



Exhibit A - Scope of Work

Human Resources Software Assessment



City of Alameda, California

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Exhibit A - Scope of Work

SoftResources will provide the following services to provide HR Assessment and selection services for the City of Alameda, California (City). Common tasks within different phases may be performed concurrently.

Phase 1 – Project Set Up

Key objectives of this phase are to ensure the project kicks off smoothly and all tasks and roles between SoftResources and the City are clearly defined and communicated.

1.1. Project Initiation and Management

Estimated Timeline: 1-2 weeks

SoftResources will work with the City to establish the Project Plan that will govern the project. The following specific items will be addressed via teleconference:

- a. Team Introductions. Conduct Project Team introductions and collect contact information.
- b. Project Initiation. Coordinate with the City to initiate the project and review the contracted Scope of Work. We will discuss drivers and objectives, constraints and resource availability, timeline, and expectations.
- c. Manage Project. Manage the project through successful and timely completion and maintain project related communications with the City via email or teleconference.

Phase 2 – Requirements Analysis

Estimated Timeline: 2-4 weeks

SoftResources will assess the City's current HR environment to identify the key requirements and processes needed for an HR system. SoftResources will perform the following tasks:

2.1. Documentation Review

SoftResources will review documentation specific to the City's HR assessment project to familiarize ourselves with the current environment, business needs, and strategic goals. The type of documentation that supports this review includes any or all of the following:

- ✓ Requirements Data
- ✓ Organization Charts
- ✓ Existing Workflow Assessments and Business Process Maps
- ✓ Current System(s) Diagrams
- ✓ Commissioned Reports
- ✓ Strategic Plans

2.2. On-site Interview Workshops

SoftResources will work with the City to set up the On-Site Interview Workshops. Based on initial discussion with the City, we have planned for two (2) days of interviews. During the interview workshops we will gather the business requirements necessary for the City's HR system. Specifically, SoftResources will do the following:

- a. Identify Interview Attendees. Identify City personnel who will attend the interview workshop sessions. This may include project team members, stakeholders, executive management, technical staff, department heads, key users, subject matter experts (SMEs), IT, etc.
- b. Develop Interview Schedule. Work with the City to develop and finalize the 2-day on-site interview schedule. The City can expect approximately 8-12 sessions, each lasting 1-2 hours, over the 2 days. Sessions will be grouped by department and/or by functional area in order to allow for cross-department collaboration. The City will distribute the final schedule to attendees.
- c. Provide Interview Memo. Prepare an Interview Memo that can be used to invite City personnel to the workshop sessions. The Memo offers thought provoking questions that help to prepare staff to discuss their area of expertise and core responsibilities during the interviews.
- d. Conduct On-site Interview Workshops. Send the SoftResources team to City offices to conduct the on-site Interview Workshops as scheduled. Using template questions and our experience, we will engage interview attendees using interactive-style interviewing and record the exchange of information and data as follows:
 - ✓ Review current HR system environment
 - ✓ Discuss current business processes
 - ✓ Consider system integration requirements to SunGard Financials and Payroll
 - ✓ Review support and infrastructure requirements with IT
 - ✓ Gather user needs and vision for an HR system
 - ✓ Provide verbal discussion of key system features available in modern HR/Payroll applications
 - ✓ Conduct follow up calls with various personnel for clarification and/or additional details as needed

**Deliverables: Interview Schedule
Interview Memo
On-site Interview Sessions**

2.3. Key Requirements Document

SoftResources will develop the Key HR Functional and Technical Requirements document that will be used to assess the City's HR software options. Specifically, SoftResources will do the following:

- a. Requirements Definition. Develop the Key HR Functional and Technical Requirements Document using the analysis gathered during on-site interviews, documentation review, and our HR software evaluation experience. Developed in table format and purposefully kept to 4-10 pages, this document lists the City's key requirements for technology, module/functional needs, business process needs, implementation, vendor viability, pricing, etc. All requirements will be prioritized with a ranking of R=Required, I=Important, N=Nice to Have, and E=Explore.
- b. Deliver Key Requirements Document. Deliver Key HR Functional and Technical Requirements document via email and conference call for feedback from the City. We will edit the Key Requirements with City feedback and send to the City for final approval.

Deliverable: Key HR Functional and Technical Requirements Document

Phase 3 – HR Software Assessment

SoftResources will assess the City's HR software options including the possible development of a stand-alone solution, and the requirement to integrate with the SunGard financial system. SoftResources will do the following:

3.1. Research with SunGard

SoftResources will conduct discussions with the City's current financial and payroll software vendor, (SunGard), to understand integration points and to gain insights for opportunities to develop HR/Benefits functionality using SunGard tools.

3.2. HR Vendor Research

SoftResources will review recent HR software selection projects conducted for similar municipalities and contact a few (3-4) of the major HR vendors on the market to gather information regarding the possible functional module fit for the City and ballpark estimated costs to license and implement a new HR system. (Please note we are not conducting a specific software selection project at this stage.)

3.3. Assessment Report

SoftResources will compile the assessment analysis and prepare a written HR Software Assessment Report (10-25 pages). We will present the report on-site to the City. Our reports are customized to each individual client's needs, but at this time we anticipate the report will include:

- ✓ High-Level Current HR System Assessment
- ✓ HR Vendor Market Assessment
- ✓ High-Level Cost Estimates
- ✓ Advantages/Disadvantages for Selecting New HR Solution
- ✓ Recommendations and Next Steps

Deliverable

- **HR Software Assessment Report**

Additional Software Selection Services

If the City determines to select new HR software, SoftResources will support the City through the HR software selection process. Vendor selection can be accomplished in a number of ways depending on our client's purchasing requirements. SoftResources will work with the City to determine the best approach. The City may elect to:

Conduct Vendor Evaluation. SoftResources will use the Key Functional and Technical Requirements document developed in Phase 2 to evaluate the City's HR software vendor options. We will develop a Long List of HR Vendors based on our experience and the City's key requirements. We will work with the City to determine if they would like SoftResources to conduct specific vendor analysis, or if they would like to use an RFP/RFI approach.

Vendor evaluation includes direct contact with the vendors in detailed phone conversations with vendor development and technical personnel to clarify vendor viability, key requirements fit, cost and implementation assumptions and so forth. These detailed discussions with the vendors is the best way to mitigate the risk of inaccurate assumptions about the requirements and the vendors' answers, and enable us to gain added insight to the vendor's fit to the City's critical requirements.

Short List Recommendation and Presentation. Based on the Vendor Evaluation, SoftResources will prepare a Short List Recommendation and recommend approximately 3 vendors to the City that best meet the City's key requirements to move to the next steps of the on-site software demonstrations. The Short List Recommendation will include the following:

- ✓ Short List Vendor Comparison Chart –provides a side-by-side comparison of the short listed vendors as compared to the City's key requirements.

- ✓ **Pricing Analysis** – A review of the estimated cost for each of the Short Listed vendors in an equalized format.

Software Demos. SoftResources will work with the City to develop a custom software Demo Script. The Demo Script provides a structure for the vendor demos allowing the City to evaluate the short listed software based on the City's specific needs and facilitates an equal comparison of the vendor solutions. SoftResources will attend and facilitate the software demos on-site at the City. After the last demo, SoftResources will facilitate a demo review session with City staff to review the demos and discuss next steps in the software evaluation process. Ideally, the City will determine the top 1 or 2 vendors to conduct due diligence and final decision analysis.

Decision Consulting. SoftResources will advise the City through vendor due diligence and final decision activities including reference checks, follow-up demos, project team meetings (via conference call), and other activities. We will continue to manage ongoing vendor communications. The City will make the final decision.

Contract Negotiations. SoftResources offers software contract review and negotiation services based on each client's specific needs in the following ways:

- Perform a review of the contracts from the final selected vendor. The contract documents typically include the following: Software License Contract or Service Level Agreement (Cloud solutions), Annual Maintenance Contract, and Implementation Services Contract. We also recommend that the City negotiate the Statement of Work prior to signing the software license contracts.
- Prepare a written document of review comments for the City to consider for the software negotiation process and hold a conference call to discuss the key points that should be negotiated. Please note that SoftResources is not a law firm; the City's legal counsel should have final review of the contract.
- Conduct direct contract negotiations with the City and the final selected software vendor.

City's Participation and Responsibilities

In order to successfully complete the engagement it is expected that the City will:

1. Put together a project team and manage the project team roles and responsibilities.
2. Make available all of the criteria considered important to the final decision.
3. Ensure employees are available for interviews.
4. Review and approve the HR Software Assessment Report.

Be responsible for all the other phases and steps not assigned to SoftResources.

Pricing

For this project SoftResources is proposing Fixed Fee billing for the Software Assessment and Time and Materials billing for the software selection services in order to allow for flexibility in the services requested.

Software Assessment Services Fees

The following table lists the fixed fees for the Software Assessment services outlined in this proposal.

Phase	Description	Fee Estimate
1	Project Set Up	\$2,000
2	Requirements Analysis	\$10,250
3	HR Software Assessment	\$17,500
	Total Fixed Fees:	\$29,750

Software Selection Services Fees

After completion of the Software Assessment, SoftResources will provide Software Selection services on a Time and Materials basis at the following hourly rates:

Personnel	Hourly Rate
Principal/Director	\$175
Manager	\$150

Billing

Our fees and expenses will be billed monthly on a percent complete of Fixed Fees for services provided or the number of hours completed during the previous month for Time and Materials services. Travel expenses have not been included in this proposal. We expect the following on-site trips:

- On-site Requirements Interview Workshops 2 days on-site
- Assessment Report Presentation 1 day on-site

Termination and Deferral

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