GRAVITON
CONSULTING SERVICES

COLLABORATION. KNOWLEDGE. **INNOVATION.**



City of Stamford, Connecticut

Consulting Services for Oracle ERP

Response to Board Questions

09 October 2026

Cover Letter

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Burt Rosenberg
Asst. Corporation Counsel
City of Stamford, CT

Re: Consulting Services for Oracle ERP

Dear Burt and the City of Stamford Counsel,

Graviton Consulting Services, LLC ("Graviton"), respectfully submits the attached responses to the questions and comments received from the City on September 28, 2026.

We appreciate the opportunity to review and respond to the City's questions and to further clarify Graviton's position regarding the applicable contractual terms, scope of services, pricing, invoicing, and other matters identified in the City's correspondence.

Our responses are intended to provide clarification and, where appropriate, confirm the contractual terms and commitments previously submitted by Graviton and accepted by the City. In particular, where our response references pricing or other terms contained in Graviton's Best and Final Offer ("BAFO"), those terms reflect the pricing and conditions that were submitted, evaluated, accepted, and awarded by the Procurement Official and therefore form the basis of the awarded contract.

Graviton remains committed to working collaboratively with the City to resolve the remaining open items and to support the successful performance and completion of the contracted services. We appreciate the City's continued engagement and look forward to working together to finalize the outstanding matters.

If you have any questions about our Best and Final Offer, please feel free to contact me at 301-471-2431 or email at matthew.martin@gravitonconsulting.com.

Sincerely,

Matthew P. Martin

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Question #1: Pricing

The Revised Proposal and BAFO contain different prices for testing services: $35,600 per year in one and $32,000 per year in the other. The proposed response repeats both figures without determining which one governs.

The response also describes support services as not to exceed $17,320 per quarter and "$469,820 per year." Presumably, the intended annual figure is $69,280, but this needs to be corrected.

More generally, the final Agreement should state whether each service is:

- a fixed-price obligation to complete specified work;
- time-and-materials work billed at stated rates, subject to a ceiling; or
- some other arrangement.

A not-to-exceed amount limits expenditures but does not by itself establish what Graviton must complete before it is entitled to payment.

Graviton Response to Question #1:

The services performed under Section 1.1 will be invoiced quarterly for hours worked during the preceding quarter at the applicable bill rates set forth in the pricing chart. This quarterly amount is expected to be at $17,320 for the first three option periods and $18,960 for option periods 4 and 5. Graviton has maintained the bill rates unchanged for the first three option periods. The bill rates will increase by 7.7% in Option Period 4 and will remain unchanged for Option Period 5.

The services performed under Section 1.2 are fixed-price services and will be invoiced quarterly in accordance with the pricing set forth in the BAFO table. The pricing for these services will remain unchanged for the first three option periods, increase in Option Period 4, and remain unchanged for Option Period 5.

The two implementation services, Cash Management and Lease Accounting—are fixed-price efforts and will be invoiced in accordance with the milestone table contained in Question 2.

Question #2: Deliverables and Acceptance

The principal concern remains the absence of a concise, binding statement of deliverables, completion dates, acceptance standards, and remedies if the work is incomplete or unacceptable.

The proposed response states that the number of implementation hours is unknown. However, the Proposal appears to allocate 1,480 hours to Cash Management and 2,240 hours to Lease Management. If those figures are merely estimates, the Agreement should say so and specify whether Graviton must nevertheless complete the defined work within the applicable price ceiling.

Graviton Response Question #2

Hours and price. The 1,480 hours for Cash Management and 2,240 hours for Lease Accounting are estimates used to derive the fixed prices of $134,600 and $160,400. The Agreement will state that these hours are estimates and that Graviton must complete the defined work, including hypercare, within the applicable fixed price regardless of the hours incurred. The price may change only by a written change order, signed by both parties, for scope additions requested by the City.

Deliverables and completion dates. The milestones, acceptance criteria and target weeks below will be included in the Agreement as a binding exhibit. Target weeks are measured from the City's Notice to Proceed (NTP). Cash Management will go live within six (6) months and Lease Accounting within nine (9) months of NTP, each followed by thirty (30) days of hypercare. Graviton will invoice a milestone only after the City accepts it in writing. The milestones follow the Discover – Design – Build – Test – Deploy – Support methodology described in Section 2.4 of the Proposal.

Cash Management – $134,600

Phase	#	Milestone	Acceptance Criteria	Target Week	Payment
Discover	1	**Project Kickoff & Planning Complete**	City approves project plan and schedule	1	$13,460.00
	2	**Discovery & Requirements Complete**	City sign-off on requirements for cash positioning, forecasting, reconciliation and approvals	2	$20,190.00
Design	3	**Design Complete**	City sign-off on design document (bank account structure, reconciliation rules, security roles and approvals)	4	$16,152.00
Build	4	**Configuration Complete**	Configuration and bank integration built, demonstrated to the City and signed off	11	$16,152.00
	5	**Integrations & Reports Complete**	AP, AR and GL integrations, reconciliation automation and reports (daily cash position, reconciliation summary, exceptions) built and unit-tested	14	$14,806.00
Test	6	**System Integration Testing Complete**	Test scripts passed, including bank and upstream module integrations; no open Severity 1 or 2 defects	19	$10,768.00
	7	**User Acceptance Testing Complete**	City completes UAT; converted GL data validated by the City	21	$9,422.00
Deploy	8	**Training & Production Migration Complete**	Treasury and Finance training delivered; quick-reference guides and job aids provided; production configured	24	$9,422.00

Phase	#	Milestone	Acceptance Criteria	Target Week	Payment
	9	**Go-Live**	Successful cutover; first bank reconciliation completed in production	25	$10,768.00
Support	10	**Hypercare Complete**	30 days of stable operation; first month-end close completed; no open Severity 1 or 2 defects; Functional Configuration Workbook and end-user documentation delivered	29	$13,460.00
		Total			**$134,600.00**

Lease Accounting – $160,400

Phase	#	Milestone	Acceptance Criteria	Target Week	Payment
Discover	1	**Project Kickoff & Planning Complete**	City approves project plan and schedule	1	$16,040.00
	2	**Discovery & Requirements Complete**	City sign-off on lease portfolio review, lease classification and GASB 87/96 requirements	4	$24,060.00
Design	3	**Design Complete**	City sign-off on design document (accounting and amortization rules, lease lifecycle, security) and lease data conversion mapping	6	$19,248.00
Build	4	**Configuration Complete**	Lease Accounting and related AP, AR, GL and Fixed Assets configuration built, demonstrated to the City and signed off	14	$19,248.00
	5	**Integrations & Reports Complete**	GL, Fixed Assets and Budgetary Control integrations and lease reports built and unit-tested	18	$17,644.00
Test	6	**System Integration Testing Complete**	Test scripts passed for lease creation, modification, termination, amortization, integrations and reports; no open Severity 1 or 2 defects	26	$12,832.00
	7	**User Acceptance Testing Complete**	City completes UAT; converted leases reconciled to source records	29	$11,228.00
Deploy	8	**Training & Production Migration Complete**	End-user, approver and finance staff training delivered; training materials and reporting manuals provided; configuration and converted leases migrated to production	34	$11,228.00

Phase	#	Milestone	Acceptance Criteria	Target Week	Payment
	9	**Go-Live**	Successful cutover; legacy-to-Oracle reconciliation and first period-end lease accounting completed	35	$12,832.00
Support	10	**Hypercare Complete**	30 days of stable operation; first period-end close completed; no open Severity 1 or 2 defects; Functional Configuration Workbook, change log and end-user documentation delivered	39	$16,040.00
		Total			**$160,400.00**

Acceptance. Within 10 business days of receiving a deliverable, the City will either accept it in writing or document deficiencies. Graviton address the deficiencies and resubmit within 10 business days.
Remedies. If a deliverable still does not meet its acceptance criteria after two rounds of corrections, the City may withhold payment for that milestone and any later milestones until the deficiency is corrected, or terminate the affected implementation upon written notice and pay only for milestones already accepted. Delays caused by the City extend the schedule by the same amount of time.

Question #3: Term and Option-Year Pricing

Changing the term to one initial year plus four one-year extensions would reconcile the five-year pricing schedule with the term of the Agreement.

However, the proposed language conditions the extensions on all prices remaining “unchanged,” while the BAFO specifies higher prices for Years 4 and 5. The Agreement should instead list the applicable price for each year and state that no other increase is permitted.

Graviton Response Question #3

Graviton’s Best and Final Offer (BAFO), including the pricing for Years 4 and 5, was submitted and considered as part of the City’s procurement and award process. Graviton understands that this pricing served as the basis for the contract award.

Question #4: Incorporated Documents

The issue is not whether negotiations may produce terms different from the original RFP. They plainly may. The issue is that the Agreement incorporates several documents containing inconsistent terms.

The final Agreement should attach the exact versions of the RFP, Proposal and BAFO that are intended to govern and include an order-of-precedence clause. Any remaining inconsistencies should be expressly resolved in the Agreement rather than left for later interpretation.

Graviton Response Question #4

With respect to the order of precedence, Graviton proposes that the BAFO take precedence over the Initial Proposal for all pricing-related matters. Additionally, the Operations Proposal shall take precedence over the RFP with respect to the scope of work, technical approach, and operational requirements.

These precedence provisions are intended to ensure that the final Agreement reflects the terms and conditions agreed upon during the negotiation process and that any inconsistencies between the incorporated documents are clearly resolved.

Question #5: Identity and Current Structure of the Contractor

Stating that the revised Proposal and BAFO use "Graviton Consulting Services, Inc." does not resolve this issue. The Agreement identifies "Graviton Consulting Services, LLC," while other submitted documents identify the corporation.

In addition, the Contractor's Statement dated September 2025 represents that two individuals each own 50% of Graviton. Highstreet announced its acquisition of Graviton in March 2026. The City therefore needs current information establishing:

- the exact legal entity entering the Agreement;
- its present ownership and relationship to Highstreet;
- whether the acquisition involved stock, assets, a merger, or another structure;
- the current officers and authorized contract signatories;
- the EIN and W-9 belonging to the contracting entity; and
- whether the financial statements, insurance, experience, personnel, and other qualifications reviewed by the City belong to that entity or to an affiliate or predecessor.

If the contracting entity does not independently possess sufficient financial resources, the City should consider requiring a guarantee from its current parent.

Graviton Response Question #5

Highstreet announced its acquisition of Graviton in March 2026 and is pleased to provide The City the current information establishing:

- the exact legal entity entering the Agreement; Graviton Consulting Services, LLC
- its present ownership and relationship to Highstreet; Graviton is a Wholly Owned Subsidiary of Highstreet IT Solutions, LLC.
- whether the acquisition involved stock, assets, a merger, or another structure; The acquisition was completed by Highstreet IT Solutions, LLC; however, Graviton Consulting Services, LLC remains a separate, active legal entity. The acquisition did not result in the dissolution or termination of Graviton Consulting Services, LLC, which continues to operate as a wholly owned subsidiary of Highstreet IT Solutions, LLC.
- the current officers and authorized contract signatories; RESPONSE The current officers are Nick Magliato- CEO and Ben Davies – CFO. Authorized Signatures are the following; Nick Magliato- CEO, Ben Davies – CFO, Vineet Srivastava- Executive VP, Greg Catanzano-Executive VP, and Matthew Martin – Director of Contracts.
- the EIN and W-9 belonging to the contracting entity; Attached is our response the Graviton Consulting Services, LLC and the EIN which remains unchanged is 90-0547175

Graviton Consulting Services, LLC is supported by its parent company, Highstreet IT Solutions, LLC, which provides the financial resources and corporate support necessary to fulfill Graviton's contractual obligations. Accordingly, Graviton is able to provide the City with the financial assurance necessary to support successful contract performance.

Question #6: Offshore Personnel and City Data

The proposal to negotiate a prohibition on offshore consultants would be a material improvement, but it does not protect the City until the restriction is included in the Agreement.

The provision should apply to Graviton's employees, affiliates, subcontractors, and parent-company personnel. It should prohibit personnel located outside the United States from accessing, viewing, processing, transmitting, or storing City data, and should require the City's prior written approval before any subcontractor is used.

Graviton Response Question #6

Graviton is committed to protecting the City's data, systems, and infrastructure through appropriate administrative, technical, and organizational security controls. Graviton will implement robust access management, data protection, encryption, monitoring, and confidentiality measures to safeguard City information and prevent unauthorized access, disclosure, or transfer. All personnel, including offshore resources, will be subject to applicable security policies, confidentiality obligations, and appropriate oversight. Graviton will work collaboratively with the City to discuss the proposed use of offshore resources, assess potential security risks, and establish mutually agreed-upon safeguards and procedures to protect the City's information and maintain the security and integrity of its IT environment.

Question #7: Interim Agreement and Work Already Performed

The proposed response does not provide the executed Interim Agreement or reconcile the amounts reportedly authorized under it with the amounts in the proposed long-term Agreement. That agreement should be supplied so the Board can determine precisely what work and expenditures have already been authorized.

Graviton Response Question #7

The Interim Agreement attached to this response authorizes Graviton to perform work under Section 4.1, Support Services, in the amount of $69,280.00, and Section 4.2, Testing Services, in the amount of $8,000.00, for a total authorized value of $77,280.00.

The remaining portion of the BAFO value, which will be incorporated into the long-term agreement, is reflected in the table below.

SOW Section	Option Period 1	Option Period 2	Option Period 3	Option Period 4	Option Period 5	Total
1.1 System Support	$69,280.00	$69,280.00	$69,280.00	$75,840.00	$75,840.00	$359,520.00
1.2 Testing Services	$32,000.00	$32,000.00	$32,000.00	$34,000.00	$34,000.00	$164,000.00
1.3 Implementation Services of Cash Management						$134,600.00
1.4 Implementation Services of Lease Accounting						$160,400.00
Total Remaining Value						$818,520.00

Attachments

a. City of Stamford Connecticut- BAFO-10-06-26
b. Form W9-Highstreet IT Solutions LLC, Gravition Consulting Services, LLC-Signed.
c. Interim Agreement