



Engagement Letter

Implementation Project Management Oversight Services for the Current Tyler MUNIS Implementation Project



City of Independence, Missouri

August 3, 2020

SoftResources LLC
Spencer Arnesen, CPA, Principal
425.216.4030
sarnesen@softresources.com

August 3, 2020

Bryan Kidney, Director of Finance and Administration
 Independence City Hall
 111 E Maple Avenue
 Independence, MO 64050

Dear Mr. Kidney:

SoftResources is pleased to present this Engagement Letter to the City of Independence (City) for Implementation Project Management Oversight Services for the Current Tyler Munis Implementation Project.

SoftResources understands that the City has encountered difficulties implementing its Tyler Munis software, and is looking for additional support to assess the situation and assist in getting the project back on track. In addition, the City may need ongoing periodic Project Management Oversight support to assist in sustaining a successful implementation process through the project go live date.

Scope of Work



Implementation Project Management Oversight Services

Implementation Project Management Oversight Services typically require approximately 10-20% of a full time equivalent (FTE) staff person over the life of the project. This estimate assumes that some weeks the Project Manager could consume 100% of an FTE while other weeks little or no assistance will be required. In addition, we anticipate some of the services may require the SoftResources Project Manager (SR PM) to be on-site at the City, but most services will likely be provided remotely via web conference and email communications. Currently SoftResources anticipates 16-32 hours per month for the SR PM services over the life of the implementation contract. We have planned for more hours initially in order to assess the current state of the Munis implementation and to develop the Implementation Roadmap document that will be used to move the project forward.

Please note, that implementation success is dependent on many factors including the City's Project Manager (City), Project Team, Executive Champion, and City Staff, the Vendor's Project Manager (Tyler) and Team, committed resources, the software fit and so on. The SR PM will work to mitigate implementation risk by advising the City, monitoring project progress, reporting project status at City Council Meetings, augmenting City resources, and working with Tyler to facilitate resolutions of issues.

a. Implementation Project Assessment

Objective: SoftResources will assist the City to complete an assessment of the current state of the implementation and provide a report as follows:

- Project Startup – via web conference conduct team introductions, set expectations for the implementation assessment, discuss resources, roles, responsibilities, review the existing Project Plan, and schedule status updates.
- Discovery – work with the City to schedule remote interviews with key staff, utilize existing supporting documentation to prepare for

	<p>interviews, conduct interviews and assess the current state of the Munis implementation project at the City to date.</p> <ul style="list-style-type: none"> • <u>Tyler Discussions</u> – conduct discussions with Tyler (the Munis Project Team) to assess their understanding of the current environment, resource commitment, next steps, and other analysis based on the Discovery analysis. • <u>Implementation Resource Analysis</u> – conduct analysis to gain insight into the level of resources and staffing being provided by both the City and Tyler at both a project and ongoing level. • <u>Munis Adoption vs. Installation</u> – conduct a high-level audit of how personnel currently use Munis, gain insight into current open issues, and whether Munis has been able to adequately meet the City’s functional needs based on the existing environment. • <u>Implementation Project Assessment Report</u> – using notes from the interviews and discussions prepare a written report (5-10 pages) summarizing current issues (e.g., executive summary, inventory of the issues, recommendations regarding staffing, project management and change management, etc.). Include a roadmap along with a timeline to remedy current project shortcomings. Provide the report via email and web conference to discuss findings and recommendations. Present at City Council virtually.
<p>b. Implementation Project Management Oversight Services</p>	<p>Objective: Following the completion of the Implementation Project Assessment, SR PM may provide any or all the following Project Management Oversight services:</p> <ul style="list-style-type: none"> • <u>City Audit and Finance Committee Project Reporting</u> – complete a monthly one-page written report on the project status to be used in communicating with City Council and support and/or attend Council Meetings (virtually) as requested. • <u>Vendor Statement of Work (SOW) Review</u> – work with the City and Tyler to review and refine the SOW for the ERP software implementation and methodology. • <u>Monitor the Project Plan</u> – advise the City as they maintain the overall Project Plan through completion of the project. Participate in periodic status meetings with the City and Tyler. Help the City to facilitate communication with the City’s internal staff to ensure understanding of assignments, associated due dates and deliverables. Identify and monitor project risks to see they are documented and addressed. • <u>Data Conversion</u> – assist with the review and/or development of a high-level Data Conversion Plan. This Plan will include tasks such as identification of data to be converted, an approach to extraction of data from legacy systems, importing data to replacement applications and testing of converted data. • <u>Testing</u> – assist with the development of a high-level Testing Plan for all stages of the remaining implementation. This Plan will include tasks such

	<p>as development of test scripts, assistance with documentation of testing results, and identification of configuration adjustments required.</p> <ul style="list-style-type: none"> • <u>User Training</u> – assist with the development/refinement of a high-level Training Plan. This Plan will include tasks such as identification of who needs to be trained, what they need to be trained on, who will provide the training, what training materials are required, who will develop the training materials, and when the training will be delivered. • <u>Project Close</u> – assist with the Project Close including review of the Project Plan to ensure all tasks are completed, review of Cutover Strategy to be used by the City to ensure all steps have been properly executed per contract, and participate in the Tyler handoff to the City. Additionally, the SR PM may assist the City to assess the success of the implementation based on defined goals and objectives.
Deliverables	<ol style="list-style-type: none"> 1. Implementation Project Assessment Report (5-10 pages) 2. Ongoing Project Management Oversight Services 3. Depends on services selected

City of Independence Participation and Responsibilities

To successfully complete the engagement, it is expected that the City will:

1. Maintain a City project team and coordinate the project team roles and responsibilities.
2. Continue to engage the services of the Tyler Implementation Team (or suitable vendor) to implement the remaining Munis product modules.
3. Make resources available to SoftResources to enable proper execution of the services outlined above.
4. Be responsible for all tasks not assigned to SoftResources.

Scope Control

If there are services performed at the City’s request, which are outside of those outlined in the “Scope of Work” section, a new or amended Scope of Work will be created.

Fees

SoftResources billing rate is \$195/hour and all services will be billed on a Time and Materials basis. This will allow the City flexibility in the services they request. Depending on the phase of implementation and services requested by the City, some months the hours expended will be more than in other months of lower intensity. Hourly assumptions are as follows:

- Implementation Project Assessment and Report – assumes 100-150 hours
- Ongoing Implementation Project Management Oversight – assumes 16-32 hours/month

Travel expenses will be billed as incurred and added to the time and materials fees for the project. At this time, we expect that the majority of the services provided will be performed remotely. Travel expenses are comprised of airfare, hotel, mileage, parking, tolls, and per diem for meals and sundry expenses.

Our fees and expenses will be billed monthly based on the hours of work completed the previous month. (Payment is due net-15 days of invoice date.)

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. If the project is deferred additional fees may be necessary to restart the project.

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

Acceptance Page

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

From: Bryan Kidney, Director of Finance and Administration
City of Independence, Missouri

The SoftResources Engagement Letter for Implementation Project Management Oversight Services for the Current Tyler MUNIS Implementation Project dated August 3, 2020 is accepted.

Company	City of Independence, Missouri	SoftResources LLC
Signature	 <small>Digitally signed by Bryan Kidney DN: cn=Bryan Kidney, o, ou, email=bkidney@indepmo.org, c=US Date: 2020.08.10 18:57:45 -05'00'</small>	
Printed Name	Bryan Kidney	
Title	Director of Finance and Administration	
Date	08/10/2020	