

**AGREEMENT FOR CONSULTANT SERVICES BETWEEN
CITY OF TEMECULA AND SOFT RESOURCES LLC**

FOR CITYWIDE FINANCIAL SYSTEM UPGRADE CONSULTING SERVICES

THIS AGREEMENT is made and effective as of **August 27, 2019**, between the **City of Temecula**, a municipal corporation (hereinafter referred to as "City"), and **SoftResources LLC**, a **Partnership** (hereinafter referred to as "Consultant"). In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

1. TERM

This Agreement shall commence on **August 27, 2019**, and shall remain and continue in effect until tasks described herein are completed, but in no event later than **June 30, 2022**, unless sooner terminated pursuant to the provisions of this Agreement.

The City may, upon mutual agreement, extend the contract for two (2) additional one (1) year terms. In no event shall the contract be extended beyond June 30, 2024.

2. SERVICES

Consultant shall perform the services and tasks described and set forth in Exhibit A, attached hereto and incorporated herein as though set forth in full. Consultant shall complete the tasks according to the schedule of performance which is also set forth in Exhibit A.

3. PERFORMANCE

Consultant shall at all times faithfully, competently and to the best of his or her ability, experience, and talent, perform all tasks described herein. Consultant shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing similar services as are required of Consultant hereunder in meeting its obligations under this Agreement.

4. PAYMENT

a. The City agrees to pay Consultant monthly, in accordance with the payment rates and terms and the schedule of payment as set forth in Exhibit B, Payment Rates and Schedule, attached hereto and incorporated herein by this reference as though set forth in full, based upon actual time spent on the above tasks. Any terms in Exhibit B, other than the payment rates and schedule of payment, are null and void. This amount shall not exceed **Two Hundred Eighty-Three Thousand Nine Hundred Twenty Dollars and No Cents (\$283,920.00)**, plus 10% Contingency of **Twenty-Eight Thousand Three Hundred Ninety-Two dollars and No Cents \$ 28,392.00** for a total Agreement amount of **Three Hundred Twelve Thousand Three Hundred Thirteen Dollars and No Cents \$312,312.00** for the total term of this agreement unless additional payment is approved as provided in this Agreement.

b. Consultant shall not be compensated for any services rendered in connection with its performance of this Agreement which are in addition to those set forth herein, unless such additional services are authorized in advance and in writing by the City Manager. Consultant shall be compensated for any additional services in the amounts and in the manner as agreed to by City Manager and Consultant at the time City's written authorization is given to Consultant for the performance of said services.

The City Manager may approve additional work up to ten percent (10%) of the amount of the Agreement as approved by City Council. Any additional work in excess of this amount shall be approved by the City Council.

c. Consultant will submit invoices monthly for actual services performed. Invoices shall be submitted between the first and fifteenth business day of each month, for services provided in the previous month. Payment shall be made within thirty (30) days of receipt of each invoice as to all non-disputed fees. If the City disputes any of Consultant's fees, it shall give written notice to Consultant within thirty (30) days of receipt of an invoice of any disputed fees set forth on the invoice. For all reimbursements authorized by this Agreement, Consultant shall provide receipts on all reimbursable expenses in excess of Fifty Dollars (\$50) in such form as approved by the Director of Finance.

5. SUSPENSION OR TERMINATION OF AGREEMENT WITHOUT CAUSE

a. The City may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving upon the Consultant at least ten (10) days prior written notice. Upon receipt of said notice, the Consultant shall immediately cease all work under this Agreement, unless the notice provides otherwise. If the City suspends or terminates a portion of this Agreement such suspension or termination shall not make void or invalidate the remainder of this Agreement.

b. In the event this Agreement is terminated pursuant to this Section, the City shall pay to Consultant the actual value of the work performed up to the time of termination, provided that the work performed is of value to the City. Upon termination of the Agreement pursuant to this Section, the Consultant will submit an invoice to the City, pursuant to Section entitled "PAYMENT" herein.

6. DEFAULT OF CONSULTANT

a. The Consultant's failure to comply with the provisions of this Agreement shall constitute a default. In the event that Consultant is in default for cause under the terms of this Agreement, City shall have no obligation or duty to continue compensating Consultant for any work performed after the date of default and can terminate this Agreement immediately by written notice to the Consultant. If such failure by the Consultant to make progress in the performance of work hereunder arises out of causes beyond the Consultant's control, and without fault or negligence of the Consultant, it shall not be considered a default.

b. If the City Manager or his delegate determines that the Consultant is in default in the performance of any of the terms or conditions of this Agreement, it shall serve the Consultant with written notice of the default. The Consultant shall have ten (10) days after service upon it of said notice in which to cure the default by rendering a satisfactory performance. In the event that the Consultant fails to cure its default within such period of time, the City shall have the right, notwithstanding any other provision of this Agreement, to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

7. OWNERSHIP OF DOCUMENTS

a. Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts and other such information required by City that relate to the performance of services under this Agreement. Consultant shall maintain adequate records of services provided in sufficient detail to permit an evaluation of services. All such records shall be

maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of City or its designees at reasonable times to such books and records, shall give City the right to examine and audit said books and records, shall permit City to make transcripts there from as necessary, and shall allow inspection of all work, data, documents, proceedings and activities related to this Agreement. Such records, together with supporting documents, shall be maintained for a period of three (3) years after receipt of final payment.

b. Upon completion of, or in the event of termination or suspension of this Agreement, all original documents, designs, drawings, maps, models, computer files containing data generated for the work, surveys, notes, and other documents prepared in the course of providing the services to be performed pursuant to this Agreement shall become the sole property of the City and may be used, reused or otherwise disposed of by the City without the permission of the Consultant. With respect to computer files containing data generated for the work, Consultant shall make available to the City, upon reasonable written request by the City, the necessary computer software and hardware for purposes of accessing, compiling, transferring and printing computer files.

8. INDEMNIFICATION

The Consultant agrees to defend, indemnify, protect and hold harmless the City of Temecula, Temecula Community Services District, and/or the Successor Agency to the Temecula Redevelopment Agency, its officers, officials, employees and volunteers from and against any and all claims, demands, losses, defense costs or expenses, including attorney fees and expert witness fees, or liability of any kind or nature which the City of Temecula, Temecula Community Services District, and/or the Successor Agency to the Temecula Redevelopment Agency, its officers, agents, employees or volunteers may sustain or incur or which may be imposed upon them for injury to or death of persons, or damage to property arising out of Consultant's negligent or wrongful acts or omissions arising out of or in any way related to the performance or non-performance of this Agreement, excepting only liability arising out of the negligence of the City of Temecula, Temecula Community Services District, and/or the Successor Agency to the Temecula Redevelopment Agency.

9. INSURANCE REQUIREMENTS

Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

a. Minimum Scope of Insurance. Coverage shall be at least as broad as:

1) Insurance Services Office Commercial General Liability form No. CG 00 01 11 85 or 88.

2) Insurance Services Office Business Auto Coverage form CA 00 01 06 92 covering Automobile Liability, code 1 (any auto). If the Consultant owns no automobiles, a non-owned auto endorsement to the General Liability policy described above is acceptable.

3) Worker's Compensation insurance as required by the State of California and Employer's Liability Insurance. If the Consultant has no employees while performing under this Agreement, worker's compensation insurance is not required, but Consultant shall execute a declaration that it has no employees.

4) Professional Liability Insurance shall be written on a policy form providing professional liability for the Consultant's profession.

b. Limits of Insurance. Consultant shall maintain limits no less than:

1) General Liability: One Million (\$1,000,000) per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

2) Automobile Liability: One Million (\$1,000,000) accident for bodily injury and property damage.

3) Worker's Compensation as required by the State of California; Employer's Liability: One Million Dollars (\$1,000,000) per accident for bodily injury or disease.

4) Professional Liability Coverage: One Million Dollars (\$1,000,000) per claim and in aggregate.

c. Deductibles and Self-Insured Retentions. Any deductibles or self-insured retentions shall not exceed Twenty Five Thousand Dollars and No Cents (\$25,000).

d. Other Insurance Provisions. The general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:

1) The City of Temecula, the Temecula Community Services District, the Successor Agency to the Temecula Redevelopment Agency, their officers, officials, employees and volunteers are to be covered as insured's, as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to the City of Temecula, the Temecula Community Services District, the Successor Agency to the Temecula Redevelopment Agency, their officers, officials, employees or volunteers.

2) For any claims related to this project, the Consultant's insurance coverage shall be primary insurance as respects the City of Temecula, the Temecula Community Services District, the Successor Agency to the Temecula Redevelopment Agency, their officers, officials, employees and volunteers. Any insurance or self-insured maintained by the City of Temecula, Temecula Community Services District, and/or the Successor Agency to the Temecula Redevelopment Agency, its officers, officials, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

3) Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the City of Temecula, the Temecula Community Services District, and the Successor Agency to the Successor Agency to the Temecula Redevelopment Agency, their officers, officials, employees or volunteers.

4) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5) Each insurance policy required by this agreement shall be endorsed to state in substantial conformance to the following: If the policy will be canceled before the expiration date the insurer will notify in writing to the City of such cancellation not less than thirty (30) days' prior to the cancellation effective date.

6) If insurance coverage is canceled or, reduced in coverage or in limits the Consultant shall within two (2) business days of notice from insurer phone, fax, and/or notify the City via certified mail, return receipt requested of the changes to or cancellation of the policy.

e. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of A-:VII or better, unless otherwise acceptable to the City. Self insurance shall not be considered to comply with these insurance requirements.

f. Verification of Coverage. Consultant shall furnish the City with original endorsements effecting coverage required by this clause. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. The endorsements are to be on forms provided by the City. All endorsements are to be received and approved by the City before work commences. As an alternative to the City's forms, the Consultant's insurer may provide complete, certified copies of all required insurance policies, including endorsements affecting the coverage required by these specifications.

10. INDEPENDENT CONTRACTOR

a. Consultant is and shall at all times remain as to the City a wholly independent contractor. The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Neither City nor any of its officers, employees, agents, or volunteers shall have control over the conduct of Consultant or any of Consultant's officers, employees, or agents except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that it or any of its officers, employees or agents are in any manner officers, employees or agents of the City. Consultant shall not incur or have the power to incur any debt, obligation or liability whatever against City, or bind City in any manner.

b. No employee benefits shall be available to Consultant in connection with the performance of this Agreement. Except for the fees paid to Consultant as provided in the Agreement, City shall not pay salaries, wages, or other compensation to Consultant for performing services hereunder for City. City shall not be liable for compensation or indemnification to Consultant for injury or sickness arising out of performing services hereunder.

11. LEGAL RESPONSIBILITIES

The Consultant shall keep itself informed of all local, State and Federal ordinances, laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times observe and comply with all such ordinances, laws and regulations. The City, and its officers and employees, shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this section.

12. RELEASE OF INFORMATION

a. All information gained by Consultant in performance of this Agreement shall be considered confidential and shall not be released by Consultant without City's prior written authorization. Consultant, its officers, employees, agents or subcontractors, shall not without written authorization from the City Manager or unless requested by the City Attorney, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories or other information concerning the work performed under this Agreement or relating to any project

or property located within the City. Response to a subpoena or court order shall not be considered "voluntary" provided Consultant gives City notice of such court order or subpoena.

b. Consultant shall promptly notify City should Consultant, its officers, employees, agents or subcontractors be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions or other discovery request, court order or subpoena from any party regarding this Agreement and the work performed there under or with respect to any project or property located within the City. City retains the right, but has no obligation, to represent Consultant and/or be present at any deposition, hearing or similar proceeding. Consultant agrees to cooperate fully with City and to provide City with the opportunity to review any response to discovery requests provided by Consultant. However, City's right to review any such response does not imply or mean the right by City to control, direct, or rewrite said response.

13. NOTICES

Any notices which either party may desire to give to the other party under this Agreement must be in writing and may be given either by (i) personal service, (ii) delivery by a reputable document delivery service, such as but not limited to, Federal Express, that provides a receipt showing date and time of delivery, or (iii) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the party as set forth below or at any other address as that party may later designate by Notice. Notice shall be effective upon delivery to the addresses specified below or on the third business day following deposit with the document delivery service or United States Mail as provided above.

Mailing Address: City of Temecula
Attn: City Manager
41000 Main Street
Temecula, CA 92590

To Consultant: SoftResources LLC
Spencer Arnesen, CPA, Principal
1141 NE 124th Street, Suite 270
Kirkland, WA 98034

14. ASSIGNMENT

The Consultant shall not assign the performance of this Agreement, nor any part thereof, nor any monies due hereunder, without prior written consent of the City. Upon termination of this Agreement, Consultant's sole compensation shall be payment for actual services performed up to, and including, the date of termination or as may be otherwise agreed to in writing between the City Council and the Consultant.

15. LICENSES

At all times during the term of this Agreement, Consultant shall have in full force and effect, all licenses required of it by law for the performance of the services described in this Agreement.

16. GOVERNING LAW

The City and Consultant understand and agree that the laws of the State of California shall govern the rights, obligations, duties and liabilities of the parties to this Agreement and also govern

the interpretation of this Agreement. Any litigation concerning this Agreement shall take place in the municipal, superior, or federal district court with geographic jurisdiction over the City of Temecula. In the event such litigation is filed by one party against the other to enforce its rights under this Agreement, the prevailing party, as determined by the Court's judgment, shall be entitled to reasonable attorney fees and litigation expenses for the relief granted.

17. PROHIBITED INTEREST

No officer, or employee of the City of Temecula that has participated in the development of this agreement or its approval shall have any financial interest, direct or indirect, in this Agreement, the proceeds thereof, the Consultant, or Consultant's sub-contractors for this project, during his/her tenure or for one year thereafter. The Consultant hereby warrants and represents to the City that no officer or employee of the City of Temecula that has participated in the development of this agreement or its approval has any interest, whether contractual, non-contractual, financial or otherwise, in this transaction, the proceeds thereof, or in the business of the Consultant or Consultant's sub-contractors on this project. Consultant further agrees to notify the City in the event any such interest is discovered whether or not such interest is prohibited by law or this Agreement.

18. ENTIRE AGREEMENT

This Agreement contains the entire understanding between the parties relating to the obligations of the parties described in this Agreement. All prior or contemporaneous agreements, understandings, representations and statements, oral or written, are merged into this Agreement and shall be of no further force or effect. Each party is entering into this Agreement based solely upon the representations set forth herein and upon each party's own independent investigation of any and all facts such party deems material.

19. AUTHORITY TO EXECUTE THIS AGREEMENT

The person or persons executing this Agreement on behalf of Consultant warrants and represents that he or she has the authority to execute this Agreement on behalf of the Consultant and has the authority to bind Consultant to the performance of its obligations hereunder. The City Manager is authorized to enter into an amendment on behalf of the City to make the following non-substantive modifications to the agreement: (a) name changes; (b) extension of time; (c) non-monetary changes in scope of work; (d) agreement termination.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

CITY OF TEMECULA

Soft Resources LLC


(Two Signatures of corporate officers required unless corporate documents authorize only one person to sign the agreement on behalf of the corporation.)

By: _____
Michael S. Naggar, Mayor

By: _____
Spencer Arnesen, CPA, Principal

ATTEST:

By: _____
Randi Johl, City Clerk

By: _____
Elaine Watson, CPA, Principal

APPROVED AS TO FORM:

By: _____
Peter M. Thorson, City Attorney

CONSULTANT

Soft Resources, LLC

Spencer Arnesen, CPA

11411 NE 124th Street, Suite 270

425.216.4030

425.968.4131

sarnesen@softresources.com

PM Initials:
Date:

EXHIBIT A

Scope of Work

SoftResources is recommending the following approach and Work Plan for the City's ERP upgrade preparation project. It is organized by phase along with associated tasks and deliverables. Some tasks within different phases may be performed concurrently.

1. ERP Assessment

1.1 Project Planning

SoftResources will work with the City to set up and plan for this project and complete the following tasks:

- a. **Team introductions.** Conduct Project Team introductions and collect contact information via conference call.
- b. **Scoping and Planning.** Coordinate with the City to discuss and align expectations for the contracted scope of work, drivers and objectives, roles and responsibilities, resource availability and constraints, communications etc.
- c. **Project Plan.** Develop and maintain the Project Plan and schedule, including progress milestones, deliverables, and resources.
- d. **Status Updates.** Manage the project provide periodic status updates and related communications via email and teleconference over the life of the project.

1.2 Pre-Workshop Preparation

SoftResources will prepare for On-Site Workshops as follows:

- a. **Workshop Schedule.** Work with the City to determine Workshop attendees and plan for three days of Workshops on-site at City offices. Prepare and provide a suggested Workshop Schedule. The City will approve the Workshop Schedule and send to all attendees.
- b. **Workshop Memo.** Provide a Workshop Memo for the City to send to attendees in advance of the Workshops. The Memo provides information about the Workshops including questions to consider in preparation for the Workshops.
- c. **City Documentation Review.** Become familiar with the City's current ERP environment through a high-level review of existing documentation provided by the City. This documentation may include: system analyses, organization charts, strategic plans, documented software functional/technical requirements, procedure manuals, etc.

1.3 On-Site Workshops

SoftResources will travel to the City to kickoff and facilitate three days of Workshops. Interactive style interviewing will be used to engage attendees and SoftResources will:

- ✓ Review current business processes
- ✓ Review system requirements
- ✓ Review strategic objectives
- ✓ Identify shadow systems
- ✓ Provide insights into capabilities of modern ERP applications

- ✓ Conduct follow up calls as needed for clarification

1.4 Key Requirements Definition

Using the Workshop notes, review of City documentation and our experience, define and develop the Key Requirements Document unique to the City. The requirements will be prioritized with a rating of Required, Important, or Nice to Have. The Key Requirements Document will be delivered via email and discussed via conference phone with the City. SoftResources will edit the Key Requirements with the City's feedback, finalize and return to the City for final approval.

1.5 Fit/Gap Review Report

Send the Key Requirements Document to Tyler to complete and address how Munis will support the City's functional and technical requirements. SoftResources will review Tyler's response and provide high-level comments and observations regarding fit/gap and strengths/challenges for the City to consider as they prepare to implement Munis. Our findings will be presented in a Fit/Gap Review Report.

1.6 Process Improvement Opportunities Report

SoftResources will analyze the data collected and develop a Process Improvement Opportunities Report. The report will include high-level recommendations for improved business processes in a table format. These recommendations will include general improvements that can be realized by utilizing the best practices offered by Munis.

1.7 Demo Script and Letter

SoftResources will create a custom Demo Script and Request for Demo Letter as follows:

- Custom Demo Script.** Draft a Demo Script using the City's key requirements and analysis gathered to date. The Script will be delivered via email to the City. The Demo Script specifically defines a schedule and content for Tyler to follow for their demo of Munis to the City. The purpose is to ensure that City staff is presented with the information they specifically require. The City will approve and issue the Demo Script.
- Request for Demo Letter.** Draft a Request for Demo Letter to be used to invite Tyler to the City for the on-site software demonstration. The letter will include information as whom to contact at the City and expectations for the demo. The Request for Demo Letter will be delivered to the City via email. The City will issue the Request for Demo Letter with the Demo Script to Tyler.

1.8 Demo Preparation and Facilitation

SoftResources will work with the City to set-up and prepare for an on-site demo of Munis by Tyler as follows:

- Pre-Demo Meeting.** Assist the City with the scheduling and facilitation of a pre-demo meeting with Tyler. The pre-demo meeting provides Tyler with information about the City's project and addresses any questions they may have regarding the Demo Script. SoftResources recommends that Tyler be allowed two to four weeks to prepare for the demo.

- b. **Tyler Munis Demo.** Assist the City with the scheduling and facilitation of the Munis demo presented by Tyler. At this time we anticipate a three-day demo to cover all the required functional areas in scope for the upgrade project.
- c. **Demo Report.** Provide a Demo Report template that can be used to document feedback from staff that participate in the software demo.

1.9 Statement of Work Review

SoftResources will act in an advisory role to assist the City through the review of the Tyler Statement of Work for the Munis implementation. SoftResources will provide red lined review comments of the Statement of the Work for the City's review and finalization. The red lined version of the Statement of Work will then be submitted to Tyler for their review.

Phase 1 Deliverables:

- Project Plan
- Status Updates
- Workshop Schedule
- Workshop Memo
- Workshop Facilitation
- Key Functional and Technical Requirements
- Fit/Gap Review Report
- Process Improvement Opportunities Report
- Demo Script
- Request for Demo Letter
- Demo Facilitation
- Demo Report Template
- SOW Review Document

2. ERP Implementation

SoftResources provides Implementation Project Management or Oversight services as requested by our clients. We work on behalf of our client during the planning and execution of implementation to identify and manage issues that can impact the overall success of the project.

The role of the SoftResources Project Manager, when working with a client Project Manager, typically requires approximately 30% of a full time equivalent person over the life of the implementation project. This estimate assumes that some weeks the Project Manager may be required to provide services in excess of the 30% while other times the City may require less assistance. In addition, we anticipate some of the services will require the Project Manager to be on-site at City offices while other services may be provided remote via teleconference or email communications. We will work with the City to ensure the level of services we provide add value to the overall project.

Implementation success is dependent on many factors including the City's staff, the software solution selected, and the vendor's Implementation Team, etc. SoftResources will work to mitigate implementation risk by advising the City through the process, monitoring project progress, augmenting City resources, and working with Tyler to facilitate the upgrade project. The following table identifies the types of services that can be provided to the City:

	Stage	Tasks and Deliverables	PM	Tyler	City
A.	Planning	<ul style="list-style-type: none"> • Project Charter • Project Governance • Project Timeline • Implementation Plan • Risk Management Plan • Quality Control Plan • Communication Plan • Change Management Plan • Issues Management Plan • Project Budget Monitoring 	Assist	Lead	Participate
B.	Project Initiation	<ul style="list-style-type: none"> • Task Management • Milestones • Meeting Management • Project Collaboration Tools • Status Reports • Project Kickoff 	Assist	Lead	Participate
C.	Functionality and Process Review	<ul style="list-style-type: none"> • Discovery Sessions • Management Reports • Regulatory Reports • Shadow System Review • Documentation • Process Improvement Opportunities • Policy Changes • Software Configuration Review 	Coordinate	Lead	Participate
D.	Project Monitoring	<ul style="list-style-type: none"> • Vendor Liaison • Team Scheduling and Assignments • Project Status Reports • Invoice Approval • Budget vs. Actual Reporting • Milestone Tracking • Issues and Action Items • Decision Log • Project Communication • Manage Change Orders • Vendor Compliance Monitoring • Monitor Project Risk 	Lead	Advise	Participate
E.	Meeting Management	<ul style="list-style-type: none"> • Project Status Meetings • Steering Committee Updates 	Lead	Advise	Participate

	Stage	Tasks and Deliverables	PM	Tyler	City
		<ul style="list-style-type: none"> • Executive Sponsor Updates • Public Hearing Meetings • Vendor Status Meetings • Other Meetings as Required • Meeting Minutes and Follow-up 			
F.	Security	<ul style="list-style-type: none"> • Role Definition • User Assignments 	Advise	Lead	Participate
H.	Testing	<ul style="list-style-type: none"> • Testing Plan and Scripts • Unit Testing – Subject Matter Experts and End Users • Process Testing – Subject Matter Experts and End Users • Stress Testing • Issue Log Management 	Advise	Advise	Lead
I.	Training	<ul style="list-style-type: none"> • Training Plan and Schedule • Training Materials • Training Execution 	Advise	Advise	Lead
J.	Data Conversion	<ul style="list-style-type: none"> • Data Conversion Plan and Schedule • Legacy Data Scrubbing • Data Validation 	Advise	Advise	Lead
K.	Integration	<ul style="list-style-type: none"> • Integration Plan • Integration Testing 	Advise	Advise	Lead
L.	Change Management	<ul style="list-style-type: none"> • Change Management Plan • Communication Plan • Change Management Activities 	Coordinate	Advise	Lead
M.	Go-Live	<ul style="list-style-type: none"> • Go Live Plan • Go Live Readiness Assessment • System Cut Over • Transition to Support 	Coordinate	Lead	Participate
O.	Post-Implementation	<ul style="list-style-type: none"> • Future Phase Planning • Support Plan • User Groups and Conferences • Ongoing Training Plans 	Lead	Advise	Lead

	Stage	Tasks and Deliverables	PM	Tyler	City
P.	Project Close	<ul style="list-style-type: none"> • Project Document Archive • Project Debrief • Project Finalization 	Lead	Advise	Participate

EXHIBIT B

Payment Rates and Schedule

SoftResources has provided a fixed fee cost estimate for the ERP Assessment and a time and materials estimate for ERP implementation services. The following tables summarize the proposed fees for each phase of the scope of work outlined in this proposal.

ERP Assessment

Task	\$
1.1 Project Planning	\$ 2,960
1.2 Pre-Workshop Preparation	2,960
1.3 On Site Workshops	8,880
1.4 Key Requirements	8,140
1.5 Fit/Gap Review Report	8,140
1.6 Process Improvement Opportunities Report	8,140
1.7 Demo Script and Letter	7,030
1.8 Demo Preparation and Facilitation	5,180
1.9 Statement of Work Review	8,880
Fees – Fixed	\$ 60,310
Travel – Billed as Incurred	10,670
TOTAL	\$ 70,980

ERP Implementation

Task	\$
2.1 Implementation – 50 Hours/Month x 12 Months	\$ 111,000
2.2 Implementation – 32 Hours/Month x 6 Months	35,520
Fees – Billed as Incurred	\$ 146,520
Travel – Billed as Incurred	66,420
TOTAL	\$ 212,940