

CHANGE ORDER REQUEST FORM

PROJECT NAME AND CONTROL NUMBER:

City of McKinney, TX

Oracle Cloud Applications Implementation (CTYMCKIN_IMP_01)

Change Order #2

REQUESTOR:

Bill Anderson

ORGANIZATION:

Sierra-Cedar, LLC

DATE OF REQUEST:

September 24, 2021

PROPOSED CHANGE(S) AND REASON/JUSTIFICATION FOR CHANGE (INDICATE URGENCY LEVEL)

URGENCY LEVEL: x HIGH MEDIUM LOW

Starting in August 2021 and continuing through the date of this Change Order submission, Sierra-Cedar, LLC (“Sierra-Cedar”) and the City of McKinney (“City” or “McKinney”) have worked in collaboration to continue with project activities while working to address project staffing challenges resulting in project schedule delays and additional costs to both parties. To remedy the staffing challenges, the City has requested that Sierra-Cedar engage Premier International (“Premier”). Premier will assume City data conversion responsibilities in the Oracle ERP Cloud implementation including, but not limited to providing Naviline AS/400 data extracts in the format specified in technical specifications and cleansing/transforming extracted data that is inconsistent with mapping templates for Oracle Cloud Applications.

This Change Order serves to memorialize changes to staffing, project schedule updates, and cost changes.

DESCRIPTION OF CHANGE

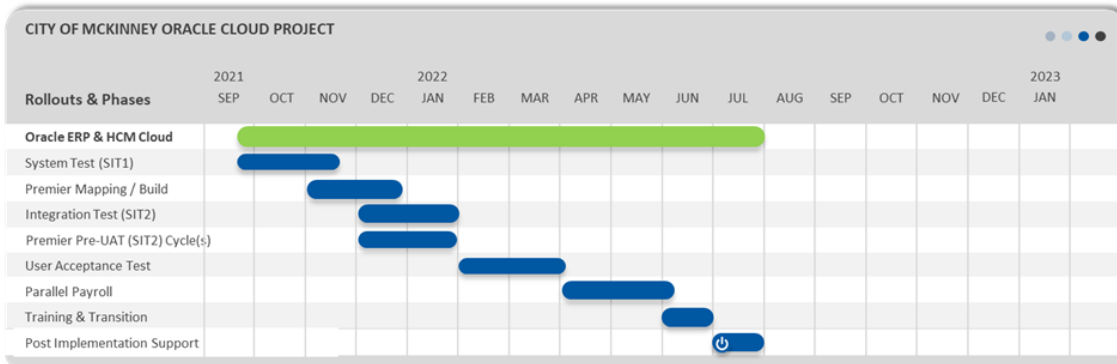
IMPACT ON SCHEDULE:

Premier services are expected to commence on November 3, 2021 and are anticipated to be completed on or about July 31, 2022, assuming a Go Live on or about July 1, 2022.

This Change Order assumes the following test cycles and Go Live executions apply:

- One Pre-UAT (SIT2) test cycle
- One User Acceptance Test (UAT) cycle
- One go-live Dry Run of Go Live
- One go-live execution into PROD

The following diagram outlines the anticipated adjusted timeline for the implementation project necessitated by engaging Premier.



IMPACT ON Scope:

The Oracle ERP Cloud Applications is inclusive of ERP (Financials, Procurement, and Projects/Grants) as well as HCM (Core HR, Time, Absence, Payroll, Performance) data objects for conversion from Naviline to Oracle Cloud Applications. McKinney completed much of the development for the HCM data objects but is still encountering data quality and integrity issues. Premier will not develop automated conversion programs to generate HCM load files. Instead, Premier will leverage the extract / load files generated by McKinney for HCM to develop, test, and run custom cleansing reports as directed by the McKinney team to help identify and correct issues identified during loads to comply with Oracle standards.

For ERP conversion objects, Premier will be responsible for extracting, profiling, analyzing, cleansing, and transforming the data into Oracle load templates for each defined ERP conversion object. Premier will assist by ensuring data migration best practices are being followed throughout the implementation and will utilize standard Oracle FBDI and ADFdi load templates for the ERP conversion objects.

Any ERP conversion object not explicitly defined below will be considered out of the scope of this SOW. Additionally, all historical / inactive data not explicitly defined in the SOW will also be considered out of scope.

Conversion Object	Legacy System	Other Considerations
AM.CNV.01 - Fixed Asset Mass Additions Import	NaviLine	
AP.CNV.01 - Payable Standard Invoice Import	NaviLine	
AR.CNV - Upload Customers	MS Excel	Optional
GL.CNV.01 - General Ledger- GL Historical Detail	NaviLine	
GL.CNV.02 - Import General Ledger Budget Balances	NaviLine	
GL.CNV.03 - Budgetary Control Budget Import	NaviLine	
INV.CNV - Inventory On-Hand Balance Load	NaviLine	
INV.CNV.01 - Item Import	NaviLine	
MNT.CNV.01 - Import Installed Base Assets	NaviLine	
MNT.CNV.02 - Work Order Import	NaviLine	
PO.CNV.02 - Purchase Orders Import	NaviLine	
PPM.CNV - Award Foundation	NaviLine & MS Excel	
PPM.CNV - Create Billing Events	NaviLine & MS Excel	
PPM.CNV - Project Budgets	NaviLine & MS Excel	
PPM.CNV - Project Costing	NaviLine	
PPM.CNV - Project Foundation	NaviLine	
SUP.CNV - Import Supplier Addresses	NaviLine	

SUP.CNV - Import Supplier Bank Account	NaviLine	
SUP.CNV - Import Supplier Contacts	NaviLine	
SUP.CNV - Import Supplier Products and Services Categories	NaviLine	
SUP.CNV - Import Supplier Sites	NaviLine	
SUP.CNV - Import Supplier Sites Assignments	NaviLine	
SUP.CNV - Import Suppliers	NaviLine	

IMPACT OF Personnel, Schedule, Deliverables, and Cost:

IMPACT ON PERSONNEL:

Sierra-Cedar roles and responsibilities remain unchanged from the SOW however Sierra-Cedar consulting personnel will be extended due to the anticipated adjusted Go Live on or about July 1, 2022.

Premier has determined that the following key resources will be required to perform the Services. All Premier work will be done on a remote basis. The level of involvement from each resource will vary from week to week:

Key Premier Resources	Description
Project Executive	Provides project oversight and is responsible for overall project results.
Project Manager	Primary day-to-day communication point for the City and Sierra-Cedar project management for ERP and HCM workstreams. Maintains deliverable status, supports scheduling, and monitors overall deliverable quality.
ERP Lead/Developer	Works directly with the City and Sierra-Cedar team to review analysis reports, conduct data mapping workshops, and build ERP data conversion programs.
ERP Conversion Developer	Works directly with the City and Sierra-Cedar team review to analysis reports, conduct data mapping workshops, and build ERP data conversion programs.
HCM Report Developer	Works directly with the City and Sierra-Cedar team to develop, test, and run HCM data cleansing reports as directed by McKinney.
Oracle Cloud Technical Support	Oracle Cloud technical resource that will develop, test, and run customized Cloud webservices and utilities, as requested by McKinney.

IMPACT ON OTHER RESOURCES (E.G., CITY'S HARDWARE, INFRASTRUCTURE, ETC.):

No impacts identified other than an extension of City resources for the extended implementation timeline.

IMPACT ON SCHEDULE:

Change of Go Live date to on or about July 1, 2022, with the Post-Production Support period ending eight weeks after the Go Live date.

IMPACT ON DELIVERABLES AND COST:

The total Change Order amount is \$1,488,700 itemized as follows:

- The City will agree to pay Sierra-Cedar the Change Order amount of \$375,000. This amount will be invoiced to the City at the time of Change Order execution.
- Premier services are charged on a Time and Material basis at a blended hourly rate of \$215 per hour, excluding any expenses. Based on the current scope of the Premier services outlined in this

Change Order, it is estimated that a total of 5,180 hours will be required to perform the services (as outlined below). Premier will deliver the current scope written in the SOW within the estimated hours (5,180). A change order will only be required if the scope changes.

Premier Resource	Estimated Hours	Rate per Hour	Extended Cost
Applaud Lead	1,206	\$215.00	\$259,290.00
Applaud Developer (ERP)	1,544	\$215.00	\$331,960.00
Applaud Developer (ERP)	1,544	\$215.00	\$331,960.00
Applaud Developer (HCM)	886	\$215.00	\$190,490.00
Total Estimated Cost	5,180		\$1,113,700.00

- Premier will not provide services which would result in fees in excess of \$1,113,700 and Sierra-Cedar will not invoice McKinney for an amount that exceeds \$1,113,700 on a Time and Materials basis for Premier services absent a Change Order. Sierra-Cedar will invoice the City twice monthly as time is expended.

ASSUMPTIONS / RISKS

The following assumptions were used to develop this Change Order. McKinney understands and agrees that the scope and estimates in this Change Order were based upon the assumptions.

- McKinney agrees to adjust City roles and responsibilities in the SOW as follows when engaging Premier, with Sierra-Cedar roles and responsibilities unchanged:

Activity/Deliverable Name	Activity/Deliverable Description	Primary Owner	Support
List of data sources (tables/files) and data access plan	Premier supports McKinney in reviewing relevant data sources (specific tables and files), and in determining the optimal manner of accessing each data source. Client provides Premier with data access for each data source as required. This applies to both ERP and HCM work.	McKinney	Sierra-Cedar Premier
Extraction into the Applaud data repository	Premier extracts all data from each identified legacy table/file and replicates the relevant portions of the legacy data environment in the Applaud data repository. This applies to both ERP and HCM work.	Premier	Sierra-Cedar McKinney
Data profiling reports	Premier produces profile reports. These reports provide the project team with raw data statistics for every column/field. Premier produces pattern analysis reports for relevant fields, as directed by Sierra-Cedar and McKinney. These reports identify all distinct data patterns, along with a count of rows/records that fit each pattern. This applies to both ERP and HCM work.	Premier	Sierra-Cedar McKinney

Review of profile reports	McKinney and Premier review the profiling reports to identify data issues that require additional research. This applies to both ERP and HCM work.	McKinney	Premier
Custom data analysis reports	Premier works at the direction of McKinney to use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports to support the team's data quality efforts. These reports identify all rows/records with specific issues as well as produce a high-level summary of the findings. This applies to both ERP and HCM work.	Premier	McKinney
Data quality strategy	Premier and McKinney review the analysis reports to develop a data strategy to address the data quality issues. During this process, comprehensive rules for handling invalid, inconsistent, and missing data are developed. This applies to both ERP and HCM work.	McKinney Premier	N/A
Manual data cleansing	McKinney manually updates data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion. This applies to both ERP and HCM work.	McKinney	N/A
Automated data cleansing	Premier works at the direction of McKinney to build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion. This only applies to the ERP conversion objects.	Premier	McKinney
Conversion requirements	Premier and Sierra-Cedar support McKinney as the City defines and documents the conversion requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required Oracle Cloud structure. This only applies to the ERP conversion objects.	McKinney	Premier Sierra-Cedar
Data transformation programs	Premier uses the data conversion requirements provided by McKinney to create Applaud components to automatically transform legacy data into the structure and content required by Oracle Cloud. This only applies to the ERP conversion objects.	Premier	N/A
Management of changing requirements	Premier maintains ongoing issues list and enhancements list documentation throughout the project. Premier will keep the conversion requirements documentation (legacy to target mapping) up to date as the project proceeds and the team requests changes. This will apply for both ERP and HCM work.	Premier	McKinney
Transformed data	Premier provides fully converted data into the defined Oracle format provided by McKinney. Premier creates Error Logs to identify situations where the legacy data did not match the conversion requirements. This only applies to the ERP conversion objects.	Premier	McKinney

Data load	Sierra-Cedar executes the Oracle Cloud load programs to process the fully converted data into the Oracle base tables.	Sierra-Cedar	Premier
Conversion error resolution	McKinney makes decisions to resolve data errors encountered during the extraction and load processes. Premier provides McKinney with reports to identify critical data errors. Sierra-Cedar assists McKinney in resolving any errors related to configuration and/or solution design.	McKinney Sierra-Cedar	Premier
Conversion test cycles	<p>McKinney and Sierra-Cedar work together to establish the project testing schedule. Premier runs the data transformation programs at these designated times (aligned with this schedule). Premier will perform each data transformation program and provide data in the agreed upon load ready format a single time in support of each Go Live cycle. Any subsequent data loads (i.e., "Delta" conversions) or manual data entry (i.e., or "Catch Up Transactions" or Dual Maintenance) required will be the responsibility of McKinney.</p> <p>This SOW assumes the following test cycles and Go Live executions apply:</p> <ul style="list-style-type: none"> - One Pre-UAT (SIT2) test cycle - One User Acceptance Test (UAT) cycle - One go-live Dry Run of Go Live - One go-live execution into PROD <p>Following each test cycle, McKinney will verify the accuracy of the Data Migration, with the assistance of Sierra Cedar, and direct Premier in any changes required.</p>	McKinney Sierra-Cedar	Premier
Post-load processes	Following the load into the target system, McKinney will work with Sierra-Cedar to run necessary post-load processes (i.e., closing GL, running collections, etc).	McKinney	Sierra-Cedar
Conversion validation	McKinney defines acceptance criteria, performs data validation, ensures that the converted data leads to desired functionality in the target system, and provides formal signoff of each data migration element.	McKinney Sierra-Cedar	Premier

- McKinney will provide a Windows based server to Premier on which all data migration activities will occur. The Applaud Server Requirements document details how to configure the server which will run the Applaud Data Migration software.
- McKinney will provide Premier with data access for each data source as required, in a timely fashion.
- McKinney will provide Premier with back-end (i.e., database) access to each target application as required, in a timely fashion.
- McKinney will provide Premier with front-end access to each target application as required, in a timely fashion.
- Conversion of historical data not explicitly defined herein is outside of the scope of Services.
- Delta or "Catch Up" transaction conversions not explicitly defined herein are outside of the scope of Services.
- The conversion specifications are dependent on Sierra-Cedar functional experts participating in the

mapping workshops along with McKinney data legacy experts.

- McKinney will be responsible for approval/sign-off of the conversion requirements for each conversion cycle, to ensure that they satisfy the McKinney's business requirements for the target application.
- McKinney will be responsible for the completeness and accuracy of all data provided. Data cleansing can be accomplished by McKinney providing automated data cleansing rules to Premier or by McKinney executing manual data correction in the data sources.
- McKinney and Sierra-Cedar are responsible for providing a fully-configured target environment for each conversion cycle, per the approved project schedule. This includes all required setups and data objects that are required for the conversion objects in Premier's scope.
- McKinney is responsible for providing a resource that will serve as the Client Data Conversion Lead, and function as a counterpart to the Premier Data Conversion Lead.
- McKinney will develop a mutually agreeable set of data management controls specifying the process, procedures, and methods that will be used by the Parties for the secure transfer, access, and exchange management of McKinney's sensitive information pertinent to the Services, intended to safeguard the confidentiality and security of the sensitive information.
- Sierra-Cedar will execute and troubleshoot the programs that load data into Oracle Cloud.
- All parties expect open, professional communication lines between project members, project teams, and project vendors to enable Premier to perform the Services as set forth herein. Inappropriate conduct (i.e., dishonesty, abuse of staff, etc.) will not be tolerated and will be deemed a material breach of this Change Order.
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ALTERNATIVES TO PROPOSED CHANGE (S) (IF ANY)

N/A

REQUIRED APPROVALS:

REVIEWER NAME	DEPARTMENT	DECISION	DATE
		<input type="checkbox"/> APPROVED <input type="checkbox"/> REJECTED	
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This Change Order shall constitute an amendment to the terms and conditions of the Statement of Work entitled: Statement of Work – Enterprise Resource Planning System.

_____ Date _____
 Sierra-Cedar, LLC Approval

_____ Date _____
 City of McKinney, TX Approval