Letter of Engagement

Project Management Services for the Implementation of Permit Software

City of Hayward, California

August 27, 2019

Submitted by
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August 27, 2019

Laura Simpson, Director
City of Hayward
777 B Street
Hayward, CA 94541

SoftResources is pleased to provide this Letter of Engagement (LOE) to the City of Hayward, California (City) to provide Project Management Services for the Implementation of Tyler Energov Software.

SoftResources understands that the City is preparing for the implementation of new permit software. At this time the City is conducting due diligence with Tyler Energov and will need to negotiate and sign the contract. The City has asked for a project approach outline and pricing to assist the City with Implementation Project Management Services.

Approach and Methodology

Implementation Project Management Services

SoftResources will provide Implementation Project Management services for the City. Typically, the role of the SoftResources Project Manager (PM) will require approximately 25%-50% of a full time equivalent (FTE) staff person over the life of the implementation project. For the City's project we have planned for 25% or 40 hours per month over 18 months. This estimate assumes that some weeks the PM may consume 100% of an FTE while other weeks little or no assistance will be required.

The success of an organization's software implementation is dependent on many factors including the City's internal resources, the software solution selected, and the Vendor implementation team. SoftResources PM will work with the City's Project Manager/Team (City) for the following three implementation phases:

Implementation Planning   **Implementation**   **Post-Implementation**
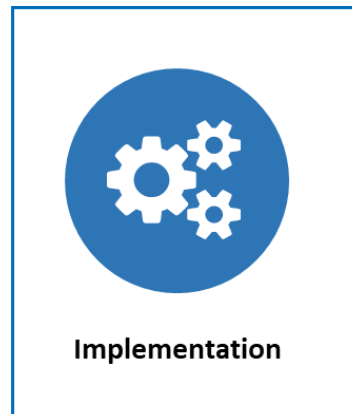
Please note that the Stages and Tasks/Deliverables outlined for each Implementation Phase in the following tables is a detailed list and not all of them may be necessary for the implementation at the City. SoftResources PM will work with the City and the Vendor to provide the right level needed within the hours allotted. The areas of responsibility: (Lead, Coordinate, Advise, and Participate) assigned to the PM, Vendor and City in the following tables may be adjusted during the implementation to reflect the specific needs of the project. Please note that it is expected that the PM, Vendor and City will each be active participants in the project in order to fulfill their roles and responsibiities.

Phase 1 – Implementation Planning

SoftResources PM will work with the Vendor and City to set up the project and provide tools necessary to manage the implementation project. The PM's assistance in this phase is particularly valuable to ensure the project starts strong and is managed properly throughout the implementation. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Pre-Implementation Planning	• Project Charter • Project Governance • Project Timeline – High Level • Risk Management Plan • Quality Control Plan • Communication Plan • Documentation Plan • Change Management Plan • Issues Resolution Plan • Hardware Review • Project Budget Monitoring	Lead	Lead	Participate
B.	Project Initiation	• Project Timeline – Detailed • Project Team Roles and Responsibilities • Task Management • Milestones • Hardware Installation Review • Software Installation Review • Meeting Management • Project Collaboration Tools • Status Reports • Project Kickoff	Lead	Lead	Participate

Phase 2 – Implementation

The Project Manager will work with both the Vendor and the City to facilitate and monitor the progress of the implementation. We will augment City staff as necessary for key tasks that the City may need assistance with. We will help the City keep the project on track and on budget. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Change Management	• Lead overall adoption and usage of new system • Identify changes to business processes, systems, technology, and people working together with the software vendor • Develop a change and communications plan • Perform a Change Readiness Assessment • Facilitate Change Management activities with cross-functional team members and stakeholders	Lead	Participate	Participate
B.	Functionality and Process Review	• Discovery Sessions • Management Reports • Regulatory Reports • Documentation • Questions • Process Improvement Opportunities • Policy or Process Changes • Software Configuration Review	Coordinate	Lead	Participate
C.	Project Monitoring	• Team Scheduling and Assignments • Staff Contact • Project Status Reports (Bi-Weekly) • Project Cost/Invoice Tracking • Milestone Tracking • Issues and Action Items • Decision Log • Project Communication • Manage Change Orders • Resolve Project Staffing • Vendor Compliance Monitoring • Monitor Project Risk • Maintain and Provide Project Records Upon Request	Lead	Advise	Participate
D.	Meeting Management	• Project Status Meetings • Steering Committee Meetings • Executive Meetings • Prepare Notices for Public Meetings • Public Hearing Meetings • Additional Meetings	Lead	Advise	Participate

	Stages	Tasks/Deliverables	PM	Vendor	City
		• Meeting Minutes • Meeting Follow-up			
E.	Security	• Network Security • Software Security • Define Software Role • Define Users • Assign Roles to Users • Disaster Recovery Plans	Coordinate	Lead	Participate
F.	Software Configuration and Data Conversion	• Software Configuration • Interface or Integration • Data Conversion Plan • Legacy Data Scrubbing • Data Extraction Templates • Data Validation • Cut Over Plan • Forms Development • Custom Reports Development	Coordinate	Lead	Participate
G.	Pilot Testing/Procedures Creation	• Testing Plan • Test Scripts • Application Testing – Subject Matter Experts • Application Testing – End Users • Application Testing – External Users • Stress Testing • Test Issues Monitoring	Coordinate	Advise	Lead
H.	End-User Training	• Training Plan • Training Schedule • Training Logistics – Date, Time, Place • Training Materials	Coordinate	Advise	Lead
I.	Go-Live	• Go-Live Checklist • System Cut Over • Go Live Issue Documentation • Future Phase Planning • Optimization Workshop	Coordinate	Lead	Participate

Phase 3 – Post-Implementation

SoftResources will provide Post-Implementation to assist the City as the project transitions from an implementation project to an ongoing maintenance and support operation for the new system. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Post-Implementation Preparation	• Documentation of Outstanding Items (e.g., Issues Log, Errors Log) • Develop On-going Training Plan • Strategy and Buy-in for long-term User Adoption • Prioritize User Groups / Meetings, Community	Coordinate	Participate	Lead
B.	Post-Implementation Audit	• Project Archive (e.g., store project artifacts for posterity) • Project Debrief (e.g., project objectives, effectiveness, lessons learned) • Budget Review	Lead	Advise	Participate
C.	System Adoption	• On-going Support Plan • Usability Testing • Implement On-going Training Plan • 6-Month System Audit • Recommendations for System Optimization	Lead	Advise	Participate

Deliverables

• To be determined based on the services provided

Fees

SoftResources will work with the City to provide Implementation Project Management services as outlined above on a time and materials basis. The following table outlines the fees and estimated travel costs for the project.

Description	Hours	Rate	Fees
PM Services at 40 hours/month x 18 months	720	$175	$126,000
Travel Expense Estimate (estimate 1 visit every 2 months during the implementation)	Estimate 9 Trips	Estimate $2,345/trip	Estimate $21,105
Total Fees and Expense Estimate			$147,105

Travel expenses are billed for reimbursement as incurred (e.g., mileage, hotel, per diem at GSA rates, etc.) and will be billed monthly. Our fees and travel expenses will be billed monthly to coincide with services provided. We estimate one on-site trip (4 days on-site) every other month during the implementation at $2,345 x 9 trips = $21,105.

Termination and Deferral

If the client decides to defer or terminate the contract, SoftResources will cease work on the project and bill for services performed up to the point of termination/deferral.

Confirmation

For your convenience in confirming this arrangement we have enclosed an acceptance page for your signature. Please sign and email a PDF to sarnesen@softresources.com.

Spencer Arnesen, CPA, Principal
SoftResources LLC

Proposal Acceptance Notification

To: Spencer Arnesen
             SoftResources LLC
             Via Email: sarnesen@softresources.com

From: Laura Simpson
             Director, Development Services Department

The SoftResources Project Management Services for the Implementation of Permit Software Engagement Letter dated August 27, 2019 is accepted. This will place the City in the queue for scheduling.

Company	**City of Hayward**	**SoftResources LLC**
Signature		
Printed Name		
Title		
Date		