used to aggregate key information.
G15	Active Employees	Up to one thousand, one hundred (1,100)	Details for active employees: <ul style="list-style-type: none"> • Five Hundred Fifty (550) full time • Five Hundred Fifty (550) part time and seasonal

Cash Management

CMG1	Banks, Branches, and Bank Accounts	Up to five (5) Bank Accounts	Banks needed for Receivables, Accounts Payable and Payroll will be configured. Banks, branches, and accounts fit together on the premise of the Bank Account model. The model enables tracking of all bank accounts in one place and explicitly granting account access to multiple business units, functions, and users.
CMG2	Bank Transaction Codes	In Scope	A bank transaction code is defined for each account that is used by a bank to uniquely identify the kind of transaction in a bank statement (for example, debit, credit, void).
CMG3	Parse Rule Sets	In Scope	Parse rule sets transform data during the bank statement import process to move data from one field to another. The parse rule set is associated to a bank account.
CMG4	Bank Statement Transaction Creation Rules	In Scope	Used to identify an unreconciled bank statement line or lines and create and account for a transaction.
CMG5	Cash Transaction Type Mapping	In Scope	Enables association of a cash transaction type to an application transaction. One (1) transaction type set per bank.
CMG6	Bank Statement Reconciliation Tolerance Rules	In Scope	Tolerance rules enable specification of date and amount tolerances that prevent or provide a warning when reconciliation would be a breach of a defined tolerance. The tolerance of data and amount and matching references will be configured per bank account. One (1) rule per bank.

#	Scope	Scope Assumption	Details
CMG7	Bank Statement Reconciliation Matching Rules and Rule Sets	In Scope	Help match bank statement lines and system transactions to minimize the need for manual intervention. One (1) rule set per bank.
CMG8	Bank Statement Import Formats	In Scope	Configure import of bank statements into Cash Management. The following statement file formats are supported: <ul style="list-style-type: none"> • BAI2 • SWIFT MT940 • EDIFACT FINSTA • ISO20022 MX CAMT053.001.01
CMG9	Training	Up to five (5) users will be trained	Conduct up to eight (8) hours of training
Expenses			
E1	Policies and Rules	In Scope	N/A
E2	System Options	In Scope	N/A
E3	Expense Templates	Up to five (5)	A group of expense types defined for a specific purpose. A specific expense template is selected when entering expenses on an expense report and determines the list of related expense types.
E4	Projects	In Scope	Allow employees to charge expenses against projects and tasks.
E5	Expense Reimbursements	In Scope	Send expense reimbursements to Oracle Payables for payment processing.
E6	Expense Approval	In Scope	Activity flow that begins when an employee submits an expense report for approval.
E7	Non-Employee Expenses	In Scope	Enable non-employees to enter expense reports.
E8	Audit Rules	Up to ten (10)	Determine which expense reports are automatically selected for audit.
E9	Training	Up to fifty (50) users will be trained	Conduct up to five (5) end-user training classes at four (4) hours per class with 10 participants per class
General Ledger			
GL1	Ledgers	One (1)	A system to record accounting entries and calculate retained earnings and provide financial information to stakeholders. The ledgers include Primary and Secondary Ledgers. Secondary ledgers are additional accounting representations that differ from primary ledgers in either the chart of accounts, accounting calendar, currency, accounting method, or ledger options.

#	Scope	Scope Assumption	Details
GL2	Accounting Calendars	One (1)	The accounting year and the periods it contains. A ledger is associated with an accounting calendar.
GL3	Chart of Accounts Structure	One (1)	The account structure of information captured in the ledger and used to record transactions and maintain account balances
GL4	Local Statutory Chart of Account Structures	In Scope	Facilitate the aggregation and reporting by division and may vary from the standard chart of accounts.
GL5	Active Chart of Accounts Segment Values	In Scope	The account structure used to record transactions and maintain account balances. Values for segments are populated in a hierarchy and uploaded to the General Ledger. Oracle will provide and assist City of Stamford with documentation and tutorials to execute this step.
GL6	Tree Hierarchies	In Scope	Trees are Information or data organized into a hierarchy with one or more root nodes connected to branches of nodes. A tree must have a structure where each node corresponds to data from one or more data sources. A segment can have multiple hierarchies.
GL7	Entity Hierarchy – Levels	In Scope	Subsidiaries consolidate to a parent entity based on the entity hierarchy.
GL8	Cross Validation Rules	Up to five (5)	Determines whether a selected value for a particular segment of an account combination can be combined with specific values in other segments to form a new account combination.
GL9	Journal Categories and Document Sequences	In Scope	All active or new journal categories and document sequences as per the Global Design. A journal category is a name used to group journal entries with similar characteristics, such as adjustments, accruals, or reclassifications. Document sequence numbers are assigned to each business document or business event to uniquely identify it.
GL10	Journal Reversal Options	In Scope	Journal reversal options determine whether a journal is selected for automatic reversal, and whether the reversal journal is posted after it is reversed. Journal reversal options are Configured for each ledger using a rapid implementation spreadsheet.
GL11	Intercompany Balancing for Journals	In Scope	Intercompany balance rules are used to generate the accounts required to balance journals that are out of balance by legal entity or primary balancing segment values. Intercompany balancing rules are Configured for each ledger.

#	Scope	Scope Assumption	Details
GL12	Allocation Rules	Up to five (5)	Formulas based on multiple criteria, such as account balances or statistical amounts, to allocate shared revenue or costs across multiple organizational units.
GL13	Journal Approval Workflow	One (1)	A process of authorizing a set of accounting transactions before submitting the entries for posting.
GL14	Reconciliation and Period Close	In Scope	Reconciliation with sub-ledgers and period close activity using Standard Reports.
GL15	Training	Up to five (5) users will be trained	Conduct up to sixteen (16) hours of training

Fixed Assets

FA1	Asset Flexfield	In Scope	Single structure for asset key, asset category, and location.
FA2	Asset Calendar and Prorate Conventions	In Scope	Calendars break down a fiscal year into accounting periods. Prorate conventions determine the date applicability for depreciation calculations.
FA3	Asset Books	Up to three (3)	Used to group and record assets for reporting, usually per country. Each asset book has its own set of depreciation rules, accounts, and calendars.
FA4	Asset Categories	In Scope	Define information that is common to a group of assets, such as the depreciation method and the prorate convention.
FA5	Depreciation Methods	In Scope	Specify how to allocate asset costs.
FA6	Subledger Accounting ("SLA") Rules	In Scope	Rules to define the way accounting is performed for a specific event. Basic SLA rules for asset transactions, such as addition, depreciation, reclassification, transfer and retirement.
FA7	Reconciliation and Period Close	In Scope	In this process, reports are run to reconcile the fixed assets accounting balance with the GL balance to ensure integrity and account for any discrepancy before closing the period.
FA8	Training	Up to five (5) users will be trained	Conduct up to eight (8) hours of training

Payables

AP1	Approvals Workflow - Levels	Up to three (3)	When the invoice approval process starts, a workflow builds the list of approvers based on the defined rules. Approval notifications are sent to the first set of approvers on the list. When the approvers respond, notifications are sent to the next set of approvers. This process repeats until all approvals are complete.
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#	Scope	Scope Assumption	Details
AP2	Subledger Accounting	In Scope	Create final accounting for subledger journal entries and transfer the accounting to GL. Modification of Oracle standard account rules.
AP3	Payment Formats	In Scope	Payment formats enable payment systems, financial institutions, or countries to understand messages, given their specific formatting requirements for disbursements or funds capture transactions. Inbound messages come from a payment system or financial institution to City of Stamford.
AP4	Scanned Image Import	In Scope	Update Configurations to enable the capability of importing scanned images, intelligent character recognition and automatic invoice creation into the default AP invoice queue.
AP5	Workflow Routing Rules	One (1)	Define workflow routing rule for incomplete scanned invoices with exceptions to an accounts payable representative for review and completion.
AP6	Custom Check Format	One (1)	Custom Check Format
AP7	Training	Up to five (5) users will be trained	Conduct up to sixteen (16) hours of training
Receivables			
AR1	Subledger Accounting Rules	In Scope	Rules to define the way accounting is performed for a specific event. Modify Oracle standard accounting rules for journal line rules.
AR2	Reconciliation and Period Close	In Scope	Reconciliation from Receivables to General Ledger to facilitate the period close process.
AR3	Receivables Transaction Types and Memo Lines	In Scope	Drives receivables and revenue accounting. A transaction type helps to specify if a transaction is transferred directly to General Ledger or if it requires invoicing in Receivables and Payables. The transaction type also determines if a transaction requires manual approval. Memo lines are used to derive the revenue account.
AR4	Dunning Letter Formats	One (1)	Preconfigured templates for dunning notices.
AR5	Invoice Templates	Up to ten (10)	A format for an invoice document, including logos, and attributes to include in the invoice.
AR6	Custom Billing Statement	One (1)	N/A
AR7	Training	Up to five (5) users will be trained	Conduct up to eight (8) hours of training
Planning and Budgeting			
PBO1	Standard Functionality	In Scope	Standard Functionality including workflows, security rules, and reports

#	Scope	Scope Assumption	Details
PB02	Standard Functionality – Security Roles	Up to fifty (50)	Load users based upon a security template filled out by City of Stamford.
PB03	Budgeting Application	In Scope	<p>Up to two (2) Cloud Environments (Test and Production);</p> <p>Up to two (2) Block Storage Option (“BSO”) plan types For Financials and Positions</p> <p>Up to two (2) Aggregated Storage Option (“ASO”) plan types for Budget reporting.</p> <p>Build up to one (1) BSO plan type for personnel and position planning</p> <p>Build up to one (1) ASO plan type for personnel and position reporting</p>
PB04	Operating Budget Planning	In Scope	<p>Up to two (2) Cloud Environments (Test and Production)</p> <p>Line item budget for revenue and expenditures</p> <p>Dimension structure will mirror chosen chart of account chart fields from GL (Up to ten (10) dimensions)</p>
PB05	Standard Functionality Web Data Entry Forms (“WDEFs”)	In Scope	<p>Web Data Entry:</p> <ul style="list-style-type: none"> • Develop up to ten (10) Input Forms, Navigation Flows, and Menus for Financial cube • Modify up to fifty (50) Input Forms for Position Planning cube
PB06	Budget Book Reporting	N/A	Budget Book facilitates external reporting
PB07	Training	Up to fifty (50) End-Users will be trained via knowledge sharing sessions	<p>Deliver End-User training documentation in Microsoft PowerPoint or Word format (Job Aids) with hands on activities</p> <p>Conduct up to twelve (12) hours of knowledge sharing sessions on Planning, SmartView and Report development</p> <ul style="list-style-type: none"> • Reports Training (2-4 hours) • Web-based end-user training (2-4 hours) • Smart View / Excel training (2-4 hours) <p>Two (2) days of knowledge sharing sessions with client administrators</p>
Procurement Contracts			
PC1	Contracts	In Scope	A legal document between an enterprise and a supplier.
PC2	Contract Templates	Up to six (6)	N/A
PC3	Clauses	Up to thirty (30)	A building block for use during contract terms authoring.
PC4	Terms Template	Up to ten (10)	A template of standard clauses applied during contract authoring either automatically or manually by contract authors.

#	Scope	Scope Assumption	Details
PC5	Electronic Signatures	In Scope	City of Stamford will need a subscription to one of the following third-party products to use electronic signature functionality: <ul style="list-style-type: none"> • DocuSign • Onespan
PC6	Training	Up to five (5) users will be trained	Conduct up to four (4) hours of training
Purchasing			
PUR1	Standard Configurations	In Scope	Standard Configurations are per business unit. Charge and accrual accounts (auto-generated with seeded rules), purchasing document options, profile options, enterprise structure attributes, procurement agents, and user preferences.
PUR2	Purchasing Categories	In Scope	Group purchased items with similar characteristics such as plastics, paints, hard drives, or bolts.
PUR3	Purchase Orders	In Scope	Configure entry, approval, and amendment of purchase orders, communicate/dispatch purchase orders, and manage purchase order lifecycle.
PUR4	Receiving Parameters	In Scope	Specifies default receiving options. Includes asset receipts.
PUR5	Purchase Order Layout	Up to ten (10)	Determines the appearance of a purchase order, including the information that is displayed, headers, footers, text style, and pagination of the printed document.
PUR6	Approvals – Supervisory Hierarchy	One (1)	Workflow approvals used for requisitions, purchase orders, supplier, catalog and agreements.
PUR7	Approval Management Extension ("AMX")	Up to four (4)	Defines policies that apply to approval workflows.
PUR8	Subledger Accounting	Up to two (2)	Modification of Oracle standard account rules.
PUR9	Requisitions	In Scope	Configure approval of amendment of requisitions, manage and track requisition lifecycle, and processing of requisitions.
PUR10	Supplier Punchouts	Up to five (5)	A direct link to a single supplier site or store to access the supplier's catalog.
PUR11	Training	Up to five (5) users will be trained	Conduct up to sixteen (16) hours of training (including Inventory)
Sourcing			
S1	Sourcing Events	Up to two (2)	A group of related negotiations and includes RF(x), auctions and seller negotiation.
S2	Supplier Portable Document format ("PDF")	In Scope	An output document sent to a supplier.

#	Scope	Scope Assumption	Details
S3	Buyer PDF	In Scope	An output document for internal review.
S4	Training	Up to five (5) users will be trained	Conduct up to four (4) hours of training
Supplier Portal			
SP1	Registrations	Up to two (2)	Enables registration of a prospective supplier, letting the buying company know of the supplier's interest in establishing a business relationship.
SP2	Training	Up to five (5) users will be trained via a Train the Trainer approach	Conduct up to four (4) hours of onsite training
Inventory Management			
INV1	Inventory Locations	Up to ten (10)	A physical location where inventory is stored, transacted and costed.
INV2	Sub-Inventory	Up to five (5)	A physical or logical grouping of inventory such as raw material, finished goods, defective material, or a freezer compartment.
INV3	Items	Up to ten thousand (10,000)	The basic unit of product information data.
Grants Management			
GRA1	Award Types	In Scope	Identifies the type of award types such as federal, grants or private grants.
GRA2	Project Contract Business Unit Options	In Scope	Work with financial and project features to create internal invoices and transfer revenue between organizations.
GRA3	Contracts Configuration for Project Billing	In Scope	Setup related to project contracts including contract types and content that can be used consistently across contracts.
GRA4	Contract Layout Templates	In Scope	Layout templates used to preview or print contract documents.
GRA5	Contract Types	In Scope	Specify properties of different contracts such as the type of permitted contract lines, party roles, contract validation checks, and the contract acceptance and signature requirements.
GRA6	Invoice Methods	In Scope	Determines the calculation method of invoice amounts for contracts during invoice generation.
GRA7	Training	Up to five (5) users will be trained	Conduct up to eight (8) hours of training
Projects (Project Contract Billing, Project Financials)			

#	Scope	Scope Assumption	Details
PPM1	Project Units	Up to five (5)	An operational subset of an enterprise, such as a line of business, that conducts business operations using projects, and needs to enforce consistent project planning, management, analysis, and reporting.
PPM2	Project Calendars and Periods	In Scope	<p>A project calendar defines the work schedule for project assignments. The project calendar includes working days and hours, such as Monday through Friday for 8 hours a day, and any exceptions, such as holidays.</p> <p>A project accounting period is a period maintained by business unit and used to track budgets and forecasts, summarize project amounts for reporting, and track project status.</p>
PPM3	Expenditure Categories and Types, Service Types, Work Types, and Status Types	In Scope	<p>Describe and group projects, tasks, and transactions.</p> <p>An expenditure type is a classification of cost and is assigned to each expenditure item.</p> <p>Work types classify actual and scheduled work and are used to determine whether expenditure items are billable, classify cross-charge amounts into cost and revenue for cross-charge work, and calculate transfer price amounts.</p>
PPM4	Project Roles, Project Resources, Rate Schedules, Costing Rules, and Transfer Pricing	In Scope	<p>Control how roles are assigned and mapped for project costing, billing, planning, and reporting.</p> <p>A project role defines the type of work that a resource typically performs on projects, such as project manager, project accountant, or technical lead.</p> <p>Rate schedules and costing rules are used as a source for cost or bill rates for costing, billing, or planning purposes.</p> <p>Transfer pricing consists of rules and schedules to determine the transfer price amount of cross-charge transactions that require borrowed and lent or intercompany billing processing.</p>
PPM5	Project Resource Breakdown Structures	In Scope	One or more hierarchies of resources, resource types, resource formats, or other resource groupings that are used for financial and project planning and for viewing planned and actual amounts for a project.
PPM6	Financial and Project Plan Types	In Scope	<p>Options used to control planning scenarios for budget and forecast versions.</p> <p>A financial plan type is a category or collection of either project budgets or project forecasts.</p> <p>Project plan types define default information used for creating a project plan and capturing progress.</p>
PPM7	Burdening	In Scope	Uses a set of estimated burden multipliers to increase the total cost amount of expenditure items.

#	Scope	Scope Assumption	Details
PPM8	Transaction Sources, Documents, and Profile Options	In Scope	<p>Transaction source identifies the source of an external transaction and determines how they are imported.</p> <p>A transaction source document is the document associated with a transaction.</p> <p>Profile options are used to centrally manage UI settings and application behavior.</p>
PPM9	Project Types	In Scope	<p>Controls basic project configuration options, such as burdening, billing, and capitalization options, and class categories that are inherited by each project associated with the project type.</p>
PPM10	Project Templates	Up to ten (10)	<p>Develop project templates. Project templates are used to create projects that share common features, attributes, and options.</p>
PPM11	Subledger Accounting Rules	In Scope	<p>Rules to define the way accounting is performed for a specific event.</p> <p>Modify journal line rules.</p>
PPM12	Contract Types and Templates	In Scope	<p>A contract type is a setup that specifies enterprise contract content, including the presence of contract terms and contract lines.</p> <p>A contract template is a template containing common contract attributes such as party, and line information that can be activated for use in creating multiple contracts.</p>
PPM13	Contract Approval Workflow	One (1)	<p>One (1) standard contract approval workflow with up to ten (10) routing options.</p>
PPM14	Rate Schedules	In Scope	<p>Source for cost or bill rates for costing, billing, or planning purposes. May include rates for job, person, or non-labor.</p>
PPM15	Event Types, Invoice Formats, Revenue and Invoice Methods	In Scope	<p>Define how to process transactions and related billing and revenue.</p> <p>Event types control whether events are used to invoice, recognize revenue, or perform both functions for contract lines.</p> <p>Invoice formats are used to determine how invoice lines are created for labor, non-labor and event invoice line items, and the fields to display for the invoice line.</p> <p>Invoice methods determine how invoice amounts are calculated on contracts.</p> <p>Revenue methods determine how revenue amounts are calculated for contracts.</p>
PPM16	Project Enterprise Resources	In Scope	<p>To assign resources to projects, tasks, issues, and deliverables.</p>

#	Scope	Scope Assumption	Details
PPM17	Project Schedules, Shifts and Workday Patterns	In Scope	<p>Project schedules define the actual calendar dates worked, and the pattern shifts to apply to those dates worked.</p> <p>Project shifts represent a time period that determines how many hours are worked on a day.</p> <p>Workday patterns represent a collection of one or more shifts over a number of days.</p>
PPM18	Enterprise Project Structure, Project and Task Codes	In Scope	<p>Enterprise project structure enables summarization of project data to a higher level of categorization.</p> <p>Enterprise project codes capture additional details on a project using a predefined value set, free text, or numeric data type.</p> <p>Enterprise task codes capture additional details on a project task using a predefined value set, free text, or numeric data type.</p>
PPM19	Issue and Deliverable Types	In Scope	<p>Issue type is the type of an issue, such as a general issue.</p> <p>A deliverable is an output that must be produced to complete a requirement, project, or task.</p>
PPM20	Employees and Contingent Workers	In Scope	<p>Enable employees or contingent workers and persons of interest within the designated user count as users, update their talent profiles, then enable them as managed project enterprise labor resources.</p> <p>A contingent worker is a self-employed or agency-supplied worker.</p>
PPM21	Resource Pools	In Scope	A logical group of resources organized in a hierarchy for purposes of staffing, management, and reporting on utilization.
PPM22	Training	Up to five (5) users will be trained	Conduct up to sixteen (16) hours of training
Post Go-Live Assistance			
PPS1	Post Go Live Assistance	Four (4) weeks of assistance provided for Wave 1 and Wave 2.	Post Go Live Assistance with first time transactions in Oracle ERP Cloud and Oracle EPM Cloud.

ii. Conversion Assumptions.

#	Item	Assumption	Details
CONV1	Data file transfer scripts	One way	Transfer scripts are from non-Oracle Cloud Application source to Oracle Cloud Application, or from Oracle Cloud Application to an external system.

#	Item	Assumption	Details
CONV2	Data format	Consistent	Data coming from multiple source systems is formatted the same as one (1) or a series of batch files. The format will be defined during Global Design and adhered to throughout deployment.
CONV3	Data Conversion mappings	Leverage delivered layouts	Utilize Oracle Cloud Application Standard Functionality layouts and handling exceptions (as necessary) .
CONV4	Tools	File based data import	File based data import is a data processing tool used to load data into Oracle Cloud Financials applications from external sources. Data to be converted must adhere to the file based data import standards for data loading.
CONV5	Conversion Details	In Scope	Data conversion details are listed in Section 6.B .
CONV6	Pre-production Data Conversion iterations	In Scope	Data will be converted following the pre-defined Conversion processes established during Enterprise Design and as defined below: Oracle to complete up to three (3) for Wave 1 and Wave 2
CONV7	Production Data Conversion iterations	In Scope	One (1) each for Wave 1 and Wave 2
CONV8	Planning and Budgeting	Conversions	One (1) full years of historical actuals and current year of Actuals will be loaded. Two (2) historical years of budget data will be loaded from the GL via flat file. If additional history is required, the metadata for historical years will be configured to allow City of Stamford resources to load and validate additional years of history.

iii. Integration Assumptions.

#	Item	Assumption	Details
INT1	Integration automation	In Scope	Integrations will be automated using the Standard Functionality of the Oracle Cloud Applications and the middleware deployed. Depending on Standard Functionality of the Oracle Cloud Applications and the Integration platform, all Integration design patterns will be employed.
INT2	Oracle Cloud Applications	In Scope – Generally available release of Oracle Cloud Applications	Integrations will be limited to interfaces available in the generally available release of the Oracle Cloud Applications without any changes, customizations, or enhancements.
INT3	ERP Custom Integrations	Up to twenty (20)	Details for custom Integrations: Build and unit test up to twenty (20) inbound integrations with the following complexities: eighteen (18) Moderate and two (2) Complex NOTE: Custom Integration details are listed Section 6.A and complexity definitions are in Section 6.C.iii .

#	Item	Assumption	Details
INT4	Planning and Budgeting Production	Data Integration	<p>All financial and position data required to support the operating budget calculations and reports will be loaded into the application</p> <p>Load historical actual and budget financial data from GL via the Planning data integration tools for City of Stamford to validate. City of Stamford is responsible for identifying accurate reports utilize for reconciliation and resolving any reconciling items.</p> <p>Current positions will be loaded as the starting point for the position budget</p> <p>Data Integration will be documented to allow for ongoing data load from the GL via flat file on a monthly basis for actuals and budget financial data</p> <p>A line item level data flat file will be configured via the Planning Data Integration component for the purpose of integration back to the GL at the end of the budget cycle.</p> <p>Employee and position data will be loaded from flat files using the planning data load utility</p> <p>A position level flat file extract will be provided for load to the Human Resource system. City of Stamford will be responsible for defining the load format and creating import mechanism to the HR system.</p> <p>Meta Data will be maintained through flat file loads</p>

iv. Reports Assumptions.

#	Item	Assumption	Details
RPT1	Reports Development	Up to twenty (20) Reports	<p>Develop Reports using Business Intelligence Publisher (BIP) either or Financial Reporting Studio (FRS) or Oracle Transactional Business Intelligence (OTBI) or SmartView as determined by the project team during the design phase</p> <p>Additional reports will be built by City of Stamford administrators with assistance from Oracle resources.</p>

E. Cloud Updates.

Cloud Updates are mandatory within the time period announced by Oracle and involve the fleet wide patching of a previous release. The available Cloud Update window is reduced once the end of the Cloud Update period nears. It is assumed that a new release Cloud Update is estimated to occur two to four (2-4) times a year.

As required, the impact of Cloud Updates is assessed at the announcement of the release and any impact on timeline or effort may be handled via the change control process to adjust timeline, effort, and cost of the project accordingly.

The Cloud Update activities will run in parallel with the regular project activities and the effort (i.e., regression testing, acceptance of new features for Oracle Cloud Applications) associated with the Cloud Update effort is included in the scope of services. Detailed plans are to be prepared jointly after the release announcement along with the impact analysis through the review of the release notes. Oracle will try and minimize impact on the project delivery. Timing is dependent on the progress of the implementation project at the moment of the release.

F. Deliverables.

Services performed by Oracle under this exhibit shall be for the purpose of providing the Deliverables where Oracle is identified as the owner in the table below. City of Stamford will be responsible for providing the Deliverables where City of Stamford is identified as the owner in the table below. **“Owner”** indicates the organization responsible for driving the completion of the Deliverable, including (but not limited to): authoring the Deliverable, and scheduling and facilitating the necessary meetings to solicit input into the Deliverable.

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D1	Project Charter	Oracle	<p>Purpose: A governing document that describes the agreement by leadership to execute the implementation program in accordance with this exhibit.</p> <p>Scope: Oracle and the City of Stamford detail the project purpose and vision. Outline the expected outcomes and the mission of the overall project. This document also formally identifies the project sponsor from Oracle and the City of Stamford and the stakeholders who will attend Steering Committee meetings.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Detail the scope of the project in accordance with this exhibit – what is in and out of scope? • Articulate the delivery principles – how the team will work together to deliver the project? • Identify the key outcomes of the project – what are the business goals? • Provide a guide/mission that grounds the project work effort? • Identify project sponsor? • Identify key stakeholder groups?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D2	Governance Model	Oracle	<p>Purpose: A governing document that describes the agreement by leadership to execute the implementation program in accordance with this exhibit and to establish a project structure and allocate the necessary business resources to accomplish particular business goals.</p> <p>Scope: Oracle and the City of Stamford develop standards and controls that the team utilizes throughout the project. During a series of up to three (3) two (2) hour meetings with the City of Stamford, Oracle's project manager develops the Governance Model, which includes:</p> <ul style="list-style-type: none"> • Project scope, goals, and approaches • Project schedule management process • Roles and responsibilities • Quality, risk, and issue management processes • Project change control procedure • Governance, status reporting, meeting schedules, and project team schedules <p>Does the document:</p> <ul style="list-style-type: none"> • Identify project sponsor(s)? • Describe how the project team will communicate with each other throughout the delivery of the Services? • Define the Status Report template, process, and meetings to enable the process? • Describe project document lifecycle and storage standards, including how risks, issues, actions, and decisions will be documented and managed to resolution? • Define the process for escalating issues, risks, and decisions? • Confirm who, within City of Stamford's and Oracle's organizations, is empowered to resolve/mitigate different types of issues/risks and make decisions? • Confirm the pace at which issues, risks, and decisions need to be acted on and closed?
D3	Project Plan	Oracle	<p>Purpose: A document used to verify preliminary estimates for Deliverables/Tasks, Resources, and Timeframes. The comprehensive project schedule also facilitates the tracking of the Scope, Resources, and Time during project execution.</p> <p>Scope: The project schedule is created and updated with approved requirements to include reports, interfaces, conversions, and table configuration. The project schedule is maintained throughout the project.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Define the project schedule of when activities, tasks, and Deliverables are to be completed, and identify the associated dependencies to complete the defined schedule? • Identify the resources required to execute the defined schedule?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D4	Deliverable Acceptance Framework	Oracle	<p>Purpose: Establishes a deliverable tracking tool for effectively managing the deliverables for each Rollout, stage, and methodology phase combination.</p> <p>Scope: Oracle's strategy for creating consensus and streamlining the approval process within an understood framework is accomplished through ongoing consultation with City of Stamford personnel, visibility of intermediate deliverables, and collaboration on key design decisions.</p> <p>The term "deliverable" is reserved for artifacts that represent critical agreements on project scope or function. These deliverables require a disciplined level of review by both Oracle and City of Stamford project management. Project Phase completion and Project completion is determined by the acceptance of all deliverables identified in this exhibit including all appendices.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Detail the Deliverable acceptance process (Subject to Section 3, Acceptance of Deliverables, below), including test scenarios for each applicable Deliverable, the reviewers and approvers, and the status definitions as a Deliverable moves through the acceptance process?
D5	Status Reports	Oracle	<p>Purpose: Provides monthly snapshots of the project.</p> <p>Scope: At a minimum, monthly project status reports will contain the following key elements:</p> <ul style="list-style-type: none"> Project Status Summary of Accomplishments Status of Key Milestones and Deliverables Upcoming Tasks and Schedule Newly Identified Risks/Barriers Issues/Risks (including issues/risk that may impact project goals) Planned Risk Mitigation Strategy Summary of Change Requests, if any <p>Does the document:</p> <ul style="list-style-type: none"> Detail the accomplishments, ongoing risks if any, and project activities that occurred during the previous month of the project?
D6	End-to-End Process Diagrams	Oracle	<p>Purpose: Establishes a format to track system specifications through the software development lifecycle.</p> <p>Scope: Specifications are documented and tracked throughout the life of the project to verify each is identified, configured, tested and deployed as part of the system. Specifications that include gaps in software functionality will include priority, estimated effort, and recommended strategy to fill those gaps.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Contain the End-to-End Process flow diagrams? Specify the To-Be Process? Specify the process steps that will be performed outside the Oracle Cloud Applications?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D7	Process Descriptions via Job Aids †	Oracle	<p>Purpose: Documents key business process changes</p> <p>Scope: Process descriptions in the form of Job Aids will be developed for key business process changes.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Specify the key steps for the delivered processes? Specify the process steps that will be performed outside the Oracle Cloud Applications?
D8	Functional Design Document †	Oracle	<p>Purpose: Establishes a functional design document that will be used by both the functional and technical team for development objects. The Functional Design Document will detail the functional specifications for configurations, custom reports, interfaces, and workflows.</p> <p>Scope: Design Documents are written for each report, interface, workflow, and conversion program identified during the three Workshops in Phase I.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Document the approach for the design, development and delivery of Configuration, Integrations and Reports? Outline the reporting platforms, architecture, and data sources related to the Integrations and Reports?
D9	Environment Management Plan	Oracle	<p>Purpose: Provides an illustrative representation of how environments will be managed against the high-level project timeline.</p> <p>Scope: The document includes the following:</p> <ul style="list-style-type: none"> Product release cadence for patches and updates Production and test refresh schedules Configuration copies across environments Environment preparation windows <p>Does the document:</p> <ul style="list-style-type: none"> Document the process to be used to make changes to instances, including pod refreshes, access management (for Configurations, Conversions, etc.), and how Cloud Updates will be implemented? Define roles and responsibilities associated with the different environments (i.e., who has access, what type of access they have)? Define what type of data is converted into/available to which environment?
D10	Ongoing Support Model	Oracle	<p>Purpose: Outlines the roles and responsibilities that will need to be filled to ensure that the City of Stamford is able to maintain the system on a go-forward basis. Addresses the transition to the new system including transition from familiar to unfamiliar terms, forms, user interfaces, processes, and the ongoing operation of the new system.</p> <p>Scope: The Ongoing Support Model will determine how the system will be supported after go-live. This plan will include how many resources, how those resources will handle issues, and where they will be located.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Define the strategy for how the Oracle Cloud Applications will be supported following the Post Go Live Assistance Period? Define the roles and responsibilities for the Ongoing Support Model?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D11	Cutover Checklist	Oracle	<p>Purpose: Identifies all aspects of the project to be included in the cutover to production. For example, the Cutover Checklist will include information such as a Go-Live Checklist identifying the proper sequence of tasks necessary for a successful Go-Live, any dependencies and task assignments, and an estimated time for each task to be included in this checklist.</p> <p>Scope: A critical component of a successful go-live is a well-tested cutover plan that defines timings and responsibilities. The project team develops the Cutover Checklist, which is continually updated until go-live. Also, as part of the Cutover Checklist, users prepare a go-live checklist that defines "undocumented" configuration steps and the items to be tested after the final cutover to validate the system is working properly. The Cutover Checklist is validated to confirm all steps are included. A production and operational assessment certification is completed by the City Project Sponsor as part of its Go-Live Authorization.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Identify the list of cutover activities and tasks required to move Configurations, Conversions, Integrations, and Reports into the production environment? Define how handoffs are documented including how each cutover activity is status reported, which role completes the activity, and how notifications of cutover are reported?
D12	Configuration Workbooks †	Oracle	<p>Purpose: Outlines critical decisions that were made during the Workshop sessions as to business processes to be deployed, functionality that will/will not be utilized, how the system will be configured, gaps identified and resolutions to those gaps, business process changes required, and other key information as it relates to the use of the new system.</p> <p>Scope: Documents all system configuration parameters including functional and policy related specifications.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Contain the relevant Configurations and, if applicable, Reports for the Oracle Cloud Applications? Identify Countries/regions that will have localizations?
D13	Data Conversion Strategy †	Oracle	<p>Purpose: Prepares for the development of conversions that will occur as part of the project. This includes establishing templates and standards specific to conversion development. The City of Stamford is responsible for extracting data from its legacy systems. Oracle is responsible for importing data from those extracts into the appropriate Oracle Fusion ERP Applications databases and tables.</p> <p>Scope: Provides data conversion strategy and approach for converting to Oracle Fusion ERP Applications.</p> <p>This approved strategy will be used as an input to the conversion mapping details in the Functional and Technical Specifications, the Conversion Inventory, and the Development and Configuration Standards artifact.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Detail the Conversion strategy, source systems, approach, technical conversion tools, critical dependencies, and City of Stamford's Data Governance processes that apply to the Oracle Cloud Applications that will be adhered to throughout the duration of the project?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D14	Integration Strategy †	Oracle	<p>Purpose: Prepares for the development of interfaces that will occur as part of the project. This includes establishing templates specific to interface development.</p> <p>Scope: Provides approach for the interfacing of third-party systems to the application.</p> <p>This deliverable will be an input to both Functional and Technical Design specifications, the Interface Inventory, and the Development and Configuration Standards artifact.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Detail the approach, technical tools, critical dependencies, and the relevant Integration governance process that will be adhered to throughout the duration of the project? • Confirm the current technical architecture and how the technical architecture changes will be implemented?
D15	Non-Oracle Requirements	City of Stamford	<p>Purpose: Defines third-party systems or applications that will be impacted by the project but are not within the scope of the project.</p> <p>Scope: Identifies third-party systems/applications where an integration may be required, but the system/application is not part of the scope of Services defined in this exhibit. For example, an integration between the in-scope applications and a time clock or timekeeping system may be required to support reporting, but the time clock or timekeeping application is not part of the scope of services.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Define requirements (i.e., process, non-Oracle application, technology, people, policies) that need to be addressed as they relate to scope outside of the Services in this exhibit?
D16	Change Management Strategy	Oracle	<p>Purpose: Promotes an increasing state of the City of Stamford's engagement and preparedness for the application implementation go-live. The activities included in the strategy will be collaboratively managed and updated throughout the project by the City of Stamford and Oracle.</p> <p>Scope: The Change Management Strategy includes:</p> <ul style="list-style-type: none"> • Guiding Principles and Integration with methodology • Stakeholder Analysis • Readiness Coordinator Network • Engagement Metrics • Change Management Drivers <p>Does the document:</p> <ul style="list-style-type: none"> • Define the goals, expected outcomes, critical success factors, and how the change management work is organized? • Confirm the stakeholders who will be impacted by the change, including an assessment of the level of impact?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D17	Communication Plan	Oracle	<p>Purpose: Outlines the project approach for handling communications and timing of campaigns.</p> <p>Scope: The Communication Plan includes:</p> <ul style="list-style-type: none"> • Communications Guiding Principles • Communications Approval Process • Communication Campaigns • Vehicle for Communications • Approach for monitoring Communication effectiveness • Communications Matrix <p>Does the document:</p> <ul style="list-style-type: none"> • Define the communications that will be delivered (and to whom) as part of the deployment? • Confirm who, within City of Stamford, will create, review, and distribute the communications?
D18	Training Plan	Oracle	<p>Purpose: Provides details on the End User Training campaign including curriculum assessment, materials development and training delivery.</p> <p>Scope: The Training Plan will provide details on the planning and execution of the End User Training materials development and delivery. List the class schedules and planned attendees.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Define the training (by type) that will be delivered by City of Stamford (and to whom) as part of the deployment? • Confirm who, within City of Stamford, will create, review, and distribute the training?
D19	End User Training Materials via Job Aids †	City of Stamford	<p>Purpose: Provides skill development documentation in Job Aids to the end users for the use of the new applications.</p> <p>Scope: The End User Training Materials (Job Aids) will document the process steps for end users to perform day-to-day business processes.</p> <p>Does the document/tool:</p> <ul style="list-style-type: none"> • Contain the materials identified in the Training Plan to be used for training different stakeholder groups? • Include City of Stamford's specific content (for guided learning training)?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D20	Report Strategy †	Oracle	<p>Purpose: Prepares for the development of reports that will occur as part of the project. This includes establishing the templates and standards specific to report development.</p> <p>Scope: Provides the approach to identifying and generating required reports from the Oracle Fusion ERP Applications system.</p> <p>This deliverable will be an input to both Functional and Technical Design specifications, the Report Inventory, and the Development and Configuration Standards artifact.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Document the approach for the design, development and delivery of Reports? • Outline the reporting platforms, architecture, and data sources driving the Reports? • List the Report inventory?
D21	Test Strategy	Oracle	<p>Purpose: Formally describe the process to be used to test the applications and demonstrate that it meets the intended business purpose.</p> <p>Scope: Identifies the necessary activities, tasks, resources, information and tools.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Define the strategy for testing? • Confirm the entrance and exit criteria for each cycle? • Define which stakeholders to involve throughout the testing effort? • Confirm the testing approach?
D22	Test Plan	Oracle	<p>Purpose: Defines the overall scope, schedule, and the approach for testing in the context of the project implementation.</p> <p>Scope: Communicates key aspects of the timeline, responsibilities and procedures involved in testing the applications as well as inbound and outbound integrations. The Test Plan follows guidelines defined in the Test Strategy document.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Define the testing schedule and the accountable resources to complete the work? • Confirm the test data, Integrations, and Configurations that are required to execute the testing? • Confirm the approach to manage defects from identification through resolution? • Define the test scenarios and detailed test scripts (where needed) to execute testing?
D23	P1 Validation Cycle Exit Memo †	Oracle	<p>Purpose: Documents the conclusion of the P1 validation cycle milestone and allows the project to progress to the next milestone through Design Confirmation sessions.</p> <p>Scope: A summary report that documents the outcome for the P1 validation cycle, including the validation result and acceptance status.</p> <p>Does the document:</p> <ul style="list-style-type: none"> • Summarize the Validation Cycle Review results, remediation of any identified deficiencies, and agreed upon next steps based on acceptance criteria in the Test Plan?

#	Deliverable Name	Owner	Deliverable Description/Acceptance Criteria
D24	P2 Validation Cycle Exit Memo †	Oracle	<p>Purpose: Documents the conclusion of the P2 validation cycle milestone and allows the project to progress to the next milestone through the System Testing.</p> <p>Scope: A summary report that documents the outcome for the P2 validation cycle, including the validation result and acceptance status.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Summarize the Validation Cycle Review results, remediation of any identified deficiencies, and agreed upon next steps based on acceptance criteria in the Test Plan?
D25	E2E Cycle Exit Memo †	Oracle	<p>Purpose: Documents the conclusion of the End-to-End (E2E) validation cycle milestone and allows the project to progress to the next milestone through the Integration Testing.</p> <p>Scope: A summary report that documents the outcome for the End-to-End (E2E) validation cycle, including the validation result and acceptance status.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Summarize the End-To-End Exit review results, remediation of any identified deficiencies, and agreed upon next steps based on acceptance criteria in the Test Plan?
D26	UAT Cycle Exit Memo †	Oracle	<p>Purpose: Documents the conclusion of the User Acceptance Testing validation cycle milestone and allows the project to progress to the next milestone.</p> <p>Scope: A summary report that documents the outcome for the User Acceptance Testing validation cycle, including the validation result and acceptance status.</p> <p>Does the document:</p> <ul style="list-style-type: none"> Summarize the UAT Cycle Exit review results, remediation of any identified deficiencies, and agreed upon next steps based on acceptance criteria in the Test Plan?
D27	Configuration (Production) †	Oracle	<p>Purpose: Provides a configured environment ready for production use.</p> <p>Scope: Production Environment that includes all in-scope items and as documented in the Design Documents. It includes:</p> <ul style="list-style-type: none"> Configurations Integrations Reports <p>Do the Oracle Cloud Applications:</p> <ul style="list-style-type: none"> Contain the Configurations, Integrations, and Reports as documented in the Design document?
D28	Post-Production Support Summary	Oracle	<p>Purpose: Provides a summary of activities performed during the eight (8) week post-production support cycle for the project.</p> <p>Scope: Includes documentation of the following activities:</p> <ul style="list-style-type: none"> List of additional training or documentation provided to City of Stamford core project team members Documentation of any identified issues along with a plan to resolve <p>Does the Document:</p> <ul style="list-style-type: none"> Summarizes activities performed, lessons learned, and recommendations for issue resolution?

Notes:

- * Indicates the components that make-up the Oracle Cloud Applications Go Live in the production environment. A Go Live is complete when each of the identified Deliverables for the Go Live have been accepted pursuant to the acceptance process set forth in Section 3 (Acceptance of Deliverables) below.
- † The Deliverable will be adapted for each Wave. Each such Deliverable will be subject to the Deliverable acceptance process set forth in Section 3 (Acceptance of Deliverables).

2. City of Stamford's Obligations and Project Assumptions.

City of Stamford acknowledges that City of Stamford's timely provision of and access to office accommodations, facilities, and equipment (if applicable), and assistance, cooperation, and complete and accurate information and data from City of Stamford's officers, agents, and employees (collectively, "cooperation") are essential to the performance of any Services as set forth in this exhibit. Oracle will not be responsible for any deficiency in performing Services if such deficiency results from City of Stamford's failure to provide full cooperation.

City of Stamford acknowledges if Oracle's cost of providing Services is increased solely because of City of Stamford's failure to meet the obligations listed in this exhibit, failure to provide cooperation, or because of any other circumstance outside of Oracle's control, then City of Stamford agrees to pay Oracle for such increased costs per the Change Control Process outlined in Ordering Document, US-11371699. Such increased costs may include time during which Oracle resources are under-utilized because of delays.

Oracle shall notify the City of Stamford in writing if Oracle believes that the City of Stamford has failed to complete any task(s) that may affect Oracle's performance under this exhibit, and shall specify in such notice in reasonable detail the facts establishing such failure and the manner in and extent to which Oracle believes Oracle's performance is being or shall be affected thereby. If City of Stamford has not cured any such failure within five (5) business days of the date of such notice, Oracle shall prepare for City of Stamford's review and approval, a change order for a modification of time for performance and/or the fees payable upon completion of the project. Any such change order for a modification in the fees shall, unless otherwise agreed, be for a fixed increase in the agreed fixed price. If City of Stamford does not review and approve the change order within five (5) days after City of Stamford's receipt thereof, Oracle may terminate its performance of services and for any previously unbilled services performed through the date of termination; City of Stamford shall pay Oracle's standard time and materials rates.

City of Stamford acknowledges that Oracle's ability to perform the Services depends on City of Stamford's fulfillment of the obligations and assumptions set forth in this exhibit.

A. City of Stamford's Obligations.

- i. Obtain Oracle Cloud Services subscription(s) for the Oracle Cloud Applications under separate contract prior to the commencement of Services under this exhibit and maintain such Oracle Cloud Services for the duration of the Services provided under this exhibit.
- ii. Provide Oracle with full access to the relevant documentation and the functional, technical, and business resources with adequate skills and knowledge to support the performance of Services.
- iii. Provide, for all Oracle resources performing Services at City of Stamford's site, a safe and healthful workspace (e.g., a workspace that is free from recognized hazards that are causing, or likely to cause, death or serious physical harm, a workspace that has proper ventilation, legally acceptable oxygen concentration levels, sound levels acceptable for resources performing Services in the workspace, and work stations which conform to the standards for work stations provided to City of Stamford's employees).
- iv. Provide any notices, and obtain any consents, required for Oracle to perform Services.
- v. Limit Oracle's access to any production environments or shared development environments to the extent necessary for Oracle to perform Services.

- vi. As required by U.S. Department of Labor regulations (20 CFR 655.734), City of Stamford will allow Oracle to post a Notice regarding Oracle H-1B employee(s) at the work site prior to the employee's arrival on site.
- vii. The Services scope in this exhibit is limited to up to seven (7) non-production environments and four (4) production environments procured separately by City of Stamford. The final project environments will be defined in the Environment Management Plan Deliverable. The pre-production environment(s) will be required to allow the flexibility needed for meeting the timelines while having parallel Configuration, Validation, and Integration/ Conversion activities. If it is determined by Oracle and City of Stamford that additional environments are necessary, City of Stamford will procure those environments from Oracle separately.
- viii. Perform all tasks assigned to City of Stamford in this exhibit and providing the Project Deliverables identified above in Section 1.F as assigned to City of Stamford, in a timely manner.
- ix. If required, be responsible for verifying that User training complies with the Americans with Disabilities Act of 1990, as amended ("**ADA**"). Oracle will work with City of Stamford as a contributor and advisor to assist City of Stamford with meeting ADA requirements. This means that Oracle will not be responsible for ADA compliance with respect to City of Stamford's facility; nor will Oracle have primary responsibility for ADA compliance with respect to Training Materials / documentation and training delivery. The issues for which Oracle will not be responsible include, but are not limited to, responsibility with respect to: (i) disabled classroom and bathroom access; (ii) Braille training and hard-copy documentation; (iii) Braille display or sight enhancement capabilities; and (iv) deaf or hard of hearing adaptation or assistive devices. (This paragraph only pertains to ADA compliance for end-user training. It does not pertain to ADA compliance with respect to implemented software accessibility, as to which Oracle assumes no responsibility.) City of Stamford will provide the necessary training facilities, along with the required training scheduling tools, for end-user training and Train-the-Trainer training. Additionally, City of Stamford will be responsible for producing any printed Training Materials for the Users.
- x. Obtain the rights to ensure Oracle resources have access for the duration of the Project to City of Stamford's internal or third-party collaboration tools that will be utilized by Project members.
- xi. Provide all files from City of Stamford's existing applications for integrations and conversions required to be loaded into the Oracle Cloud Applications; such files are to be provided in a format and level of detail specified by Oracle.
- xii. Providing access necessary for City of Stamford users to access all virtual training.
- xiii. Modify City of Stamford business practices and procedures and implement changes to City of Stamford systems and third-party applications as necessary and mutually agreed to in order to comply with the Standard Functionality of the Oracle Cloud Applications.
- xiv. Have subject matter experts available to support data mapping, cleansing, and validation.
- xv. Provide clean and accurate data extracts from relevant data sources in the format specified by Oracle.
- xvi. Be responsible for any required data scrubbing cleansing of the data during data conversions or data imports. City of Stamford recognizes that data transformation is a potentially high risk area of the Project.
- xvii. Be responsible for validating historical data and investigating any differences in City of Stamford source systems or reports.
- xviii. Define City of Stamford administrator(s) for planning at the start of the Project. Such administrator(s) shall participate in the Project in all stages and will be the focal point for administrator knowledge sharing. At the conclusion of requirements and design, the project timeline and costs may be revisited based upon more detailed information
- xix. Participate in development checkpoints and user acceptance testing, under the direction of Oracle

- xx. Ensure City of Stamford's data is easily accessible to Oracle, and City of Stamford's collection and formatting of data is completed in a timely manner.
- xxi. Provide metadata and hierarchies from Cloud ERP based on the agreed upon timeline Oracle defines and ensure the structures will not change after the delivery.
- xxii. Review deliverables within five (5) business days or as otherwise agreed upon. City of Stamford will provide either (a) a written approval or (b) a list of deficiencies relating to requirements agreed upon by both parties.
- xxiii. Be responsible for validating historical data and investigating any differences in City of Stamford source systems or reports.
- xxiv. If while performing Services, Oracle requires access to other vendor's products that are part of City of Stamford's system, City of Stamford will be responsible for acquiring all such products and the appropriate license/usage rights necessary for Oracle to access and use such products on City of Stamford's behalf.

B. Project Assumptions.

- i. The parties estimate that the project will commence on or about October 1, 2021 and be completed on or about January 31, 2023 with the conclusion of Wave 2. Any changes to the timeline will be managed through the Change Control Process set forth in Section B.5 of the ordering document.
- ii. Any timelines or completion dates discussed with City of Stamford, referenced in this exhibit, or set forth in a document described in this exhibit are estimated dates and are intended for planning purposes only. Oracle does not guarantee that these estimated dates will be met; however, Oracle will use commercially reasonable efforts to meet the estimated dates.
- iii. Oracle resources will not typically perform Services on holidays recognized by Oracle or on weekends. However, with City of Stamford's permission, Oracle resources may choose to perform Services during such periods.
- iv. All project Deliverables will be created using standard Oracle TCM+ templates and formats.
- v. All project documentation, presentations, and project communication will be in US English.
- vi. Any work City of Stamford requests beyond the scope stated in this exhibit will need to be presented by City of Stamford for approval through the agreed upon governance process (per the Governance Model Deliverable). The standard Oracle Change Control Process set forth in Section B.5 of the ordering document will be followed, to make the necessary changes to this exhibit, including any changes to the fees and estimated expenses.
- vii. The Services shall be performed on-site at City of Stamford's facilities located in Stamford, Connecticut and remotely. Staffing is based on a blended delivery approach leveraging local, onshore, and offshore resources, and a majority (greater than 75%) of Services will be performed by remote onshore or offshore resources. Offshore effort will be delivered from Oracle's offices in India, and work schedules of offshore resources will be per their respective time zones.
- viii. Oracle will, at its sole reasonable discretion, determine the number and manner in which resources are assigned to perform its obligations.
- ix. City of Stamford, in its reasonable discretion, may request that Oracle remove a particular resource who is providing services under this exhibit if City of Stamford reasonably believe that such resource is not providing services as warranted and Oracle, after notice, has been unable to resolve such resource's alleged performance issues. Oracle shall pay the costs of familiarizing the replacement resource with the project, for a period not to exceed five (5) business days. City of Stamford agrees that time deadlines and cost estimates, if any, may require adjustment as a result of replacing a resource.

- x. Oracle recognizes City of Stamford's desire to minimize turnover of Oracle employees assigned to perform services under this exhibit; Oracle will therefore use reasonable efforts to minimize any substitution or removal of its employees during the performance of services. For clarification, the preceding sentence shall not apply to limit Oracle's right to substitute or remove employees: (1) who resign or are terminated by Oracle; or (2) whose performance of services is suspended (a) due to circumstances outside of their, or Oracle's, control (e.g., bereavement, death, or personal or medical leave) or (b) under the terms of this exhibit or the order.
- xi. Configuration of the Oracle Cloud Applications will be limited to the Standard Functionality generally available in the base Oracle Cloud Applications release planned for Go Live.
- xii. Unless otherwise specified, common requirements and business processes will be utilized for the Services specified in this exhibit.
- xiii. Configuration of the Oracle Cloud Applications will be limited to one (1) country (United States), one (1) currency (US Dollar) and one (1) language (US English).
- xiv. Single Sign-On (SSO) setup and deployment is completed via Self-Service utilizing the SSO Configuration page from My Services in Oracle Cloud.
- xv. The scope includes implementation of two legal entities covering requirements for the City of Stamford and the Board of Education.
- xvi. A single ledger and chart of accounts structure will be deployed with Stamford Public Schools as a separate department.
- xvii. Anything not expressly listed in the description of Services is not included in the scope of, or estimated fees for, Services.
- xviii. Implementation activities (design, configuration, and testing) will be conducted jointly between the City of Stamford and the City of Stamford Board of Education to encourage and enable process consistencies to the extent possible; however, it is anticipated that the City of Stamford Board of Education will have District-specific reporting and workflow requirements.
- xix. The EPM Cloud implementation (Planning & Budgeting) will include two (2) budget plan types (Line Item and Labor) along with a forecasting option for the budget. Capital Planning is anticipated to occur in Oracle Projects Cloud Service. After the approved budgets are loaded into the ERP Cloud Financials system, the City will add any mid-fiscal year budget adjustments into the General Ledger module.
- xx. Oracle will develop the highest priority twenty (20) reports for the Financials / ERP and for the Budgeting and Narrative Reporting (Budget Book) requirements. Oracle will assist the City of Stamford with the other reporting requirements and will provide knowledge sessions around the Oracle reporting tools.
- xxi. Owing to the uncertainties of the evolving COVID-19 situation, the provision of any Services under this exhibit is subject to the delivery resources being permitted and able to perform such Services taking into consideration applicable laws and regulations, including those pertaining to health, safety and mobility (whether in the country of service provision and/or the country of location of the delivery resources). If the provision of any Services is negatively impacted due to circumstances related to or arising from the COVID-19 situation, Oracle and City of Stamford agree to cooperate in good faith to review such impact and, if necessary, amend any resource plans, work plans, the Project Plan, service specifications, time schedules and the like in accordance with the Change Control process set forth in Section B.5 of the ordering document, including possibly putting in place an infrastructure (e.g. VPN) to enable a remote delivery of services. For the avoidance of doubt, this Section is without prejudice to the parties' rights and obligations under the force majeure clause of the Agreement.

3. Acceptance of Deliverables.

Upon completion of any Deliverable owned by Oracle as set forth in [Section 1.F](#) of this exhibit, Oracle shall provide a copy thereof to City of Stamford. At such time, if City of Stamford requests, Oracle will demonstrate to City of Stamford that such Deliverable conforms to the acceptance criteria specified for such Deliverable in [Section 1.F](#) of this exhibit. City of Stamford will be responsible for any additional review and testing of such Deliverable in accordance with any mutually agreed Test Scenarios that apply to such Deliverable. If the Oracle-owned Deliverable does not conform with the acceptance criteria for such Deliverable specified in [Section 1.F](#) of this exhibit, City of Stamford shall have three (3) business days after Oracle's submission of the Deliverable ("acceptance period") to give Oracle written notice which shall specify the deficiencies in detail. Oracle shall use reasonable efforts to promptly cure any such deficiencies. After completing such cure, Oracle shall resubmit the Deliverable for City of Stamford's review and testing as set forth above. Upon accepting any Deliverable submitted by Oracle, City of Stamford shall provide Oracle with written acceptance of such Deliverable. If City of Stamford fails to provide written notice of any deficiencies within the acceptance period, as provided above, such Deliverable shall be deemed accepted at the end of the acceptance period.

4. Fees, Expenses, and Taxes.

A. Fees and Expenses.

City of Stamford agrees to pay Oracle the fee specified below for the Services and Deliverables described in this exhibit. This fee does not include expenses or taxes. Once an Oracle Deliverable is accepted, or deemed accepted, in accordance with [Section 3](#) (Acceptance of Deliverables), the corresponding fee for such Deliverable specified below becomes due and payable and Oracle shall thereafter invoice, and City of Stamford shall pay, such Deliverable fee; this payment obligation shall become non-cancelable and the sum paid non-refundable on such acceptance date.

Deliverable #	Deliverable Name	Estimated Invoicing Month	Deliverable Fee
D1	Project Charter	1	\$75,000
D2	Governance Model	1	\$60,750
D3	Project Plan	1	\$100,000
D5	Status Report – Month 1	1	\$25,000
D4	Deliverable Acceptance Framework	2	\$100,000
D5	Status Report – Month 2	2	\$25,000
D9	Environment Management Plan	3	\$100,000
D17	Communication Plan	3	\$100,000
D5	Status Report – Month 3	3	\$25,000
D10	Ongoing Support Model	4	\$100,000

D5	Status Report – Month 4	4	\$25,000
D6	End-to-End Process Specifications (Wave 1)	5	\$101,250.00
D13	Data Conversion Strategy (Wave 1)	5	\$150,000
D15	Integration Strategy (Wave 1)	5	\$50,000
D20	Report Strategy (Wave 1)	5	\$50,000
D5	Status Report – Month 5	5	\$25,000
D7	Process Descriptions / Job Aids (Wave 1)	6	\$125,000
D23	P1 Validation Cycle Exit Memo (Wave 1)	6	\$130,500
D5	Status Report – Month 6	6	\$25,000
D12	Configuration Workbooks (Wave 1)	7	\$150,000
D21	Test Strategy (Wave 1)	7	\$125,000
D5	Status Report – Month 7	7	\$25,000
D18	Change Management Strategy	8	\$130,000
D22	Test Plan	8	\$150,000
D5	Status Report – Month 8	8	\$25,000
D24	P2 Validation Cycle Exit Memo (Wave 1)	9	\$111,375.00
D18	Training Plan	9	\$150,000
D5	Status Report – Month 9	9	\$25,000
D25	E2E Cycle Exit Memo (Wave 1)	10	\$125,000
D5	Status Report – Month 10	10	\$25,000
D5	Status Report – Month 11	11	\$25,000
D26	UAT Cycle Exit Memo (Wave 1)	12	\$175,000
D11	Cutover Checklist (Wave 1)	12	\$125,000
D5	Status Report – Month 12	12	\$25,000

D6	End-to-End Process Specifications (Wave 2)	13	\$75,000
D5	Status Report – Month 13	13	\$25,000
D7	Process Descriptions / Job Aids (Wave 2)	14	\$75,000
D12	Configuration Workbooks (Wave 2)	14	\$150,000
D5	Status Report - Month 14	14	\$25,000
D21	Test Strategy (Wave 2)	15	\$20,250
D24	P1 and P2 Validation Cycle Exit Memo (Wave 2)	15	\$40,500.00
D5	Status Report – Month 15	15	\$25,000.00
D26	E2E / UAT Cycle Exit Memo (Wave 2)	16	\$125,000
D11	Cutover Checklist (Wave 2)	16	\$30,375.00
D5	Status Report – Month 16	16	\$25,000.00
		Total Fixed Fee	\$3,400,000.00

Expenses related to the providing of the services are specified in City of Stamford's order. Such expenses will be invoiced monthly as they are incurred.

B. Compensatory Tax.

The parties acknowledge that temporary living reimbursements to Oracle provided resource(s) may be deemed compensatory under federal, state, and local tax laws if a resource's assignment in a particular location will exceed or has exceeded one (1) year. Where reasonably possible, Oracle will plan with City of Stamford to limit the duration of a resource's assignment in a particular location to less than one (1) year. If the requirements of the Services are such that it becomes necessary for a resource's services in a particular location to continue for a year or more and as a result, the reimbursement of such resource's living expenses are deemed compensatory for tax purposes, then, City of Stamford and Oracle will work together on resource planning to minimize or eliminate compensatory tax impact. City of Stamford agrees to pay Oracle the amount of additional compensation provided to such resource to compensate for taxes imposed.

5. Project Management.

City of Stamford and Oracle each agree to designate a project manager who shall be responsible for coordinating its activities under this exhibit. City of Stamford and Oracle each shall direct all inquiries concerning the Services to the other party's project manager. City of Stamford's project manager shall have the authority to approve Services on City of Stamford's behalf. Oracle's project manager shall have the sole right to exercise direct control and supervision over the work assignments of Oracle resources.

6. Reference Tables.

A. Integrations.

#	Integration	Inbound, Outbound, or Both	Comments	Complexity
INTE1	Ceridian Dayforce - Payroll transactions summarized by COA distribution with offsetting balance sheet entries	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud after each Ceridian payroll run.	Moderate
INTE2	Ceridian Dayforce - Position information for budget development position budgeting	Inbound	Inbound position details to Oracle Planning and Budgeting Cloud to support budget development cycle.	Moderate
INTE3	Ceridian Dayforce - Capital projects hours	Inbound	Inbound actual hours by project to Oracle Projects Cloud to apply labor costs to capital projects. Evaluate need for outbound extract to Ceridian Dayforce for providing active projects to time entry.	Complex
INTE4	Cubes Utility Billing - Accounts Receivable system. Needs to send daily summary of currency received.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE5	Alarm Registration - Cash receipt data for false alarm responses	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE6	Assessor 2000 - Accounts Receivable system used to assess property and other taxes.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE7	Athlete Trax - POS system for recreational services to send daily summary of currency received.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE8	Building Permits 2K2 - Building permit system. Needs to send daily cash receipts.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE9	Business Licenses - Cash receipts for license fees.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE10	Community Pass - POS system for recreational services to send daily summary of currency received.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE11	Dude Solutions - Event Manager for building use, billing system, and cash receipt.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate

#	Integration	Inbound, Outbound, or Both	Comments	Complexity
INTE12	Fleet Commander (or its replacement) - Vehicle maintenance system issues charges for service on departmental vehicles. Costs will need to be allocated to departments.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate need / benefit of bi-directional integration that includes requisitioning inbound to Oracle Purchasing Cloud and outbound to Fleet Commander for material/parts receipts.	Complex
INTE13	Fuel Master (or its replacement) - System used to track and bill fuel consumption. Need to send daily summary of charges for fuel dispensed. Costs will need to be allocated to departments.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Departmental allocation defined in Oracle General Ledger Cloud.	Moderate
INTE14	Passport / Opsman - Collections of tax, and parking tickets, business licenses, and beach sticker payments.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE15	New Visions - Collections for land records and dog licenses.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE16	Northstar Tech - Collections for golf course greens fees and other sales.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE17	IPS Group Parking Meter System - Collection of parking meter receipts.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE18	PC Scale - Solid waste billing and collection system for tipping fees.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE19	QDS Collections - Real estate and personal property taxes, and motor vehicle receipts.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate
INTE20	ViewPoint - Building department, engineering, health department, land use, and road maintenance permit system that collects fees for permits.	Inbound	Inbound journal entries including COA distributions to Oracle General Ledger Cloud. Evaluate integrating to Oracle Receivables Cloud.	Moderate

B. Conversions.

#	Business Object	From System(s)
CNV1	Employee Demographic and Job/Assignment Data (Active employees)	Active records (including multiple assignments, if applicable) plus employee profile for workflow and user security.
CNV2	General Ledger	GL Open Balance GL History including: <ul style="list-style-type: none"> • Period To Date Summary Balances by Month, by Account (last two (2) fiscal years) • Current Year Budget Balances plus two (2) years (Adopted Budget) GL Budgetary Control – Current Budgetary Control Amount
CNV3	Payables	Open Net Payables Invoices, if needed Invoice Header including unpaid/unapplied balances Invoice Line(s) supporting balance including Charge Account(s) 1099 Invoices, if needed Summarized paid invoices for calendar year if Supplier identified as US Federal Income Tax reportable under IRS 1099 regulations Active Suppliers including: <ul style="list-style-type: none"> • Supplier Headers • Supplier Business Classifications • Supplier Addresses • Supplier Sites • Supplier Site Assignments • Supplier Contacts • Supplier Products/Service Categories • Supplier Banks, Branches and Bank Accounts
CNV4	Receivables	Active Customers <ul style="list-style-type: none"> • Parties, Party Sites • Customer Accounts • Customer Account Relationships • Customer Account Contacts • Customer Locations • Customer Bank Account Open Net Receivables Invoices <ul style="list-style-type: none"> • Invoice Header including unpaid/unapplied balance • Invoice Line(s) with line amount(s) supporting balance • Invoice Distributions(s) including Related Account(s) Unapplied/Unidentified Receivable Receipts
CNV5	Assets	Fixed Assets All active asset information including: <ul style="list-style-type: none"> • Capital Assets with Inception to Date Depreciation and Active Non-Capital Assets (as required for tracking department and/or employee assignment)
CNV6	Cash Management	All other Banks, Branches and Bank Accounts

#	Business Object	From System(s)
CNV7	Grants, Project Costing, and Project Billing	<p>Awards – All open awards and any closed awards funding open projects</p> <p>Projects</p> <ul style="list-style-type: none"> Active projects Closed projects Related to Open Awards <p>Project tasks</p> <ul style="list-style-type: none"> Active project tasks Closed tasks related to open awards <p>Project budgets and award budgets</p> <p>Project expenditures</p> <ul style="list-style-type: none"> Current year expenditures in detail Prior year expenditures in summary (Lump sums) <p>Active project contracts</p> <ul style="list-style-type: none"> Project revenue
CNV8	Purchasing, Self-Service Procurement, and Procurement Contracts	<p>Active Purchasing Categories</p> <p>Active Item Master Items</p> <ul style="list-style-type: none"> Used for Purchase Requisitions and Purchase Orders only <p>Open net standard Purchase Orders with attachments for PDF Contract</p> <ul style="list-style-type: none"> Order Headers including Balance Amount Order Line(s) including supporting Quantity and Price/Balance (depending on order type) Order Schedule supporting line(s) Order Distribution supporting line(s) <p>Open Blanket Purchase Agreements with attachments for PDF Contract</p> <ul style="list-style-type: none"> Agreement Headers including Balance Amount Agreement Lines including remaining balances supporting the header <p>Open Contract Purchase Agreements with attachments for PDF Contract</p> <p>Agreement Headers including Balance Amount</p>
CNV9	Employees - Active	Inclusive of fields required to enable workflow and user security in Oracle ERP Cloud

C. Complexity Definitions.

i. Integrations.

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
Inbound Integration	<ul style="list-style-type: none"> Type of data load (setup or transaction) Number of records to be loaded Years of history data Volume of data Number of languages 	<ul style="list-style-type: none"> Configuration data load only Volume of data is less than one hundred (100) rows Number of languages is one (1) Single source of data 	<ul style="list-style-type: none"> Configuration or transaction data load Number of languages is one (1) Single Source of data Adapter based connectivity and 	<ul style="list-style-type: none"> Transaction data load only Number of languages is one (1) Maximum of two (2) sources of data Adapter based connectivity and 	<ul style="list-style-type: none"> Transaction data load only Adapter based connectivity and rule based data extraction Minimal transformations , all local to Integration server 	<ul style="list-style-type: none"> Transaction data load only Adapter based connectivity and rule based data extraction Minimal transformations , all local to Integration server

Extensibility Type	Parameters/ Effort Type	Parameters/ Effort Type				
		Very Easy	Easy	Moderate	Complex	Very Complex
Outbound Integration		<ul style="list-style-type: none"> Minimal transformation using Extensible Stylesheet Language Transformations ("XSLT") Adapter based connectivity and rule based data extraction Asynchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow 	<ul style="list-style-type: none"> rule based data extraction Minimal transformations, all local to Integration server No dynamic lookups Asynchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow 	<ul style="list-style-type: none"> rule based data extraction Minimal transformations, all local to Integration server No dynamic lookups All transformations to a common canonical structure Asynchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow 	<ul style="list-style-type: none"> Dynamic lookups from a single external source All transformations to a common canonical structure Synchronous transaction architecture, with response back to the source system Response payload is not altered (as-is) from the API call that generated the response 	<ul style="list-style-type: none"> Dynamic lookups from a single external source All transformations to a common canonical structure Synchronous transaction architecture, with response back to the source system Response payload is minimally altered from the API call that generated the response May include basic process orchestration across a maximum of two (2) servers
	<ul style="list-style-type: none"> Number of Entities such as department, employees, assignments, etc. Number of output columns Data selection criteria and exclusion rules Need for custom extraction/scheduling logic such as Fast Formula or Balance Groups Need for specific delivery/ bursting options Need to pass the extract data to BI Report Complexity of the BI template (etext, RTF etc.) 	<ul style="list-style-type: none"> Number of entities up to two (2) Number of output columns up to ten (10) Selection criteria up to three (3) at each level, without exclusion rules No custom extraction logic No bursting options No BI Report template required No transformation using XSLT Adapter based connectivity and service invocation Asynchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow 	<ul style="list-style-type: none"> Number of entities up to four (4) Number of output columns up to twenty (20) Selection criteria up to five (5) at each level, without exclusion rules Simple custom extraction logic using Fast Formula with seeded scheduling No bursting options BI template required Simple BI template with very basic or no validations or conditional logic Adapter based connectivity and service invocation Asynchronous transaction architecture, with no response or 	<ul style="list-style-type: none"> Number of entities up to six (6) Number of output columns up to thirty (30) Selection criteria up to five (5) at each level, with exclusion rules Moderate custom extraction logic using Fast Formula with simple custom scheduling logic No bursting options BI Report template is required to format and present the extracted data in required format and layout Moderate BI template with basic validations and conditional logic 	<ul style="list-style-type: none"> Number of entities up to eight (8) Number of output columns up to forty (40) Selection criteria up to five (5) at each level, with exclusion rules Moderate custom extraction logic using Fast Formula or Balance Groups Moderate custom scheduling logic With bursting option BI Report template is required to format and present the extracted data in required format and layout Complex BI template with moderate validations and conditional logic 	<ul style="list-style-type: none"> Number of entities up to eight (8) Number of output columns up to sixty (60) Selection criteria up to seven (7) at each level, with exclusion rules Complex custom extraction logic using Fast Formula or Balance Groups Moderate custom scheduling logic With bursting option BI Report template is required to format and present the extracted data in required format and layout Complex BI template with complex validations and conditional logic

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
		<ul style="list-style-type: none"> Not an event driven flow 	<ul style="list-style-type: none"> call back functionality No process orchestration within the process flow Not an event driven flow 	<ul style="list-style-type: none"> May involve extraction of balances Adapter based connectivity and service invocation Asynchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow Can be an event driven flow (events published via Oracle Cloud ERP adapter only) 	<ul style="list-style-type: none"> May involve extraction of balances Adapter based connectivity and service invocation (technology adapters accounted) Synchronous transaction architecture, with no response or call back functionality No process orchestration within the process flow Can be an event driven flow (ATOM and published) 	<ul style="list-style-type: none"> May involve extraction of balances Adapter based connectivity and service invocation (technology adapters accounted) Synchronous transaction architecture Minimal process orchestration accounted Can be an event driven flow (ATOM and published)
Inbound Integration	<ul style="list-style-type: none"> Number of employees to be loaded Type of data load (setup or transaction) Volume of data Number of attributes in template 	<ul style="list-style-type: none"> Number of employee specific data Configuration data load only Volume of data is less than one hundred (100) rows Does not include Flexfield load Number of attributes less than fifteen (15) 	<ul style="list-style-type: none"> Number of employees less than one hundred (100) Configuration or transaction data load Volume of data is less than five hundred (500) rows May include Flexfields Number of attributes less than thirty (30) 	<ul style="list-style-type: none"> Number of employees less than two hundred (200) Configuration or transaction data load Volume of data is less than one thousand (1000) rows May include Flexfields Number of attributes less than one hundred (100) 	N/A	N/A

ii. Conversions.

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
Data Conversion	<ul style="list-style-type: none"> Number of sub-entities Data structure (hierarchy) Number of data attributes per entity 	<ul style="list-style-type: none"> No sub-entities Only open transactions/ active records No header-child relationship between records Up to ten (10) data attributes 	<ul style="list-style-type: none"> Number of sub-entities: one (1) Only open transactions/ active records No header-child relationship between data Up to thirty (30) data attributes 	<ul style="list-style-type: none"> Number of sub-entities: two (2) to four (4) Only open transactions/ active records Header-child relationship between data exists More than thirty (30) data attributes 	<ul style="list-style-type: none"> Number of sub-entities: five (5) to nine (9) Only open transactions/ active records Header-child relationship between data exists 	<ul style="list-style-type: none"> Number of sub-entities: more than ten (10) Only open transactions/ active records Header-child relationship between data exists

iii. Reports.

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
BIP Reports (New Custom Report)	<ul style="list-style-type: none"> Report layout Number of parameters (prompts)/LOVs (List of Values) Number of tables involved Drill-down features Multiple level of grouping and sorting Language translation (multi-lingual reporting) Graphical representation Conditional formatting 	<ul style="list-style-type: none"> Simple list report with no totals or calculations No parameters or LOVs Up to two (2) tables No drill-down features No grouping of data required No language translation No conditional formatting and graphs 	<ul style="list-style-type: none"> Simple list/tabular report with totals Up to three (3) parameters or LOVs Up to five (5) tables No drill-down feature No grouping of data No language translation No conditional formatting and graphs 	<ul style="list-style-type: none"> Detailed list/tabular report Up to five (5) parameters or LOVs Requires up to eight (8) tables Up to six (6) simple calculation logics and three totals No drill-down features No sorting or grouping of data required Translation up to four (4) languages 	<ul style="list-style-type: none"> Cross Tab (Pivot table) reports with hierarchies and multiple conditions Requires up to seven (7) parameters and/or eight (8) LOVs Requires up to ten (10) tables Requires up to six (6) moderate calculation logics and up to four (4) totals Report query having many joins, item classes, drilling, summaries and parameters from multiple standard business areas Multiple levels of grouping and sorting of data Translation up to six (6) languages 	<ul style="list-style-type: none"> Cross Tab (Pivot table) Reports with hierarchies and multiple conditions Requires up to ten (10) parameters and/or ten (10) LOVs Requires up to six (6) moderate calculation logics and up to four (4) totals Report query having many joins, item classes, drilling, summaries and parameters from multiple standard business areas Multiple levels of grouping and sorting of data Translation up to six (6) languages Involves Payroll functionality
BIP Reports (Modified Standard Report)	<ul style="list-style-type: none"> Data extraction logic Report layout Number of parameters (prompts) Number of LOV (List of Values) Calculation logic Drill-down features Multiple level of grouping and sorting 	<ul style="list-style-type: none"> Layout changes - label/logo header/footer changes Column deletions, column format changes 	<ul style="list-style-type: none"> Layout changes - label/logo/header/footer changes Column changes - additions [Delete this row if Reports will not be provided] Configuration (Production)* (from existing table in query; no new joins), 	<ul style="list-style-type: none"> Simple changes to data extraction logic Layout changes from simple to tabular format Dynamic sorting of results Moderate calculation logics and up to three (3) calculations 	<ul style="list-style-type: none"> Extensive changes to data extraction logic Layout changes from simple to Cross-Tab format Dynamic layout (based on parameters) and dynamic sorting of results Complex calculation 	<ul style="list-style-type: none"> N/A

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
			<ul style="list-style-type: none"> deletions, column format changes Addition of two (2) parameters (prompts) Simple calculation logics and up to two (2) calculations 	<ul style="list-style-type: none"> Addition of five (5) parameters (prompts) Additional LOVs registration up to two (2) numbers 	<ul style="list-style-type: none"> logics and up to five (5) calculations Reports with multiple layouts Additional LOVs registration up to five (5) numbers Addition of five (5) parameters (prompts) 	
OTBI Reports (New Custom Reports)	<ul style="list-style-type: none"> Report layout Filter conditions Drill-down features Calculation logic Multiple levels of grouping and sorting Specific view requirements Dashboard functionality 	<ul style="list-style-type: none"> Simple list report layout No filter conditions Drill-down features No calculation logic No multiple levels of grouping and sorting No specific view requirements No dashboard 	<ul style="list-style-type: none"> Simple list OR Cross tab (Pivot table) report layout Up to five (5) filter conditions (prompts) No Drill-down features No calculation logic No multiple level of grouping and sorting No specific view requirements No dashboard 	<ul style="list-style-type: none"> Cross tab (Pivot table) or tabular format Reports Up to five (5) filter conditions (prompts) Reports allowing up to one level of drill-down One (1) simple calculation, up to one (1) total No multiple level of grouping and sorting No specific view requirements Simple dashboard 	<ul style="list-style-type: none"> Cross Tab (Pivot table) Reports with hierarchies and multiple conditions Up to ten (10) filter conditions (prompts) Reports allowing up to three (3) levels of drill- down Up to three (3) calculations and up to five (5) totals Multiple levels of grouping and sorting of data Report show data specific to login user and max to one level of directs Moderate dashboard 	<ul style="list-style-type: none"> Cross Tab (Pivot table) Reports with hierarchies and multiple conditions Up to ten (10) filter conditions (prompts) Reports allowing up to three (3) levels of drill- down Up to three (3) calculations and up to five (5) totals Multiple levels of grouping and sorting of data Report show data specific to login user and max to one level of directs Complex dashboard functionality with multiple attributes
OTBI Reports (Modified Standard Report)	<ul style="list-style-type: none"> Report layout additions/ changes Filter condition additions/ changes Drill-down feature additions/ changes Calculation logic 	<ul style="list-style-type: none"> Layout changes - label/logo/ header/footer changes Column additions, deletions, column format changes 	<ul style="list-style-type: none"> Layout changes - label/logo/ header/footer changes Layout change from simple to tabular format Addition of up to two (2) filter conditions (prompts) Addition of simple calculation 	<ul style="list-style-type: none"> Layout changes - label/logo/ header/footer changes Layout change from simple to tabular format Addition of up to five (5) filter conditions (prompts) Addition of simple calculation 	<ul style="list-style-type: none"> Layout changes - from simple to Cross Tab format Addition of up to five (5) filter conditions (prompts) Report changes to allow up to one (1) level of drill-down 	<ul style="list-style-type: none"> N/A

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
	<ul style="list-style-type: none"> additions/ changes Multiple level of grouping and sorting Specific view requirements 		logics up to two (2) calculations	logics up to four (4) calculations	<ul style="list-style-type: none"> Changes to show data specific to user logged in Multiple levels of grouping and sorting of data Addition of simple calculation logics up to four (4) calculations 	

iv. Other.

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
Flexfields	<ul style="list-style-type: none"> Number of segments Number of validations 	<ul style="list-style-type: none"> Up to three (3) segments No segment values validation 	<ul style="list-style-type: none"> Up to five (5) segments Only seeded validations 	<ul style="list-style-type: none"> Up to seven (7) segments Up to three (3) custom validations 	<ul style="list-style-type: none"> More than seven (7) segments Up to seven (7) custom validations 	<ul style="list-style-type: none"> N/A
Custom Security profile	<ul style="list-style-type: none"> Structured Query Language ("SQL") code complexity 	<ul style="list-style-type: none"> No custom SQL required 	<ul style="list-style-type: none"> Custom SQL code complexity: Easy 	<ul style="list-style-type: none"> Custom SQL code complexity: Moderate 	<ul style="list-style-type: none"> Custom SQL code complexity: Complex 	<ul style="list-style-type: none"> N/A
Custom Data Roles	<ul style="list-style-type: none"> Complexities would involve creation custom job roles, duty roles, privileges and permissions 	<ul style="list-style-type: none"> Additional/ removal of five (5) totals per role 	<ul style="list-style-type: none"> Additional/ removal of ten (10) totals per role 	<ul style="list-style-type: none"> Additional/ removal of fifteen (15) totals per role 	<ul style="list-style-type: none"> Additional/ removal of twenty (20) totals per role 	<ul style="list-style-type: none"> N/A
Fast Formulas (New)	<ul style="list-style-type: none"> Fast Formula requires custom setups Complexity of calculation logic Number of LDGs under scope Retrofit/Reuse % of the new code 	<ul style="list-style-type: none"> Fast Formula does not require additional custom setups Complexity of the calculation logic: Very Easy Number of LDGs in scope: one (1) 	<ul style="list-style-type: none"> Fast Formula requires few additional custom setups Complexity of calculation logic: Easy Number of LDGs in scope: one (1) 	<ul style="list-style-type: none"> Fast Formula requires additional custom setups Complexity of the calculation logic: Moderate Number of LDGs in scope: one (1) 	<ul style="list-style-type: none"> Fast Formula requires additional custom setups Complexity of the calculation logic: Complex Number of LDGs in scope: one (1) 	<ul style="list-style-type: none"> N/A

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
Fast Formulas (Modified)	<ul style="list-style-type: none"> Fast Formula requires additional custom setups Complexity of change to the calculation logic Number of LDGs added to scope Retrofit/Reuse % of the changed code 	<ul style="list-style-type: none"> Fast Formula does not require few additional custom setups Complexity of change to the calculation logic: Very Easy Number of LDGs added to scope: one (1) 	<ul style="list-style-type: none"> Fast Formula requires few additional custom setups Complexity of change to the calculation logic: Easy Number of LDGs added to scope: one (1) 	<ul style="list-style-type: none"> Fast Formula does not require additional custom setups Complexity of change to the calculation logic: Moderate Number of LDGs added to scope: one (1) 	<ul style="list-style-type: none"> Fast Formula requires additional custom setups Complexity of change to the calculation logic: Complex Number of LDGs added to scope: one (1) 	<ul style="list-style-type: none"> N/A
User-Defined Tables	<ul style="list-style-type: none"> Number of columns Number of rows 	<ul style="list-style-type: none"> Number of columns less than or equal to three (3) Number of rows for each column less than or equal to twenty (20) 	<ul style="list-style-type: none"> Number of columns less than or equal to five (5) Number of rows for each column less than or equal to fifty (50) 	<ul style="list-style-type: none"> Number of columns less than or equal to ten (10) Number of rows for each column less than or equal to one hundred (100) 	<ul style="list-style-type: none"> Number of columns less than or equal to fifteen (15) Number of rows for each column less than or equal to two hundred (200) 	<ul style="list-style-type: none"> N/A
Workflow	<ul style="list-style-type: none"> Customize existing Approval rules <ul style="list-style-type: none"> Delete rules change rules (modify conditions and approvers) Add New rules (conditions and approvers) within existing seeded ruleset 	<ul style="list-style-type: none"> Change/Add rules by adding/removing/changing conditions and approvers - up to two (2) rules 	<ul style="list-style-type: none"> Change/Add rules by adding/removing/changing conditions and approvers - up to three (3) rules 	<ul style="list-style-type: none"> Change/Add rules by adding/removing/changing conditions and approvers - up to four (4) rules 	<ul style="list-style-type: none"> Change/Add rules by adding/removing/changing conditions and approvers - up to six (6) rules 	<ul style="list-style-type: none"> N/A

Page Personalization

<ul style="list-style-type: none"> • Change number of rows displayed in a table • Change product branding (image) • Change region header icon • Hide or show regions and items • Change layout order of regions and items within the boundaries of the parent region • Include or exclude descriptive Flexfield • segments • Filter (restrict querying of) tabular data • Change item labels and region headers • Change required state of non-mandatory items • Update allowed state for updateable items • Enable totals for table columns, when applicable • Alter the item cascading style sheet (CSS) - to personalize the look and feel of an item • Set a default value for an item • Define tips (in line instructions 	<ul style="list-style-type: none"> • Change of Labels • Hide/Unhide of Fields • Any other minor changes 	<ul style="list-style-type: none"> • Change number of rows displayed in a table • Hide or show regions and items • Include or exclude descriptive Flexfield segments 	<ul style="list-style-type: none"> • Change product branding (image) • Change layout order of regions and items within the boundaries of the parent region • Change item labels and region headers • Change required state of non-mandatory items • Update allowed state for updateable items • Enable totals for table columns, when applicable • Set a default value for an item • Define tips (in line instructions and usage help) for associated items • Add new items to an existing region, typically, as part of an extensibility project, where new items are limited to specific styles • System personalizations – branding, images, messages 	<ul style="list-style-type: none"> • Change region header icon • Filter (restrict querying of) tabular data • Alter the item cascading style sheet (CSS) - to personalize the look and feel of an item • System personalizations - style sheets, delivered Flexfields, customizing look and feel 	<ul style="list-style-type: none"> • N/A
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Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
	<ul style="list-style-type: none"> and usage help) for associated items Add new items to an existing region, typically, as part of an extensibility project, where new items are limited to specific styles System personalizations – branding, style sheets, images, messages, delivered Flexfields, customizing look and feel 					
Flexfields	<ul style="list-style-type: none"> Number of segments Number of validations 	<ul style="list-style-type: none"> Up to three (3) segments No segment values validation 	<ul style="list-style-type: none"> Up to five (5) segments Only seeded validations 	<ul style="list-style-type: none"> Up to seven (7) segments Up to three (3) custom validations 	<ul style="list-style-type: none"> More than seven (7) segments Up to seven (7) custom validations 	<ul style="list-style-type: none"> N/A
Elements	<ul style="list-style-type: none"> Type of elements - Recurring, Non-Recurring & Information Eligibility criteria Costing Information Status processing rules Balances & balance Feeds Database Items 	<ul style="list-style-type: none"> Non-recurring elements or information element Open/No eligibility criteria No costing information Up to three (3) Input values No balance feeds 	<ul style="list-style-type: none"> Recurring/ Information/ non-recurring element Multiple eligibility criteria - only seeded data No costing Up to five (5) Input values No balance feeds 	<ul style="list-style-type: none"> Recurring/ Information/ Non-recurring element Multiple eligibility criteria No costing Up to five (5) Input values Classification based balance feed 	<ul style="list-style-type: none"> Recurring/ Information/ Non-recurring element Multiple eligibility criteria Costing information up to seven (7) Input values Custom balance feeds 	<ul style="list-style-type: none"> N/A
Custom Security profile	<ul style="list-style-type: none"> SQL code complexity 	<ul style="list-style-type: none"> No custom SQL Require 	<ul style="list-style-type: none"> Custom SQL code complexity: Easy 	<ul style="list-style-type: none"> Custom SQL code complexity: Moderate 	<ul style="list-style-type: none"> Custom SQL code complexity: Complex 	<ul style="list-style-type: none"> N/A

Extensibility Type	Parameters/ Effort Type	Very Easy	Easy	Moderate	Complex	Very Complex
Custom Data Roles	<ul style="list-style-type: none"> Complexities would involve creation custom job roles, duty roles, privileges and permissions 	<ul style="list-style-type: none"> Additional/Removal of five (5) privileges per role 	<ul style="list-style-type: none"> Additional/Removal of ten (10) privileges per role 	<ul style="list-style-type: none"> Additional/Removal of fifteen (15) privileges per role 	<ul style="list-style-type: none"> Additional/Removal of twenty (20) privileges per role 	<ul style="list-style-type: none"> N/A
Business Rules	<ul style="list-style-type: none"> Steps 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Two (2) – four (4) steps to complete 	<ul style="list-style-type: none"> Five (5)-eight (8) steps to complete 	<ul style="list-style-type: none"> Nine (9)-16 steps to complete 	<ul style="list-style-type: none"> N/A
Web Data Entry Forms (WDEFs)	<ul style="list-style-type: none"> Business rules Dimensions Run time prompts 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Simple list layout No business rules attached to the form No dashboards Up to two (2) dimensions in rows 	<ul style="list-style-type: none"> Business rule attached to the form No run on save attached to the business rule on the form Up to two (2) dimensions in rows of form Includes run time prompts 	<ul style="list-style-type: none"> Business rule attached to form Business rules set to run on save Dashboard created from web form Multiple dimensions allowed in rows (up to three (3)) Includes run time prompts 	<ul style="list-style-type: none"> N/A



TIME AND MATERIALS EXHIBIT

ORACLE CONTRACT INFORMATION

Customer Name: City of Stamford
Ordering Document Number: US-11371699
Exhibit Number: 2

This exhibit incorporates by reference the terms of the ordering document specified above.

1. Description of Services.

At City of Stamford's direction, Oracle will provide City of Stamford with additional functional and technical assistance with the implementation of the following Oracle Cloud Services:

- a. Oracle Cloud Financials;
- b. Oracle Cloud Project Portfolio Management;
- c. Oracle Cloud Procurement;
- d. Oracle Cloud Supply Chain Execution; and
- e. Oracle Enterprise Performance Management.

2. Your Obligations and Project Assumptions.

You acknowledge that Your timely provision of and access to office accommodations, facilities, and equipment (if applicable) and assistance, cooperation, complete and accurate information and data from Your officers, agents, and employees (collectively, "cooperation") are essential to the performance of any Services as set forth in this exhibit. Oracle will not be responsible for any deficiency in performing Services if such deficiency results from Your failure to provide full cooperation.

You acknowledge that Oracle's ability to perform the Services and any related estimate depends upon Your fulfillment of the following obligations and the following project assumptions:

A. Your Obligations.

1. If the Services are provided in an Oracle hosted cloud environment, obtain Cloud Services under separate contract prior to the commencement of Services under this exhibit and maintain such Cloud Services for the duration of the Services provided under this exhibit.
2. Provide Oracle with full access to the relevant documentation and the functional, technical and business resources with adequate skills and knowledge to support the performance of Services.
3. Provide, for all Oracle resources performing Services at Your site, a safe and healthful workspace (e.g., a workspace that is free from recognized hazards that are causing, or likely to cause, death or serious physical harm, a workspace that has proper ventilation, legally acceptable oxygen concentration levels, sound levels acceptable for resources performing Services in the workspace, and ergonomically correct work stations, etc.).
4. Provide any notices, and obtain any consents, required for Oracle to perform Services.

5. Limit Oracle's access to any production environment or shared development environments to the extent necessary for Oracle to perform Services.
6. If Services are performed remotely, provide Oracle resources with remote access to Your systems and environments required for such Services, using an Oracle-defined standard virtual private network or an Oracle Web Conference or similar, agreed-upon third-party web conferencing application (collectively, "remote access tools"), including by: (a) installing the remote access tools prior to the commencement of Services and maintaining them for the duration of the Services (e.g., by acquiring any equipment and performing labor) to ensure all components of Your Oracle software environment are accessible and in compliance with all Oracle's requirements; and (b) obtaining all rights to use the remote access tools for all Oracle resources providing remote Services. You acknowledge and agree that: (i) Oracle is not responsible for network connections or any related problems, such as bandwidth issues, excessive latency, network outages, or any performance or other conditions caused by an internet service provider or the network connections; and (ii) all terms and conditions applicable to any third-party web conferencing application shall have no force or effect whatsoever.
7. As required by U.S. Department of Labor regulations (20 CFR 655.734), You will allow Oracle to post a Notice regarding Oracle H-1B employee(s) at the work site prior to the employee's arrival on site.

B. Project Assumptions.

1. Owing to the uncertainties of the evolving Covid-19 situation, the provision of any on-site Services under this order is subject to the delivery resources being permitted and able to perform such Services taking into consideration applicable laws and regulations, including those pertaining to health, safety and mobility (whether in the country of service provision and/or the country of location of the delivery resources). If the provision of any on-site Services is negatively impacted due to circumstances related to or arising from the Covid-19 situation, Oracle and You agree to cooperate in good faith to review such impact and, if necessary, amend any resource plans, work plans, service specifications, time schedules and the like in accordance with the change control process of this order, including possibly putting in place an infrastructure (e.g. VPN) to enable a remote delivery of services. For the avoidance of doubt, this section is without prejudice to the parties' rights and obligations under the force majeure clause.
2. The parties acknowledge and agree that the performance of services does not require or involve the processing of personal data.
3. Anything not expressly list in the Description of Services is not included in the scope of, or estimated fees for, the services.
4. All written documentation and communication will be created in U.S. English only, and in Oracle standard formats unless otherwise mutually agreed to and subject to the Change Request Process.
5. Oracle Services will be performed under your direction, and you shall remain responsible for management of the Services and any outs arising.
6. There will be no deliverables provided on behalf of Oracle.
7. Payment to Oracle will be for all of the hours spent performing Services and is not tied to any task outputs.

3. Rates, Estimated Fees and Expenses, and Taxes.

A. The Services specified above are provided on a time and materials ("T&M") basis; that is, You shall pay Oracle for all of the time spent performing such Services, plus materials, taxes and expenses.

B. Rates. For a period of one (1) year from the effective date of the ordering document, the Services described above will be provided at the rates set forth below. Thereafter, unless otherwise agreed by You and Oracle in writing, Services performed under this exhibit will be provided at Oracle's standard consulting rates in effect when Services are performed.

Resource Role	Extended Hourly Rate
9- Practice/Tech Sr Director	\$375.00

C. Subcontractor Resource Rates

At Oracle's discretion, Oracle may retain a third party resource ("Subcontractor") to perform some of the Services under this exhibit. A subcontractor will perform Services at City of Stamford's location or from a remote location. For a period of one (1) year from the effective date of the ordering document, Services performed by such a Subcontractor will be provided at the rates set forth below. Thereafter, City of Stamford's and Oracle must agree in writing to rates for Services performed under this exhibit by Subcontractors.

Resource Role	Extended Hourly Rate
8 - Practice/Tech Director- On Site	\$ 266.00
7 - Practice/Tech Manager - Onsite	\$ 250.80
6T- Sr. Principle - Onsite	\$ 243.20
5- Principal - Onsite	\$ 205.20
4 - Senior Consultant - Remote	\$ 71.88
3 - Staff Consultant - Remote	\$ 65.00

D. Estimated Fees and Expenses. All fees and expenses will be invoiced monthly. The fee and expense estimates specified in Your order are intended only to be for Your budgeting and Oracle's resource scheduling purposes; these estimates do not include taxes. Oracle will invoice You for actual time spent performing the T&M Services, plus materials, taxes and expenses; such invoice may exceed the total estimated amount documented herein. Once fees for Services reach the estimate, Oracle will cooperate with You to provide continuing Services on a T&M basis.

E. Compensatory Tax. The parties acknowledge that temporary living reimbursements to Oracle provided resources(s) may be deemed compensatory under federal, state, and local tax laws if a resource's assignment in a particular location will exceed or has exceeded one year. Where reasonably possible, Oracle will plan with You to limit the duration of a resource's assignment in a particular location to less than one year. If the requirements of the Services are such that it becomes necessary for a resource's Services in a particular location to continue for a year or more and as a result, the reimbursement of such resource's living expenses are deemed compensatory for tax purposes, then, You agree to pay Oracle the amount of additional compensation provided to such resource to compensate for taxes imposed.

4. Project Management.

You and Oracle each agree to designate a project manager who shall work together with the other party's project manager to facilitate an efficient delivery of Services.