

EXHIBIT B-1 – Additional Project Scope and Cost Information

The purpose of Exhibit B-1 is to summarize additional project scope and cost-related information supporting the Scope of Services as defined in Agreement Exhibits A, A-1 and B.

1. **ADDITIONAL SERVICES.** The City has determined that additional services beyond those requested in the RFP may be needed to complete the project. In discussions with ISG, the following areas were identified as possible additional services that could be supplied by ISG:

- A. Additional Hourly Support for Acquisition – ISG’s proposal was based on dedication of a full-time senior resource to meet the City’s project management needs for the ERP initiative. Unforeseen time constraints or organizational requirements could compress the project timeline or add project activities that were not originally contemplated. ISG can provide additional functional, technical, or administrative support to enable the City to achieve its timeline and organizational goals for the software and integration services acquisition process.
- B. Organizational Change Management (OCM) Support – ISG’s proposal includes management and oversight of OCM activities as consistent with the project management role. However, OCM activities are viewed as essential to the success of an ERP initiative and may require City representation to align with the OCM methodology and services provided by the systems integration firm, if included in their proposed services. If needed, ISG can lead the design and implementation of an OCM program as well as provide targeted OCM support in the following areas:
 - 1) Readiness Assessment – ISG can conduct a survey and/or focus group facilitation to assess the level of the City’s preparation for the initiative in areas of culture, leadership, communications, resources, process, etc.
 - 2) Training – ISG can support City commitments requiring staff participation in training development and delivery of end-user training, which is typically a shared responsibility between the systems integrator and the client.
 - 3) Communications – Internal and external communications will be needed throughout the implementation to support the organizational change effort. These communications include sponsors, functional stakeholders, end-users, and external parties (e.g., vendors, constituents). Although communications strategies and messaging are often provided by the systems integrator, ISG can support City responsibilities to validate messages, manage audiences, monitor feedback or assist with other communications needs.
 - 4) Organizational Alignment and Role Mapping – Implementation of a new ERP system will significantly change the City’s current business processes. The systems integrator will configure the ERP software in accordance with the new business processes and create the necessary user roles in the system. The City will be responsible for evaluating organizational structure and job changes resulting from new business processes. ISG can assist the City in mapping end-user to new system roles and evaluating organizational changes that are needed to effectively manage and control the new business processes.

C. Technical Support – The chosen systems integrator will be responsible for understanding implementing, and training City staff on the new ERP technology. However, the City technical staff will be responsible for providing knowledge of the legacy systems and data. ISG can provide support for the necessary technical activities resulting from the project (e.g., Forms, Reports, Interfaces, Conversions, Extensions, and Workflows). ISG can:

- 1) Facilitate analysis of existing interfaces;
- 2) Design, manage, and assist data clean-up for conversions;
- 3) Catalog and analyze reports; and
- 4) Supplement the capabilities and bandwidth of the City technical staff.

D. Additional Functional Expertise – During the ERP initiative, the City may experience the need for ISG to provide additional functional expertise during times of increased project demands where City experts do not have bandwidth to dedicate to the implementation. Likewise, the City may need to supplement its functional expertise with ISG resources possessing the requisite skills and experience to represent the City during the implementation.

2. **RATE CARD FOR ADDITIONAL SERVICES.** Any additional services requested by the City that extend beyond the scope originally contemplated in Exhibits A and B shall be agreed upon prior to the provision of any additional services.

The City and ISG will agree on timeframes and an approximate level of effort to complete the additional services. ISG will recommend the necessary resource type(s), whether the service will be delivered onsite or offsite, and will provide an estimate of the total cost of additional services.

The following rate card (in \$ USD) will be applied in determining the cost of additional services:

Role	Offsite Rates	Onsite Rates
Partner	\$255.00	\$295.00
Project Manager	\$210.00	\$250.00
Functional Architect	\$190.00	\$225.00
Functional Analyst	\$180.00	\$215.00
Technical Architect	\$195.00	\$230.00
Technical Analyst	\$185.00	\$220.00
Organizational Change Lead	\$190.00	\$225.00
Organizational Change Analyst	\$180.00	\$215.00
Training Developer/Delivery	\$140.00	\$190.00
Administrative Support	\$95.00	\$135.00
Project Manager – Global Delivery Group	\$69.00	N/A

Role	Offsite Rates	Onsite Rates
Functional Analyst – Global Delivery Group	\$54.00	N/A
Technical Analyst – Global Delivery Group	\$58.00	N/A
Administrative Support – Global Delivery Group	\$29.00	N/A

Note that onsite rates are inclusive of all travel and incidental costs associated with ISG resources working onsite in the City offices.

3. **VALUE-ADDED OFFERINGS.** During contract negotiations, ISG offered additional services and benefits that were not included in the original scope of the RFP. However, the City identified these as bringing additional value to the relationship and are hereby added to the scope of the Agreement between the City and ISG. These “value-added” offerings are summarized as follows:

- A. Access to ISG Training Center and/or ISG Digital Experience spaces for off-site planning and review sessions during the Acquisition phase.
- B. Access to ISG Training Center and/or ISG Digital Experience spaces for executive work sessions during the Implementation phase.
- C. Access to ISG Training Center and/or ISG Digital Experience spaces during end-user training (based on availability).
- D. Todd Lavieri will serve as ISG Executive Sponsor for delivery of services to the City, including an advisory role to City leadership, as needed.