

**PROFESSIONAL SERVICES AGREEMENT  
BETWEEN THE CITY OF SAN BERNARDINO  
AND APPLICATION SOFTWARE TECHNOLOGY LLC**

This Agreement is made and entered into as of **November 20, 2024** by and between the City of San Bernardino, a charter city and municipal corporation organized and operating under the laws of the State of California with its principal place of business at Vanir Tower, 290 North D Street, San Bernardino, CA 92401 ("City"), and **Applications Software Technology LLC**, a **Delaware limited liability company** with its principal place of business at **4343 Commerce Court, Ste. 701, Lisle IL 60532** (hereinafter referred to as "Consultant"). City and Consultant are hereinafter sometimes referred to individually as "Party" and collectively as the "Parties."

**RECITALS**

A. City is a public agency of the State of California and is in need of professional services for the following project:

**ERP Implementation** (hereinafter referred to as "the Project").

B. Consultant is duly licensed and has the necessary qualifications to provide such services.

C. The Parties desire by this Agreement to establish the terms for City to retain Consultant to provide the services described herein.

**NOW, THEREFORE, IT IS AGREED AS FOLLOWS:**

**AGREEMENT**

1. Incorporation of Recitals. The recitals above are true and correct and are hereby incorporated herein by this reference.

2. Services. Consultant shall provide the City with the services described in the Scope of Services attached hereto as Exhibit "A."

3. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel identified in their proposal unless otherwise agreed to by the City. Consultant warrants that Consultant is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement. Consultant further represents that no City employee will provide any services under this Agreement as an employee, agent or representative of Consultant's.

4. Compensation.

a. Subject to paragraph 4(b) below, the City shall pay for such services in accordance with the Statement of Work set forth in Exhibit "A."

b. In no event shall the total amount paid for services rendered by Consultant under this Agreement exceed the sum of **\$4,932,000**. This amount is to cover all related costs, and the City will not pay any additional fees for printing expenses. Consultant may submit invoices to City for approval. Said invoice shall be based on the total of all Consultant's services which have been completed and accepted by the City in accordance with Exhibit A. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. The invoice shall describe in detail the services performed and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

5. Additional Work. If changes in the work seem merited by Consultant or the City, and informal consultations with the other party indicate that a change is warranted, it shall be processed in the following manner: a letter outlining the changes shall be forwarded to the City by Consultant with a statement of estimated changes in fee or time schedule. An amendment to this Agreement shall be prepared by the City and executed by both Parties before performance of such services, or the City will not be required to pay for the changes in the scope of work. Such amendment shall not render ineffective or invalidate unaffected portions of this Agreement.

a. Adjustments. No retroactive price adjustments will be considered. Additionally, no price increases will be permitted during the first year of this Agreement, unless agreed to by City and Consultant in writing.

6. Term. This Agreement shall commence on the Effective Date and continue through **February 28, 2027**, unless the Agreement is previously terminated as provided for herein ("Term").

7. Maintenance of Records; Audits.

a. Records of Consultant's services directly relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City for inspection and/or audit upon commercially reasonable prior written notice to Consultant at mutually convenient times for a period of four (4) years from the Effective Date.

b. Books, documents, papers, accounting records, and other evidence directly pertaining to costs incurred shall be maintained by Consultant and made available at all reasonable times during the contract period and for four (4) years from the date of final payment under the contract for inspection by City.

8. Time of Performance. Consultant shall perform its services in a prompt and timely manner and shall commence performance upon receipt of written notice from the City to proceed. Consultant shall complete the services required hereunder within Term.

9. Delays in Performance.

a. Neither City nor Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing Party. For purposes of this Agreement, such circumstances include a Force Majeure Event. A Force Majeure Event shall mean an event that materially affects the Consultant's performance and is one or more of the following: (1) Acts of God or other natural disasters occurring at the project site; (2) terrorism or other acts of a public enemy; (3) orders of governmental authorities (including, without limitation, unreasonable and unforeseeable delay in the issuance of permits or approvals by governmental authorities that are required for the services); and (4) pandemics, epidemics or quarantine restrictions. For purposes of this section, "orders of governmental authorities," includes ordinances, emergency proclamations and orders, rules to protect the public health, welfare and safety.

b. Should a Force Majeure Event occur, the non-performing Party shall, within a reasonable time of being prevented from performing, give written notice to the other Party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement. Delays shall not entitle Consultant to any additional compensation regardless of the Party responsible for the delay.

c. Notwithstanding the foregoing, the City may still terminate this Agreement in accordance with the termination provisions of this Agreement.

10. Compliance with Law.

a. Consultant shall comply with all applicable laws, ordinances, codes and regulations of the federal, state and local government, including Cal/OSHA requirements.

b. If required, Consultant shall assist the City, as requested, in obtaining and maintaining all permits required of Consultant by federal, state and local regulatory agencies.

c. If applicable, Consultant is responsible for all costs of clean up and/or removal of hazardous and toxic substances spilled as a result of his or her services or operations performed under this Agreement.

11. Standard of Care. Consultant's services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions. Consultant's performance shall conform in all material respects to the requirements of the Scope of Work.

12. Conflicts of Interest. During the term of this Agreement, Consultant shall at all times maintain a duty of loyalty and a fiduciary duty to the City and shall not accept payment from or employment with any person or entity which will constitute a conflict of

interest with the City.

13. City Business Certificate. Consultant shall, prior to execution of this Agreement, obtain and maintain during the term of this Agreement a valid business registration certificate from the City pursuant to Title 5 of the City's Municipal Code and any and all other licenses, permits, qualifications, insurance, and approvals of whatever nature that are legally required of Consultant to practice his/her profession, skill, or business.

14. Assignment and Subconsultant. Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the City, which may be withheld for any reason. Any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement. Nothing contained herein shall prevent Consultant from employing independent associates and subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

15. Independent Consultant. Consultant is retained as an independent contractor and is not an employee of City. No employee or agent of Consultant shall become an employee of City. The work to be performed shall be in accordance with the work described in this Agreement, subject to such directions and amendments from City as herein provided. Any personnel performing the work governed by this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Consultant shall pay all wages, salaries, and other amounts due such personnel in connection with their performance under this Agreement and as required by law. Consultant shall be responsible for all reports and obligations respecting such personnel, including, but not limited to: social security taxes, income tax withholding, unemployment insurance, and workers' compensation insurance.

16. Insurance. Consultant shall not commence work for the City until it has provided evidence satisfactory to the City it has secured all insurance required under this section. In addition, Consultant shall not allow any subcontractor to commence work on any subcontract until it has secured all insurance required under this section.

a. Additional Insured

The City of San Bernardino, its officials, officers, employees, agents, and volunteers shall be named as additional insureds on Consultant's and its subconsultants' policies of commercial general liability and automobile liability insurance using the endorsements and forms specified herein or exact equivalents.

b. Commercial General Liability

(i) The Consultant shall take out and maintain, during the performance of all work under this Agreement, in amounts not less than specified herein, Commercial General Liability Insurance, in a form and with insurance companies

acceptable to the City.

(ii) Coverage for Commercial General Liability insurance shall be at least as broad as the following:

Insurance Services Office Commercial General Liability coverage (Occurrence Form CG 00 01) or exact equivalent.

(iii) Commercial General Liability Insurance must include coverage for the following:

- (1) Bodily Injury and Property Damage
- (2) Personal Injury/Advertising Injury
- (3) Premises/Operations Liability
- (4) Products/Completed Operations Liability
- (5) Aggregate Limits that Apply per Project
- (6) Explosion, Collapse and Underground (UCX) exclusion deleted
- (7) Contractual Liability with respect to this Contract
- (8) Broad Form Property Damage
- (9) Independent Consultants Coverage

(iv) The policy shall contain no endorsements or provisions limiting coverage for (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; (3) products/completed operations liability; or (4) contain any other exclusion contrary to the Agreement.

(v) The policy shall give City, its elected and appointed officials, officers, employees, agents, and City-designated volunteers additional insured status using ISO endorsement forms CG 20 10 10 01 and 20 37 10 01, or endorsements providing the exact same coverage.

(vi) The general liability program may utilize either deductibles or provide coverage excess of a self-insured retention, subject to written approval by the City, and provided that such deductibles shall not apply to the City as an additional insured.

c. Automobile Liability

(i) At all times during the performance of the work under this Agreement, the Consultant shall maintain Automobile Liability Insurance for bodily injury and property damage including coverage for owned, non-owned and hired vehicles, in a form and with insurance companies acceptable to the City.

(ii) Coverage for automobile liability insurance shall be at least as broad as Insurance Services Office Form Number CA 00 01 covering automobile liability (Coverage Symbol 1, any auto).

(iii) The policy shall give City, its elected and appointed officials, officers, employees, agents and City designated volunteers additional insured status.

(iv) Subject to written approval by the City, the automobile liability program may utilize deductibles, provided that such deductibles shall not apply to the City as an additional insured, but not a self-insured retention.

d. Workers' Compensation/Employer's Liability

(i) Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and he/she will comply with such provisions before commencing work under this Agreement.

(ii) To the extent Consultant has employees at any time during the term of this Agreement, at all times during the performance of the work under this Agreement, the Consultant shall maintain full compensation insurance for all persons employed directly by him/her to carry out the work contemplated under this Agreement, all in accordance with the "Workers' Compensation and Insurance Act," Division IV of the Labor Code of the State of California and any acts amendatory thereof, and Employer's Liability Coverage in amounts indicated herein. Consultant shall require all subconsultants to obtain and maintain, for the period required by this Agreement, workers' compensation coverage of the same type and limits as specified in this section.

e. Professional Liability (Errors and Omissions)

At all times during the performance of the work under this Agreement the Consultant shall maintain professional liability or Errors and Omissions insurance appropriate to its profession, in a form and with insurance companies acceptable to the City and in an amount indicated herein. This insurance shall be endorsed to include contractual liability applicable to this Agreement and shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of the Consultant. "Covered Professional Services" as designated in the policy must specifically include work performed under this Agreement. The policy must "pay on behalf of" the insured and must include a provision establishing the insurer's duty to defend.

f. Privacy/Network Security (Cyber)

At all times during the performance of the work under this Agreement, the Consultant shall maintain privacy/network security insurance for: (1) privacy breaches, (2) system breaches, (3) denial or loss of service, and the (4) introduction, implantation or spread of malicious software code, in a form and with insurance companies acceptable to the City.

g. N/A

h. Minimum Policy Limits Required

(i) The following insurance limits are required for the Agreement:

	<u>Combined Single Limit</u>
Commercial General Liability	\$2,000,000 per occurrence/\$4,000,000 aggregate for bodily injury, personal injury, and property damage
Automobile Liability	\$1,000,000 per occurrence for bodily injury and property damage
Employer's Liability	\$1,000,000 per occurrence
Professional Liability	\$1,000,000 in the aggregate (errors and omissions)
Cyber Liability	\$3,000,000 in the aggregate

(ii) Intentionally omitted.

(iii) Requirements of specific coverage or limits contained in this section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance. Any available coverage shall be provided to the parties required to be named as Additional Insured pursuant to this Agreement.

i. Evidence Required

Prior to execution of the Agreement, the Consultant shall file with the City evidence of insurance from an insurer or insurers certifying to the coverage of all insurance required herein. Such evidence shall include original copies of the ISO CG 00 01 (or insurer's equivalent) signed by the insurer's representative and Certificate of Insurance (Acord Form 25-S or equivalent), together with required endorsements. All evidence of insurance shall be signed by a properly authorized officer, agent, or qualified representative of the insurer and shall certify the names of the insured, any additional insureds, where appropriate, the type and amount of the insurance, the location and operations to which the insurance applies, and the expiration date of such insurance.

j. Policy Provisions Required

(i) Consultant shall provide the City at least thirty (30) days prior written notice of cancellation of any policy required by this Agreement, except that the Consultant shall provide at least ten (10) days prior written notice of cancellation of any

such policy due to non-payment of the premium. If any of the required coverage is cancelled or expires during the term of this Agreement, the Consultant shall deliver renewal certificate(s) including the General Liability Additional Insured Endorsement to the City at least ten (10) days prior to the effective date of cancellation or expiration.

(ii) The Commercial General Liability Policy and Automobile Policy shall each contain a provision stating that Consultant's policy is primary insurance and that any insurance, self-insurance or other coverage maintained by the City or any named insureds shall not be called upon to contribute to any loss.

(iii) The retroactive date (if any) of each policy is to be no later than the effective date of this Agreement. Consultant shall maintain such coverage continuously for a period of at least three years after the completion of the work under this Agreement. Consultant shall purchase a one (1) year extended reporting period A) if the retroactive date is advanced past the effective date of this Agreement; B) if the policy is cancelled or not renewed; or C) if the policy is replaced by another claims-made policy with a retroactive date subsequent to the effective date of this Agreement.

(iv) All required insurance coverages, except for the professional liability coverage, shall contain or be endorsed to provide waiver of subrogation in favor of the City, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against City, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(v) The limits set forth herein shall apply separately to each insured against whom claims are made or suits are brought, except with respect to the limits of liability. Further the limits set forth herein shall not be construed to relieve the Consultant from liability in excess of such coverage, nor shall it limit the Consultant's indemnification obligations to the City and shall not preclude the City from taking such other actions available to the City under other provisions of the Agreement or law.

k. Qualifying Insurers

(i) All policies required shall be issued by acceptable insurance companies, as determined by the City, which satisfy the following minimum requirements:

(1) Each such policy shall be from a company or companies with a current A.M. Best's rating of no less than A:VII and admitted to transact in the business of insurance in the State of California, or otherwise allowed to place insurance through surplus line brokers under applicable provisions of the California Insurance Code or any federal law.

l. Additional Insurance Provisions



(i) The foregoing requirements as to the types and limits of insurance coverage to be maintained by Consultant, and any approval of said insurance by the City, is not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Consultant pursuant to this Agreement, including, but not limited to, the provisions concerning indemnification.

(ii) If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, City has the right but not the duty to obtain the insurance it deems necessary and any premium paid by City will be promptly reimbursed by Consultant or City will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, City may cancel this Agreement.

(iii) The City may require the Consultant to provide complete copies of all insurance policies in effect for the duration of the Project.

(iv) Neither the City nor the City Council, nor any member of the City Council, nor any of the officials, officers, employees, agents or volunteers shall be personally responsible for any liability arising under or by virtue of this Agreement.

m. Subconsultant Insurance Requirements. Consultant shall not allow any subcontractors or subconsultants to commence work on any subcontract until they have provided evidence satisfactory to the City that they have secured all insurance required under this section. Policies of commercial general liability insurance provided by such subcontractors or subconsultants shall be endorsed to name the City as an additional insured using ISO form CG 20 38 04 13 or an endorsement providing the exact same coverage. If requested by Consultant, City may approve different scopes or minimum limits of insurance for particular subcontractors or subconsultants.

## 17. Indemnification.

a. To the fullest extent permitted by law, Consultant ("Indemnifying Party") shall defend at Consultant's expense (with counsel reasonably approved by the City), indemnify and hold the City, its elected and appointed officials, officers, employees, agents, and authorized volunteers (collectively, the "Indemnitees") free and harmless from any and all claims, demands, causes of action, suits, actions, proceedings by third parties for costs, expenses, liability, judgments, awards, decrees, settlements, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, (collectively, "Third Party Claims") in any manner arising out of, pertaining to, or incident to any alleged acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's services, the Project, or this Agreement, including without limitation the payment of all damages, expert witness fees, attorneys' fees and other related costs and expenses. This indemnification clause excludes Third Party Claims to the extent arising from the acts or omission of the City or any Indemnitee(s). Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the City, the City Council, members of the City Council, its employees, or

authorized volunteers. Consultant's indemnification obligation shall survive the expiration or earlier termination of this Agreement.

b. Intentionally Deleted.

c. Limitation of Liability. Neither Party shall be liable for any indirect, incidental, special, punitive or consequential damages, including without limitation loss of profits (otherwise than in respect of any obligation to pay the fees due to Consultant), savings, revenue, business or data, however arising, whether in contract, tort (including negligence) or any other legal or equitable theory, even if it has been advised of the possibility of such damages; and except with respect to damages resulting from breaches of confidentiality, bodily injury, death, damage to physical property and violations of applicable laws, (ii) the Parties' liability shall not exceed, in the event of City's liability to Consultant, the fees and expenses due and owing to Consultant, and in the event of Consultant's liability to the City, one and one half times (1.5x) the total fees and expenses due by the City to Consultant under this Agreement.

The limitations set forth in section 17 (c) shall apply regardless of whether a claim or liability is in contract, tort (including negligence) or any other legal or equitable theory, and notwithstanding the failure of any limited remedy of its essential purpose.

The City's sole and exclusive remedy with respect to any alleged breach of a license or subscription agreement for, any warranty under a license or subscription agreement for, or the suitability, characteristics, functionality or performance of, or infringement of Intellectual Property Rights by, third party software shall be in accordance with the terms of the license or subscription agreement or related agreements between the City and the third party software vendor and Consultant shall have no liability therefor.

18. California Labor Code Requirements. Consultant is aware of the requirements of California Labor Code Sections 1720 et seq. and 1770 et seq., as well as California Code of Regulations, Title 8, Section 16000, et seq., ("Prevailing Wage Laws"), which require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects. If the Services are being performed as part of an applicable "public works" or "maintenance" project, as defined by the Prevailing Wage Laws, Consultant agrees to fully comply with such Prevailing Wage Laws, if applicable. Consultant shall defend, indemnify and hold the City, its elected officials, officers, employees and agents free and harmless from any claims, liabilities, costs, penalties or interest arising out of any failure or alleged failure to comply with the Prevailing Wage Laws. It shall be mandatory upon the Consultant and all subcontractors to comply with all California Labor Code provisions, which include but are not limited to prevailing wages (Labor Code Sections 1771, 1774 and 1775), employment of apprentices (Labor Code Section 1777.5), certified payroll records (Labor Code Sections 1771.4 and 1776), hours of labor (Labor Code Sections 1813 and 1815) and debarment of contractors and subcontractors (Labor Code Section 1777.1).

If the Services are being performed as part of an applicable "public works" or "maintenance" project, then pursuant to Labor Code Sections 1725.5 and 1771.1, the

Consultant and all subconsultants performing such Services must be registered with the Department of Industrial Relations. Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants, as applicable. This Project may also be subject to compliance monitoring and enforcement by the Department of Industrial Relations. It shall be Consultant's sole responsibility to comply with all applicable registration and labor compliance requirements.

19. Verification of Employment Eligibility. By executing this Agreement, Consultant verifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and Control Act of 1986, as may be amended from time to time, and shall require all subconsultants and sub-subconsultants to comply with the same.

20. Laws and Venue. This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of San Bernardino, State of California.

21. Termination or Abandonment

a. City has the right to terminate or abandon any portion or all of the work under this Agreement by giving ten (10) business days' written notice to Consultant. In such event, City shall be immediately given title and possession to all original field notes, drawings and specifications, written reports and other documents produced or developed for that portion of the work completed and/or being abandoned. City shall pay Consultant the value of services rendered for any portion of the work completed prior to termination. If said termination occurs prior to completion of any task for the Project for which a payment request has not been received, the charge for services performed during such task shall be the value of such services, based on the hourly rate set forth in the statement of work. City shall not be liable for any costs other than the charges or portions thereof which are specified herein. Consultant shall not be entitled to payment for unperformed services, and shall not be entitled to damages or compensation for termination of work.

b. Consultant may terminate its obligation to provide further services under this Agreement upon thirty (30) business days' written notice to City only in the event of substantial failure by City to perform in accordance with the terms of this Agreement through no fault of Consultant.

22. Attorneys' Fees. In the event that litigation is brought by any Party in connection with this Agreement, the prevailing Party shall be entitled to recover from the opposing Party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing Party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof. The expenses of the City Attorney's Office in enforcing this Agreement on behalf of the City shall be considered as "attorneys' fees" for the purposes of this Agreement only if the City Attorney's Office

acts as the sole litigation counsel on behalf of the City in such litigation.

23. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish an explanation as may be required by the City's representative, regarding any services or deliverables rendered under this Agreement at no additional cost to City. In the event the services and/ or deliverables do not conform to the statement of work, upon notification from the City to Consultant in writing, specifying the nature and extent of the non-conformity within thirty (30) days of the acceptance of the service or deliverable claimed to be non-conforming, Consultant shall, at no cost to City, re-perform the applicable services or correct the applicable deliverable at Consultant's expense to cure the non-conformity as promptly as possible, but in any event within such period as agreed upon by the parties in writing and to participate in any meeting required regarding the correction. Notwithstanding the foregoing, Consultant shall not be responsible for remedial actions to the extent the failure is solely caused by or related to modifications to the services and/or deliverables, or to the environment in which they operate, by the City or anyone other than the Consultant or Consultant's subcontractor. Furthermore, if Consultant re-performs services and the non-conformity is later discovered to be solely attributable to, caused by or related to modifications to the services, deliverables or environment by the City or anyone other than the Consultant or Consultant's subcontractor, the City agrees to reimburse Consultant for the material and labor costs of the remedial measures. Notwithstanding anything in this Agreement or any statement of work to the contrary, Consultant does not warrant any software, application or other product provided by Oracle Corporation (or its affiliates) or any other third party, and Consultant shall have no responsibility or liability for defects in or failures of the services or deliverables that Consultant can evidence were caused solely by such software, applications or products or any modifications, upgrades or other changes thereto by Oracle or such third party and were not caused by Consultant's configuration of such software, applications or products.

24. Prohibited Employment. Consultant shall not employ any current employee of City to perform the work under this Agreement while this Agreement is in effect.

25. Costs. Each Party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

26. Documents. Except as otherwise provided in "Termination or Abandonment," above, all original field notes, written reports, Drawings and Specifications and other documents, produced or developed for the Project shall, upon payment in full for the services described in this Agreement, be furnished to and become the property of the City.

27. Organization. Consultant shall assign **\*\*\*INSERT NAME\*\*\*** as Project Manager. The Project Manager shall not be removed from the Project or reassigned without the prior written consent of the City.

28. Limitation of Agreement. This Agreement is limited to and includes only the work included in the Project described above.

29. Notice. Any notice or instrument required to be given or delivered by this Agreement may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to the following addresses and shall be effective upon receipt thereof:

**CITY:**

City of San Bernardino  
Vanir Tower, 290 North D Street  
San Bernardino, CA 92401  
Attn: **Director of Finance  
& Management Services**

**CONSULTANT:**

Applications Software Technology LLC  
4343 Commerce Court, Ste, 701  
Lisle, IL 60532  
Attn: Contracts Manager

With Copy To:

City of San Bernardino  
Vanir Tower, 290 North D Street  
San Bernardino, CA 92401  
Attn: **City Attorney**

30. Third Party Rights. Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the City and the Consultant.

31. Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer and that it shall not discriminate against any employee or applicant for employment because of race, religion, color, national origin, ancestry, sex, age or other interests protected by the State or Federal Constitutions. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

32. Entire Agreement. This Agreement, including Exhibit "A," represents the entire understanding of City and Consultant as to those matters contained herein, and supersedes and cancels any prior or contemporaneous oral or written understanding, promises or representations with respect to those matters covered hereunder. Each Party acknowledges that no representations, inducements, promises, or agreements have been made by any person which are not incorporated herein, and that any other agreements shall be void. No terms, provisions or conditions of any purchase order, acknowledgement or other business form, or of any electronic data interchange, internal or third party portal, or any other electronic means, that either Party may use in connection with the transactions contemplated by this Agreement shall have any effect on or shall otherwise modify the rights, duties or obligations of either Party under this Agreement,

regardless of any failure of a receiving Party to object to such terms, provisions or conditions. This is an integrated Agreement.

33. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid, illegal, or unenforceable for any reason, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance, and the remaining provisions of this Agreement shall remain in full force and effect.

34. Successors and Assigns. This Agreement shall be binding upon and shall inure to the benefit of the successors in interest, executors, administrators and assigns of each Party to this Agreement. However, Consultant shall not assign or transfer by operation of law or otherwise any or all of its rights, burdens, duties or obligations without the prior written consent of City. Any attempted assignment without such consent shall be invalid and void.

35. Non-Waiver. The delay or failure of either Party at any time to require performance or compliance by the other Party of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the Party against whom enforcement of a waiver is sought. The waiver of any right or remedy with respect to any occurrence or event shall not be deemed a waiver of any right or remedy with respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

36. Time of Essence. Time is of the essence for each and every provision of this Agreement.

37. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain, or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

38. Amendments. Only a writing executed by all of the Parties hereto or their respective successors and assigns may amend this Agreement.

39. City's Right to Employ Other Consultants. City reserves its right to employ other consultants, including engineers, in connection with this Project or other projects.

40. Prohibited Interests. Consultant maintains and warrants that it has neither employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no official, officer

or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

41. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one single Agreement.

42. Authority. The persons executing this Agreement on behalf of the Parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said Parties and that by doing so, the Parties hereto are formally bound to the provisions of this Agreement.

43. Electronic Signature. Each Party acknowledges and agrees that this Agreement may be executed by electronic or digital signature, which shall be considered as an original signature for all purposes and shall have the same force and effect as an original signature.

44. Disciplinary Actions in Phases for Non-Performance. Failure for Consultant to perform its obligations under this Agreement or comply with the Performance Indicators may result in disciplinary action as follows:

(i) Informal Warning (Written or Verbal). Consultant is given a warning in regards to non-performance. If a verbal warning is issued, it will be confirmed with an electronic correspondence to the Consultant.

(ii) Formal Written Warning. A formal written warning is issued to Consultant pursuant to Section 29 of this Agreement. Consultant must respond within 5 to 10 days of receipt of the formal warning. Upon response from the Consultant, Consultant shall be provided a reasonable time to make corrections to their performance. This time period

(iii) Formal Penalty Issued. A penalty of 15% of the Consultant's current invoice amount or annual contract amount is deducted for non-performance after previous warnings have been issued.

(iv) Termination of Contract. If the performance has not been corrected after all warnings and previous penalties have been exhausted, City may terminate the contract pursuant to Section 21 of this Agreement.

**[SIGNATURES ON FOLLOWING PAGE]**

**SIGNATURE PAGE FOR PROFESSIONAL SERVICES AGREEMENT  
BETWEEN THE CITY OF SAN BERNARDINO  
AND APPLICATION SOFTWARE TECHNOLOGY LLC**

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first written above.

**CITY OF SAN BERNARDINO**

**CONSULTANT**

APPROVED BY:

\_\_\_\_\_  
**Rochelle Clayton**

City Manager

\_\_\_\_\_  
Signature

ATTESTED BY:

\_\_\_\_\_  
**Genoveva Rocha**

City Clerk

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

APPROVED AS TO FORM:

\_\_\_\_\_  
Best Best & Krieger LLP

City Attorney





EXHIBIT A



# Statement of Work

Enterprise Resource Planning System  
for  
City of San Bernardino, CA

Submitted: 11/20/2024

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This Statement of Work, subject to the Master Agreement, dated \_\_\_\_\_ (“the Agreement”) between the City of San Bernardino, (“City”) and Applications Software Technology LLC (“AST”) is intended to set forth the Services and Deliverables that AST shall provide to the City, and includes a description of the scope, roles, responsibilities, tasks, and timeframe for the implementation of the Oracle ERP Cloud applications at the City. The SOW shall outline the project scope and milestones as mutually agreed to by both parties.

The Statement of Work is subject to the terms of the Agreement and the terms of the Agreement are hereby incorporated by reference into this SOW. Terms used but not defined herein shall have the meaning(s) set forth in the Agreement.

## 1. Background

The City of San Bernardino, has concluded that the technologies currently used to support and deliver community services as well as communicate and engage with the community is no longer capable of providing the data-driven analysis the City needs to demonstrate measurable results of taxpayer investment. The City seeks a contemporary, cloud-based municipal financials, procurement, budgeting, and human resources solution to replace their multiple, unintegrated back office systems, including Tyler New World and multiple HR and Payroll support systems.

The City has selected the Oracle Fusion Cloud applications to replace its legacy systems.

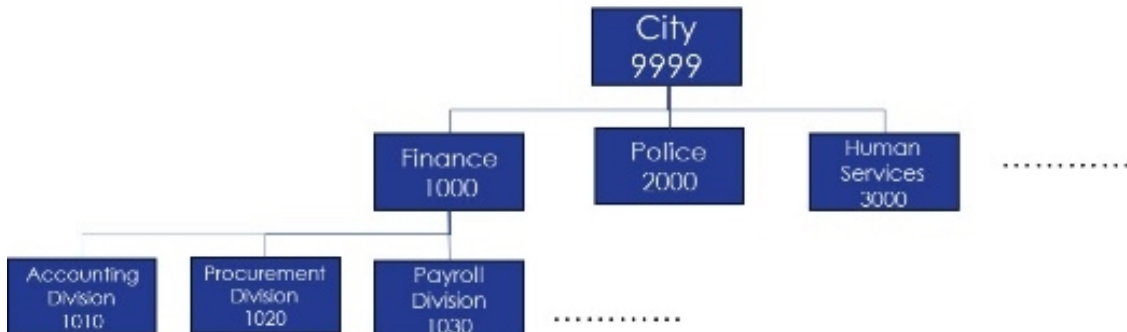
## 2. Definitions

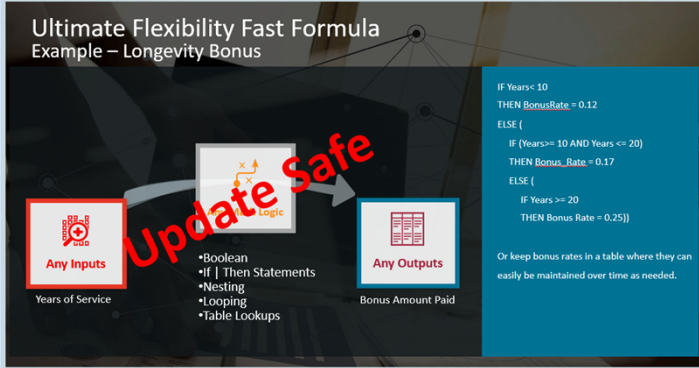
The table below defines the most commonly used abbreviations in this Statement of Work.

Acronym	Acronym Description	Acronym	Acronym Description
<b>AST</b>	Applications Software Technology LLC	<b>OIC</b>	Oracle Integration Cloud Service
<b>CDM</b>	Customer Data Management	<b>OTBI</b>	Oracle Transactional Business Intelligence
<b>CLM</b>	Contract Lifecycle Management	<b>PCR</b>	Project Change Request
<b>COA</b>	Chart of Accounts	<b>PMIS</b>	Project Management Information System
<b>CPQ</b>	Configure Price Quote	<b>PMO</b>	Project Management Office
<b>CRM</b>	Customer Relationship Management	<b>RAID</b>	Risk, Action Item, Issue, and Decision
<b>CX</b>	Customer Experience	<b>RFP</b>	Request for Proposal
<b>DED</b>	Deliverable Expectation Document	<b>RTM</b>	Requirements Traceability Matrix
<b>DILO</b>	Day in the Life Of	<b>SaaS</b>	Software as a Service
<b>EDM</b>	Enterprise Domain Methodology	<b>SIT</b>	System Integration Testing
<b>ERP</b>	Enterprise Resource Planning	<b>SME</b>	Subject Matter Expert
<b>ESC</b>	Executive Steering Committee	<b>UAT</b>	User Acceptance Training
<b>HR</b>	Human Resources	<b>USD</b>	U.S. Dollar
<b>ERP</b>	Human Capital Management	<b>VPN</b>	Virtual Private Network
<b>OCM</b>	Organizational Change Management		

### Definitions & Terminology:

<b>Instance</b>	An instance is one of the non-production or production environments provisioned to support implementation activities.
<b>Business Unit</b>	A business unit is an Oracle Cloud enterprise structure that administers and segregates subledger transactions such as invoices and payments. Business units can contain one or more business functions such as Requisitioning, Payables Invoicing, and Payables Payments.

Acronym	Acronym Description	Acronym	Acronym Description
	Most City governments have 1 Business Unit unless there are other component units (like a School District or Utility) that need to be included in the same Oracle environment with different business process and data.		
<b>Chart of Accounts segment hierarchy</b>	<p>A Segment hierarchy is a roll-up structure. Each COA segment can have a hierarchy that can be used to support reporting and budgetary control. As an example, consider the Organization/Cost Center segment of the COA structure. A hierarchy could be defined as follows:</p>  <pre> graph TD     City[City 9999] --&gt; Finance[Finance 1000]     City --&gt; Police[Police 2000]     City --&gt; Human[Human Services 3000]     Finance --&gt; Accounting[Accounting Division 1010]     Finance --&gt; Procurement[Procurement Division 1020]     Finance --&gt; Payroll[Payroll Division 1030]     </pre> <p>Accounting transactions would typically be coded at the lowest level (1010, 1020, 1030, etc.) but balances would be maintained at roll-up levels (1000 and 9999) to support reporting. In addition, even if transactions were recorded at the lowest level, budget control could be defined at higher levels – e.g., control for the Finance Department (1000) rather than the divisions within Finance.</p>		
<b>Control Budget</b>	Control budgets are budgets used to control encumbrance and expenditure transactions. Multiple control budgets can be defined in Oracle G/L at different levels. This Hard/Full budget control can be established at the Department level and a Warning Control can be established at the Division level.		
<b>Corporate Asset Book</b>	This is an Oracle term to define all the transactions including depreciation for a group of assets.		
<b>Tax Book</b>	A Tax Book is all the transactions associated with a single FEIN.		
<b>Allocation rules</b>	Allocation rules are typically defined in the General Ledger to support cost allocation. For example, Phone Bills paid and accounted for centrally that need to be allocated back to each Department based on allocation rules and formulas.		
<b>Purchasing Documents</b>	This is for all potential Purchasing Documents (printed, PDF, XML format) that the City may need (PO, RFQ, Contract, etc.).		
<b>Journal line rules for subledger accounting</b>	Subledger rules define how JEs should be posted to each of the Ledgers that can be defined in the G/L module. Thus, the City may have several Ledgers (Modified Accrual, GASB, Cash, etc.) and subledger rules define what transactions and how they should be posted to each ledger.		
<b>Examples of low complexity personalization</b>	Oracle Cloud's page personalization capabilities allow customers to modify the application forms look and feel to meet their specific needs. System Administrators can personalize pages such as, but not limited to, expose or hide fields, make them required or read-only, display a KPI dashboard based on an application role, and more.		
<b>Descriptive flexfield</b>	A Descriptive Flexfield is a User Defined Field that can be added to a Page/Form to support any unique data requirements for a particular client.		
<b>Fast formula</b>	A FastFormula is a Payroll programming tool that allows calculations to be made to support Payroll Gross-Net calculations and other types of eligibility determination calculations.		

Acronym	Acronym Description	Acronym	Acronym Description
	 <p>FastFormulas are all Update safe.</p>		
<b>HCM Groups for OTL</b>	<p>The HCM Groups for OTL is a functionality to group employees based on certain criteria for time entry purpose. Few examples are:</p> <ul style="list-style-type: none"> <li>• Group all salaried employees into one group;</li> <li>• Group all salaried employees whose job code is 12345;</li> <li>• Group all salaried employees whose job code is 12345 and are part of bargaining unit ABC. etc.</li> </ul> <p>Groups like these can be configured based on business needs and requirements.</p>		
<b>Non-standard roles</b>	<p>Examples are as follows:</p> <ul style="list-style-type: none"> <li>• An HR Director, or HR Manager in the organization may have full access to all HR data and will have a corresponding Human Resources Specialist role within Oracle that grants them full access to HR data.</li> <li>• If there is an HR Analyst role in the organization who needs limited access to HR data, then a non-standard role will be configured that contains limited set of functions/privileges and this role will be assigned to the HR Analyst user account who then gets limited HR data access in the application.</li> </ul> <p>Such non-standard roles can be configured. It is recommended to go with delivered roles and avoid/minimize non-standard roles.</p>		
<b>How interview templates are used</b>	<p>Interface Templates are used to do the mapping design showing how fields on the Oracle side and legacy/3<sup>rd</sup> party side that need to interface to/from each other</p>		
<b>Alerts/notifications</b>	<p>Notifications are in-system messages or emails that notify a user of some information (like a transaction that was approved) or require the user to take some action (approve a requisition). These alerts/notifications are generated by workflow processes and can also be notifications/reports that are generated when a certain condition is met (a Blanket Contract about to expire that needs to be bid out again).</p>		
<b>Performance templates</b>	<p>A performance template could be City Annual Evaluation, Annual Performance Evaluation, Mid-Year Evaluation, etc., based on the type of evaluations City performs. The template contains information related to the content it holds, like Competencies, Goals, etc, and the sequence of the process – starts with employee evaluation, goes to supervisor evaluation, review comments, final feedback and final ratings, etc.</p>		
<b>Feedback Template</b>	<p>A feedback template can be configured where an employee can seek feedback from any employee or manager within the organization. It can be a questionnaire-based feedback and we can configure respective set of questions. Before the annual evaluation, an employee can seek feedback from his/her peers or any other employee that can be viewed by the employee's line manager.</p>		
<b>Seeded Notification</b>	<p>A seeded notification is an Oracle delivered Notification that is available with the software.</p>		

Acronym	Acronym Description	Acronym	Acronym Description
<b>Custom Calculation</b>	City specific special allocations, rolling forecasts, union-based position calculations, multi-year planning, customized city required workflow rules		
<b>“Unique” financial statement or dashboard</b>	Budget plan reports are common requests by public sector clients. Unique refers to any variation of a report would be considered “unique”. For example, a report comparing budget vs actual by Fund would be a separate and different report than a report comparing budget vs. Actual by Cost Center.		
<b>Navigation Flow</b>	Navigation flows are a way to provide a client a step-by-step process for admins and users. This is out of the box functionality		
<b>Task Manager Lists</b>	Task Lists are incorporated with Navigation flows as a way to provide a client a step by step process for admins and users. This is out of the box functionality		

## 3. Scope of Work

### 3.1 Oracle ERP Applications to be Implemented

The project scope constitutes the implementation of the software applications and packages identified in **Table 1 Scoped Software Footprint**. Any change in scope, schedule or Implementation of any additional modules/applications will be subject to the change order process.

**Table 1 Scoped Software Footprint**

Phase	Oracle SKU	Modules to be Implemented
<b>Financials &amp; Procurement</b>	B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	General Ledger Project/Cost Accounting Grant Accounting Accounts Receivable/Misc. Billing Accounts Payable Expenses (Travel & Reimbursements) Fixed Assets Cash Management (Bank Reconciliation) Financial Reporting
	B86841 – Oracle Fusion Document Recognition Cloud Service	AP Invoice Imaging
	B91086 – Oracle Fusion Procurement Cloud Service	Requisitions/Purchasing Bids Management Contract Management
<b>HCM - HR/Payroll</b>	B85800 – Oracle Fusion Human Capital Management Base Cloud Service	Core HR Self Service HR Benefits Absence Management
	B95499 - Oracle Fusion HCM Communicate Cloud Service	Core HR

Phase	Oracle SKU	Modules to be Implemented
	B94933 - Fusion Workforce Compensation Cloud Service	Compensation
	B75365 – Oracle Fusion Time and Labor Cloud Services	Oracle Time and Labor
	B86334 - Fusion Payroll Cloud Service for the United States	Payroll
<b>Advanced HCM</b>	B85242 - Fusion Learning Cloud Service	Learning
	B95657 - Oracle Fusion Learning Connect Cloud Service - Hosted	Learning
	B94925 - Oracle Fusion Talent Management Cloud Service	Goal Management Performance Management
	B87388 - Oracle Fusion Human Resource Help Desk Cloud Service	HR Help Desk
	B95573 - Oracle Fusion Touchpoints Cloud Service	Goals and Performance Management
	B89482 – Oracle Fusion Workforce Health and Safety Incidents Cloud	Health and Safety
<b>Budgeting</b>	B91074 – Oracle Enterprise Performance Management Enterprise Cloud Service	Planning and Budgeting Enterprise Performance Reporting
<b>Tech</b>	B88206 - Oracle PaaS and IaaS Universal Credits	Technology for Integration and Analytics
	B87365 - Oracle HIPAA Advanced Security for Fusion SaaS in the Oracle Public Cloud	
	B19399 - Oracle Digital Assistant Platform for SaaS - Hosted Employee	Chatbots
<b>ERP Software</b>	B84490 - Oracle Additional Test Environment for Oracle Fusion Cloud Service - Each	2
<b>EPM Software</b>	Oracle Enterprise Performance Management Enterprise Cloud Service - Hosted Named User	4
<b>Third Party Software</b>	Can/Am – Teller	Cashiering
	ADP	Support Tax Filing and W-2 Services

The City shall procure Oracle Cloud applications subscriptions for all required software applications, prior to the start of the implementation project.

The scope of the implementation will be governed by the available functionality within the Oracle modules listed above, business requirements corresponding to the City's Functional Specifications, subsequent clarifications as per **Appendix 6 – Module to Process Scope Mapping**, and available through the configuration of standard Oracle ERP functionality, unless specified as out of scope in the table above.

## 3.2 Project Timeline

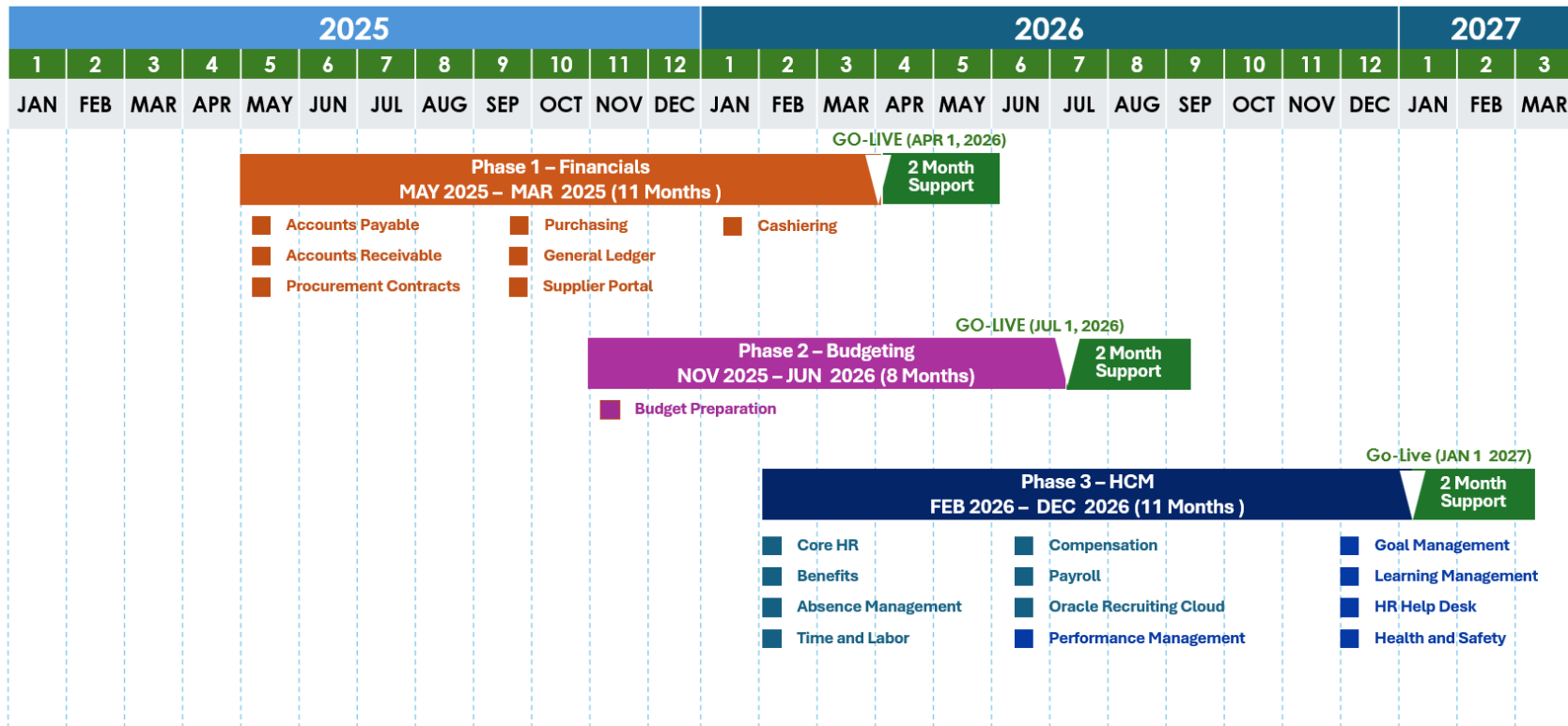
The following is the high-level project timeline. A detailed project schedule for each phase will be established at the beginning of that specific phase.

The phases are depicted in the graphic below:



Figure 1 City of San Bernardino ERP Project Timeline

## Timeline



## 4. Scope of Services

---

This section describes the scope of services associated with the implementation of the Oracle Cloud applications listed in [Section 3.1](#) of this document. Any additional work not scoped in this document shall be handled via mutually agreed to change order process described in [Appendix 5: Project Change Control Process](#).

### 4.1 Implementation Services

AST shall perform implementation Services necessary to enable the Oracle Cloud applications to operate in a production environment, including:

- **Project Management:** Establish in coordination with the City the necessary plan for governance, tools, resources, and risk mitigation to create and maintain a project management structure, including coordination and collaboration with the City team.
- **Organizational Change Management:** Recommend an Organizational Change Management Strategy and Plan to help maximize employee adoption, usage of Oracle tools, and assist in minimizing resistance to the system.
- **Definition:** Work with key project members to validate and understand project scope, planning, project organization, requirements, and artifacts.
- **Process Design & Application Configuration:** AST will map the business requirements provided by the City as a part of the RFP process to a repository of Municipal Government best-practice “Day in the Life Of” (DILO) Scenarios, “Fit-to-Standard” Oracle Modern Business Practice (MBP) process flows, standard workflows, and application roles for use in conducting the initial design Sprint (Sprint 1). The City will be requested to accept or enhance/update the DILOs scenarios to meet their specific processes. The updated DILOs and design documentation will be utilized to configure a Sprint 2 environment, after which the City will be provided the opportunity to update/enhance and finalize the DILOs to support the testing and verification process. The process shall include reviewing built-in best practices within the Oracle Cloud ERP applications using the “Fit to standard” approach. Using the Oracle Modern Business Practice (MBP) process flows, the intent is to streamline the business process flows at the City and use standard functionality in the Oracle applications to accomplish the business objectives. Application Configuration - AST will configure the Oracle Applications per the final DILOs provided by the City.
- **Conversion Design & Development** – Review and finalize the data conversion templates identified in Appendix 2 below to import master data (e.g., Employees, Customers, Vendors) and transactional data (e.g., COA balances, Purchase Orders, AR Invoices) into the Oracle applications. Build and unit test conversion programs for the import of data to Oracle.
- **Interface Design & Development-** Conduct review meetings with City and 3<sup>rd</sup> party interfacing system representatives of the interfaces identified in Appendix 1 below. Determine and document the end-state integration functionality to/from the Oracle applications. Build, and Unit test interfaces with data provided by City and 3<sup>rd</sup> party interfacing system representatives. The process shall include a review of built-in best practices within the Oracle Cloud ERP applications using the “Fit to standard approach.” The intent is to streamline the business process flows at the City and use standard functionality in the Oracle applications to accomplish the business objectives.
- **Chart of Accounts (COA) & Organizational Structure Review:** Review business requirements to meet the operational, financial controls as well as reporting needs and identify any changes needed to the existing chart of accounts (“COA”) structure. Review the relationship and design considerations for the HCM application organizational structure and the COA Cost Centers (e.g., Departments).
- **Testing:** Create a testing strategy to verify the system process, conversion, integration, and reporting functionality. Lead the process of planning the execution of the System Integration (SIT) testing session and support the City in the planning for User Acceptance Testing (UAT). Accumulation and reporting of testing results for SIT and UAT. Providing the City with a repository of test scripts to map DILO data requirements for the SIT and UAT testing sessions.

- **System Cutover** – Create a detailed cutover plan that outlines the steps required to prepare the Oracle and legacy applications for transition and cutover. Manage the execution of the Oracle related tasks on the cutover plan.
- **Production Go-Live and Support:** To the extent scoped, move the phase of users, application managers, systems operation managers, and business functions, interfaces, and converted data from the pre-production environment to the live production environment. Provide production support services for the defined production support period.

## 4.2 Functional Requirements & Gap Analysis

AST shall implement the Oracle Cloud applications to address the City's business requirements. Using out of the box (configurable) functionality within the scoped applications in [Section 3.1](#), the solution shall seek to address the business requirements described in [Appendix 8 – Requirements Matrix](#) of this SOW.

For each phase of the project, AST shall create a "Requirements Traceability Matrix" (RTM) by mapping the requirements from the RFP to the AST repository of industry based DILO (Day in the life of) scenarios and Oracle business processes and identify functionality gaps. It may be feasible that some of the functionality currently deployed in Legacy applications is not configurable in the Oracle Cloud ERP system. AST's objective is to implement the Oracle Cloud Applications without any modifications and as per the features and functions provided by Oracle. This may require changes in certain business processes and operating procedures. AST shall assist the City in finding alternates and workarounds for the functionality gaps.

The City will be asked to review the DILOs and requirements mapping for completeness and accuracy during the Define stage of the Phase. The master listing of DILOs will set the expectations for functionality to be provided by Oracle applications. AST will work with the City to validate the scope for including additional DILOs until the design is finalized at the conclusion of Model Stage of the Phase.

AST will identify gaps between the provided DILOs and application functionality and will present the gap options available to the City within the context of the current Oracle application functionality. The City will be requested to select from one of the available options. The City will be required to finalize their choice of solution for gaps by the end of the Model stage so that the design can be established and finalized before the start of the System Integration Test (SIT).

The implementation scope of services does not represent the full functionality of the Oracle Cloud Applications. The implementation shall deliver the functionality to meet the City specific business needs as listed in functional requirements and communicated to AST during planning and design sessions.

This RTM document will become the master requirements document, and the test scenarios will be developed based on the DILOs in the RTM document. The implementation resource and cost estimates have been based on a fixed scope and schedule as defined in this Statement of Work. Any changes to the overall solution, which are not identified in this statement of work, could have an impact on the implementation timeline and/or costs and would be handled through the change order process described in this document.

"New Requirements" means those requirements identified hereafter, which City staff can introduce during the "define" and "model" stages. As long as AST can satisfy these new requirements via the purchased software modules with the out-of-the-box delivered functionality within the project timeline and utilizing the existing project resources, then these new requirements will be implemented within the fixed fee implementation scope. Any new requirements that cannot be implemented with out-of-the-box functionality within the project timeline and utilizing the existing project resources or process changes and/or changes/updates in the application software after the acceptance of the business process solution design (sprint 2 and Gap/Fit Analysis), will be handled via the mutually agreed to change order process as described in [Appendix 5: Project Change Control Process](#).

AST bases the implementation scope on the requirements listed in the Functional Requirements, as well as based on AST's experience in working with other clients of similar size and complexity. In some cases, it may be technically infeasible to meet the requirements due to the lack of availability of data, controls/constraints of the SaaS applications, or for other system architecture reasons. This infeasibility may not become apparent until the detailed Define/Model phase. In such cases, AST will provide help and guidance to the City concerning alternative methods to meet its business requirements, such as implementing process changes or manual steps.

The City's module leads will be responsible for the following by the end of the Model stage:

- Finalize the list of DILOs for the Phase by identifying any missing DILO's and updating AST provided DILO's based on the City's business needs. This will include the end-to-end scenarios between functional areas. There are expected to be multiple internal sessions between the City's Modules Leads to identify and finalize the end-to-end scenarios. AST recommends joint team meetings between the City's Module leads to accomplish this activity.
- Finalize configuration data so the AST Team can start configuring the SIT environment.
- Finalize data extraction/load rules and mapping for all integrations and conversions.
- Finalize all design decisions for processes and configurations.
- Review and validated conversion and integration design document for the functional aspects of identification of business unit test cases, business rules and mapping between source and target system.

#### 4.2.1 Enterprise Structure and Chart of Accounts Design

The Enterprise Structure and Chart of Accounts design has to be finalized before the start of the Business Process Analysis activities of the first Phase of the project. The values for segments in the Chart of Accounts, the hierarchies, and the mapping of the Chart of Accounts values from Source to Target (Oracle Cloud Applications) will be finalized by the City by the end of the Model stage of the Financials phase of the project for accurate conversions and validation of accounting of the transactions during SIT.

#### 4.2.2 Configuration Scope

AST will configure up to three (3) instances, one (1) during the Model Stage and two (2) during the Verify stage prior to the Production instance for each Phase. The number of instances to be configured will depend on the timeline, number of sprints and the number of available instances for the stage. AST will provide the City an overview of the key configurations during Define and Model stages for the City to take decisions on the configurations needed. At the end of the Model stage, the City will finalize configuration data so the AST Team can start configuring the SIT environment. AST Functional Consultants configure the applications for the Sprint Workshops.

The following are the Oracle Cloud Applications Configuration scope:

Oracle Fusion ERP Cloud Applications
Configure up to one (1) Primary ledger and one (1) Secondary GASB Ledger
Configure up to one (1) Legal Entity
Configure up to one (1) Business Unit
Configure up to one (1) chart of accounts structure
Configure up to two (2) hierarchies per chart of account segment
Configure up to two (2) Control budgets and up to three (3) Supplement rules per Control Budget
Change logo on AR invoice
Configure for two (2) Banks – one for AP and one for Payroll.
Develop up to two (2) Check formats – one for Payables and one for Payroll
Two (2) bank statement integrations (BAI2) - one (1) for each bank
Configure one (1) Corporate Asset Book and one (1) Tax Book
Configure up to thirty (30) additional Depreciation Tax Rates
Configure up to five (5) allocation rules
Configure up to two (2) supplier punchouts
Configure up to two (2) purchasing Document layouts
Configure up to thirty (30) journal line rules for subledger accounting

### Oracle Fusion ERP Cloud Applications

Configure up to ten (10) Inquiry roles
Configure up to five (5) Low Complexity Personalizations
Configure up to ten (10) Descriptive flexfields
Expense module will be configured only for processing PCards
Configure Tax as needed for third party tax engine integration
Collections are not in the scope

### Oracle Fusion HCM Cloud Applications

Configure up to ten (10) absence plans
Configure up to five (5) fast formulas related to absence management
Delivered Leave Accrual (top down or bottom up) method will be used
Define up to ten (10) time entry rules
Define up to five (5) fast formulas to support time entry and validation
Define up to ten (10) benefit plans
Define up to five (5) fast formulas to support benefit enrollment
Open enrollment is not in scope of work (will not be conducted in Oracle)
Define up to two (2) Payrolls
Ten (10) Fast Formulas for Payroll
Delivered way of Payroll Costing (core Oracle functionality to be utilized)
Five (5) Time Card calculation rules
Five (5) Time Card validation rules
Four (4) HCM Groups for OTL
Ten (10) Work Schedules
Three (3) Salary basis (e.g. hourly, salaried)
ADP is only for Tax filing
Configure up to two (2) non-standard roles for ORC
Configure up to two (2) Requisition Forms - Recruiter and Hiring Manager
Configure up to two (2) Candidate selection Process.
Configure up to two (2) Candidate Application Flow.
Configure up to ten (10) Offer Letter templates.
Configure up to two (2) Interview templates.
Configure delivered Oracle Integrations (e.g. LinkedIn, Skillsoft)
Up to two (2) Career Site ( 1 Internal, 1 External) - Standard themes
Configure up to two (2) non-standard roles for Learning
Configure the Learning Process Flow for Employee and Manager
Configure Content and Course types

Oracle Fusion HCM Cloud Applications
Configure up to five (5) Descriptive Flexfields.
Configure up to five (5) Alerts/notifications.
Employee Transcript (learning history) for last two (2) years
Configure up to two (2) Performance Templates
Configure one (1) Feedback Template
Configure Seeded Notifications
Configure up to two (2) non-standard roles for HRHD
Configure the Process Flow for Employee and Manager for HR Help Desk
Configure Knowledge Management. Configure up to ten (10) Articles.
Configure Grievances and Disciplinary Actions within the delivered functionality of HRHD module

## 4.3 Integration Development

AST will work with the City to design the development approach for the approved and scoped interfaces, as identified in **Appendix 1: Interface Scope** of this statement of work. Any additional interface work will be handled via the mutually agreed change order process described in **Appendix 5: Project Change Control Process**.

AST shall lead the overall interface design and development effort. AST will be responsible for developing the Oracle Cloud portion of the interface, and the City shall lead the work effort on the third-party/existing/legacy system components, including managing the relationship with all third-party vendors to ensure timely and accurate work related to integrations, data exchanges, etc.. Roles and Responsibilities related to interface development tasks are identified centrally in **Section 6, Project Roles and Responsibilities**.

The City will be responsible for developing any programs required to extract the data from the current system or other third-party systems in the required format (to be provided by AST), any data transformation needed (e.g., to correspond to new COA), and any programs required to update City third party systems with data from the Oracle Cloud applications. the City will identify the key resource from the City, and as needed, the Third Party for each integration, who will be responsible for that interface by the end of the Define stage. The City shall be responsible for any required coordination, customizations to, and ongoing maintenance of the incumbent legacy systems and third-party systems.

AST plans to potentially utilize all available Oracle ERP Cloud services tools to assist the City, including:

- Specialized Data Loader. AST will use this tool for Payroll Batch Loader, Benefits Data Loader, Compensation Data Loader, Talent Data Loader, Absence Data Loader, and Core HR Data Loader.

AST will work with the City to further review integration requirements and then determine the best method of interfacing data to and from the City's third-party applications to the Oracle ERP solution during the define stage of the project. Changes in the method after the define stage resulting from new or modified requirements may result in a change order for the additional services related to integration development and/or rework.

If there are changes made to entity definitions in the Cloud ERP system (E.g., "HR Positions, Expenditure Types, Expenditure Organizations, etc.), and the systems that integrate with Cloud ERP are not modified to reflect new values, a crosswalk to map old and new values may be needed. In such cases, the City will be responsible for creating the crosswalk, any modifications to the third-party systems and the upkeep of the crosswalk to prevent errors when running the integration with those systems.

### 4.3.1 Oracle Integration Cloud Service (OIC)

AST shall utilize Oracle Integration Cloud Service (OIC) to develop the scoped interfaces. The OIC configuration shall include:



- Provisioning: Provision and configure all scoped OIC services, establish baseline network rules and security configurations.
- Error Handling, Tracking, and Scheduling: OIC provides specific enterprise features for error handling, tracking, and scheduling. AST shall enable the baseline for these common integration artifacts, which can then be used for integration development.

## 4.4 Data Conversion

AST shall lead the overall data conversion process and will be responsible for designing and developing the methods and programs for the data conversion scope as identified in **Appendix 2: Data Conversion Scope** of this statement of work. Roles and Responsibilities related to data conversion tasks are identified centrally in **Section 6 Project Roles and Responsibilities**.

The City will identify the key resource from the City for each conversion data element, who will be responsible for that conversion by the end of the Define stage. The City shall be responsible for data extraction from the legacy system(s) and any data cleansing to fit the data format to be provided by AST. AST shall lead the effort for loading the data into the Oracle ERP Cloud system. AST shall provide the templates defining the required format for data conversion entities and provide overall guidance in data extraction requirements. The City will be responsible for creating any crosswalks/data mapping needed to map data elements from the legacy application to Oracle Cloud Applications.

AST plans to use its data conversion accelerator (“Transcend”) for the implementation. In addition to the partial data conversions during the design sprint sessions, AST will run data conversion up to three times in the development environment, either during system integration testing (partial load), user acceptance testing, or independently, to validate the data conversion process before the production run.

The City will verify converted data and be primarily responsible for conversion validation and resolution. AST will assist the City in identifying sources of conversion errors and potential resolution paths.

## 4.5 Reporting

Oracle Cloud ERP applications come with standard reports, ad-hoc reporting capabilities, Enterprise Performance reporting for budgeting, and a Business Intelligence solution based on the transaction system.

During the Define stage, AST will conduct an analysis of the City’s internal and external reporting requirements to identify reporting needs for normal business operations in the respective functional areas.

AST will map the City’s reporting requirements to one of the following options:

<b>Oracle Fusion Cloud Standard Reports</b>	<p>Oracle Cloud Applications deliver out-of-the-box reports and dashboards/infolets to cover all areas of the subscribed service areas. AST will enable the identified out-of-the-box reports that can meet the City’s reporting requirements.</p> <p>Oracle does not allow custom changes to these out-of-the-box reports. Out-of-the-box reports will be enabled as is. If any out-of-the-box report fails to work as expected, AST will initiate a Service Request with Oracle.</p>
<b>AST CoE Pre-Built Report Templates</b>	<p>AST’s Government Center of Excellence (CoE) has assembled a large repository of common public sector reports developed for similar customers. AST will enable the identified CoE reports that can meet the City’s reporting requirements. Deployment on the City’s Oracle instance and unit testing of the selected CoE reports is included with AST’s reporting efforts.</p> <p>Any effort to change or modify CoE reports required to meet the City’s needs can be accommodated via the reporting “bucket of hours” defined below.</p>
<b>Custom Reports</b>	<p>City reporting requirements which cannot be met via out-of-the-box standard reports, AST’s CoE reports, or Oracle ad-hoc reporting capabilities are defined as a custom report.</p> <p>As part of the reports analysis, AST will determine the effort required to develop the custom report based on complexity (low, medium, high, or very high). The City can then determine how best to allocate the reporting “bucket of hours” defined below for AST custom report development. The activities for requirements discussion, design, development, unit testing and deployment are included in the efforts for report development.</p>

To support self-sufficiency for report development, AST will conduct training classes for City staff on using cloud reporting tools. AST will conduct one (1) class for each of the three major reporting tools OTBI, BI Publisher and Smart View. Each class will be two (2) hours each. AST will conduct different classes for the ERP and HCM workgroups.

The following process will be adopted for Custom report development:

- The City will document the specifications for custom report development in the AST provided “reports requirement template.”
- AST will provide a Report Design document for each custom report developed which will be reviewed and signed off by the City. This will include the report output format, data elements needed on the report, parameters, sample output, business and formatting rules, and unit test cases. The City should ensure that the design and the unit test cases capture their business needs from the report.
- Reports will be developed and tested as per the signed-off Report Design Document. For any changes to the report design after the design sign-off, AST will provide schedule and cost impacts

#### 4.5.1 Reporting Bucket of Hours

A bucket of one thousand (1,000) hours is included in our service fees which the City can use for the following:

- Approved Changes/modifications to AST CoE reports
- Approved Custom Report design and development

AST will utilize “zero dollar” change orders to document the City’s authorization to draw from the bucket of hours. Effort hours quoted on the approved Change Order will be deducted from the bucket of hours.

Any additional requests for report development support beyond the bucket of hours will be subject to the change order process described in Appendix 5: Project Change Control Process.

#### 4.6 Testing

AST will lead the effort in creating the project’s testing strategy and in planning the testing events. The testing strategy document will detail the various testing events’ scope and objectives and identify the exit criteria for each of the structured testing events. AST will assist the City Team / Functional Leads and Business SMEs in writing test scenarios and test scripts to verify the business tasks they perform on a day-to-day basis. The list of DILOs will be used to ensure that all the functional requirements are tested.

AST will use *PractiTest Software* as a test tracking tool to maintain test scenarios and test scripts for the testing events. the City will be responsible for updating the executed test results in *PractiTest*. The Project Management team will use the *PractiTest* built-in dashboards for measuring testing progress/results.

The following testing events will be carried out during the Cloud Implementation Project:

- **Unit Testing:** Unit Testing will be an unstructured event that focuses on assessing each implemented application component’s quality at the most basic level and independent of each other. As the first iteration of formal testing, unit testing aims to uncover issues very early in the project implementation cycle. While the functional team focuses on conducting a sanity check of most basic flows and business processes for proper functioning at the unit level, the technical team creates and executes unit tests as part of their data conversion and interface design and development effort. Unit Test results are marked for AST Internal Consumption. AST performs Unit Testing prior to Sprint-2, SIT and UAT.
- **System Integration Testing (SIT):** AST will lead system Testing, and the City team will validate the designed process flows identified and finalized during the end of the Model stage of each Phase. This testing focuses on assessing the quality of each of the implemented modules on an individual basis and validating the end-to-end processes. SIT ensures that interfaces, conversion, custom reports, and any other custom objects interact appropriately and validate the system functionality across the modules. It is also an opportunity for City module owners to actively participate in and understand the newly deployed system’s end-to-end business process functionality. It is not necessary to have all the technical items ready at the start of SIT. Reports development can continue during and post SIT as per the development schedule for the Custom Reports.



- **Payroll Parallel Testing (Parallel):** Additionally, a Payroll parallel test will be conducted during the HR/Payroll Implementation. This activity will include loading time entry data from the legacy system and processing payroll in the new Oracle system. Payroll Parallel is only for Gross-to-Net comparison including validation and reconciliation of Gross to Net calculations between the two systems within reasonable tolerances. Payroll Costing legacy system comparison is not an objective of Payroll Parallel.

Parallel Testing will be conducted for two Payroll batches. The AST team will coordinate with the City team to determine the best prior periods for testing. This testing event typically happens after SIT and either before or in conjunction with the UAT event. the City will be responsible for extracting time data in the required format and assisting AST during the Gross-to-Net reconciliation processes. The following tasks are scoped:

- Load Time Entry data provided by the City in the required format from the legacy system directly into Payroll.
- Run Payroll Process
- Validate Gross to Net Pay
- Utilizing AST developed Payroll Parallel dashboard, reconcile the differences (Identify the discrepancies and the root cause for any material differences)
- **User Acceptance Testing (UAT):** This is the last of the major testing activities before the implemented solution is deployed in production. The City team will lead the User Acceptance Testing events. UAT is carried out by the business users from various departments who will be primarily interacting with the system post-go live. The key goal is to ensure that the newly configured system functions are correct for City end-users' day-to-day business needs. Test scripts will be executed manually, and no automated tools are proposed. All configurations, Entity values (Key Flexfields), etc., shall be frozen prior to the start of UAT. UAT will be an abridged version of the system integration testing to validate that the system meets the City's business needs. A preliminary Go/No Go decision will be made based on UAT results as per agreed upon UAT exit criteria to be outlined in the testing strategy document.

#### 4.6.1 Testing Event Entry and Exit Criteria

AST and the City will agree upon entrance and exit criteria for SIT and UAT events.

The following are best practice recommendations for the entry and exit criteria for System Integration Testing (SIT).

SIT Entry Criteria	SIT Exit Criteria
<ul style="list-style-type: none"> <li>▪ City has validated requirements and determined approach to gaps</li> <li>▪ Planned work for all Sprints has been completed</li> <li>▪ Planned unit testing has been completed</li> <li>▪ Fully configured SIT instance is available</li> <li>▪ Test Management tool is configured and in place</li> <li>▪ Data conversion is completed and loaded into SIT instance</li> <li>▪ User roles are defined and set up in the SIT instance</li> <li>▪ Integration development is substantially completed, installed in the environment and ready for testing to/from the Oracle applications</li> <li>▪ All planned Test Sets and test scripts have been documented and reviewed by the City</li> <li>▪ City testing resources have been identified, trained and scheduled for SIT activity</li> <li>▪ Delivered Reports and identified custom reports for SIT are developed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All planned SIT test scripts have been executed and results recorded</li> <li>▪ All failures have been analyzed and corresponding defects logged into JIRA (issue tracking tool)</li> <li>▪ All severity 1 and 2 issues/defects have either been resolved or have suggested resolution plan documented (or workaround)</li> <li>▪ All issues related to Oracle software have an associated Service Request opened and recorded in the testing log</li> <li>▪ All recorded issues/defects have been noted and retested where applicable</li> </ul>

The following are best practice recommendations for the entry and exit criteria for User Acceptance Testing

UAT Entry Criteria	UAT Exit Criteria
<ul style="list-style-type: none"> <li>SIT has been completed with exit criteria met.</li> <li>Fully configured UAT instance available.</li> <li>Data conversion is completed and loaded into the UAT instance.</li> <li>User roles are defined and setup in the UAT instance.</li> <li>Integration development is completed, loaded to the environment and ready for testing to/from the Oracle applications.</li> <li>City testing resources/end users have been identified, trained and scheduled for UAT activity.</li> <li>Delivered Reports and identified custom reports for UAT are developed.</li> </ul>	<ul style="list-style-type: none"> <li>All planned UAT test scripts have been executed and results reported.</li> <li>All Priority 1 and 2 issues/defects related to configurations have been resolved or Software related issues have an agreed upon workaround available and a service request logged.</li> <li>All Priority 3 and 4 issues are recorded and either resolved or workaround solutions agreed upon and available.</li> <li>All recorded issues/defects have been retested.</li> </ul>

The following are best practice recommendations for the entry and exit criteria for Payroll Parallel Testing:

PPT Entry Criteria	PPT Exit Criteria
<ul style="list-style-type: none"> <li>SIT phase has been completed with exit criteria met.</li> <li>The subset of Test Scenarios relevant for Payroll Parallel Testing have been identified and documented.</li> <li>The Parallel Test instance is fully configured for Payroll run.</li> <li>The data for Time Entry and Absences for the relevant period have been extracted and ready in the appropriate format.</li> <li>Data conversion is completed and loaded into Parallel instance.</li> <li>All planned unit testing has been completed.</li> <li>Account Validation/Costing/Cost String Validation has been completed</li> <li>Element Validation has been completed</li> <li>Client testing resources have been identified, trained and scheduled for Parallel activity.</li> </ul> <p>There will be 2 rounds of Payroll Parallel testing. An agreement will be reached with the City prior to testing as to an acceptable level of discrepancy in the calculation of Payroll Gross to Net balances. Deviations will be reported and resolved at the conclusion of the first round of testing.</p>	<ul style="list-style-type: none"> <li>All planned Parallel test scenarios have been executed and results recorded.</li> <li>All failures have been analyzed and corresponding issues/defects logged in the tracking tool.</li> <li>Payroll comparison between Oracle Cloud Payroll and Legacy System is completed and differences if any have been either rectified or reconciled.</li> <li>All issues related to Oracle software issues have an associated Service Request opened and recorded in the testing log.</li> <li>All recorded issues/defects have been noted and retested where applicable.</li> </ul> <p>The % of failures should significantly be reduced during the second round of testing. Any failures identified during the second round will be addressed and if required subsequent activities (e.g. running retro pays, quickpays) to validate calculations may be taken.</p>

## 4.7 Customizations/Modifications

Oracle Cloud ERP applications come standard with built-in industry best practices. AST's objective is to help the City streamline its business processes and implement the standard process flows built into the Oracle Cloud Applications. This may require changes in certain business processes and operating procedures. Therefore, no customizations, extensions, or modifications are scoped. However, the City can engage AST services for any custom development through a change order process described in [Appendix 5: Project Change Control Process](#).

AST bases the implementation scope on our response to the requirements listed in the Functional Requirements at a very high level. During the Define and Model Stages, as these requirements are translated to business process flows, the City's intent with the requirement may be determined to be different than that which AST interpreted in the RFP response and further clarifications as presented in this statement of work. AST's ability to develop solutions for business requirements would be governed by available functionality and the operational capabilities within the standard Oracle

Cloud services being implemented. In some cases, it may not be technically possible to meet the requirements due to the lack of data availability, limitation of the Oracle software, or other system architecture reasons. This infeasibility may not become apparent until the Model stage. In such cases, AST will provide help and guidance to the City concerning alternative methods to meet its business requirements, which may include implementing process changes or manual steps.

Cases in which the proposed out-of-the-box/standard functionality deviates from how the City chooses to address specific functionality/business processes (while still reaching the same outcome) may result in additional consulting effort and costs. Any such instances will be discussed, and the details mutually agreed upon by the City and AST in writing through a change order process.

## **4.8 Budgeting (Enterprise Performance Management (EPM)) Scope**

Oracle's EPM -Enterprise Cloud Service, specifically the Planning and Narrative Reporting functions, will be utilized as the Software to deliver a complete, configured, and populated solution as required for the City to begin, facilitate, and complete the Planning and Budgeting process. AST will leverage 'Opex Planning', a pre-configured solution model specifically configured for Public Sector agencies across the U.S. Different pre-built components that are part of 'Opex Planning' will be used throughout the application configuration.

Oracle's EPM is a tool that allows the City to have a tailored budget solution to meet the requirements. The scope below is an estimate that AST has made based on conversations, requirements shared, and previous experience with other public sector clients. Given the flexibility of the product, AST is limiting the scope of the implementation of Forms, business rules, and reports. If the City's requirements exceed this scope, AST will assist the City in process changes, and/or changes/updates will be addressed via the mutually agreed to change order process described in [Appendix 5 Project Change Control Process](#).

Below is the scope of the EPM deliverables business functions that will be implemented:

### **4.8.1 Planning & Budgeting Scope Assumptions**

The following is the detailed scope of deliverables that are included under Oracle EPM by leveraging AST's "OPEX Planning" configuration model:

- Conduct Design and Requirement workshops with client SMEs and stakeholders
- Development of Design Document
- Produce Requirements Traceability Matrix (RTM) to highlight requirements by business process
- Setup and Configure (1) one Oracle Planning Cloud application with 3 Plan Types:
  - Operating Budgeting
  - Position Budgeting
  - Capital Budgeting
- Upload Dimension structures and required alternate hierarchies
- Build Up to five (5) Custom Forms (excluding those forms that come standard with the Public Sector model)
- Build Up to five (5) custom calculations rules
- Create up to ten (10) unique financial statement report or dashboards via EPM Planning Cloud or Narrative Reporting
- Build up to five (5) Navigation Flows
- Build up to three (3) Task Manager Lists
- Set up security in accordance with the final security matrix as provided by the client
- System Integration Testing will be performed in concert with the Client team to ensure mutually acceptable integrations/performance
- Support validation of all historical data loaded into EPM Cloud

## **Data Integrations**

AST shall develop data integration functionality leveraging Oracle Data Exchange for configuring and automating the following integrations:

- Integration with Oracle General Ledger system and Oracle Cloud Planning
- Integration with Oracle HCM and Oracle Cloud Planning
- Create appropriate Data Pushes between the Oracle Planning plan types as needed

## **Data Conversions**

AST shall provide the following data conversion services:

- Load two (2) years of historical Adopted Budget balances from Oracle General Ledger leveraging Oracle Data Management.
- Load two (2) years of historical adopted Actual balances from Oracle General Ledger leveraging Oracle Data Management.

The City will be responsible for providing conversion file extracts to AST from legacy system(s) and for any data accuracy, cleansing and transformation needed.

### **4.8.2 EPM Training Services**

The preliminary training plans include formal classroom training for up to ten (10) users identified by the City, “Train-the-Trainer” training sessions, and knowledge transfer for all key functions.

- AST will be responsible for creating up-to three (3) training guides using MS Word/MS PowerPoint. The training topics will include the business process flows in scope.
- AST will provide train-the-trainer training for City SMEs and Trainers, who will, in turn, be responsible for end-user and external training. The train-the-trainer training will consist of conducting one (1) class of the scoped training content.

### **4.8.3 Planning & Budgeting Implementation Assumptions**

- The project schedule assumes that the post Go Live integration with Oracle HCM will have minimal impacts to the design of the Planning application(s). At the time of re-engagement (approximately 10 months after Planning Go Live), AST will assess any impacts the new Oracle HCM system has on the Planning applications. Material impacts to the Planning application (e.g. changes to metadata, calculation scripts / logic, web forms) will result in AST commencing Change Control to secure additional project funding
- Customer will provide a dedicated resource(s) throughout the project's Design, Data Validation and Testing phases. Any limitations or project delays due to a lack of client resources being available will result in AST commencing Change Control to secure additional project funding
- Customer will be responsible for defining and documenting the Security matrix. AST to offer guidance. Security matrix is a list of all users with what security access they should have – by dimension members, artifacts, etc. AST will provide guidance, but clients are required to provide the comprehensive list to ensure the system is set up correctly.
- Customer will be responsible for providing data load mappings from source system to target. The client is responsible for full data validation of the system. AST will validate data at certain levels after data is fully loaded, however public sector clients are expected to validate and verify that data ties out to the source system
- Customer will take primary responsibility for developing all test scripts and executing the Regression Testing/ Data Validation processes. AST to assist in defect resolution.
- The Customer team will be responsible for developing and executing the User Acceptance Testing (UAT) portion of the validation including testing scripts, application testing and data validation. AST resources assist in defect resolution. User Acceptance testing scripts are for end users to test the system once AST completes build and System Integration Testing. Clients are responsible for building out test scripts for their end users to test business processes they expect the system to fulfill. AST team will provide guidance and assistance.
- Metadata management will be manual for each application or through uploading flat files using EPM Automate with Data Management.

- AST does not develop Oracle software and on the rare occasion when an Oracle Service Request (SR) needs to be logged to communicate a software defect to the Oracle Product Management team, delays in the project timeline may occur which could also impact the total cost. These delays are outside of AST's control however, we will work with both Oracle and Customer to get the issue resolved as quickly as possible.
- Oracle and Customer are responsible for the uptime of Customer's Oracle EPM environments. Therefore, AST is not responsible for latency issues experienced by the Customer, nor unexpected environment down time that could delay development. Any delays of 4 hours or more are incurred due to these reasons, will result in AST commencing Change Control to secure additional project funding provided to make up for the lost development time.
- Out-of-scope: The Out-of-Scope bullets are specific EPM functionality that is NOT included in this SOW. Modules are Out of the Box modules that can be created via Planning. But the scope does not include any of those specific modules. Report books, batching and bursting are functionality related to Narrative Reporting. Enterprise Data Management is the metadata management tool that manages all Oracle Cloud applications. If a decision is made to include these during design and requirements, this would trigger a Change Order and require an increase in the cost and timeline of the implementation.
  - Financial Consolidation and Close
  - Account Reconciliation
  - Tax Reporting
  - Profitability and Cost Management
  - Workforce, CapEx, Project, and Scenario Modeling modules
  - Report Books, Bursting and Batching
  - Enterprise Data Management (EDM)

## 4.9 Data Archive and Reporting

A data warehouse or archiving solution for historical data is not in scope.

AST can provide options and effort estimates for archiving conversion data to the City upon request.

## 4.10 Quarterly Releases

Oracle releases quarterly patches for ERP applications that include product fixes, enhancements, and new functionality. Before each patch, Oracle publishes release content documents that describe the changes. AST will review these documents and advise the City on how the quarterly patches may affect the modules and functionality within the project scope, based on the release content details and AST's knowledge of the City's implemented software. AST will do this for the entire implementation period until the design is frozen for System Integration Testing (SIT). After that, only optional features that are critical for the City and AST will be applied, with joint review of any timeline and cost implications by the AST and City PMO.

The following is the process AST will follow for the implementation of updates:

- AST performs a unit test of the Quarterly Updates limited to the project scope.
  - If the patch schedule interferes with the Sprint, SIT, or UAT schedules, AST performs a parallel unit test and provides quick feedback to the City.
  - AST and the City will jointly determine the scope of the testing that must be repeated based on the applicability of Oracle Release Content features.
  - AST works with Oracle and changes the quarterly schedule to a monthly schedule during implementation. This process will ensure we test the features quickly and not waiting for the end of the three months.
- No updates will be done between UAT and Go-Live.
- Quarterly Patching resumes after Go-live.

All the above methodology works for EPM applications as well, except EPM updates are monthly, not quarterly.

## 4.11 Organizational Change Management

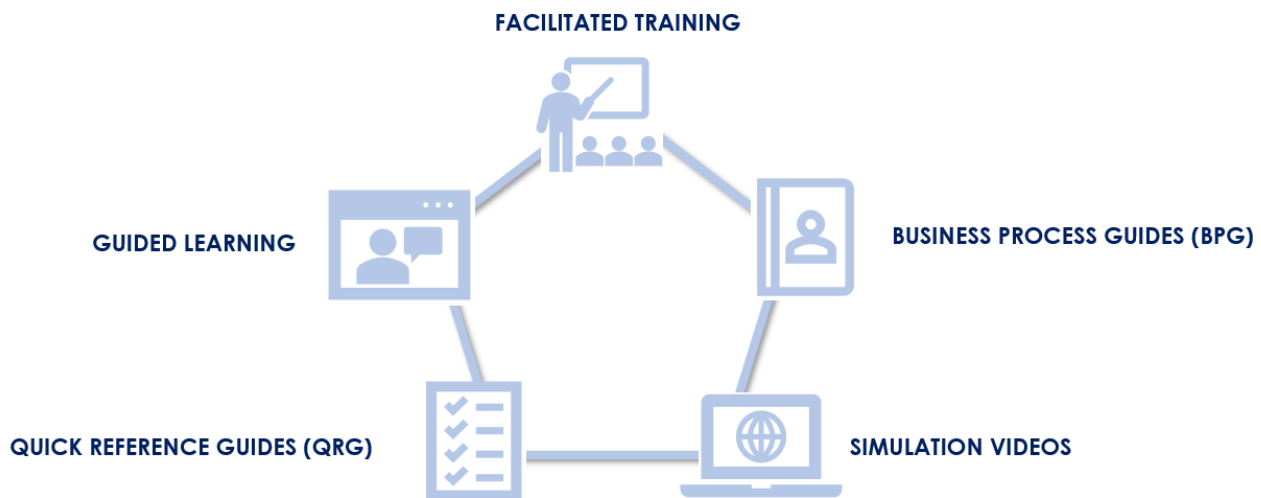
AST believes in a dual focus on change strategic planning and change execution. A comprehensive and action-oriented roadmap covering motivational hurdles encountered in organizational change is required to drive user behavior to adopt a new way of work.

In the early stages of the project, AST will create the Change Management and Communication strategy in consultation with your Change Management Lead.

Once the Change Management and Communication strategy is created, your change management lead will be responsible for executing the plan with assistance and guidance from AST's OCM Lead. AST's change lead role will be to lead the development of a Change Management and Communication Strategy and provide guidance in the execution.

## 4.12 Training

AST believes in providing users a blended training approach comprising of instructor-led and self-paced learning techniques that align with user needs. Our training tactics consist of facilitated training, guided learning, simulation videos, and reference guides.



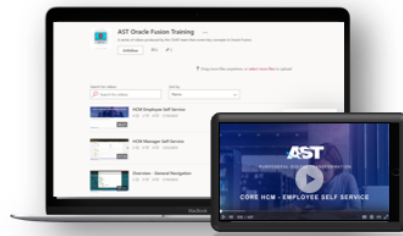
AST library of training materials provides training on key activities users need to learn in Oracle Fusion. The materials are customizable and can be reconfigured to match your existing training materials.



## Videos & Quick Reference Guides

Targeting end users and high-volume transactions

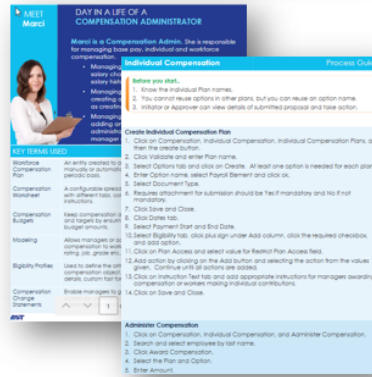
- General Navigation
- Personalization and Worklist
- HCM Self-Service
- Entering Requisitions
- Requisition Preferences
- Absence and Timecards



## Business Process Guides

Targeting back office and administration roles

- Day-in-the-Life format
- High level step by step processes
- Call outs for tips and tricks



## 4.12.1 AST Training Videos

AST offers Oracle Fusion training videos for some of the most frequently used applications. The City have access to these generic Oracle branded videos to use as part of your training plan.

AST will change the video introduction slide and footer to match the client logo for all videos relevant to the AST Implementation Project. All screenshots will remain using the Oracle Vision environment. If desired, the AST training lead will provide the City training lead with an overview of how to modify the videos with application branding if required. The City is responsible for any modifications to video screenshots or verbiage. Any assistance required for producing your versions of the videos must be completed before going live. AST is not responsible for helping produce custom videos or maintaining content to match future Oracle enhancements.

A table containing the following information regarding the proposed training courses:

- Title
- Description
- Duration
- Max # of students
- Number of classes proposed

Training Sessions	40 Delivered Hours	Session Description	Expected Employee Count
TTT Kick-Off	1 hour, delivered twice	TTT Purpose, Roles, Overview	20
		Facilitation techniques for End Users	
		Basic Oracle Navigation/ Terminology	
General Ledger	4 hours	Topics Chart of Accounts	20
		Inquiry	
		Process Flows/Approvals and Workflows	
Budgeting	2 hours	Process Flows/Approvals and Workflows	10
		Budgeting	
Accounts Payable	2 hours	Payables Overview	20
		Scanned Invoices	
		Non-PO Matched invoice, account coding workflow	
		PO Matched invoice (3-way) matching	
		POETA related PO Matched invoices	
		Standard reports/ custom reports	
Accounts Receivable	3 hours	How to create and submit transactions	20
		Create receipts and apply to transactions	
		Create standard receipts	
		Create miscellaneous receipts	
		Review project related AR invoices	
		Standard reports/ custom reports	
Cash Management	2 hours	Bank Maintenance and Statements	5
		Statement Reconciliation	
		Accounting	
		External Transaction creation	
Fixed Assets	2 hours	Accounting	5
		Depreciation	
		Reporting	
Purchasing (A)	3 hours	Requisitioning Overview	20
		Requisition Preferences	
		Create and Submit Requisitions	
		Funds Check/Budget Inquiry	
		Requisition Management	
		Punchouts	
		Supplier Inquiry	
		Requisition Lifecycle	
Purchasing (B)	4 hours	Receipts	20
		Purchasing Overview	
		PO Inquiry (PO PDF, PO Lifecycle)	



		Change Orders for Autocreated POs	
		Retainage PO	
		Supplier Portal	
Inventory Management, RF Smart (A)	1 hour	Inventory Master Data Management	20
Inventory Management	4 hours	Inventory Transactions- inbound receipts, PO and Non-PO	10
RF Smart continued (B)		Inventory Issues	
		Sub inventory transfers	
		Inventory Replenishment/ Min Max planning	
Inventory Management, RF Smart continued (C)	2 hours	Weapons Management	5
Inventory Management, RF Smart continued (D)	2 hours	Inventory Counting	10
		Inventory Input/Reporting	
Projects and Grants	3 hours	Projects and Grants Overview	5
		POETA	
		How to check Project/Grant Budget	
Reporting	1 hour	Reporting Navigation/Dashboards	20
		Search Results	
Oracle Guided Learning	1 hour	Instruct the future GC owner(s) of Oracle Guided Learning on the management of the module	2
Wrap Up	2 hours	Helpful Resources	20
		Recap/Celebrations	

#### 4.12.2 Oracle Guided Learning Limited

As part of the Fusion Applications, Oracle offers a free limited version of Oracle Guided Learning (OGL). OGL provides users with in-app support and efficiently guides them in completing tasks in real time. AST will provide the items below as part of the project implementation.

##### OGL Configuration

A member of the AST Training Team will configure OGL for use in two environments, one for testing and one for production. It is recommended to configure OGL in the UAT and PROD environments where the application build is more stable. Content from OGL is not environment specific and does not allow for different versions except during OGL content creation cycles.

AST will configure up to 5 security roles in OGL to match the Fusion Applications and enable content visibility to align with security (e.g., only users who can enter requisitions will see OGL help on entering requisitions).

## OGL Content Delivery

OGL Limited allows for 15 items to be active simultaneously. OGL limited does not include a full library of prebuilt guides. To activate more than 15 or view prebuilt Oracle content, OGL Licenses must be purchased.

As part of the OGL Limited content delivery, AST will activate items based on the below specifications:

- 1 welcome message
- 8 guides from AST library of most frequent processes
- 2 custom guides (each under 15 steps) not in the AST library
- 4 smart tips

## OGL Knowledge Transfer

AST training lead will provide a 1-hour overview to a client representative on how to manage Oracle Guided Learning (OGL) content going forward. This session can be recorded if permitted by the client policy. It will provide basic directions on how to enable or disable content and how to make minor edits. The client is responsible for maintaining OGL Limited content post-production.

### 4.12.3 Training Roles and Responsibilities

The table below further outlines the roles and responsibilities of the AST CMAT team and your team in Training-related project tasks:

**Table 2 Training Roles and Responsibilities**

Task	Description	AST	City
Training Strategy	High level plan on how training will be delivered, including training tactics	Lead	Assist
Knowledge Transfer Planning	List of sessions that will be conducted between AST Functional / Technical consultants and assigned client representatives.	Co-Lead	Co-Lead
End User Training Plan	Schedule of courses and users that you will deliver training to.	Guide	Lead
Train the Trainer Materials	Create editable Oracle user guides for use by trainers	Lead	Assist
End User Training Materials	Create essential training materials for end users.	Assist	Lead
Train-the-Trainer Overview Sessions	Conduct TTT sessions for identified trainers up to 3 per module to review classroom basics	Co-Lead	Co-Lead
Oracle Guided Learning Premium	Define digital adoption strategy and deploy self-service guides.	Lead	Assist
End User Training	Schedule end users and deliver required training	Guide	Lead

## 4.13 Post-Production Support

AST shall provide one (1) month of post-production support for all project phases. The “Go-Live” date means the date on which the software components associated with a particular phase of the Oracle ERP Cloud solution are configured in the production environment and are available for use by the City.

During the post-production support period, it is imperative that the City production support team be assigned to collaborate with the AST team on issues and resolutions. AST’s issues tracking tool (JIRA) will be utilized to track the reported issues and provide access to the City team to log the issues. The City commits to testing and giving feedback on

all tickets marked as ready for retesting in 3 business days. At the end of the support period, all open tickets will be transferred to the City support team for continuing support and resolution.

The post-production support would include both onsite and offsite, including offshore work.

## 4.14 Change in Scope (Project Change Control)

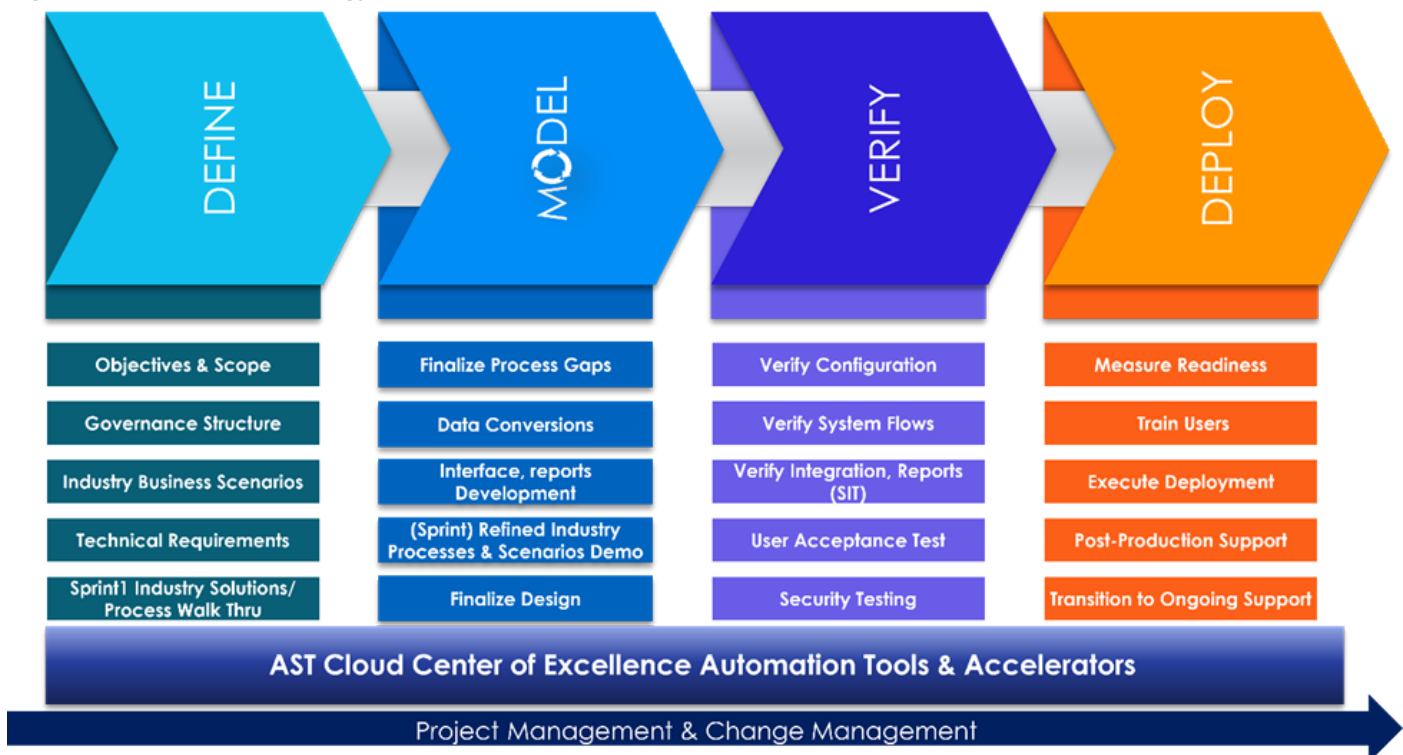
The procedure for the Project Change Order Process is outlined in [Appendix 5 – Project Change Control Process](#) of this document.

# 5. Project Methodology & Governance Structure

## 5.1 Project Methodology

AST will use its EDM methodology in the performance of this project. The methodology may be tailored to meet the City's scope, project timeline and deliverables. The following diagram shows the overview of the EDM methodology.

**Figure 2 AST EDM Methodology**



An overview of the various stages of the EDM methodology is included as [Appendix 7 – EDM Methodology](#).

## 5.2 Project Governance Structure

A key component of project success is an effective project governance structure, which establishes open lines of communication at all levels of the project organization and enables timely decision making. In addition, it serves as a guideline for all the project personnel to understand their roles and role expectations.

## 5.3 Project Management

AST will work with the City to assemble a cohesive team of consultants, users, and IT personnel. The Oracle Cloud ERP project will be led jointly by the AST and City Project Management teams to create a totally synergistic approach to project management and promote the most effective communication throughout the project. The following is a preliminary proposed project governance structure, which will be revised at the start of the project/phase.

## 5.4 Issue Escalation Path

The following is the issue escalation path planned for the project. It may be modified with written consent of both City and AST management.

**Table 3 Issue Escalation Path**

Topic	Escalation 1	Escalation 2	Escalation 3
Functional	Process Owners, Functional	Steering Committee	Executive Sponsor
Technical	Process Owners, Technical	Steering Committee	Executive Sponsor
Project/Vendor Management/Quality	Business Executive	Steering Committee	Executive Sponsor

## 5.5 Project Schedule

AST will develop a project schedule containing required deliverables, tasks, milestones, task dependencies, and high-level resource assignments by role (without resource-leveling) and stages of the project during the define phase. The project schedule shall be developed at the beginning of the project with details for phase 1 and high-level tasks for the remaining phases and will be reviewed and updated at the beginning of each project phase. The schedule will be reviewed with the PMO and key project team members to incorporate their feedback. A detailed Phase 1 MS project schedule will be submitted for review within the first four weeks of the project start.

Once finalized, the project schedule is approved and becomes the source of task statuses. The schedule will be used to monitor the progress and updated periodically to capture the latest status of tasks, activities, and deliverables. Any changes in the due dates will be discussed and agreed upon by AST and City project managers to ensure accuracy, consistency, and visibility of the deliverables' dates. AST will update and maintain the project schedule based on agreed-upon changes.

AST will use Microsoft Project (MS Project) to document and track the project tasks.

## 5.6 Project Documentation

AST shall use its proprietary project management platform *ProjectFIT™* to act as the central storage to store, manage, and access artifacts created during the project. This includes all documents and logs, including but not limited to deliverables, supporting documents for deliverables, issues logs, status reports, minutes of meetings, design documents, and configuration data. The Project repository tool will be used as the central repository for the project. The City and AST Project Managers will create the structure for the repository and determine the access levels of the project team members for the artifacts. Separate communication will be sent to the project team members to inform them of the location, structure, accessibility, process for creating, uploading, modifying, and viewing the artifacts within the repository.

Project Repository access will be provided to key City and AST project team members. All City-specific collateral will be available for download for sixty calendar days at the end of all phases of the project.

## 5.7 Project Status Reports

Project status monitoring will include periodic status reports, structured meetings, and the Risk, Action Item, Issue, and Decision (RAID) log. The PMO (Project Management Office) will be responsible for ensuring that the project maintains

effective and open lines of communication. Expectations regarding team communication methods and components are listed below:

- **Weekly Team Status Reports** – AST and City team leads will prepare written status reports for weekly submission to the PMO team. The written status does not need to duplicate all issues in the project issues log, and the expectation is that the status will report progress against tasks, identify project risks, and escalate issues of high concern to the PMO.
- **PMO Status Reports** – AST and City Project Managers shall create and post consolidated project status reports to the project repository. The report, in addition to reviewing the project progress, RAID log, communication, and Organizational change management status and project schedule, will be the basis for discussions during the weekly PMO meetings. These reports will be posted 2 business days prior to start of the weekly PMO meeting.

The formats of the weekly team status and PMO status report will follow the AST project status template.

## 5.8 RAID Log

Tracking project risks, action items, issues, and decisions (RAID) is an important project management component. The ERP Cloud project will utilize AST's *ProjectFIT™* to manage and track project RAID items. It is the responsibility of each project team member to access this tool regularly throughout the project and enter RAID information in a timely manner.

The definition of the RAID components is provided below:

- **Risks** – An item that may or may not impact the project positively or negatively. Project team members are expected to log risks along with an expected impact and the likelihood of the risk occurring.
- **Action Items** – Action items represent specific action(s) that are to be taken to complete planned project tasks or milestones. Project team members are expected to list all critical action items that, if not completed, would negatively impact the project timeline and schedule. Ideally, action items will be assigned to a single owner with an established due date. Action items should not be closed without the agreement of the creator or PMO (if necessary). Priorities will be assigned to action items, and team members will have the ability to escalate to project management. The end users and/or City PMO will close out action items, when complete.
- **Issues** – Issues represent an acknowledgement that the project needs to address something. Issues are to be prioritized and brought to the attention of project management. Issues may, in turn, result in action items being created and assigned.
- **Decisions** – Important or “Key” decisions will be documented for reference.

The Oracle ERP Cloud project will result in RAID items that need to be managed and elevated when appropriate. The AST and City project managers will be responsible for elevating issues from the team level. The following priorities have been provided as the basis for elevating RAID items:

**Table 4 Decision Priority Matrix**

Priority	Definition/Condition (meets one or more of the following)	Response
<b>1-Critical</b>	<ul style="list-style-type: none"> <li>• Significant negative impact on achieving the go-live date of the phase(s) or significant milestone</li> <li>• Significant impact on the project budget</li> <li>• Significant scope change to the project that impacts an entire phase or multiple phases</li> <li>• Loss of availability of a Core Project team member or other key resource (City or AST) for a significant period of time or for the duration of the project</li> <li>• Impact of item is across the entire system and requires a decision that necessitates the need to develop a “white paper.”</li> </ul>	<ul style="list-style-type: none"> <li>• The item was communicated to AST and City Steering Committee Members.</li> <li>• Ownership of the item is identified at the Project Management or above level.</li> <li>• An initial response must occur within 1 Business Day of the logged item.</li> <li>• An analysis is developed and presented to Steering Committee Members if a key decision is made. Resultant decision is logged in the Project Log, Decision Tab.</li> </ul>
<b>2-High</b>	<ul style="list-style-type: none"> <li>• Significant negative impact on achieving the timely acceptance of an identified project deliverable</li> </ul>	<ul style="list-style-type: none"> <li>• The item was communicated to AST and City project managers.</li> </ul>

Priority	Definition/Condition (meets one or more of the following)	Response
	<ul style="list-style-type: none"> <li>Impact on the project budget</li> <li>Scope change to the project for multiple functional areas within a phase or for an entire phase</li> <li>Loss of availability of a team lead for a significant period of time or the duration of the project.</li> <li>Loss of availability of a Core Project team member or other key resource (City or AST) for a short period of time</li> <li>Item originated in a functional team and was unable to be resolved and was thus escalated to the PMO for resolution.</li> </ul>	<ul style="list-style-type: none"> <li>Ownership of the item is identified at the Project Management or Functional team level.</li> <li>An initial response must occur within 2 Business Days of the logged item.</li> <li>An analysis is developed and presented to Steering Committee Members if a key decision is made. Resultant decision is logged in the Decision Log.</li> <li>If item originated from a functional team, will be reassessed to validate criticality.</li> </ul>
<b>3-Medium</b>	<ul style="list-style-type: none"> <li>Items require logging and tracking as they relate to the review and/or acceptance of a project deliverable.</li> <li>Impact on the project budget</li> <li>Scope change to the project for a single functional area within a phase</li> <li>Reconfiguration of a team is required due to short-term loss of a critical team resource</li> <li>Anticipated closure of item within 30 days of item being logged</li> <li>Resolution of the item performed within the team without additional review required</li> <li>Resolution of the item has an impact to a broad range of project staff although the impact may not occur until several months later (e.g., black-out periods for vacation time)</li> </ul>	<ul style="list-style-type: none"> <li>Ownership of the item may be at the Project Management or Functional team level.</li> <li>An initial response to the item must occur within 5 Business Days of logging the item.</li> <li>If a key decision is made. Resultant decision is logged in the Decision Log.</li> </ul>
<b>4-Low</b>	<ul style="list-style-type: none"> <li>Item noted has little to no impact on the project and is put on the log simply for tracking purposes only</li> <li>Communication of resolution of the item is not required</li> </ul>	<ul style="list-style-type: none"> <li>Periodically assess whether this item is worth tracking.</li> </ul>

## 5.9 Steering Committee Meetings

Executive Steering Committee (ESC) meetings will be held on a periodic basis to be attended by the City and AST executives and the project management team (AST and City) to review and resolve the high-level project status and issues. The Project Management Office (PMO), which includes AST and City project managers and change management lead(s), will prepare a high-level project status presentation for discussion during periodic ESC meetings.

The purpose and frequency of ESC meetings may vary throughout the project. The pace and cadence of the meetings will be influenced by the PMO office needs for executive decisions and by the needs of the ESC to remain informed as to the project status. The planned frequency of the ESC meetings by stage are listed below:

Define Stage	Bi-Weekly
Model Stage	Bi-Weekly
Verify Stage	Bi-Weekly
Deployment	Bi-Weekly

ESC meetings may need to be held on an ad-hoc/unscheduled basis from time to time to address critical project issues. The PMO group and the project sponsor will determine when an ad-hoc meeting is necessary.

The presentations provided during the ESC meetings may include but will not be limited to:

- **Current Accomplishments & Activities** – Listing of completed and in-progress tasks
- **Upcoming Activities** — Listing of key upcoming tasks and deliverables

- **Schedule Milestone Status** – Provides information tracking the project status in accordance with the approved project schedule.
- **Issues & Risks** – The PMO will evaluate the project issues and risks in order to determine which require escalation to the ESC for direction and resolution.
- **Informational Items** – Items that the PMO believes the ESC should be informed of, for which no action or decision is required.
- **Project Budget Status** – The PMO will provide a high-level summary of the project's financial position.
- **Project Scope** – Items that will or may result in a change in project scope will be brought to the ESC for review and approval. The PMO will track the balance of any contingency hours available for non-scoped items for the ESC.

The PMO will be responsible for documenting the ESC meeting minutes and decisions made.



## 6. Project Roles & Responsibilities

For the successful execution of the project, the cooperation, support, and interaction with the City's personnel will be valuable to the AST consultants working on the project. AST consultants will work closely with City staff to form a cohesive team. A clear listing of the roles and responsibilities of the team members will prepare them to meet the challenges of the project and accomplish the project objectives in the planned timeframe.

### 6.1 Staff Roles and Time Commitments

Listed below in the table are the expected City roles, the approximate time commitments throughout the project, and required skillsets for each group. The project needs may require additional time commitment during critical milestones.

**Table 5 Roles & Time Commitment**

Role	Phase	Est. # of Staff	Skills	% Time Commitment
Project Sponsor	All	1	Provide guidance and direction to the project team. Decision making ability and leadership.	10%
Steering Committee	All	As per plan	Provide guidance and direction to the project team. Decision making ability and leadership.	5%
Project Manager	All	1	Ability to manage large projects; understanding of City business processes and approval hierarchy; good communication skills	100%
Support Admin	All	1	Admin Support. Schedule people, rooms, and equipment, assist with project documentation and management	100%
Change Management Lead	All	1	<ul style="list-style-type: none"> <li>An understanding and has insight into organizational issues and challenges</li> <li>Understands how people go through change and the change process?</li> <li>Ability to influence others and move the organization toward a common goal</li> <li>Has been in prior communication roles or has strong writing skills.</li> <li>Comfortable speaking or presenting in front of all levels of the organization.</li> </ul>	100%
Training Lead (100% two months before the Deploy phase)	All	1	<ul style="list-style-type: none"> <li>An understanding and insight of organizational issues and challenges to assess training needs and develop training programs.</li> <li>Ability to coordinate and execute training efforts for the organization.</li> <li>Has experience overseeing the organization training and development activities</li> <li>Is comfortable speaking or presenting in front of all levels of the organization</li> </ul>	50%
Team Leads/ Subject Matter Experts (1 Per Business Area)	All	1 per functional area	Complete understanding of City policies and procedures; Authority to make process design decisions. Ability to create business DILOs for testing.	75%
Business Analysts (1 Per Major Business Area/ Dept.)	All	1 per business area/dept	Full understanding of Business Area/Dept. procedures; Ability to communicate process design/decisions to the departments	25% to 50%



Role	Phase	Est. # of Staff	Skills	% Time Commitment
Interfaces Lead	All	1-2	Understanding of City applications; data extraction for conversion and interface development. Ability to create technical design documents.	50%
Technical IT Analysts	All	2-3	Programming experience; data extraction for conversion, interface development, script development; ability to create technical design documents.	80%
Administrative Support	All	1	Admin Support. Schedule People, staff	50%
Network Admin	All	1	Knowledge of the City Networking infrastructure and capacity.	5%

Additionally, the City may assign backup Subject Matter experts and department representatives as required and decided by the City project manager.

## 6.2 AST and City Responsibilities

The table below identifies the lead responsibility for all the important tasks on the project.

### 6.2.1 Roles and Responsibilities

**Table 6 Roles & Responsibilities, PMO**

Role/ Resource	Responsibility	AST	City
<b>Project Manager</b>	Project Oversight	Co-Lead	Co-Lead
	Project Planning	Co-Lead	Co-Lead
	Project Management	Co-Lead	Co-Lead
	Status Reporting and Project Team Communication	Co-Lead	Co-Lead
	Issues Resolution	Co-Lead	Co-Lead
	Consulting Resource Allocation	Lead	None
	City Resource Allocation	None	Lead
	Scope Control	Co-Lead	Co-Lead
	Project Communication to Stakeholders	Assist	Lead
	Production Migration	Lead	Assist
	Deliverable Acceptance	None	Lead
<b>Change Management / Training Lead</b>	OCM Analysis and Planning (Gain understanding of the project vision and organization)	Lead	Assist
	Develop the Organizational Change Management Strategy (a model that includes 'How' each component of the strategy will be executed on the project, i.e., communication, sponsor roadmap, coaching, etc.)	Lead	Assist
	Execute approved change management strategies and plans for the organization.	Co-Lead	Co-Lead
	Complete change impact analysis of changes that will occur to people, process, technology (i.e., changes to job roles, key performance indicators, organization structure, business process, and procedures, etc.)	Co-Lead	Co-Lead
	Brand or Design communication outputs to fit the organization and culture.	Assist	Lead
	Communicate organization changes and position profile changes.	Guide	Lead
	Identify impacted stakeholders and communication distribution lists	Assist	Lead

Role/ Resource	Responsibility	AST	City
	Create and distribute project updates for OCM to project leadership. (based on project reporting schedule)	Guide	Lead
	Gather regular feedback on change management effectiveness and review results with project leadership to make modifications to strategy/plans as needed.	Co-Lead	Co-Lead
	Assist with the project readiness assessment and provide input on Go/No Go decision	Co-Lead	Co-Lead
	Conduct lessons learned sessions, and if multiple phases are in scope, modify strategy/plans for future phases.	Co-Lead	Co-Lead
	Conduct Training needs assessment	Co-Lead	Co-Lead
	Develop a Training Strategy	Lead	Assist
	Develop a Training Plan	Assist	Lead
	Training Instance Management	Co-Lead	Co-Lead
	Knowledge Transfer Planning & Execution	Co-Lead	Co-Lead
	End User Training Scheduling and Coordination	Guide	Lead
	Training Materials Development	Co-Lead	Co-Lead
	End User Training Delivery	Assist	Lead
	OGL Guide Selection	Co-Lead	Co-Lead
	OGL Configuration and Development	Lead	Assist
	OGL Transaction Staging for Dev & Test	Co-Lead	Co-Lead
	OGL Production Cutover	Lead	Assist
Functional Leads	System Configuration and Requirements Validation	Lead	Assist
	Conduct System Sprints	Lead	Assist
	Functional Issues Resolution	Lead	Assist
	Functional Configuration Documentation	Lead	Assist
	Finalize Gap Solution	Assist	Lead
	Interface Design	Assist	Assist
	Data Cleanup and Validation	Assist	Lead
	Custom Report Specifications Document	Assist	Lead
	Create Test Plan	Lead	Assist
	Create/Update DILOs	Assist	Lead
	Create Test Scripts	Lead	Assist
	Update Test Scripts with City-specific data and examples	Assist	Lead
	Unit Testing	Lead	Assist
	System Testing	Lead	Assist
	User Procedure Documentation	None	Lead
	User Acceptance Testing (User and End to End)	Assist	Lead
	Create Training Material	Lead	Assist
	Train-The-Trainer Delivery	Lead	Assist

Role/ Resource	Responsibility	AST	City
	End User Training	Assist	Lead
	Knowledge Transfer	Lead	Assist
Tech Lead	ERP Cloud Instance Planning and Deployment	Lead	Assist
	Coordinate with Oracle on architecture	Lead	Assist
	Knowledge Sharing	Lead	Assist
	Interface Design	Co-Lead	Co-Lead
	Set Up New Users/ Responsibilities	Assist	Lead
Technical Analysts	Technical configuration	Lead	Assist
	Technical Configuration Reviews for SDLC compliance (The City will be responsible for having appropriate reviewers available for sign-off (i.e., Security, IT Compliance, etc.)	Assist	Lead
	For technical Objects including Data Conversion and Interfaces <ul style="list-style-type: none"> <li>Technical Design</li> <li>System Design</li> <li>Develop programs</li> </ul>	Lead	Assist
	For technical Objects including Data Conversion and Interfaces <ul style="list-style-type: none"> <li>Third-Party and legacy system Changes</li> <li>Data Extraction/Integration development</li> <li>Data Cleanup and Formatting</li> </ul>	Assist	Lead
	Interface and Data Conversion Reviews (The City will be responsible for having appropriate reviewers available for sign-off (i.e., Security, IT Compliance, etc.)	Assist	Lead
	Integration Testing Support	Lead	Assist
	User Acceptance Testing Support	Assist	Lead
	Custom Components Migration	Lead	Assist
	Analyze, track, resolve application system problems	Lead	Assist
	Custom Report Specifications Document	Assist	Lead
	Report Development	Co-Lead	Co-Lead
	Knowledge Sharing	Lead	Assist
Network Administrator	Work with Oracle to assure Network availability	None	Lead
	Monitor Network Bandwidth	None	Lead
	Desktop Configuration	None	Lead

**LEGEND: Description/meaning of the responsibility levels**

Lead	The party that is responsible for performing the task and performing the majority of the work.
Co-Lead	The parties shall share responsibilities for performing the tasks and work.
Guide	Provide oversight and direction on what tasks to accomplish, including the suggested timing of task execution but having no direct responsibility or involvement with any task execution.
Assist	The parties assist in actively creating part of the Deliverable or performing the activity
None	No involvement in the task is expected

The designated City users shall be made available during the project for the interview, system demonstrations, system testing, decision-making, and other tasks related to this project.

### **6.3 Project Location(s)**

AST shall provide the services in a combination of onsite at City premises and offsite, including offshore locations. \$127,112 has been budgeted for travel and will be billed at actuals and per diem for meals. Travel is subject to any government guidelines or restrictions prevalent at the time of travel. AST and City Project Managers will determine the limits for expense types (e.g. airfare, hotel) in the Project Management Plan. Any deviations to the limits should be approved by City Project Manager.

Additional travel in excess of the budgeted amount would be billed at actual costs with authorization by the City.

The City will provide adequate workspace and infrastructure (including but not limited to conference rooms, projectors, telephone, network, and Internet access) for the AST project team members. The City shall provide network and system connectivity for AST consultants using their laptop computers and remote access (VPN or equivalent) to the systems. It is accepted and acknowledged that work will be conducted by resources in remote locations in multiple time zones. As such, the need for tools supporting remote working environments is required.

The City will be responsible for making facilities available and required infrastructure ready for tasks like training, conference room pilots, team meetings, system testing, and other events. These facilities should include audiovisual and physical (whiteboards, flip charts, etc.) amenities.

AST staff will honor all holidays observed by the City, although, with permission, may choose to work on holidays and weekends when appropriate. With permission from the City, AST staff may have access to the City worksite for extended hours including hours that may be the City holidays.

## 7. Project Deliverables and Work Products

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The table on the following page is a master list of the deliverables and work products that will be provided as part of the Oracle Cloud implementation project. The list outlines the expected content and acceptance criteria of the anticipated Deliverables and Work Products.

**Table 7 Master Deliverable and Work Product List**

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Define	Project/Phase Kick-Off	<p>Initiate the Project Phase</p> <p>Prepare project kick-off presentation materials and provide an overview of</p> <ul style="list-style-type: none"> <li>Project scope</li> <li>Project schedule</li> <li>Roles and responsibilities</li> </ul>	AST Deliverable	Live Event w/ MS PowerPoint presentation materials	Project Management	System Event Completed	Prepare meeting deck and review with City PM and Sponsors prior to presentation to combined team	Provide necessary information, PMO review of kickoff deck. Participation in presentation along with executive sponsors to combined team.
Define	Project Management Plan (Charter)	<p>Provide guidelines to the project team on project governance and execution.</p> <p>Document project governance structure. The deliverable material includes:</p> <ul style="list-style-type: none"> <li>Project management approach</li> <li>Project organization structure and roles</li> <li>Issue management and escalation strategy</li> <li>Quality Management Plan</li> <li>Knowledge Transfer Strategy</li> <li>Change control strategy</li> <li>Risk mitigation strategy</li> <li>Communication Plan</li> </ul>	AST Deliverable	Microsoft Word / Adobe Pdf	Project Management	Completed Document	Prepare document. Collaborate with City PMO	Review document and make updates to document
Define	MS Project Schedule	<p>Create a project schedule for the implementation</p> <p>The Project Plan will include the following data elements for each project task:</p> <ul style="list-style-type: none"> <li>Description</li> <li>Duration</li> <li>% Complete</li> <li>Start Date</li> </ul>	AST Deliverable	Microsoft Project	Project Management	Completed Document (initial project plan)	Prepare document and maintain throughout project	Validate, provide input on the constraints, verify activities and check the resource dependencies

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
		<ul style="list-style-type: none"> <li>End Dates</li> <li>Dependencies</li> <li>Responsible Party</li> </ul> <p>This is an initial plan and will be updated for status periodically as per the Project Management Plan. Resource leveling is specifically excluded from this deliverable</p>						
Define	Instance Management Plan	<p>The Instance Management Plan will include:</p> <ul style="list-style-type: none"> <li>Listing of all the City environments</li> <li>Plan for each environment throughout the project</li> <li>Plan for moving configuration between environments</li> <li>Plan for each environment post-go-live</li> </ul>	AST Work Product	MS Excel/Word	Technical	NA	Prepare document and maintain throughout project Conduct meeting/s with City technical lead review of the document.	Participate in AST led meeting and review and update document
Define	Change Management Strategy	<p>Outline of the approach and components for Organizational Change Management Approach The deliverable to include:</p> <ul style="list-style-type: none"> <li>OCM Strategy and approach</li> <li>OCM Team roles and responsibilities</li> <li>Communication strategy</li> </ul>	AST Work Product	Microsoft Office (i.e., Word, PPT) / Adobe PDF	Change Management	Completed Document	Prepare document. Collaborate with City CMO	Participate in AST led meeting and review and update document
Define	Data Conversion Strategy	<p>Document the Project conversion strategy</p> <p>Define the data conversion approach and strategy. The deliverable material includes:</p> <ul style="list-style-type: none"> <li>Data Conversion Approach</li> <li>Data Conversion Scope</li> <li>Data Extract Strategy</li> <li>Conversion Approach</li> <li>Data Reconciliation Strategy</li> </ul>	AST Work Product	MS Word	Technical	NA	Prepare the Data Conversion Strategy document Hold meeting/s with City Tech Lead to review document. Update the document with the inputs provided	Review and Provide inputs

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Define	Integration Strategy	Document the Project interface strategy  Define the interface approach and components. It includes: <ul style="list-style-type: none"> <li>Interface Approach</li> <li>Interface Scope</li> <li>Interface Validation Strategy</li> </ul>	AST Work Product	MS Word	Technical	NA	Prepare the Integration Strategy document.  Hold meeting/s with City Tech Lead to review document.  Update the document with the inputs provided	Review and Provide inputs.
Define	Reporting Strategy	Define reporting and dashboard/analytics approach and components. It includes: <ul style="list-style-type: none"> <li>Reporting/Dashboard approach</li> </ul> Reporting Tools to be deployed	AST Work Product	Microsoft Word/ Adobe PDF	Technical	NA	Prepare the Reporting Strategy document.  Hold meeting/s with City Tech Lead to review document.  Update the document with the inputs provided	Review and Provide inputs.
Define	Test Strategy	The Test Strategy includes: <ul style="list-style-type: none"> <li>Entrance/Exit criteria for SIT and UAT as defined in the SOW</li> <li>Cadence for testing event meetings (defect review, progress, etc.)</li> <li>Testing process flow</li> <li>Testing infrastructure/ instances</li> <li>Testing responsibilities</li> <li>Defect remediation process</li> </ul>	Deliverable	Word	Project Management / Testing Track	Completed Document	AST led meeting(s) to prepare the Test Strategy and update the document as needed	Participate in AST led meeting(s), review document and review updates as needed.
Define	Discovery Sessions	Demonstrate standard functionality per Oracle's Modern Business Process and DILos of the Oracle application modules for the phase to: <ul style="list-style-type: none"> <li>Demonstrate Oracle's standard flows with reference</li> </ul>	AST Work Product	Live Demonstration Event	Functional	NA	Review processes to be demonstrated on AST or Oracle Demo instance.  Provide details for scheduling of the meetings for each module. Document	Participate in the meetings  Identify and provide inputs for any unique processes or procedures.  Continuously review Action and Decision



Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
		<p>to the preliminary flows established.</p> <ul style="list-style-type: none"> <li>Demonstration standalone modules with limited cross-module integration points will be shown as needed to leverage data entered into the system by AST.</li> <li>Demonstrate standard functions that may not have been captured as requirements but may be of interest to the City based on Industry standards. Only applicable module functionality to be demonstrated</li> </ul>					all RAID items discuss during meeting in the minutes of the meeting as well as on RAID log.	<p>items in specific to close them as soon as possible.</p> <p>Provide Inputs, include necessary teams, help document the FIT/Gap</p>
Define	Preliminary DILOs	Provide standard DILO's from AST repository mapped to City Requirements	AST Work Product	Excel	Functional	NA	<p>AST to map requirements from RFP/SOW to DILOs prior to assessment meetings occurring. During the assessments AST will review the DILOs with City functional team and will note updates, clarify requirements, and list new requirements. DILOs will be utilized as input for Sprint1.</p> <p>AST to lead meeting to show all requirements in Appendix 8 have been mapped to a DILO.</p>	<p>City Functional lead will be responsible for reviewing the DILO to requirements mapping to ensure that all requirements and DILOs are incorporated.</p> <p>City Functional lead will be responsible for identification of new DILO's and update of the DILO's</p> <p>Participate in AST led meeting, showing all requirements have been mapped to DILOs.</p>

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Define	Chart of Accounts Key Design Document (KDD)	Defines the final COA structure for the implementation	AST Work Product	Word	Functional	NA	Hold meeting/s with City GL and finance lead to determine Chart of Accounts Structure. Provide example of other clients and guidance of leading practices	Attend meetings with AST  Finalize the structure by the close of Design Stage
Define	Preliminary Security Matrix	Document to illustrate the Standard Oracle Roles with a goal to simplify the Security design	AST Work Product	Excel	Functional	NA	Showcase the standard Security roles in each module during Discovery sessions. Provide the module role matrix with Standard Oracle Roles	Gain understanding of standard Oracle roles with a view to determining if any custom roles are needed.  Start internal discussions and reviews and prepare to provide additional role requirements to AST before the end of Model stage
Model	Sprint/CRP Schedule	Schedule of sessions to demonstrate solutions and process flows	AST Work Product	Excel	Project Management	NA	Work with the City team to identify the scenarios and solutions that need to be demonstrated. Identify sessions or areas and which the City members can participate in the workshop Create a Schedule	Confirm scenarios and solutions that the City wants to be demonstrated Confirm the City employees to participate in identified workshops Confirm CRP schedule.
Model	Conduct CRP Event	Deliverable includes: <ul style="list-style-type: none"> <li>Demonstration of CRP environment with complete City specific configurations, integrations and data conversion</li> </ul>	Deliverable - Event	NA	Project Management			

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
		<ul style="list-style-type: none"> <li>Demonstrate CRP environment meets SIT entrance requirements</li> </ul>						
Model	Sprint (Conference Room Pilot )	<p>Demonstrate standard functionality to gain consensus on software fit and potential functionality gaps. Perform City-specific base/shell configuration of the Oracle application modules for the phase to:</p> <ul style="list-style-type: none"> <li>Demonstrate Oracle's standard flows with reference to the preliminary flows established.</li> <li>Demonstration standalone modules with limited cross-module touch points will be shown as needed to leverage data entered into the system by AST.</li> <li>Demonstrate standard functions that may not have been captured as requirements but may be of interest to the City based on Industry standards. Only applicable module functionality to be demonstrated.</li> </ul> <p>Note that this is a prototype to validate the design approach on a module-by-module basis. This is not a testing event nor a demonstration of a fully developed solution to the Gaps</p>	AST Work Product	Live Demonstration Event	Functional	NA	<p>Configure environment as per City specific data</p> <p>Demonstrate functionality as per Sprint Schedule</p> <p>Document all design issues and action items</p> <p>Demonstrate process flows and solutions identified for Sprint/CRP</p> <p>Identify and document areas not ready for SIT and defects/issues discovered during CRP event.</p>	<p>Provide configuration data requested by AST at the end of Define Stage for AST to configure the environment</p> <p>Continue to review and update RTM/DILO document</p> <p>Inform AST Lead on updates being made</p> <p>Attend Sprint /CRP sessions and provide necessary inputs on process flows, design, solutions to gaps and finalize the solution to gaps</p>

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Model	Data Conversion Programs Developed	Deliverable includes: <ul style="list-style-type: none"> <li>Complete development of the data conversion load programs for all approved data conversions</li> <li>Unit testing of Data Conversion programs with sample data is complete</li> </ul>	AST Work Product	Live Event	Technical	NA	Create conversion programs as needed to load the data Verify that the File format in which data is provided is as per accepted criteria Load Conversion data Provide output report to City to perform post conversion validation Perform unit testing on sample data	Provide Data Conversion files in the AST determined format Validate file before sending to AST Validate Data Load output
Model/Verify	Integration Programs Developed	Deliverable includes: <ul style="list-style-type: none"> <li>Complete development of interface programs for all approved entities</li> <li>Unit testing of the interface process complete with sample data</li> </ul>	AST Work Product	Live Event	Technical	NA	Create integration programs Verify that the File format in which data is provided is as per accepted criteria Load Conversion data Perform unit testing on sample data	Provide Integration files per design for inbound integrations Work with third party applications/vendors to ensure that their end of work is progressing as per schedule Validate file before sending to AST Perform unit testing on Target third party applications to confirm data load
Model	Final DILOs	Day in the Life scenarios provided by AST at the end of Define and updated by City personnel to represent scenarios that are representative of the City's business process and scenarios. AST will update the DILO's with traceability to the Process Flows and the relevant Test Scripts that will be required for the SIT and UAT testing.	Client Work Product	Excel	Functional	NA	Update new and modified DILO's with associated process flows and Test Scripts	Identify and add new DILO's/Business Scenarios within the scope of the project. Update AST provided DILO's as necessary to reflect the City's process and business scenarios.

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Model	Final Process Flows	Update of preliminary business processes diagrams	AST Work product	Visio/PDF	Functional	Updated Flows	Work with the City to help to identify any changes needed to the Process flows. Update and finalize all Business flows needed for finalization of design.	Review the preliminary Process flows and provide inputs to AST on updates needed to Process before the start of Sprint 2 sessions Work with AST team to get the process flows reviewed to ensure uniform understanding of the business process between AST and the City.
Model	Gap-Fit Analysis	Identify Gaps in Oracle system flows based on Preliminary Flow mapping and Sprints. Perform <ul style="list-style-type: none"> <li>Gap Analysis</li> <li>Document high-level solution approach/workaround for Gap solution (Does not include solution design).</li> <li>Final DILO's and Final Process Flows will be additional work products associated with this deliverable</li> </ul>	Deliverable	Excel	Functional Technical	Completed Document	Document on the RAID log all open design items that needs City decision. Finalize DILO/RTM with City specifics Provide inputs to finalize process flows	Finalize all design for functionality and gaps, finalize key configurations, close all decisions, and choose solution for gaps. Provide final Process Flow diagram Sign off on conversion and integration design
Model	Final Security Matrix	Completed design document (matrix) that will list all agreed upon standard and custom roles to be deployed	CITY Work Product	Excel	Functional/Technical	NA	Assist the City in completion of Security Matrix Assist the City to ensure compliance with Oracle licensing Knowledge transfer sessions for City staff Review Security Role matrix to ensure completeness to configure roles and for assignment of roles and context values to users	Analyze the current custom roles and determine if they are needed or should be eliminated. Review document with Oracle Standard roles determine if any custom roles are needed. Ensure compliance with Oracle licensing Update Security matrix with custom role definition. This

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
							during SIT/UAT Instance configuration by AST.	definition will be used as input to create the custom role. Finalize all roles (Standard and Custom) needed across all modules Finalize Role Matrix to determine functions needed for each custom role Finalize assignment of roles and context values to users
Model	Final Workflow	Completed design document that defines the agreed upon workflow routing rules for the in scope workflows	AST Work Product	Excel/Word Document	Functional	NA	AST led meeting(s) to prepare final workflow document, and update through life of the project. Configure identified workflows for SIT after approval of design document.	Participate in AST led meeting(s), review documents and updates through the life of the project.
Model	Configuration Document from Sprint/CRP Environment for SIT	Deliverable includes: Complete all City specific configurations in CRP system · Unit testing of configuration complete	Deliverable	Excel	Functional	NA	Configure the Sprint environment based on configurations from an instance identified by the City. Unit test environment for standard functionality. Update configuration during Model with changes required for updated/new solutions to gaps and processes. Provide configuration workbook from CRP instance to the City no less than 8 business days prior to start of configuration	Provide AST with any changes (updated data sets, identify configuration not to be migrated, new configurations needed based on discussions during Assessment) needed for Sprint before the scheduled start of Sprint where it is possible to identify the changes. Provide AST with additional configuration data and decisions based on development of solution during Model stage leading up to SIT.

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
							activities of SIT. It is possible to extract this and provide to the City as CRP sessions are going on.	The City will review the configuration document provided at the end of CRP
Model	Final Security Matrix	Completed design document (matrix) that will list all agreed upon standard and custom roles to be deployed	CITY Work Product	Excel	Functional/Technical	NA	<p>Assist the City in completion of Security Matrix</p> <p>Assist the City to ensure compliance with Oracle licensing</p> <p>Knowledge transfer sessions for the City staff</p> <p>Review Security Role matrix to ensure completeness to configure roles and for assignment of roles and context values to users during SIT/UAT Instance configuration by AST.</p>	<p>Analyze the current custom roles and determine if they are needed or should be eliminated.</p> <p>Review document with Oracle Standard roles determine if any custom roles are needed.</p> <p>Ensure compliance with Oracle licensing</p> <p>Update Security matrix with custom role definition. This definition will be used as input to create the custom role.</p> <p>Finalize all roles (Standard and Custom) needed across all modules</p> <p>Finalize Role Matrix to determine functions needed for each custom role</p> <p>Finalize assignment of roles and context values to users</p>
Verify	Training Plan	Planning document that provides the scope of training, approach, City training population, City trainers and draft schedule of training sessions / methods.	City Work Product	Word Document	Training	NA	Review training plan and offer feedback to the City.	Develop training plan and update through the life of the project.

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Verify	SIT Test Schedule and Plan	Schedule of sessions to include technical, module, and cross module testing sessions.	AST Work Product	Excel	Project Management	NA	Develop SIT Test schedule and Plan  Provide the schedule and Plan to the City no less than 5 business days ahead of the first expected testing session.	Identify testers for the SIT sessions  Schedule SIT sessions with correct City testers.
Verify	System Integration Testing (SIT)	The deliverable material includes: Perform System Integration testing according to plan including: <ul style="list-style-type: none"> <li>Validate business process flows</li> <li>Validate cross-module processes</li> <li>Test all integrations</li> </ul>	AST Deliverable	NA	Project Management	Live Event	Complete DILO document with mapping to test scripts and upload to PractiTest Configure and smoke test SIT environment for all in scope functionality Convert Data Meet entrance/exit criteria for SIT Identify missing steps to add to Cutover Plan template Assist the City in execution of test scenarios Resolve SIT issues/defects	Approve configuration data for SIT no less than 3 business days prior to start of configuration activities Validate Converted data and work on conversion data errors Identify missing steps to add to Cutover plan Prepare Test Data for usage in SIT Test scenarios identified for SIT (DILO's, integrations) Review results of issue/defect resolution provided by AST and retest. Test user security if necessary over and above SIT Test Scenarios.
Verify	UAT Test Schedule/Plan	Schedule of sessions to include technical, module, and cross module testing sessions.	AST Work Product	Excel	Project Management	NA	Develop UAT Test Schedule/Plan and provide to the City no less than 5 business days ahead of the first expected testing session.	Schedule UAT sessions with correct City testers.



Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Verify	User Acceptance Testing (UAT)	<p>Execute end-to-end system process flows. Test scripts will be executed manually, and no automated tools are proposed. The deliverable material includes:</p> <p>Perform User Acceptance Testing according to plan using test scripts</p> <ul style="list-style-type: none"> <li>Validate business process flows</li> <li>Validate cross-module processes</li> <li>Test all integrations</li> </ul>	AST Deliverable	NA	Project Management	Live Event	<p>Update Test Scenario document if needed for UAT scenarios and upload to PractiTest</p> <p>Provide final configuration data to the City no less than 8 business days prior to start of configuration activities</p> <p>Provide inputs on time taken for execution of UAT cutover activities for Cutover Plan</p> <p>Configure and smoke test UAT environment</p> <p>Convert Data</p> <p>Meet entrance/exit criteria for UAT</p> <p>Identify missing steps to add to Cutover Plan template</p> <p>Assist the City in execution of test scenarios</p> <p>Resolve UAT issues/defects</p>	<p>Approve final configuration data for UAT no less than 3 business days prior to start of configuration activities</p> <p>Provide inputs on time taken for execution of UAT cutover activities for Cutover Plan</p> <p>Validate Converted data and work on conversion data errors</p> <p>Identify missing steps to add to Cutover plan</p> <p>Prepare Test Data for usage in UAT</p> <p>Update Test Scenario document if needed for additional UAT scenarios</p> <p>Review results of issue/defect resolution provided by AST and retest.</p> <p>Test user security if necessary over and above UAT Test Scenarios.</p>

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Verify	Payroll Parallel Testing	<p>Conduct parallel testing for up to 2 payroll batches and perform reconciliation of Gross to Net to legacy payroll within reasonable tolerances. The following tasks are scoped</p> <ul style="list-style-type: none"> <li>▪ Load time entry data from the legacy system directly into payroll</li> <li>▪ Run payroll process</li> <li>▪ Validate gross to net pay</li> <li>▪ Reconcile the Gross to Net differences within reasonable tolerances (Identify the discrepancies and the root cause for any material differences).</li> </ul>	Live Event	Live Event	Functional + Technical	Completed Event	System event completed, and open issues documented.	Verify and Confirm
Verify	Train the Trainer Training	Provide training and knowledge transfer of the Oracle system applications throughout the project, as well as a course on managing training to the City trainers before the execution of end-user training	Deliverable	Event	Training		Provide knowledge transfer to the City trainers Conduct Train the Trainer sessions	Participating in Train the Trainer sessions
Verify	Cutover Plan	The Cut Over Plan includes: · Sequence of production cut over activities and responsible party for each, including City specific tasks related to work needed outside of ERP environment. This is a living document which is expected to start at the beginning of SIT up to the point where cutover activities start. The document will be considered final at the start of the Cutover activities in the state it is in.	Deliverable	Excel	Project Management		<p>Produce cut over plan at start of SIT sessions</p> <p>Conduct cut over planning meetings with the City</p> <p>Conduct tabletop exercise of the cut over plan with all responsible parties</p> <p>Update the cut over plan through the life of the project</p>	<p>Review and approve the cut over plan</p> <p>Participate in cut over planning meetings</p> <p>Participate in tabletop exercise of the cut over plan</p> <p>Update with City specific tasks</p> <p>Provide updates to the cut over plan through the life of the project</p>

Stage	Title	Deliverable/Work product Description	Category	Document Type	Work stream	Acceptance Criteria	AST Responsibilities	City Responsibilities
Deploy	Go Live Readiness Assessment	AST tracking tool that will review the readiness of the City to go live across multiple areas (e.g. Training, Technical Cutover, Communications, Help Desk Prep, Application Functionality) for a 4 to 6 week period prior to go live	AST Work Product	Excel	Project Management	NA	Produce go live readiness assessment Conduct review session(s) of document with the City	Participate in review sessions(s) and review go live readiness assessment document Determine go/no-go decision
Deploy	Go Live	The deliverable material includes: <ul style="list-style-type: none"> <li>Production configuration complete</li> <li>Custom components migrated to the Production instance</li> <li>Production validation complete</li> <li>Production system made available to users</li> </ul>	Deliverable	Event	Project Management	Event completed	Migrate end state UAT configuration to PROD Complete data conversion and load using the end state UAT processes Migrate reports from UAT to Prod Successfully execute the cut over plan	Provide final data cut for PROD cut over Migrate Integration code and configurations to Production Successfully execute the cut over plan Accept PROD system
Deploy	Post Production Support	Production support services provided for the specified period for the phase	Deliverable	Event	Project Management	Event completed	Resolve outstanding issues/defects according to the Project Acceptance criteria identified in the SOW	Engage with AST for issue/defect resolution

## 7.1 Deliverable Acceptance Process

For purposes of acceptance of the Solution (or portions thereof), the parties intend to use the following staged acceptance procedure. All timeframes specified in the following procedures may be overridden by written agreement between both parties as per the Project Schedule.

### 7.1.1 Non-System Event Deliverables Acceptance:

All completed non-system deliverables (typically written documents, e.g., Project Management Plan) will be reviewed by AST's Project Manager and uploaded to the designated project repository/network folder. AST Project Manager shall notify the City Project Manager and submit a Deliverable Acceptance Certificate (Sample format attached in section **Appendix 4** of this document).

Upon AST's submission of a completed Deliverable, the City shall review the Deliverable and approve it or notify AST of the discrepancies and errors found in the Deliverable within ten (10) consecutive business days, unless otherwise mutually agreed to in writing by the Project Managers of both the parties.

If the City requires revisions to the submitted deliverables, all the required changes shall be collected and consolidated by the City Project Manager into one document and provided to the AST Project Manager within the stipulated time period ten (10) consecutive business days). AST shall then revise the Deliverable or satisfactorily provide a written explanation of the reasons for Accepting the Deliverable "as is" within ten (10) consecutive business days. Upon receipt of the revised Deliverable or receiving a satisfactory written explanation for the deficiencies identified, the City Project Manager will verify that the changes were incorporated and accept the deliverable within ten (10) consecutive business days by signing the Deliverable Acceptance Certificate. There shall be no new revisions requested for the deliverable other than those identified previously in the first round.

In the event that neither approval nor feedback from the City is received within the stipulated time period, the deliverable shall be deemed approved, and AST will submit the related invoice for payment.

### 7.1.2 System Event Deliverables Acceptance:

Upon completion of a system event (marked as system event in **Table 7 Master Deliverable and Work Product List**, e.g., Sprint Complete), AST Project Manager shall submit an acceptance certificate to the City Project Manager. Upon AST's submission, the City Project manager shall verify the completion of the system event and provide signed acceptance within five (5) business days.

In the event that neither approval nor feedback from the City is received within the stipulated time period, the deliverable shall be considered approved.

### 7.1.3 Deliverables Use in Production

Except as otherwise provided herein, the City shall not use the Deliverable in a production environment or in the ordinary course of the conduct of their business prior to Acceptance of the Deliverable and such use shall, without the written consent of AST, be deemed Acceptance of such Deliverable and all other predecessors. Use of the Deliverable in a test environment to validate acceptance criteria shall not be considered Acceptance of said Deliverable.

Upon go-live of any phase all deliverables, except Post-Production Support Complete, related to that phase shall be deemed to be approved and immediately ready for invoicing. The City may still request edits to the deliverables, the remedy of such can be subject to the approval of the Post-Production Support Complete deliverable.

### 7.1.4 Project Phase Acceptance:

Once the City begins using the Software Components for Productive Use ("Go-Live Date"), AST will provide Post-Production Support for a specified period ("Post-Production Support Period"). At the end of the Post-Production Support period, AST and the City will complete a phase review and prioritize the list of issues based on the criteria below.

### Issue Classification

The following factors primarily determine the priority assigned to a System Issue/Incident:

- The impact on the business in size and scope, e.g., financial impact (loss)
- The urgency to the business in time-dependent operations

The following definitions will guide how AST and the City prioritize system issues.

**Table 8 Issue Priority Definitions**

Severity	Description of Service Request Severity (Priority) Code	Response
<b>Priority 1</b>	Defined as an incident that renders a production system inoperable. Users are unable to connect to or use the system to support City business functions.	<ul style="list-style-type: none"> <li>• Assign resources to work on the problem within 0.5 business hours during regular business hours and 4 hours during non-business hours.</li> <li>• Log Service Request (SR) with Oracle, if necessary</li> <li>• Assign resources to be available and work on the incident until resolved.</li> </ul>
<b>Priority 2</b>	Defined as consistent intermittent outages and/or failure of the Production System, interfering with normal operation. May also be defined as a system/application that is operating but with severe restriction or affects a time sensitive function.	<ul style="list-style-type: none"> <li>• Assign resources to work on the problem within 1 business hour during regular business hours and next business day when reported during non-business hours.</li> <li>• Time sensitive issues like Payroll will be addressed until resolved or a work-around acceptable to the City is found, in which case the priority will be lowered.</li> <li>• Log Service Request (SR) with Oracle, if necessary</li> <li>• Communicate efforts and results once every business day until resolved or the priority changes.</li> </ul>
<b>Priority 3</b>	Defined as a production system/application problem affecting large number of users. The majority of the functions are still usable. Some circumvention may be required to reestablish normal service.	<ul style="list-style-type: none"> <li>• Assign resources to work on the problem within 2 business day.</li> <li>• Communicate confirmation of scope and impact of the incident within 5 business days of reporting</li> <li>• Elevate to "Priority 2" if incident is not resolved in 15 business days.</li> <li>• Communicate efforts and results once every 2-3 business days until resolved or the priority changes</li> </ul>
<b>Priority 4</b>	Defined as a production system/application problem isolated to a few people, performing non-critical tasks and an alternative workaround exists. The majority of the functions for most users are still usable.	<ul style="list-style-type: none"> <li>• Review and based on open issues log, assign resources to work on the problem within 5 business days.</li> <li>• Communicate confirmation of scope and impact of incident within 8 business days of reporting</li> <li>• Communicate efforts and results once every 5 business days</li> </ul>
<b>Priority 5</b>	Defined as informational only or scheduled system downtime for maintenance. No users are adversely impacted.	<ul style="list-style-type: none"> <li>• Review and based on open issues log assign resources to research the problem within 10 business days.</li> <li>• Communicate efforts and results once every 5 business days</li> </ul>

The priority of a defect does not necessarily determine how soon an issue will be resolved; it merely indicates the urgency and order in which the issues will be undertaken for resolution. The resolution time will depend on several factors, including the complexity of the problem, dependency on users' input, ease of replication in the test environment, etc. Resolution of issues may require the software/hosting vendor to provide patches or replacement parts, and therefore may not be within the control of AST.

If there are priority 1, 2 issues related directly to AST implementation efforts, open without resolution at the end of the designated post-production support period (Issues a result of errors/bugs in the Oracle or third-party software/hosting are specifically excluded), will continue to be supported by AST beyond the designated support period until a resolution, including a workaround, acceptable to the City is found. In order to expeditiously resolve issues, City staff shall be available to test all issue remediation and provide feedback no later than two (2) business days after AST notifies that the issue is resolved in a test environment. After this review is completed, the City shall notify AST in writing of its "Phase Acceptance." All remaining open issues at the conclusion of a phase will be transferred to the City support team for ongoing resolution efforts.

### 7.1.5 Final Acceptance

After Acceptance of all phases of the Oracle ERP Cloud System Project has occurred, the system is considered finally accepted, and the City shall notify AST in writing of the final acceptance.

## 7.2 Project Assumptions

The following project assumptions have been made to prepare this statement of work:

### Software Assumptions

1. Software subscription prices included are subject to final configuration and approval from Oracle America, Inc. The terms of the SaaS subscription are subject to the terms and conditions of Oracle Corporation's Master Agreement for software subscriptions.
2. Any changes to the overall solution that are not identified in the RFP response will have an impact on the implementation costs.
3. Prior to the Sprint start, the city will procure all necessary third-party software.
4. The City will obtain SaaS subscription before the commencement of services and maintain such a subscription for the duration of the services
5. The City will procure a third-party solution to manage W2 & Payroll Tax Filing as part of the Payroll process. AST will work with the chosen third party solution to ensure that the integration to the application works as needed.

### Scope and Terms Assumptions

6. The scope of work will be governed by a statement of work to be negotiated between AST and the City during the contract process.
7. The implementation resource and cost estimates have been based on a fixed scope and schedule. Any changes to the project scope, timeline, approach, or resources will be subject to a formal Change Control process and may increase project costs.
8. SaaS solutions do not support software customizations. To the extent that requirements cannot be met through the configuration of the software, the City may need to make changes in business processes and operating procedures to adapt to built-in best practices in the Oracle SaaS solution. AST will work with the City to assist with the adaption of appropriate process re-engineering.
9. City management, including the Project Manager and key users, will be able to make timely decisions on the issues raised by the project team.
10. City personnel will be assigned to the project as per an agreed upon staffing profile. Key users' and management's time will be made available for the duration of the project for interviews, system demonstrations, system testing, decision-making and other tasks related to this project.
11. The City will designate a project sponsor who shall represent the City during the performance of services, ensure performance obligations, establish and maintain an active line of communication with the AST project manager during the performance of the services, and make timely decisions on behalf of the City on all relevant issues.
12. In order to meet the project timelines, the City Project Manager will review and accept the deliverables in a timely manner as defined in the deliverable acceptance process.
13. The City will provide adequate workspace and infrastructure for the consultants assigned to the project (including, but not limited to, desktop computers, telephone, internet, connection, remote/VPN access to all project related applications to network and existing documentation). Such access must be available within two days of the start of a consultant on the project.
14. The City will be responsible for making facilities available and preparing the required infrastructure for tasks like training, conference room pilots, and others.
15. The City is responsible for providing narratives of the current business processes during each project phase's Define/Model stage.
16. The City will be able to provide detailed information related to third-party vendors.
17. The City will be able to provide quick interpretations of labor agreements if questions arise.
18. Only seeded workflows will be supported, and the available configuration of those workflows is included in the scope of this offering. No custom workflows will be implemented.

19. The implementation is scoped for the City as a single Business Unit. All departments and entities that will form part of this implementation will be configured under the City Business Unit.
20. The City will provide configuration elements in the Oracle Cloud Applications required format.
21. The standard Oracle Transactional Business Intelligence (OTBI) will be implemented. There are many requirements identified with a reporting solution. AST's experience is that many of the reporting needs can be met by either standard reports or user-configurable reports.
22. As software vendors are continuously improving the capabilities of their products, it is possible that throughout the implementation time horizon, additional capabilities may be introduced that the City would want to leverage. This will be handled through the Change Control process.
23. The City will address functional questions and resolve issues for activities owned by the City in agreed-upon periods.

### **Technical Assumptions**

24. The current pricing proposal includes five (5) Cloud environments for Oracle Fusion Cloud ERP Applications. If additional environments are deemed required, these need to be priced separately.
25. It will be the City's responsibility to extract the data from its current ERP system and other legacy systems and perform any data cleanup required in the current system before converting the data or following the data conversion in the Oracle Cloud Service. Data needed for conversion will be provided in the format specified by the AST consulting team for the Data element/s to be converted promptly per the agreed project schedule.
26. The City will verify converted data and be primarily responsible for conversion error recognition and resolution.
27. The City and AST will determine the best method of interfacing data to and from the City's legacy applications to support the City's Oracle solution. The City will be responsible for developing programs required to extract the data from the legacy applications in the required format and any programs required to update the City legacy applications with data from the Oracle Cloud applications.
28. AST will provide the data extracts from Oracle Cloud applications for the City to update the third-party systems integrations. The City will be responsible for loading into third-party systems as per the individual third-party application needs.
29. The City will work with third-party vendors to facilitate data integration with Oracle Cloud and coordinate any interface design, development or testing activities with third parties.
30. The data conversion scope is aligned with industry best practice, which recommends converting only those historical transactions needed to support normal, day-to-day operations in the new ERP System. AST will work with the City to provide options for storing and accessing the remaining historical data required for reporting purposes.
31. AST bases the implementation scope on the requirements listed in the Functional Requirements and based on AST's experience in working with clients of similar size and complexity. Sometimes, it may be technically infeasible to meet the requirements due to the lack of data availability, controls/constraints of the SaaS applications, or other system architecture reasons. This infeasibility may not become apparent until the detailed Define/Model phase. In such cases, AST will help and guide the City concerning alternative methods to meet its business requirements, such as implementing process changes or manual steps.
32. A detailed Change Control Process will be a mutually agreed upon plan that specifies the approval process for any changes to the Statement of Work.

### **Project Plan Assumptions**

33. AST staff will work both onsite and remotely, including offshore solutions.
34. The AST Team will honor all holidays observed by the City, although, with notice, they may choose to work on holidays and weekends when appropriate.

### **Pricing Assumptions**

35. The pricing and scope are limited to implementing the Oracle Cloud applications/modules included in this response. Any change in scope, schedule or Implementation of any additional modules/applications will require a change order and additional fees shall apply.
36. Oracle Corporation will provide software maintenance and hosting as a part of the SaaS subscription costs.





## 8. Project Payment Schedule

The project has been established with a fixed fee schedule for services. Project Payment schedule includes a one-time fee upfront prior to the start of the project as follows:

One-time Cost	Cost
Service Fees	\$4,932,000

Optional items	Cost	Comment
AST Testing as a Service (TaaS)	\$ 30,000	\$30,000 initial implementation and then \$97,800 annually fee for total of 500 scripts. This service supports executing Monthly Releases of EPM, Quarterly for ERP and HCM.
Additional Reports Hours (1,000)	\$ 130,000	Optional, Only to be charged if incurred
AST Prepares End-User Training Material (500 hours)	\$ 75,000	

## 9. Approvals

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Except to the extent otherwise expressly set forth in this SOW, this SOW is governed by the terms and conditions of the Agreement. This SOW may be modified only by a writing signed by both parties.

IN WITNESS WHEREOF, the parties have each caused this SOW to be signed and delivered by their duly authorized officers, all as of the date first set forth above.

### **Applications Software Technology, LLC**

Signed	
Printed Name	
Title	
Date	

### **City of San Bernardino, CA**

Signed	
Printed Name	
Title	
Date	

## Appendix 1 Interface Scope

Integrations scope is subject to ability to map to available Oracle ERP cloud applications features and functionality. Each item listed is a one-way interface which processes/produces one input/output file.

**Table 9 Interface Scope (to be reviewed and finalized with the City)**

Interfaces/Integrations Name	Description	Interface Direction(s) (One-way or Two-way)	Third-Party Software (Vendor Name, Product Name, & Version)	Frequency / Real-Time Active (As Needed, Scheduled or Real-time)	Integration Type (Import or Export)
<b>Download Bank Statement File</b>	Provide the ability to accept a downloaded bank statement file.	One-way	Wells Fargo	As Needed	Import
<b>Upload G/L Journal Entries</b>	System must allow uploading and posting of journal entries (e.g., bank files, Excel, third-party system revenue transactions, etc.) with audit trail capabilities.	One-way	Microsoft Excel	As Needed	Import
<b>Fiscal Year To Date Export</b>	Ability to export year to date general ledger data to a third-party budget development and financial transparency system.	One-way	OpenGov	Scheduled	Export
<b>Excel Budget Import</b>	Ability to import detailed budgets into the Budget modules from Microsoft Excel.	One-way	Microsoft Excel	As Needed	Import
<b>Excel Budget Export</b>	Ability to export detailed budgets from the Budget modules from Microsoft Excel.	One-way	Microsoft Excel	As Needed	Export
<b>Budget Activity</b>	Ability to import adopted/amended budgetary data from a third-party budget development system.	One-way	OpenGov	Scheduled	Import

Interfaces/Integrations Name	Description	Interface Direction(s) (One-way or Two-way)	Third-Party Software (Vendor Name, Product Name, & Version)	Frequency / Real-Time Active (As Needed, Scheduled or Real-time)	Integration Type (Import or Export)
<b>Over the Counter Credit Card Payments</b>	Ability to accept third-party over-the-counter credit card transactions.	Two-way	Business Track	As Needed	Import
<b>Online Credit Card Payments</b>	Ability to accept third-party online customer credit card transactions.	Two-way	All Paid	As Needed	Import
<b>Online Credit Card Payments</b>	Ability to accept third-party online customer credit card transactions.	Two-way	Business Registrations	As Needed	Import
<b>Barcode Scanners</b>	Ability to allow auto-population of fields through bar code scanning.	One-way	TBD	As Needed	Import
<b>Third-party Cashiering Applications</b>	Integration with the Agency's parks and recreation system for processing cashiering transactions.	One-way	ACTIVE Net	Scheduled	Import
<b>Third-party Cashiering Applications</b>	Integration with the Agency's citation system for processing cashiering transactions.	One-way	Data Ticket	Scheduled	Import
<b>Third-party Cashiering Applications</b>	Integration with the Agency's animal control system for processing cashiering transactions.	One-way	Chameleon	Scheduled	Import
<b>Permitting</b>	Ability to accept permitting related receivables.	One-way	Permits Plus	Scheduled	Import
<b>Citations</b>	Ability to accept citation related receivables.	One-way	Data Ticket	Scheduled	Import
<b>1099 Forms To IRS</b>	Ability to electronically submit 1099 forms to the IRS.	One-way	N/A	As Needed	Export
<b>1096 Forms To IRS</b>	Ability to electronically submit form 1096 to the IRS.	One-way	N/A	As Needed	Export

Interfaces/Integrations Name	Description	Interface Direction(s) (One-way or Two-way)	Third-Party Software (Vendor Name, Product Name, & Version)	Frequency / Real-Time Active (As Needed, Scheduled or Real-time)	Integration Type (Import or Export)
<b>Purchasing Cards (transaction details associated with GL accounts)</b>	Ability to download purchasing card transaction file to post transaction detail to general ledger by general ledger account code. Note: each transaction is associated with a specific general ledger account number in the text file.	One-way	Wells Fargo	As Needed	Import
<b>Positive Pay</b>	Provide the ability to integrate with financial institutions for positive pay on accounts payable checks.	One-way	Wells Fargo	As Needed	Export
<b>Voided Check File</b>	Ability to produce a voided check file similar to a positive pay file that can be uploaded to a bank.	One-way	Wells Fargo	As Needed	Export
<b>Electronic Payments (ACH/Direct Deposit/Wires)</b>	Ability for electronic payments to be made to vendors via ACH/Direct Deposit and wire transfers (Push Pay).	One-way	Wells Fargo	As Needed	Export
<b>EEO-4 Survey File Upload</b>	Ability to electronically submit the EEO-4 Survey to the Equal Employment Opportunity Commission.	One-way	N/A	As Needed	Export
<b>Affordable Care Act (ACA) information File Upload</b>	Ability to upload Affordable Care Act (ACA) information.	One-way	N/A	As Needed	Export
<b>Applicant Tracking</b>	Ability to integrate with the agency's Applicant Tracking System for importing employee record information.	One-way	NEOGOV	Scheduled	Import
<b>Benefits/Health Insurance</b>	Ability to integrate with a third-party benefits provider to allow for the modification of insurance enrollment.	One-way	BenXcel	Scheduled	Export

Interfaces/Integrations Name	Description	Interface Direction(s) (One-way or Two-way)	Third-Party Software (Vendor Name, Product Name, & Version)	Frequency / Real-Time Active (As Needed, Scheduled or Real-time)	Integration Type (Import or Export)
<b>Learning Management</b>	Ability to integrate with the Agency's X Learning Management System (LMS), as well as track employee certifications.	One-way	Target Solutions	Scheduled	Import
<b>Direct Deposit File</b>	Report and data file for transmission to bank.	One-way	Wells Fargo	As Needed	Export
<b>Positive Pay</b>	Provide the ability to integrate with financial institutions for positive pay on payroll checks.	One-way	Wells Fargo	As Needed	Export
<b>Electronic Federal and State Files</b>	Generate electronic file and all related forms (including W-2 reporting) for annual reporting to federal and state agencies, in accordance with their requirements.	One-way	IRS	As Needed	Export
<b>Retirement Plan File Export</b>	Ability to export a file containing employee/employer retirement plan contributions.	One-way	Nationwide	As Needed	Export
<b>Retirement Plan File Export</b>	Ability to export a file containing employee/employer retirement plan contributions.	One-way	Empower	As Needed	Export
<b>myCalPERS</b>	Ability to export a file to be uploaded to myCalPERS.	One-way	CalPERS	As Needed	Export
<b>Scheduling</b>	Ability to import employee schedules into the Time and Attendance system.	One-way	InTime	As Needed	Import
<b>Email Integration</b>	Ability to send emails from system utilizing standard SMTP protocols.	One-way	N/A	As Needed	Export
<b>Single Sign-On / Active Directory</b>	Support of Single-Sign-On and Active Directory.	Two-way	N/A	As Needed	Import/Export

Interfaces/Integrations Name	Description	Interface Direction(s) (One-way or Two- way)	Third-Party Software (Vendor Name, Product Name, & Version)	Frequency / Real- Time Active (As Needed, Scheduled or Real- time)	Integration Type (Import or Export)
<b>Two-Factor Authentication (2FA) (Okta)</b>	Support Two-Factor Authentication (2FA) through Okta.	Two-way	N/A	As Needed	Import/Export
<b>Ad Hoc Third-Party Report Writers</b>	Ability to integrate with third party report writers.	One-way	N/A	As Needed	Export
<b>Rest API</b>	Provide a REST API interface to facilitate querying data and integration.	Two-way	N/A	As Needed	Import/Export

## Appendix 2 Data Conversion Scope

Historical conversions will only be accomplished for static historical data needed to support forward-going operations in the new Oracle Cloud system. Historical transactional data in legacy systems other than that listed in **Table 10 Conversion Scope (to be reviewed and finalized with )**, is not recommended for conversion. Any historical data in legacy systems not converted to the new system can be made available for inquiry and reporting only by maintaining the current legacy environment in a read-only mode with no maintenance and support. Optionally, AST can assist the City in migrating the read-only legacy environment to OCI if needed.

Data Conversion scope is subject to mapping to available Oracle ERP cloud applications features/functionality and the City's ability to extract the data in the specified format and do the cleansing/transformation as per the project schedule.

**Table 10 Conversion Scope (to be reviewed and finalized with the City)**

Conversions	Description	Number of Records (Estimated )	No. of Years Of Data	Type of Data Conversion (Electronic, Manual, N/A)	Existing Software Product		
					Software Application	Version	Database
<b>Chart of Accounts</b>	Chart of account info including segments, control, accounts, due to/due forms, etc.	19,652	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>General Ledger Accounts Balances (Summary level)</b>	Summary level actuals account balances	19,652	5	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Budgeting (Approved Budgets)</b>	Budget account balances for approved budgets	18,710	5	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Budgeting (Adopted Budgets)</b>	Budget account balances for adopted budgets	18,710	5	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Detail Level Budgets</b>	Detailed line-level budget information	25,495	5	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Open Project/Grants</b>	Project/Grant Master records including expenditure/funding accounts	255	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Project/Grant Actuals</b>	Project/Grant actuals account balances	2,500	15	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Project/Grant Budgets</b>	Project/Grant budget data	5,000	15	Electronic	Tyler New World	2022.1.17.2	SQL Server



Conversions	Description	Number of Records (Estimated )	No. of Years Of Data	Type of Data Conversion (Electronic, Manual, N/A)	Existing Software Product		
					Software Application	Version	Database
Open Purchase Orders	Open Purchase Orders	9,900	11	Electronic	Tyler New World	2022.1.17.2	SQL Server
Historical Purchase Orders	Historical Purchase Orders	9,000	11	Electronic	Tyler New World	2022.1.17.2	SQL Server
Attachments		99,000	11	Electronic	Tyler New World	2022.1.17.2	SQL Server
Customer Master Records (Accounts Receivable)	Customer demographic data	431	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
Open Receivables (Accounts Receivable)	History of open receivables	30	N/A	Manual	Tyler New World	2022.1.17.2	SQL Server
Bills (Accounts Receivable)	History of all receivables open and closed	N/A	N/A	N/A	N/A	N/A	N/A
Recurring Invoices (Accounts Receivable)	Invoices sent on a regular basis	10	5	Electronic	NWS	N/A	N/A
Vendor Master Records (Accounts Payable)	Vendor master data including names, addresses, SSN/FID, etc.	11,750	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
Vendor Address Records (Accounts Payable)	Additional vendor remit addresses	50,000	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
Vendor 1099 Records (Accounts Payable)	Vendor 1099 history	16,750	5	Electronic	Tyler New World	2022.1.17.2	SQL Server
Accounts Payable Check History	Vendor payment history, including check number, date, amount, etc.	60,500	11	Electronic	Tyler New World	2022.1.17.2	SQL Server

Conversions	Description	Number of Records (Estimated )	No. of Years Of Data	Type of Data Conversion (Electronic, Manual, N/A)	Existing Software Product		
					Software Application	Version	Database
<b>Accounts Payable Invoices</b>	Vendor invoice detail	154,000	11	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Procurement Card Master Records</b>	Demographic data for employees holding P-Cards	1,800	N/A	Manual	Wells Fargo	N/A	N/A
<b>Fixed Assets</b>	Master fixed asset data including asset description, depreciation, location, etc.	1,927	N/A	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Attachments</b>		3,500	3	Electronic	Tyler New World	2022.1.17.2	SQL Server
<b>Open Bids</b>	All open bid records	20	N/A	Electronic	Planet Bids	N/A	N/A
<b>Historical Bids</b>	Historical bid records	1,000	3	Electronic	Planet Bids	N/A	N/A
<b>Attachments</b>		300	11	Electronic	Planet Bids	N/A	N/A
<b>People Management</b>							
<b>Employee Master Records (active)</b>	Employee master records with addresses	900	10	Electronic	Harris Linus	8.4.0	Uni Data
<b>Employee Deductions (active/no end date)</b>	Historical employee payroll deduction data	23,400	10	Electronic	Harris Linus	8.4.0	Uni Data
<b>Payroll – Employee Leave Accrual Master Records</b>	Historical accrual information including Vacation, Holiday, and other leave	23,400	10	Electronic	Harris Linus	8.4.0	Uni Data
<b>Payroll - Employee Leave Accrual Transaction History</b>	Transaction level history for accruals	23,400	10	Electronic	Harris Linus	8.4.0	Uni Data
<b>Employee Payment History</b>	Amounts for earnings and deductions with	23,400	10	Electronic	Harris Linus	8.4.0	Uni Data

Conversions	Description	Number of Records (Estimated )	No. of Years Of Data	Type of Data Conversion (Electronic, Manual, N/A)	Existing Software Product		
					Software Application	Version	Database
	check number and date						
<b>Employee Earnings &amp; Deduction History</b>	Amounts for earnings and deductions with check number and date attached to a pay code	23,400	10	Electronic	Harris Linus	8.4.0	Uni Data
<b>Personnel Action History</b>	Information on various types of personnel actions including changes in job/salary, dates, etc.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Position Master Records (current/active )</b>	Position control data such as position, description, status, etc.	N/A	N/A	N/A	N/A	N/A	N/A

## Appendix 3 Workflow Scope

This list includes the pre-defined, seeded workflows to be set up during the ERP system implementation.

**Table 11 Seeded Workflows in Scope**

Business Process Name	Track
Account Coding	Financials
Asset Mass Transaction	Financials
Asset Retirement Approval	Financials
Deal Registration Approval Process	Financials
Expense Approval	Financials
Holds Resolution	Financials
Invoice Approval	Financials
Journal Approval	Financials
Payment Approval	Financials
Project Contract Invoice Approval	Financials
Project Cost Adjustment Approval	Financials
Project Expenditure Batch Approval	Financials
Project Financial Plan Approval	Financials
Project Labor Schedule Version Status Change Approval	Financials
Project Status Change Approval	Financials
Project Time Card Approval	Financials
Project Time Card Approval ELA	Financials
Send Budget Notification	Financials
Add Contingent Worker	HCM
Add Nonworker	HCM
Add Pending Worker	HCM
Additional Assignment Info	HCM
Administer Individual Compensation	HCM
Administer Salary	HCM
Approve Development Goal	HCM
Approve Development Goal: Add Shared Colleague Goal	HCM
Approve Development Goal: Add Shared Manager Goal	HCM
Approve Development Goal: Goal Share Action	HCM
Approve Development Goal: Manage Private Goals	HCM
Approve Development Goal: Remaining Goal Actions	HCM

Business Process Name	Track
Approve Gig Assignment	HCM
Approve Goal	HCM
Approve Job Offer	HCM
Approve Job Requisition	HCM
Approve Performance Document	HCM
Approve Performance Goal	HCM
Approve Performance Goal: Add Shared Colleague Goal	HCM
Approve Performance Goal: Add Shared Manager Goal	HCM
Approve Performance Goal: Add Shared Organization Goal	HCM
Approve Performance Goal: Goal Align Action	HCM
Approve Performance Goal: Goal Cancel Action	HCM
Approve Performance Goal: Goal Copy Action	HCM
Approve Performance Goal: Goal Delete Action	HCM
Approve Performance Goal: Goal Extend Action	HCM
Approve Performance Goal: Goal Move Action	HCM
Approve Performance Goal: Goal Share Action	HCM
Approve Performance Goal: Manage Goal Measurement	HCM
Approve Performance Goal: Manage Goal Outcome	HCM
Approve Performance Goal: Manage Goal Task	HCM
Approve Performance Goal: Manage Organization Goals	HCM
Approve Performance Goal: Manage Private Goals	HCM
Approve Performance Goal: Remaining Goal Actions	HCM
Approve Talent Profile Content	HCM
Cancel Work Relationship	HCM
Change Assignment	HCM
Change Legal Employer	HCM
Change Location	HCM
Change Manager	HCM
Change Marital Status and Change Address	HCM
Change Personal Information	HCM
Change Personal Information: Address	HCM
Change Personal Information: Biographical Info	HCM
Change Personal Information: Change Contact Start Date	HCM
Change Personal Information: Citizenship	HCM
Change Personal Information: Contact Relationship	HCM
Change Personal Information: Create a New Contact	HCM

Business Process Name	Track
Change Personal Information: Demographic Info	HCM
Change Personal Information: Disability Info	HCM
Change Personal Information: Driver's Licenses	HCM
Change Personal Information: Email Details	HCM
Change Personal Information: Name	HCM
Change Personal Information: National Identifiers	HCM
Change Personal Information: Other Communication Accounts	HCM
Change Personal Information: Passports	HCM
Change Personal Information: Person Number	HCM
Change Personal Information: Phone Details	HCM
Change Personal Information: Primary Address	HCM
Change Personal Information: Select a Coworker as a Contact	HCM
Change Personal Information: Visa and Permits	HCM
Change Photo	HCM
Change Working Hours	HCM
Checklist Action Composite	HCM
Checklists Action Occurrence	HCM
Compensation Add Delegate Worker	HCM
Compensation Change Eligibility	HCM
Compensation Remove Delegate Worker	HCM
Compensation Workbench Change Eligibility	HCM
Compensation Workbench FYI Notifications Composite	HCM
Compensation Workbench Reassign Worker	HCM
Compensation Workbench Worksheet Approval	HCM
Compensation Worksheet Approval	HCM
Compensation reassign worker	HCM
Correct Employment Details	HCM
Create Grade	HCM
Create Grade Ladder	HCM
Create Grade Rate	HCM
Create Job	HCM
Create Location	HCM
Create Organization	HCM
Create Position	HCM
Delete Assignment	HCM
Delete Date Effective Grade Ladder Record	HCM

Business Process Name	Track
Delete Date Effective Grade Rate Record	HCM
Delete Date Effective Grade Record	HCM
Delete Date Effective Job Record	HCM
Delete Date Effective Location Record	HCM
Delete Date Effective Organization Record	HCM
Delete Date Effective Position Record	HCM
Delete Grade	HCM
Delete Grade Ladder	HCM
Delete Grade Rate	HCM
Delete Position	HCM
Delete Time Approval Data	HCM
Edit Grade	HCM
Edit Grade Ladder	HCM
Edit Grade Rate	HCM
Edit Job	HCM
Edit Location	HCM
Edit Organization	HCM
Edit Position	HCM
Employment Checklist Allocated Task Composite	HCM
Employment Start Dates	HCM
Global Absence Disbursement Transaction	HCM
Global Absence Donation Transaction	HCM
Global Absence Recording - Multiple Assignment	HCM
Global Absence Recording - Single Assignment	HCM
Goal FYI Notification	HCM
Hire an Employee	HCM
Learning Assignment Completion	HCM
Learning Assignment Withdrawal	HCM
Learning Incident	HCM
Learning Item Contribution	HCM
Learning Observation Checklist	HCM
Learning Request	HCM
Local And Global Transfer	HCM
Manage Absence Case	HCM
Manage Absences	HCM
Manage Allocated Checklists	HCM

Business Process Name	Track
Manage Approval Delegation	HCM
Manage Areas of Responsibility	HCM
Manage Checklist Template	HCM
Manage Directs	HCM
Manage Document Records	HCM
Manage Document Types	HCM
Manage Eligible Jobs	HCM
Manage Employment	HCM
Manage Individual Compensation	HCM
Manage Person	HCM
Manage Personal Contributions	HCM
Manage Position Hierarchy	HCM
Manage Salary	HCM
Manage Work Relationship	HCM
Manage Work Schedule Assignment	HCM
Movement Request Approval	HCM
New Assignment	HCM
New Terms	HCM
New Work Relationship	HCM
Oracle Taleo Candidate Import FYI Alert	HCM
Oracle Taleo Imported Notification	HCM
Payroll Time Card Approval	HCM
Payroll Time Card Approval ELA	HCM
Performance FYI Notification	HCM
Person External Identifiers	HCM
Profile FYI Notification	HCM
Promote	HCM
Request New Position	HCM
Request Position Change	HCM
Resign from Employment	HCM
Resignation	HCM
Review Volunteering Organization	HCM
Review Volunteering Project	HCM
Salary History	HCM
Select a Coworker as a Contact	HCM
Share Information	HCM



Business Process Name	Track
Share Information Approval FYI Notification	HCM
Share Information FYI Notification	HCM
Share Information Reject FYI Notification	HCM
Talent Review FYI Notification	HCM
Terminate Employment	HCM
Termination	HCM
Time Card Worker Approval	HCM
Time Change Request Approval	HCM
Transfer	HCM
Work Confirmation Approval	HCM
Workforce Compensation Change Eligibility	HCM
Workforce Modeling Approval	HCM
Update User Email	Security
Communicate Purchase Order	Supply Chain
Manage Contracts	Supply Chain
Oracle Supplier Network Inbound Composite	Supply Chain
Purchasing Document Approval	Supply Chain
Requisition Approval	Supply Chain
Supplier Registration & Profile changes Approval	Supply Chain
B2B Error Handler Composite	Tech
Event Handler Composite	Tech
Inbound Composite	Tech
Inbound Service Composite	Tech
OAGIS Inbound Composite	Tech
Outbound Composite	Tech
Outbound Document Composite	Tech
SEFAZ Inbound Composite	Tech

All listed workflows are categorized as Medium complexity as defined in the table below.

Complexity	No of Level	User Group
Low	Maximum 3	Approval Group, Supervisor and Cost Center Approval
Medium	Maximum 4	Approval Group, Project, Supervisor and Cost Center Approval
High	Maximum 6	Position, Department, Approval Group, Project, Supervisor and Cost Center Approval
Very High	6 and above	User specific, Position, Department, Approval Group, Project, Supervisor and Cost Center Approval

Configuration of approval levels beyond those identified as low complexity will be subject to the change order process described in Appendix 5: Project Change Control Process.



## Appendix 4 Deliverable Acceptance Certificate



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### EDM.910 – Acceptance Certificate

*<Client Name>*

Del #	Deliverable Description	Date Deliverable Completed
DEL	< SOW deliverable description >	

Deliverable acceptance conditions: (Provide any detail needed to support acceptance)

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#### Approved By

Date	Name	Role	Signature

## Appendix 5 Project Change Control Process

Any change in scope of the project as described in the Statement of Work, or changes that would affect the scope, timeline, resources, or cost would be processed using this Project Change Request (PCR) process. This would include:

- Custom Components like Interfaces, Custom Reports etc. Amendments
- Additional Reporting
- Other Changes

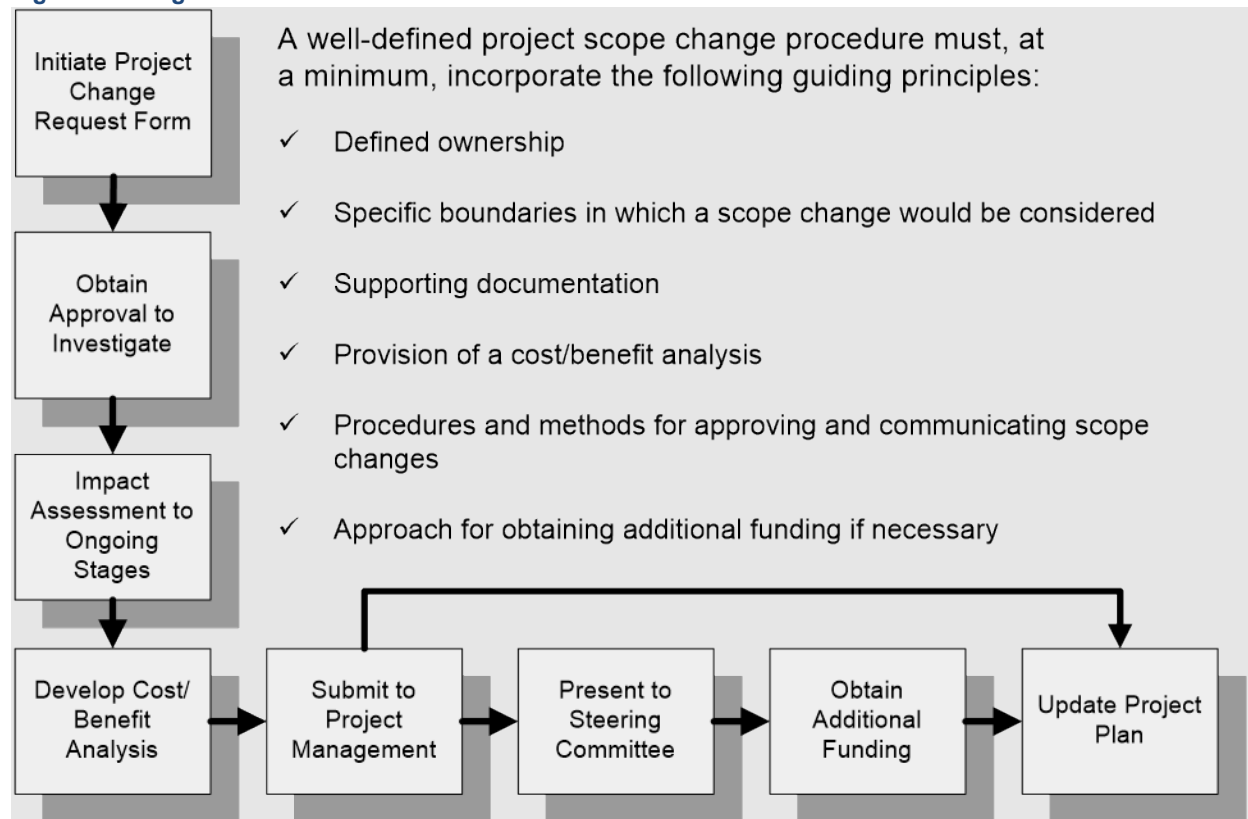
For each customization and extension that gets approved, the following will be provided:

- Functional Design
- Technical Design
- Test Scripts

The PCR contains a description of the desired change, the business reason for the change, alternatives to the desired change, and estimates of resources, time, and/or cost to incorporate the change as well as any other pertinent information. This will allow the City to make a decision whether to approve and incorporate the change into the project or not.

The framework for the change control process is illustrated in the following diagram.

**Figure 3 Change Control Process**



- A PCR will be the vehicle for communicating change. The PCR must describe the change, the rationale for the change, and the effect the change will have on the project. It should also include the scope of the change, a description of the activities to be completed as part of the project change request, an outline of the responsibilities of the parties involved and the estimated level of effort (and cost) to complete.



- The City Project Manager, with approval from the Steering Committee shall be authorized on behalf of the City to approve Change Orders.
- If a change request has a significant impact on budget or schedule, it will be presented to the City steering committee for approval. The steering committee will determine whether the benefits of the proposed change merit the investment, and whether they are willing to provide additional funding. Resolution (acceptance or rejection) of the PCR will be documented on the PCR in the Resolution section.
- If approved, a written PCR will be signed by both AST Project Manager and the City's Project Manager to authorize implementation of the requested change.
- Approved PCR's shall be incorporated into the project budget and the project work plan and assigned to the appropriate resources.
- Upon receiving an approved Change Order, AST shall promptly commence performing the Services described in the Change Order.

The change control form template is attached below.

\* The specific parameters that define a "significant impact on budget or schedule" will be documented in the Change Control Strategy section of the Project Management Plan deliverable.



**AST** EDM.945 Change Order Form

<b>Client:</b>	Client name	<b>Project Name:</b>	Project name
<b>Effective Date of Change Order:</b>	Effective Date of CO	<b>Change Order No. and ID:</b>	Change Order ID (format Co_#)
<b>Prepared By:</b>	Your name	<b>Applicable Statement of Work:</b>	Ex. Statement of Work, by and between Customer and AST, dated December 20, 2023

Client and Applications Software Technology LLC ("AST") hereby agree to further modify the Services with this Change Order ("Change Order"). This Change Order will be incorporated by reference into the SOW and become part of the Agreement upon the Change Order Effective Date set forth above.

This Change Order supersedes the SOW and the Master Agreement (the Agreement) only to the extent of the products and services provided under this Change Order. In case of any inconsistency between this Change Order and the SOW or the Agreement, the terms of this Change Order shall prevail. For all other matters, the SOW and the Agreement shall govern according to their respective order of precedence. Any capitalized terms used but not defined in this Change Order shall have the meanings given to them in the Agreement and SOW.

Capitalized terms, not otherwise defined herein, shall have the meanings assigned to them in the Agreement and SOW. Other than as set forth herein, all other terms and conditions of the SOW and Agreement shall remain in full force.

## Detail

<b>Description of Change:</b>
Ex. This Change Order (CO-#) outlines changes to the scope of services in the Statement of Work dated MM DD YYYY. The addition of three medium-complexity inbound integrations will result in \$xxx, bringing the total contract value to date to \$xxx.
<b>Reason/Justification for Change:</b>
Reason
<b>Impact of Change if not Implemented:</b>
Impact if not implemented
<b>Potential Alternative Solution(s):</b>
Alternative solutions
<b>Recommended Solution(s):</b>
Recommended solutions



EDM.945 Change Order Form

## Impact

<b>Project Scope:</b>	Scope
<b>Deliverable/Milestone Impact:</b>	Impact
<b>Schedule Impact:</b>	Ex. Project timeline/period of services
<b>Resource Impact:</b>	Ex. Roles, responsibilities, personnel
<b>Cost Impact:</b>	Ex. Total contract amount, contingency, discount
<b>Contract Impact:</b>	Ex. Terms and conditions



## Approvals

Approval of this change order is an indication that AST is authorized to perform the described activities. Changes resulting from this change order will constitute the entire agreement between Client Legal Name and AST with respect to its subject matter. This change order is separate and independent from any other deliverables unless explicitly stated within this change order. This change order supersedes all prior or contemporaneous agreements, representations, or understandings, written or oral, explicit or implied, concerning the subject matter of this change order.

The parties have approved and executed this Change Order as of the date listed below:

Client Legal Name	Applications Software Technology LLC
Signature:	Signature:
Printed Name:	Printed Name:
Title:	Title:
Date:	Date:



## Appendix 6 - Module to Process Scope Mapping

The table below provides the module processes that are in scope for the implementation:

**Table 12 Module to Process Scope**

Module/Area	Oracle MBP	Processes	
<b>Assets</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	Asset Acquisition to Retirement	Acquire Asset Record Asset Acquisition Define Customer Asset Configure Customer Asset Maintain Asset Attributes Maintain Asset Financial and Reporting Attributes Track Asset Assignment & Location	Capitalize Assets Depreciate Assets Record Asset Retirement Record Asset Reinstatement Report and Reconcile Asset Activities
<b>General Ledger</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	Manage Budget and Journals	Define Budget Policies Enter Budgets Monitor Budgets Close Budgets Manage Funds Reservations Define Allocations and Periodic Entries Manage Subledgers Journal	Record and Edit Standard Journal Entries Record Allocations and Periodic Entries Manage Intercompany Transactions Approve Journals Post Journal Entries and Update Ledger Balances
<b>Projects and Grants</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	Manage Projects and Grants	Maintain Master Project List Manage Project and Grant Revenue Sources Manage Project and Grant Expenditures Manage Project and Grant Budgets Manage Project and Grant Reimbursements Support Project and Grant Integration into the General Ledger Configure Project and Grant Reporting	
<b>Period/Year End Close</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	Period Close to Financial Reports	Close subledgers Pro-forma close ledgers Close Ledgers	
<b>Payables</b>	Supplier Invoice to Payment	Invoice for Assets Invoice for Projects	Quick Check Payment Payment Batch



Module/Area	Oracle MBP	Processes	
B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service		Invoice Creation for PO Invoice Imaging Single Use Account Invoice Retainage Invoice Validation Invoice Approval	Check Return Credit Memos VOID Cancel Payment 1099 Process Accounting Period Close
<b>Receivables</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	<b>Customer Invoice to Receipt</b>	Customer Creation Auto Invoice Import Manual Transaction Credit Memo on Transaction Revenue Recognition Invoice Print & Re-print Customer Statement Transaction Adjustment/Write-off Chargeback Credit Memo Application	Manual Receipt Spreadsheet remittances Miscellaneous Receipt Receipt write-off Reverse Receipt On-account Transaction and Receipt Inquiry AR Balances Accounting and Revenue Recognition Reconcile Receivables Account to General Ledger
<b>Cash Management</b> B91084 – Oracle Fusion Enterprise Resource Planning Cloud Service	<b>Bank Transaction to Cash Position</b>	Create and Manage Adhoc Payments Create and Manage Bank Account Transfers Create and Manage Bank Statements Create and Manage External Transactions Bank Statement - Manual Reconciliation Bank Statement - Auto Reconciliation Cash Management Reporting	
<b>Procurement</b> B91086 – Oracle Fusion Procurement Cloud Service	<b>Source to Settle</b>	Supplier Registration Manage Supplier Profile Supplier collaboration Manage Supplier Qualifications Optimize Supplier Portfolio DocuSign Integration Catalog Management Create Requisitions Managing requisitions Approve Requisitions Create Purchase Order Create Contract or Blanket Agreements Contract Management	Create Purchase Order from Contract or Blanket Purchase Agreement Import Orders and Agreements Approve Purchase Orders and Agreements Manage Purchase Orders and Agreements Approve Purchase Orders and Agreements Communicate and Dispatch Purchase Orders and Agreements Amend Purchase Orders and Agreements Receiving Goods and Quantity based Goods and Services



Module/Area	Oracle MBP	Processes	
		Change Orders Certificates of Insurance and Approval Renewal of Purchase Orders	Receive Amount based Services Or Expense Line Types (Self Service) Correct Receipts against Orders Return Receipts against Orders
<b>Benefits and Payroll</b> B85800 – Oracle Fusion Human Capital Management Base Cloud Service B85800 – Oracle Fusion Human Capital Management Base Cloud Service	<b>Benefits to Payroll</b>	Define Benefits Programs Manage Benefits Process Benefits Enrollment Administer Employee Benefits Process Payroll	
<b>Payroll</b> B85800 – Oracle Fusion Human Capital Management Base Cloud Service B86334 - Fusion Payroll Cloud Service for the United States	<b>Payroll to Payment</b>	Manage and Monitor Payroll Processing Manage Validation Schedule and Distribute Payments Finalize Payroll Reporting	
<b>HR, Compensation, and Payroll</b> B85800 – Oracle Fusion Human Capital Management Base Cloud Service B86334 - Fusion Payroll Cloud Service for the United States B94933 - Fusion Workforce Compensation Cloud Service	<b>Employee Separation</b>	Process Employee Separation Perform Exit Interview Finalize Compensation Pay out Post to Payroll	
<b>Goals and Performance</b> B95573 - Oracle Fusion Touchpoints Cloud Service B94925 - Oracle Fusion Talent Management Cloud Service	<b>Goal Setting to Performance</b>	Align Business Goals Draft Goals/Objectives Finalize Goals Manage Talent Profile	Employee Self Evaluation Request Feedback Evaluate Employee Performance Predict Team Performance
<b>Time and Absences</b> B75365 – Oracle Fusion Time and Labor Cloud Services	<b>Absence Planning to Continuity</b>	Define Absence and Leave Plans Create Absence Rules and Controls	Enable Employee Self Service Track Absence Balances
<b>Time Collection</b> B75365 – Oracle Fusion Time and Labor Cloud Services	<b>Time Collection to Payroll</b>	Time Collection Monitor Time Entries Perform Time Calculations	Approve Time Transfer Time
<b>Health and Safety</b> B75365 – Oracle Fusion Time and Labor Cloud Services	<b>Incident Report to Workplace Safety</b>	Report Incidents Review Reports Assign Ownership Document Events	Investigate Root Cause Take Follow-up Actions Close Incidents Monitor Safety Trend

## Appendix 7 – EDM Methodology

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AST's proven Enterprise Domain Model (EDM) Methodology will serve as the roadmap for the development of the City's Oracle Cloud solution. Incorporating lessons learned from nearly three (3) decades of successful business transformation projects, EDM is cloud-specific implementation methodology that is nimble, yet comprehensive, incorporates Oracle Modern Best Practice, takes advantage of multiple "sprints" or system prototypes, and focuses on super user training and self-sufficiency.

EDM is a hybrid agile-based approach that allows us to deliver changes fast, review often and improve iteratively to deliver an excellent product to you. EDM incorporates the iterative configure and test approach of agile yet spreads the solution components across multiple modeling cycles (sprints) so that the system solution process is spread across multiple iterations and is made easier to manage; thereby increasing the project team's chance of success.

Our team also uses AST's Center of Excellence (CoE) collection of pre-built tools and templates to help jumpstart our customers' journey to cloud-based solutions. The tools include:

- ProjectFIT™
- Rapid4Cloud Configuration Migration Automation Tool
- Transcend™ Data Conversion Accelerator
- AST Center of Excellence tools, accelerators, report templates, and industry solutions
- PractiTest
- AST Training Videos, Quick Reference & Business Process Guides
- Oracle Guided Learning

The following is an overview of the activities for each of the stage of the EDM Methodology.

### Stage 1 — Define

The goal of the Define Stage will be to complete project planning and project initiation activities as required for laying the groundwork for the project execution stages. A key objective will be achieving a common understanding between AST and the City with respect to how the project will be managed and on the baseline project schedule. The City and AST Project Managers will work together to define and establish the project governance, Change Management Strategy, and Project Management Plan (Project charter) and build an achievable work plan (schedule). Additionally, this stage provides time for the project management staff to prepare for the on-boarding of the project team (e.g., securing workspace, network access, lodging, establishing a PMIS, and establishing Oracle system access).

#### Project Governance

Key deliverables from this stage include the Project Management Plan, project schedule, and organizational change management strategy. AST Project Manager will present a draft Project Management Plan and schedule to the City for review and discussion; upon reaching an agreement, the documents will be presented to the project executive leadership for review. The Project Management Plan will document the understanding of how the project will approach organizational / governance structure (roles and responsibilities), scope management, scheduling, resources, team and executive-level communications, issue management, and risk management. The project schedule will be prepared in Microsoft Project and will present the activities and estimated durations for each project Phase. Both the Project Management Plan and Microsoft schedule will be considered "living" documents, which can be updated with a joint agreement as required during the life of the project.

#### Change Management & Training

During this stage, the AST Change Management Lead will review the methodology for addressing change with the City and executive leadership to plan how the project will holistically address change management activities. They will work with the City Change Lead to establish the organizational change management strategy and define the plan to execute throughout the project. The AST Training Lead will

conduct a training needs analysis to understand where the City will need focused training activities and define success criteria to measure organizational readiness and retention of new knowledge.

### Enterprise Structure and Chart of Accounts Design

The initial part of the Define stage in Phase 1 consists of defining the City's Enterprise Structure and Chart of Accounts Design. The Enterprise Structure will result in the definition of the ledger, legal entity and Business Unit for the City. The Chart of Accounts Design should result in the definition of the structure of the Chart of Accounts in terms of the number of segments needed, the purpose of the segment, and the structure of the data fields needed for each segment. Finalization of values needed for each segment can continue till the end of the Model stage.

### Business Process Analysis

AST functional consultants will lead the Process analysis tasks with the participation of key City resources during the Discovery Workshop sessions in the Define stage of each phase. Concurrently, technical consultants will review the technical requirements and identify application development standards which will guide the design and development efforts for integrating, interfacing, and configuring the applications. Through design workshops, AST will review standard processes and functionality available within a given Oracle application module. This will facilitate analysis of business flow requirements and understand the gaps, if any, between the Oracle process flows and City requirements. All of these will contribute towards defining the work efforts in each Sprint in the Model Phase of the project. The Process flows and the development work will determine the prioritization of the work during the Sprints in the Model Stage, which will be documented in the Sprint Prioritization Matrix.

The following is an overview of key tasks/activities of the stage:

**Table 13 Define Stage Key Activities**

Track	Key Task / Activity	Description	AST Resources	City Resources
Project Management	City Project Staffing and SME identification	Identify and staff functional and technical project team members and departmental SMEs (subject matter experts) and assign them to the project as per agreed upon staff participation levels.	N/A	Project Management
	Establish Project Management Information Systems	Establish a project management information system (PMIS) to store documents and manage issues (action items and risks). Enable the use of AST's <i>ProjectFIT™</i> as the project management tool.	Project Manager	Project Manager
	Establish PMO (Project Management Office)	AST and City Project Manager will identify the personnel and roles that will staff the PMO and will identify the functions, tools, and techniques that will be utilized to manage the project.	Project Management	Project Management

Track	Key Task / Activity	Description	AST Resources	City Resources
	Project Management Plan (Charter) Meetings and Discussions	Meet with the project management and executive level personnel to develop project governance approach: including structure (roles and responsibilities), scope management, communication strategy, quality management plan, knowledge transfer strategy and issue management.	Project Management, Executive Sponsors	Project Management, Steering Committee, Executive Sponsors
	Project Schedule Meetings and Discussions	Gain project management and executive level approval via meetings for an MS Project schedule that presents project activities, and duration estimates for the specific phase.	Project Management, Executive Sponsors	Project Management, Steering Committee, Executive Sponsors
	Oversee project activities and perform project management functions	Manage Project Scope, Communications, Schedule, Issues, Resources, Quality,	Project Management, Executive Sponsor	Project Management, Steering Team, Executive Sponsors
<b>Change Management &amp; Training</b>	Document Change Management Strategy & Plan	Work with the City change management lead to prepare an overview of organizational change management strategy including approach, communication strategy, sponsorship roadmap, roles, and responsibilities.	Change Management Lead, Project Manager	Change Management Lead, Project Manager, Executive Sponsors
	Training Strategy	Strategy outlining the goals, approach, methods, resources (including a sample of the training materials) for training during implementation.	Training Lead	Training Lead
	City Change Management Coordination	Work with the City Change Lead to establish the organizational change management strategy.  Coordinate with City management to review strategy and their acceptance of the approach.  Coordinate with City departments to review unique aspects of their	Change Management Lead, Project Manager	Change Management Lead, Project Manager

Track	Key Task / Activity	Description	AST Resources	City Resources
		change management challenges. Help define criteria for Change Agents from the departments. Assist with identifying available communication tools. Assist with defining roles and responsibilities		
	Conduct Training Needs Analysis	Evaluate organization needs for education to meet the expected changes coming with the new system	Change Management Lead, Training Lead	Change Management Lead, Training Lead
	Define Success Criteria	Work with the City to define the method of measuring training success and remediation steps if necessary.	Change Management Lead, Training Lead	Change Management Lead, Training Lead
	Initiate Continuous Knowledge Transfer Program	Work with City Change and Training lead to define various modes of education, knowledge transfer, and topics proposed by AST.  Define roles and responsibilities for user registration and tracking	Change Management Lead, Training Lead, Project Manager	Change Management Lead, Training Lead, Project Manager
	OGL Dev Configuration	Configure OGL  City Project Team to complete Oracle Business Process Training Courses	Training Lead	Training Lead
<b>Business Process Analysis</b>	Application Orientation workshops	Application Module based System Overview will be provided to the City staff using the Oracle demonstration environment. The emphasis will be on demonstrating the core business processes to City personnel.	AST Solutions (Functional and Technical) Team	City Project Team
	Identify Business Process Flows for the Design Sprints	Review and map the Oracle standard process flows to City business requirements.	AST Solutions (Functional and Technical) Team	City Team and Functional Leads / Business SMEs



Track	Key Task / Activity	Description	AST Resources	City Resources
		Establish preliminary business process flows for Design Sprint sessions		
Technical	Interface Strategy	Define Interface approach, scope, and plan for the interfaces. Validate listing of incoming and outgoing interfaces and integration touch points to Oracle.	Tech Lead	Tech Lead and Staff
	Conversion Plan	Define Data Conversion Plan, scope and strategy and define conversion entities: Review Data Extract Approach Review Conversion Reconciliation Strategy Draft Data Conversion Plan and review with City staff	Tech Lead	Tech Lead and Staff

## Stage 2 – Model

The goal of the Model Stage is to validate the system design and configuration meet WCSD's business process needs. Business process flows identified in the Design Stage align to DILOs (Day in the life scenarios). The DILO document connects requirements provided by the City via RFP in a format similar to a Requirement Traceability Matrix, but correlates the requirements to business processes.

Functional and technical activities support solution design which meets the City's business process flows as identified in the Design Stage. AST staff will lead the design tasks with the participation of the Client's project management, Project Leads, and departmental subject matter experts (SMEs). The project team will follow an applications-based process design approach. Additionally, the data conversion and integration requirements with existing legacy/third party systems will also be reviewed and documented. The AST team will develop functional specifications for the scoped technical objects, including data conversions, interfaces, and workflow approvals.

The completion of the Sprint, marks the conclusion of system design. At this point, corresponding configurations are also complete and indicates readiness to move to the Verify Stage for testing.

## Sprint Workshop Sessions

During the Model Stage, facilitated Sprint Workshop sessions will be conducted in the form of one Sprint based on Fit-To-Standard's concept. The sprint's focus is on first delivering the necessary functionality to meet the business's needs within a required time box. The Sprint will consist of a distinct set of activities conducted according to the Sprint's plan. And define the topics to be demonstrated in the Sprint, including the appropriate data, workflows, etc. Specific components for integrations, conversions, and configuration at the time of execution of the sprint will determine the work involved. A key to the success of the sprint sessions is to have active participation from City participants. It is critical to capture input and feedback to evolve the solution design. With the completion of Sprint, the design process is completed. This allows the applications to move to the project's next stage (Verify) for robust/comprehensive testing.

## Configuration Management:



Based on the configuration plan and steps initiated in the Define Stage and based on information provided by City Functional Leads, AST Consultants will configure the applications for the Sprints. The configuration efforts are progressive, and AST Consultants and their City counterparts can define the extent of the configuration and process flow demonstration needs

An Application Configuration Document in an excel format will be created for each functional module, documenting all the configurations made. This is a living document and will be updated as and when new data is received and modified based on the results of the sprint and testing activities

### Gap-Fit Analysis

A key component of Gap-Fit analysis in a Cloud implementation is the Fit-to-Standard approach. SaaS applications do not allow customization of the application code. Therefore, when a Gap is identified between the City's requirement and Oracle Cloud standard functionality, it is important to determine and document how business processes will need to change to meet the end goal of the requirement in a non-custom manner.

The AST project team will review all requirements and map them to Oracle Cloud functionality. Any gaps will be documented in the Requirements Traceability Matrix as a 'Gap.' Solution Options will be presented and discussed with the City in order to make final solution decisions for all gaps.

The Gap Fit Analysis documentation consists of two components

- **Requirement Traceability Matrix (RTM):** The RTM will be maintained to track the City's business requirements (per requirements in the RFP) and process flow requirements through the various stages of the project. Requirements are captured in the document, and then as each activity occurs, additional information is captured, including gap/fit analysis, test script mapping, and others. The City will finalize the requirements for the Phase by the end of Sprint 1 which will enable the AST team to identify and solution for gaps and finalize the design by the end of Model stage.
- **Business Process Flow Diagrams** - Visio process flows matching the future state Oracle Cloud business processes.

### Change Management & Training

While designing solutions, organizational changes, process improvement, and re-engineering initiatives will be considered. The Change Management team will identify areas where process change will impact the City and proactively communicate these expected changes. Additionally, if resistance to change is identified that is impacting the project schedule or that will impact future system capabilities, the change management team will elevate these concerns utilizing resistance management techniques.

Meanwhile, AST Training Lead will begin defining the necessary components of the training plan and working with the City to build out the curriculum and courses that will be delivered. Oracle Guided Learning will be introduced to the project team and functional leads will become involved in workshops to select guides that will assist end users in completing key tasks.

### Workflow Development

A workflow is an automated process that sequentially passes a task from one user (or group of users) to another. After each assignee addresses the task (for example, by approving it), an end result is achieved. Oracle ERP Cloud Service leverages a standards-based workflow service to deliver a robust Workflow and Approvals engine that enables complex rules and routings. The Oracle Cloud solution does not allow customizations; therefore, only standard, seeded workflows will be deployed for the City. AST will assist the City with the configuration of these workflows to meet your specific organizational requirements.

### Reporting & Analytics

AST's approach for custom reporting includes training City users on the use of the standard delivered Oracle Reporting Tools to design and develop the required reports. Underlying the Oracle Cloud Service is an innovative reporting model that provides immediate access to all information. Oracle Transactional

Business Intelligence (OTBI) for ERP and ERP is a real-time, self-service reporting solution for Oracle Cloud Applications.

### Application Access Security Design

AST will configure the built-in Oracle Application Access Security and assist the City in determining Application Roles and Responsibilities to be assigned to the end user community.

The following is an overview of key tasks/activities of the stage:

**Table 14 Model Stage Key Activities**

Track	Key Task / Activity	Description	AST Resources	City Resources
Project Management	Oversee project activities and perform project management functions	Manage Project Scope, Communications, Schedule, Issues, Resources, Quality.	Project Management Executive Sponsor	Project Management, Steering Committee, Executive Sponsors
	Maintain Project Schedule	The schedule will be updated to reflect progress and completion of activities, resource allocations, and estimated task durations.	Project Manager	Project Manager
	Develop Application Security Document	Identify Application Roles and Responsibilities.	Project Manager/ Functional Leads	Project Manager/ Team/Functional Leads
	Schedule Sprint Sessions	Coordinate the scheduling of Sprint sessions to ensure proper SME representation.	Project Manager	Project Manager
Functional	Sprint1/2 (Conference Room Pilot)	Perform City-specific base/shell high level configuration of the Oracle application modules for the phase to: <ul style="list-style-type: none"> <li>Demonstrate Oracle's standard flows with reference to the preliminary flows established.</li> <li>Demonstrate standalone modules with limited cross module integration points with limited data.</li> </ul> Sprint-1 would be a demo of high-level functionality to assist with solution design and not a working solution. All issues identified will be reviewed for consideration in the next round of Sprint.	AST Functional Leads	City Functional Leads, City Project Team
	Workforce Structure Design	Meetings will be held to review the current workforce structures and options for changes to components including Locations, Departments, Grades, Jobs, Positions, Unions and Bargaining Units, Contracts	AST Functional Lead	City Functional Leads, Budget Business Owners in relation to positions

Track	Key Task / Activity	Description	AST Resources	City Resources
	Conduct Fit/Gap Analysis	The Gaps between the Oracle system functionality and the City business requirements will be identified, and options will be identified (e.g., manual work around, updated high level process flow). the City will select the option desired.	Functional Leads	City Functional Leads
Technical	Provision ERP Application Environments	Coordinate with Oracle to provision ERP environments required for sprints	Tech Lead	Tech Lead
	Conversion Design	Data Conversion design would be one consolidated document per phase which will include design components, including: <ul style="list-style-type: none"> <li>Conversion Overview</li> <li>Data Mapping Plan</li> <li>Data Cleansing Plan</li> <li>Data Extraction and transformation</li> </ul>	Tech Lead	Tech Lead and Tech Staff
	Interface Design	One Interface design document per object will be created. It will define design components, including: <ul style="list-style-type: none"> <li>Description of components</li> <li>Source and target Systems</li> <li>Functional Setup Prerequisites including: <ul style="list-style-type: none"> <li>Cross Module Dependency (If Any)</li> <li>Business Rules (If Any)</li> <li>High Level Process Flow</li> </ul> </li> <li>Technical Approach (Does not include pseudo code)</li> <li>Application Column Mapping for Oracle applications</li> </ul>	Tech Lead	Tech Lead and Tech Staff
Change Mgt & Training	Deliver and Track Continuous Knowledge Transfer Program	Ensure success criteria is being met and adjust plan as needed.	Training Lead	Training Lead
	Build Change Champion Network	Launch Change Agents with representations from impacted departments.	Change Management Lead	Change Management Lead
	Complete Communications, per plan	Per the approved communication plan, publish communications and	Change Management Lead	Change Management Lead

Track	Key Task / Activity	Description	AST Resources	City Resources
		hold meetings as required to achieve objectives		
	Define Training Plan Components	Consider Training Needs Analysis, start plan for Training Schedule, Courses and Material Needed	Training Lead	Training Lead
	OGL Guide Selection	Review base library and select guides necessary for phase 1 deployment.  Review guide content to estimate necessary changes based on system design and business processes.	Training Lead	Training Lead

### Stage 3 – Verify

The goal of the Verify stage is to validate that the Oracle Cloud ERP solution for the specific phase will meet the City's business functional requirements. The testing focus will be towards validating business flows and requirements that map to the City's business needs rather than on standard capabilities provided by the Oracle Cloud ERP.

The testing events include unstructured unit testing by the AST Project team members, structured System Integration Testing (SIT), and User Acceptance Testing (UAT). The Project Management Office will track the progress of the testing events. The AST technical team will coordinate with Oracle to provide the testing environment, and AST functional leads will configure the applications.

### Change Management & Training

As the project completes various stages of testing, the AST Training Lead will begin working with functional SMEs to compile the necessary training materials for each module. End users training will begin in the later part of this phase once an environment is stable for training activities. Ongoing knowledge transfer sessions will also begin including hands on activities that simultaneously support the training environment data requirements. OGL guides will be developed and tested as well as incorporated into training sessions where relevant. Change Management will be focused on ensuring communications are delivered and assessing the organization readiness for go live.

**Table 15 Verify Stage Key Activities**

Track	Key Task / Activity	Description	AST Resources	City Resources
<b>Project Management</b>	Oversee project activities and perform project management functions	Manage Project Scope, Communications, Schedule, Issues, Resources, Quality.	Project Management Executive Sponsor	Project Management, Steering Committee, Executive Sponsors
	Maintain Project Schedule	The schedule will be updated to reflect progress and completion of activities, resource allocations, and estimated task durations.	Project Manager	Project Manager

Track	Key Task / Activity	Description	AST Resources	City Resources
	Develop Application Security Document	Identify Application Roles and Responsibilities.	Project Manager/ Functional Leads	Project Manager/ Team/Functional Leads
	Monitor Custom Development Completion	Project Management will track the progress toward completion of the scoped development objects and the progress through design, build, and unit test.	Project Manager	Project Manager
<b>Functional</b>	Unit Testing of application Modifications, Interfaces, Conversions, and Data Warehouse	Project team members will assist in unit testing by providing informal test scenarios and by validating module-based results	Functional Leads/ Tech Staff	Functional Leads/ Tech Staff
	Perform Unit Testing of scoped Custom Objects	Unit test custom objects with sample data before migrating to System Integration Testing	Tech Staff	Tech Staff
	Configure the Budgeting data model, Set up FDMEE interface (Phase 5 only)	Configuring and setting up the Hyperion Planning application.	Functional Leads/ Tech Staff	Functional Leads/ Tech Staff
	Identify Final Test Scenarios	Provide real life examples linked to end user requirements for use in the SIT and UAT testing cycles	Functional Leads	Functional Leads
	Create Test Scripts	Create test scripts as per testing strategy/plan based on scenarios. In order to ensure completeness, AST shall provide templates and City staff will develop them.  Test Scripts are to be based on process flows and shall be consolidated (under 100 per Oracle business application area) to be able to be executed as per the testing schedule.	Functional Leads	Functional Leads
	Configure System Integration Testing Environment	The system integration environment will be configured with the module specific application configuration (design).	Functional Leads	Functional Leads
<b>Change Mgt &amp; Training</b>	Deliver and Track Continuous Knowledge Transfer Program	Ensure success criteria is being met and adjust plan as needed.	Training Lead	Training Lead

Track	Key Task / Activity	Description	AST Resources	City Resources
	Complete Communications, per plan	Per the approved communication plan, publish communications and hold meetings as required to achieve objectives	Change Management Lead	Change Management Lead
	Develop Training Material	Develop various training materials including end user training and knowledge transfer topics.	Functional Leads/Training Lead	Functional Leads/Training Lead
	Schedule & Start Delivery of Training	Develop training delivery plan and communicate plan to the organization. Start delivery, where needed.	Training Lead	Training Lead
	OGL Development	With a stable environment from SIT, begin development on selected guides to align with the City environment.	Training Lead	Training Lead
	OGL Testing	With a successful UAT for Functional tests, perform UAT using OGL Guides to complete similar tasks	Training Lead	Training Lead, Functional Leads

## Stage 4 — Deploy

The goal of the Deploy Stage is to plan and execute the production migration of the Oracle Cloud ERP application modules included in that phase. AST shall lead the task of documenting a production cutover plan. AST and the City will co-lead the management/execution of the cutover plan. The successful execution of the cutover plan will result in the configuration of the ERP applications and migration of any custom components into the production environment, and final data conversion. City staff will assist with these tasks and take the lead in performing final system validation with AST guidance before Production Go-Live. the City shall also ensure that all the stakeholders are informed of the production cutover. The City project management team members will authorize the go-live based on mutually agreed upon and documented criteria. AST will assist City team members in production support for the designated period following Go Live.

The following is an overview of key tasks/activities of the stage:

**Table 16 Deploy Stage Key Activities**

Track	Key Task / Activity	Description	AST Resources	City Resources
<b>Project Management</b>	Oversee project activities and perform project management functions	Manage Project Scope, Communications, Schedule, Issues, Resources, Quality.	Project Management Executive Sponsor	Project Management, Steering Committee, Executive Sponsors
	Maintain Project Schedule	The schedule will be updated to reflect progress and completion of activities,	Project Manager	Project Manager

Track	Key Task / Activity	Description	AST Resources	City Resources
		resource allocations, and estimated task durations.		
	Develop and Monitor Production Cutover Plan	A production cutover plan will be developed to identify the sequence of activities required to migrate from the Legacy application to the Oracle system. Periodic meetings will be held to track progress to the plan through Go Live.	Project Manager	Project Manager
	Establish Post Go- Live Support	Plan for the transition to the Oracle applications by establishing Post Go- Live Support and procedures	Project Management	Project Management
	Make Go-No Go Decision	Review status of testing and preparedness of the applications and the organization to Go-Live. A decision is required from the City to proceed with go-live	Project Management	Project Management, Steering Committee, Executive Sponsor
<b>Functional</b>	Perform Production Cutover Activities	Perform production cutover activities including configuration, data load and other tasks. Assist in verification of production conversion.	Functional Leads	Functional Leads/ Business SMEs
	Post-Production Support	Support functional activities post Go Live as required by the City	Functional Leads	Functional Leads/ Help Desk
<b>Technical</b>	Migrate Custom Objects to production	Migrate approved custom objects to production environment	DBA/Tech Staff	DBA/Tech Staff
	Support Cutover Activities	Support cutover activities. Assist in verification of production conversion	Tech Staff	Sys Admin/Tech Staff
	Provide Post-Production Support	Support functional activities post Go Live as required by the City	Tech Staff	Sys Admin/Tech Staff
<b>Change Mgt &amp; Training</b>	Provide Internal Go-Live Communications	As part of cutover planning, define key cutover communications for departmental and end user personnel. Distribute communications per the cutover plan	Project Management	Change Management Lead/Project Management
	Provide External Go-Live Communications	Plan for communications to City external stakeholders (Vendors, Customers etc.)	Change Management Lead/Project Management	Change Management Lead/Project Management



Track	Key Task / Activity	Description	AST Resources	City Resources
		regarding the new functionality provided		
	Plan for post go live Training and Communications	Develop a plan for support communications and refresher courses, if needed, during post go live support	Change Lead Training Lead	Change Lead Training Lead
	Conduct Training	Training Leads will conduct end user training sessions	Functional Leads	Functional Leads/ Trainers
	OGL Production Cutover	Enable phase 1 approved OGL Guides for users in Production environment	Training Lead	Training Lead
	OGL Post-Production Support	Monitor OGL usage, search terms, guide completion.  Identify application pain points and remediate with new guides or additional communications as needed	Training Lead	Training Lead



## Appendix 8 – Requirements Traceability Matrix

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Please reference the following attached documents:

- AST\_San Bernardino ERP - RFP F-23-70 Appendix A1 Finance Mgt 2023-09-12a.xlsx  
(<https://astportal.sharepoint.com/:x:/s/Proposals/EQ4H5FaXBH5Fm3PFhtlZJHIBH0YjaHKh4005Sndaw33OTQ?e=sOkt5l>)
- AST\_San Bernardino ERP - RFP F-23-70 Appendix A2 People Mgt 2023-09-12a.xlsx  
([https://astportal.sharepoint.com/:x:/s/Proposals/EcX0mI9tJLFJnz7glH2DeZ8B\\_DosqZz2cFViRa9XlerS4Q?e=Jdn2KZ](https://astportal.sharepoint.com/:x:/s/Proposals/EcX0mI9tJLFJnz7glH2DeZ8B_DosqZz2cFViRa9XlerS4Q?e=Jdn2KZ))
- AST\_San Bernardino ERP - RFP F-23-70 Appendix A3 Other 2023-09-12a.xlsx  
([https://astportal.sharepoint.com/:x:/s/Proposals/EZ\\_0Apr8X3tOoHak18\\_QsyUBb5w4baK9q-ovuAQvzPdNSg?e=Q0I9Lz](https://astportal.sharepoint.com/:x:/s/Proposals/EZ_0Apr8X3tOoHak18_QsyUBb5w4baK9q-ovuAQvzPdNSg?e=Q0I9Lz))