

## City and County of San Francisco



London Breed, Mayor

## Human Services Agency

 Department of Human Services  
 Department of Disability and Aging Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

## MEMORANDUM

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** INGRID MEZQUITA, EXECUTIVE DIRECTOR, OECE  
 ESPERANZA ZAPIEN, ACTING DIRECTOR OF CONTRACTS<sup>s</sup>

**DATE:** JULY 17, 2020 EL

**SUBJECT:** NEW CONTRACT: SUBVERTICAL, LLC (FOR-PROFIT) TO PROVIDE CHILD CARE ENROLLMENT DATABASE MANAGEMENT 19-21

**CONTRACT TERM:** 4/1/2020 – 6/30/2021

**CONTRACT AMOUNT:**

	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$454,650	\$45,465	\$500,115

**ANNUAL AMOUNT:**

	<u>FY19-20</u>	<u>FY20-21</u>
	\$116,250	\$338,400

**Funding Source**

	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$372,813	\$81,837		\$45,465	\$500,115
<b>PERCENTAGE:</b>	82%	18%			100%

The Department of Human Services (DHS) requests authorization to enter into a contract with Subvertical, LLC for the period of April 1, 2020 to June 30, 2021, in an amount of \$454,650 plus a 10% contingency for a total amount not to exceed \$500,115. The purpose of the contract is to provide a child care enrollment database for the Office of Early Care & Education (OECE).

**Background**

OECE contracts with two agencies that administer federal, state, and local childcare subsidies. Currently, data on these subsidies and the families they serve are tracked in three different, unconnected data systems; OECE only has direct access to one of these three systems. This lack of direct access to data on families and subsidies hinders OECE's ability to communicate with the public, answer data questions from state and local leaderships, and make planning decisions.

For instance, compiling monthly enrollment counts requires an involved process of downloading, merging, de-duplicating, cleaning, cross-referencing, and correcting data from these sources.

This makes it either exceedingly difficult or impossible to obtain the data necessary to answer any unanticipated business questions that come from OECE/HSA leadership, the ECE community, City Hall, or the general public.

### **Services to be Provided**

Subvertical, LLC will design, develop, launch, and maintain a centralized system that not only stores information in an organized, accessible way, but allows OECE's partners and contracted service providers to efficiently record and report child enrollment, attendance, and payment, among other things. Subvertical, LLC will do this work virtually. The development stage of the project should be completed by January 2021, with training and maintenance occurring subsequently.

The development involves the following modules:

- (1) Child, Family, Site/Agency, Session/Class Enrollment Module: Collection of contact data on sites and the families enrolled at each site. This includes their schedules and assigned subsidies information.
- (2) Need and Eligibility Module: Collection of data on families' need and eligibility for certain subsidies, including in-form calculations, and creation of funding certificates as appropriate.
- (3) Staff/Teacher & Assessment Module: Information on which educators are assigned to which sites and sessions. Also a place for educators to record student assessments such as DRDP and the ASQ, to input QRIS data and forms if necessary.
- (4) Attendance Module: A workflow for teachers to collect data on attendance and absences, including e-signature for parents dropping children off, rosters, and meal tracking.
- (5) Payment Processing and History Module: Workflow for calculating subsidy payments to providers, including invoice generation, adjustments, and accurate and flexible payment history.

### **Selection**

Contractor was selected through Request for Qualifications #829, which was competitively bid on November 29, 2018.

### **Funding**

Funding for this contract is provided by a mix of Local funds (PEEF) and State funding.

### **ATTACHMENTS**

Appendix A – Saas Implementation and Training Services

Appendix B – Saas Application & Hosting Services

Appendix C – Calculation of Charges

**Appendix A**  
**SaaS Implementation/Post Implementation Support & Training Services**

- I. **SaaS Implementation and Training Services** - Implementation includes the following services which are described in detailed in the following corresponding sections:
- a. User Accounts, Configuration, Development of Test Scenario/User Stories, and User Testing and Acceptance
  - b. Premium Support
  - c. Report Writing
  - d. Administrative User Training
  - e. Feature Development and Integrations
  - f. Travel

Where applicable the specific section of the RFQ where a service or requirement is identified.

Estimated Completion Date is the target month in which we expect the work to be completed. Actual completion dates for implementation and training may vary depending on the availability of stakeholders, suggestions or requests from City and other factors. The work itself may be started and billed for in previous months.

**a. User Accounts, Configuration, Development of Test Scenario/User Stories, and User Testing and Acceptance.**

Contractor will assist City's Authorized Users in creating user accounts that will allow them access to SaaS Software through City's subscription. The subscription includes the features referenced in Appendix B.

This section includes the implementation work required to set up and configure VerticalChange using existing and new capabilities and features as they are developed to best fit the needs of the project and stakeholders. This configuration and support work, including the development of test scenarios/user stories, user testing and acceptance, imports and workflow creation, will take place in an iterative fashion with weekly client feedback.

<b>Item</b>	<b>Description</b>	<b>Est. Completion</b>
Configure Need and Eligibility Module	Configure forms with calculations that will determine and track need and eligibility information for families and children participating in subsidy programs	April 2020
Configure QRIS Module	Copy over forms, reports, and workflows for QRIS from a current system template and customize as needed	April 2020

Configure Site and Agency Module	Allows ECE program users and administrative users to enter and update contact information, information needed to process payments, state and federal contract information, holiday and closure calendars, and other fields	April 2020
Configure Staff/Teacher Module	Allow ECE program users, ECE teaching staff users, and administrative users to enter and update Staff/Teacher forms to track ECE programs' administration and teaching staff information for individual staff	April 2020
Configure Session and Class Module	Allow ECE program users and administrative users to enter and update curriculum, schedule and other information for sessions and classrooms	April 2020
Configure Attendance Module	Allows ECE program users and ECE teaching staff users to track and store attendance data for reporting and viewing as needed, including e-signature for parent sign in/sign out.	May 2020
Configure Payment Processing and History Module	Configure forms with calculations that will track payments, adjustments, and history for families, children, and sites participating in subsidy programs	May 2020
Create Workflow Visuals	Throughout the configuration and development process, use feedback from partners to create clarifying process and workflow visualizations to aid in configuration.	May 2020
Development, Configuration, Reporting Feedback	A period of 2 months where the focus is on development, configuration, and report views for specific features, such as payment approval, notifications and reminders, and email and text communication.	May 2020
Create Field Library for Integrations	Throughout the configuration process, create a field library of all fields in the VerticalChange system along with their names and location in other systems to allow for easier integration	May 2020
Create User Accounts	Create User Accounts	May 2020
Create and Assign User Roles and Permissions	Create the various user roles and permissions as determined by OECE staff	May 2020
Legacy Data Import - Cocoa	Import legacy family, child, eligibility, payment, and attendance data from Cocoa for both Wu Yee and Children's Council	June 2020

	into VerticalChange. Validate that the data was imported correctly.	
Legacy Data Import – Care Control 3	Import legacy family, child, eligibility, payment, and attendance data from Care Control 3 for both Wu Yee and Children’s Council into VerticalChange. Validate that the data was imported correctly.	June 2020
Create Feature Mockups	Create mockups of planned development to ensure it meets all requirements and receive partner feedback. SF OECE will filter which feedback is appropriate to include in development plans.	June 2020
Weekly Trainings and Feedback Sessions	From April to December 2020, Customer Team will host weekly trainings and feedback sessions to onboard a new partner group each month as dictated by SF OECE and get their feedback to steer configuration and development.	December 2020
Weekly Feedback and Support Sessions	From January to June 2021, Customer Team will host weekly feedback and support sessions to hear feedback from users and provide support or additional trainings as needed for all partners.	June 2021

**b. Premium Support**

All Administrative user accounts will have access to Technical and User Support services as described below. The Premium Support details described below will control if there is any conflict between these details and any conflicting requirements in the Agreement, including Appendices.

- a. Live in-app chat support is available Monday-Friday, 8 a.m. - 5 p.m. PST
- b. Additional support is provided via email, phone, and/or remote screen-sharing
- c. Online help articles and videos
- d. One hour (60 minute) response time for critical issues
- e. 24-hour system monitoring and uptime alerts
- f. Regular system updates and improvements

**c. Report Writing Detail**

The following table includes the items of work required to outline, build, and implement the various reports described in the RFQ

Report Type	Description	Hours
End user formula-based reports	10-15 custom SQL reports including: the aggregation of enrollment information based on child attribute data	April 2020 – May 2020

	(age, eligibility, etc.). Custom report specifics to be determined in collaboration with SF OECE and partners.	
End-user fiscal reports	10-20 custom SQL reports including: mathematical operations such as summation, averaging, weighted averaging and use of multipliers, and can include if/then logic to set maximum limits. Custom report specifics to be determined in collaboration with SF OECE and partners.	April 2020 – May2020
Custom State-Required Reports	Notice of Actions (NOA) (CDE 7617) Confidential Application Child Development Services & Certification of Eligibility (CDE 9600) 801A Monthly Report 8501 Attendance and Fiscal Quarterly Report 8501 SF Attendance and Fiscal Quarterly Report 9400 Enrollment and Attendance Register 9500 Attendance and Fiscal Report Desired Results Developmental Profile Tech Export Custom report specifics to be determined in collaboration with SF OECE and partners.	April 2020 – May2020
Standard reports	10 custom SQL monthly extracts based on OECE requirements. Report specifics to be determined in collaboration with SF OECE and partners.	April 2020 - June 2020
End user reports	30 on-demand end-user custom SQL reports. Report specifics to be determined in collaboration with SF OECE and partners.	June 2020- December 2020
Repository with monthly snapshot of production data	Develop custom monthly repository of SF OECE data in SQL tables, accessible by SF OECE Specific format needed to be determined in collaboration with SF OECE and partners.	June 2020- June 2021
DF: Custom End-User Reports	Custom End-User Reports. Report specifics to be determined in collaboration with SF OECE and partners.	June 2020- June 2020

**d. Administrative User Training Items**

The following table describes the trainings available and the total hours agreed upon in the proposal. Training requirements will be decided by OECE ongoing and billed for services provided. Estimated hours provide for the training outlined in the attached Implementation Checklist.

Item	Description	Timeline
Documentation	Custom documentation for specific workflows, including in-app tutorials and user guides.	April 2020 – December 2020
In Person Training	VerticalChange staff provide in-person training,	April 2020 –

	including in-app workflow walkthroughs and hands on practice sessions	December 2020
Remote Training	VerticalChange staff provide remote training over zoom, including in-app workflow walkthroughs and hands on practice sessions for agencies coming on during soft-launch	April 2020 – December 2020
Follow-Up Trainings As Needed	VerticalChange staff provide remote trainings over zoom, including in-app workflow walkthroughs and hands on practice sessions for agencies who need additional support after the hard launch in January 2021.	January 2021 – June 2021

**e. Feature Development and Integrations**

This section includes all of the proposed development and integration work, including items included in the cost estimate provided in the contract as well as additional items listed as desired in the RFQ. Items with the New status were not include in the original scope but have been added based on client feedback and new requirements.

Deliverable	Description	Timeline	Status
Modify the electronic signature feature for use by parents accessing via a PIN	Develop an interface for parents to track child attendance via a PIN, using existing electronic signature functionality.	April 2020	Scoped: Not Started
Enhancements to payment processing and invoicing tools	Develop custom invoicing tools as per SF OECE specifications. Create specialized exports from VerticalChange for use by ACH bank transactions	April 2020	Scoped: Not Started
Mobile-friendly VC application for e-signature	Develop a custom application to access VerticalChange on any mobile device for e-signature attendance tracking	April 2020	Scoped: Not Started
Attendance/ Sessions/ Registration Improvements V1	Version 1 of improvements to the Attendance module, Sessions and Registrations workflow to fit SF OECE workflows	April 2020	New: Not Started
Advanced Contact Search	Advanced filters in Contacts Grid to search for contacts by more than just Name, Type and Program	April 2020	New: Scoped Not Started
Permissions Improvements	Permissions by Location, improvements to assign permissions and manage staff	April 2020	New: Not Started
Expand case note abilities	Additional abilities for hiding/showing case note history based on: contact type and user. Create multiple different types of Notes Forms controlled by	April 2020	Scoped: Not Started

	permissions.		
Add additional search/filtering tools to case notes	Add new search and filter capabilities to case notes on the contact dashboard as well as a new aggregate user interface for searching case notes	April 2020	Scoped: Not Started
Advanced Duplicate Checker	Feature for checking for duplicates across the system for admins, and capabilities to merge duplicates	May 2020	Scoped: Not Started
SFUSD integration	Integrate data from SFUSD	May 2020	Scoped: Not Started
Head Start and to be determined ECE programs integration (different systems)	Integrate data from up to 3 Head Start agencies with different systems and/or additional ECE programs	May 2020	Scoped: Not Started
Children's Council Integration	One-way integration (ingest) with MCT Care Control 3	TBD	Scoped: Not Started
Integration with OECE-funded central eligibility and waiting list	Integrate data related to child and family eligibility and wait list data.	May 2020	Scoped: Not Started
Expanding email functionality	Expand existing email functionality to allow for emails to contacts, in addition to staff and participant users	May 2020	Scoped: Not Started
Incorporate text messaging and robocalling with email functionality	Expanding existing email functionality to include text messaging and robocalling.	May 2020	Scoped: Not Started
In-App Notifications and Tasks Management	In-app notifications for reminders, deadlines, etc. and improvements to the Tasks feature	May 2020	New: Not Started
Enhancements to multi-factor authentication (MFA) for user accounts	Enhance user account management to handle MFA, as per specific requirements of SF OECE	June 2020	Scoped: Gathering Requirements
Integration with California Workforce Registry	Integrate data related to staff qualifications and professional development.	June 2020	Scoped: Not Started
Visual VC Dashboards	Adding embedded dashboards into the app for easy access to review visual report data per child, family, site, and user.	July 2020	New: Not Started
Translation of VerticalChange	Develop language translation into Spanish and Chinese for only the areas of the system used by Site Users.	December 2020	Scoped: Not Started
Attendance/	Version of improvements to the	December	New: Not



Sessions/ Registration Improvements V2	Attendance module, Sessions and Registrations workflow to fit SF OECE workflows	2020	Started
Mobile-friendly VC application improvements	Completion of Mobile access improvements and user interface updates to allow for accessing the system on mobile devices.	December 2020	Scoped: In Progress
API-based data exports	Ability to generate export reports easily either manually or automatically using an API to several other data systems	December 2020	Scoped: Not Started
Ongoing Development Improvements from Feedback	Changes and improvements to existing scoped development projects and features based on user feedback through soft launch and after hard launch	June 2021	New: Not Started

**e. Travel**

Staff travel to San Francisco for partner meetings and trainings is anticipated to occur on average once a month through June 2020. Based on past trips, we estimate a single-day trip for one staff person will cost \$500 round trip for airfare and \$100 per diem for food and ground travel for a total of \$600. A multi-day trip would add \$200 per night for hotel accommodations to this total.

**II. Implementation and Training Timeline**

The Implementation Plan includes the detailed outline of the process steps needed to progress from our current status to the hard system launch to all ISA's and ECE Program staff. The VerticalChange process utilizes the agile development methodology and structures implementation around weekly and bi-weekly work periods (sprints) that rely on regular feedback from partners to make quick progress towards project goals while allowing for flexibility to handle new or shifting requirements that occur during the lifecycle of the project.

To make this process work with a project of this size and complexity, it has been broken down into manageable modules that will be worked on in order to simplify collecting detailed requirements, configuring the system, writing reports, and getting user feedback.

Development items will be incorporated into the configuration and testing process as they become available and are relevant for the module in progress. Integrations and reports will be worked on in tandem with each module's configuration and then finalized once the full system is completed and no further changes are expected.

All participating entities will be referred to using their acronyms for the purpose of space.

<b>Task</b>	<b>Participants</b>	<b>Start By</b>	<b>Complete By</b>
<b>Configure Need and Eligibility Module</b>		<b>April 2020</b>	<b>April 2020</b>
Session #1: Review and clarify current need and eligibility data collection and reporting processes and requirements with partners	VC, SF OECE, Providers (Title 5s, HS, SFUSD)		
Session #2: Review and clarify current need and eligibility data collection and reporting processes and requirements with partners	VC, SF OECE, ISA's		
Configure forms and workflows, including LUA script calculations	VC		
Weekly Review	VC, SF OECE		
Present for user testing and feedback with test accounts provided	VC, SF OECE, ISA's, Providers		
Update configuration with feedback	VC		
Weekly Review	VC, SF OECE		
Final testing and feedback	VC, SF OECE, ISA's, Providers		
Configuration approved or additional configuration time added	SF OECE		
<b>Update Field Library with Need and Eligibility fields for Integration Work</b>		<b>April 2020</b>	<b>April 2020</b>
Update the field library that matches fields configured in VerticalChange against fields in the Waitlist, CC3, and Cocoa to ensure all required data fields are configured correctly and ready for integration work.	VC		
<b>Configure QRIS Module</b>		<b>April 2020</b>	<b>April 2020</b>
Copy QRIS system template into SF OECE VC system, including reports	VC		
Present for user testing and feedback with test accounts provided	VC, SF OECE, SF F5		
Update configuration with feedback	VC		
Weekly Review	VC, SF OECE		
Final testing and feedback	VC, SF OECE, SF F5		
Configuration approved or additional configuration time added	SF OECE		

<b>Configure Site/Agency, Staff/Teacher, Session/Class Module</b>		<b>April 2020</b>	<b>April 2020</b>
Review and clarify current need and eligibility data collection and reporting processes and requirements with partners	VC, SF OECE, Providers (Centers, FCCs, FCCQN, HS, SFUSD, Help Desk, F5)		
Review and clarify current need and eligibility data collection processes and requirements with partners	VC, SF OECE, ISA's		
Configure forms and workflows	VC		
Weekly Review	VC, SF OECE		
Present for user testing and feedback with test accounts provided	VC, SF OECE, ISA's, Providers		
Update configuration with feedback	VC		
Weekly Review	VC, SF OECE		
Final testing and feedback	VC, SF OECE, ISA's, Providers		
Configuration approved or additional configuration time added	SF OECE		
<b>Update Field Library with Site/Agency, Staff/Teacher, Session/Class fields for Integration Work</b>		<b>April 2020</b>	<b>April 2020</b>
Update the field library that matches fields configured in VerticalChange against fields in the Waitlist, CC3, and Cocoa to ensure all required data fields are configured correctly and ready for integration work.	VC		
<b>Configure Attendance Module</b>		<b>April 2020</b>	<b>April 2020</b>
Review and clarify current attendance data collection and reporting processes and requirements with partners	VC, SF OECE, ISA's, Providers (Centers, FCCs, SFUSD, HSs, FCCQN, and Help Desk)		
Configure forms and workflows	VC		
Weekly Review	VC, SF OECE		
Present for user testing and feedback with test accounts provided	VC, SF OECE, ISA's, Providers		
Update configuration with feedback	VC		
Weekly Review	VC, SF OECE		

Final testing and feedback	VC, SF OECE, ISA's, Providers		
Configuration approved or additional configuration time added	SF OECE		
<b>Implement and Test E-Signature Feature</b>		<b>May 2020</b>	<b>May 2020</b>
Implement pin signature feature with attendance module	VC		
Present for user testing and feedback	VC, SF OECE, ISA's, Providers (Centers, FCCs, SFUSD, HSs, FCCQN, and Help Desk)		
Feature approved or sent back for revisions	SF OECE		
<b>Update Field Library with Attendance fields for Integration Work</b>		<b>May 2020</b>	<b>May 2020</b>
Update the field library that matches fields configured in VerticalChange against fields in the Waitlist, CC3, and Cocoa to ensure all required data fields are configured correctly and ready for integration work.	VC		
<b>Configure Payment Processing and History Module</b>		<b>May 2020</b>	<b>May 2020</b>
Review and clarify current payment processing and history data collection and reporting processes and requirements with partners	VC, SF OECE, ISA's, Help Desk		
Configure forms and workflows, including LUA script calculations	VC		
Weekly Review	VC, SF OECE		
Present for user testing and feedback with test accounts provided	VC, SF OECE, ISA's, Help Desk		
Update configuration with feedback	VC		
Weekly Review	VC, SF OECE		
Final testing and feedback	VC, SF OECE, ISA's, Help Desk		
Configuration approved or additional configuration time added	SF OECE		
<b>Complete Initial Integrations with Waitlist, Head Starts (Child Plus</b>		<b>April 2020</b>	<b>June 2020</b>

<b>and Kai Ming system), SFUSD, and</b>			
Update the field library that matches fields configured in VerticalChange against fields in the Waitlist, CC3, Child Plus, and Cocoa to ensure all required data fields are configured correctly and ready for integration work.	VC		
Work with MCT, WestEd, and Kai Ming to get test exports in the best format for importing into VerticalChange	VC, MCT, WestEd		
Set up and run test imports to ensure all required data fields are configured correctly	VC		
<b>Report Writing for required SF OECE and Partner reports</b>		<b>April 2020</b>	<b>June 2020</b>
Review and clarify reporting requirements with programs and providers	VC, SF OECE, Providers (Centers, FCCs, SFUSD, HSS, Title 5s, and Help Desk)		
Review and clarify reporting requirements with ISA's	VC, SF OECE, ISA's		
Review and clarify reporting requirements with SF OECE	VC, SF OECE Fiscal Strategies Team		
Outline and build one report or group of similar reports at a time	VC		
Present each report for user testing and feedback	VC, SF OECE, ISA's, Providers		
Update report with feedback	VC		
Report is approved and work begins on the next report	VC, SF OECE, ISA's, Providers		
<b>Finalize user roles and permissions</b>		<b>April 2020</b>	<b>May 2020</b>
Finalize the various user roles and permissions as determined by OECE staff	VC, SF OECE		
<b>Full System User Testing</b>		<b>April 2020</b>	<b>December 2020</b>
Present full system for user testing and feedback with test accounts provided	VC, SF OECE, Providers (Centers, FCCs, SFUSD, F5,		

	HSS, FCCQN, Title 5s, and Help Desk)		
Hold weekly feedback meetings to collect additional requests for changes and updates, and prioritize requests based on severity level: <ol style="list-style-type: none"> <li>1. Critical - functionality is blocked, prevents users from urgent work, security or data integrity issues</li> <li>2. High – functionality is not usable as it's supposed to be, data integrity issues not blocking user from work</li> <li>3. Medium - functionality is not as expected, possible cosmetic issues</li> <li>4. Low - cosmetic errors, annoying bugs with workarounds</li> </ol>	VC, SF OECE, Providers (Centers, FCCs, SFUSD, F5, HSS, FCCQN, Title 5s, and Help Desk)		
Make any final system changes and updates based on feedback	VC		
Full system approval required before April 2020 soft launch	SF OECE		
<b>Develop a plan for data entry monitoring</b>		<b>April 2020</b>	<b>May 2020</b>
Create reports for monitoring data entry (recommended, not required)	VC, SF OECE		
<b>Develop documentation</b>		<b>April 2020</b>	<b>May 2020</b>
Create workflow guides for staff to follow	VC		
Create training guides and translations	VC, SF OECE		
<b>Set Up Ongoing Imports and Integrations</b>		<b>April 2020</b>	<b>May 2020</b>
Work with MCT, SFUSD, ECE systems to set up regular data imports and automatic integrations as applicable	VC, WestEd, MCT, SFUSD, ECE systems		
Prepare data for import/integration	VC		
Set up and test import configuration	VC		
Complete initial import/integration	VC		
Set Import/Data sync schedule ongoing	VC		
<b>Import legacy data - Cocoa</b>		<b>April 2020</b>	<b>April 2020</b>

Work with WestEd to get exports in the best format possible for importing into VerticalChange	VC, WestEd		
Review and validate exported data is accurate	VC, OECE, ISAs		
Prepare data for import	VC		
Review and validate data imported into VC is accurate	VC, OECE, ISAs		
<b>Import legacy data - CC3</b>		<b>April 2020</b>	<b>May 2020</b>
Work with MCT to get exports in the best format possible for importing into VerticalChange	VC, MCT		
Review and validate exported data is accurate	VC, OECE, ISAs		
Prepare data for import	VC		
Review and validate data imported into VC is accurate	VC, OECE, ISAs		
<b>Create user accounts and assign roles, and permissions</b>		<b>April 2020</b>	<b>April 2020</b>
Provide a list of staff users who need accounts with their user role	SF OECE, ISA's		
Create User Accounts	VC		
Admin Users at each partner agency/site can create additional staff and provider user accounts	ISA's		
<b>Train all staff on the VerticalChange system</b>		<b>May 2020</b>	<b>May 2020</b>
Train on system navigation	VC, SF OECE, Partners		
Train on data entry processes	VC, SF OECE, Partners		
<b>Train key staff on Report Builder</b>		<b>May 2020</b>	<b>June 2020</b>
Admin training for all Partner staff that will have access to report builder	VC, SF OECE, Partners		
<b>Go Live! Soft Launch for early adopters</b>		<b>May 2020</b>	<b>December 2020</b>
All ISA staff and any ECE program staff that want to begin using VerticalChange start to do so (except for Children's Council due to the CC3/4 integration)	VC, SF OECE, Partners		
Ongoing trainings are offered through June for ECE Programs that are ready to switch over	VC, SF OECE, Partners		

<b>Develop Additional Sf OECE and End User Reports as Needed</b>		<b>May 2020</b>	<b>December 2020</b>
Determine what metrics are to be reported	VC, SF OECE, Partners		
Segment data points by tools (Visual VC, Report Builder, Tableau, etc.)	VC		
Develop reports	VC		
<b>Make Adjustments to Features and Fix Bugs as Needed</b>		<b>May 2020</b>	<b>December 2020</b>
Gather feedback on additional requests, changes, bug fixes needed and other updates, and prioritize requests based on severity level: <ol style="list-style-type: none"> <li>1. Critical - functionality is blocked, prevents users from urgent work, security or data integrity issues</li> <li>2. High – functionality is not usable as it’s supposed to be, data integrity issues not blocking user from work</li> <li>3. Medium - functionality is not as expected, possible cosmetic issues</li> <li>4. Low - cosmetic errors, annoying bugs with workarounds</li> </ol>			
<b>Hard Launch</b>		<b>January 2021</b>	
All ISA staff and ECE Program staff are using VerticalChange (except for Children’s Council due to the CC3/4 integration)	VC, SF OECE, Partners		
VerticalChange will provide ongoing support, remote trainings, and feedback sessions as needed after hard launch			
Feedback leading to additional development will be triaged by SF OECE to direct development plans			



**Appendix B**  
**SaaS Application, Hosted Services, and Maintenance**

- I. Description of the SaaS Application and Hosted Services**
- II. SaaS Data Centers**
- III. SaaS Maintenance Services.**
- IV. City Responsibilities**
- V. Technical Support & Training**

**Description of the SaaS Application and Hosted Services:** "SaaS Application and Hosted Services" will also provide the specific capabilities described in the Response to RFQ 829 and incorporated by reference into this agreement as specified in this agreement in section 11.13 Order of Precedence.

- I. A. Software:** Access to and use of Contractor's SaaS Software operating on hosted equipment located at Contractor's facility and/or any Data Center as further outlined under Section II (SaaS Data Centers) of this Appendix B. This includes:

- 1. VerticalChange, available at [verticalchange.com](http://verticalchange.com)

**B. Remote Software:** Contractor shall provide access to and use of a remote software tool for City management of Authorized Users, access rights and other similar role-based controls as they pertain to the SaaS Services. Method will be published through Contractor portal and be made available to Authorized Users with elevated privileges.

1. **Back-Up of City's Data:** Contractor shall provide up to thirty-six (36) months of on-line hourly data retention for SaaS Software operation and functionality.

2. Contractor shall provide incremental City Data backups at a minimum of every four (4) hours to an off-site location other than the primary hosting center.

3. Contractor shall provide weekly, off-site backups with a duration that matched the agreed upon backup schedule and retention to a location other than the primary hosting center. Off-site backups to include previous eight (8) weeks.

**E. SaaS Environments:** The SaaS Application and Hosted Services shall be hosted in a certified and secure Tier-3 data hosting center.

1. A single Backup Environment available as needed to serve as the backup or "failover" environment for the SaaS and Hosted Services

2. A single Test Environment available to the City and Contractor for the evaluation and eventual promotion of SaaS Software updates, patches, fixes or otherwise deemed tests. Test Environment shall perform at 50% or better of Production Environment.

**F. Reporting:** Contractor shall provide electronic notification within 2 hours of discovery and subsequent monthly reporting of any incidents or breaches that had occurred within the environment or to the hosted application. In the event of a breach, Contractor shall follow the procedures set forth in Section 13.1.5 of the Agreement.

**G. Availability of SaaS Services:** Contractor (or its Hosting Service contractor) shall host the SaaS Services on computers owned or controlled by the Contractor (or its contractor) and shall provide the City with access to both a Production Environment with SaaS Application and data and a Test Environment with SaaS Application via Internet-access to use according to the terms herein.

1. **Hosted System Uptime:** Other than Scheduled SaaS Maintenance Services as outlined in Section III, emergency maintenance described below, Force Majeure as described in the Agreement and lack of Internet availability as described below, Contractor shall provide uptime to the SaaS Application and Hosted Service to achieve a 99.9% Service Level Availability.

2. **Scheduled SaaS Maintenance**

A. Scheduled SaaS Maintenance will be conducted during the following hours: Saturdays between 12 AM (Pacific Time) and 8 AM (Pacific Time). With the same exclusions as noted above.

B. Scheduled SaaS Maintenance shall not exceed an average of 4 hours per month over a twelve (12) month period except for major scheduled upgrades.

3. **Unscheduled SaaS Maintenance.** Contractor will use commercially reasonable efforts to prevent more than one (1) hour of continuous down time during Business Hours in any month for which Unscheduled SaaS Maintenance is required. In the event Contractor fails to meet this obligation for a period of three successive calendar months, City shall be due a Performance Credit in the amount of 10% of the Services Fees (as calculated on a monthly basis for the reporting month).

4. **Emergency Maintenance.** In the event that Force Majeure or emergencies arise or continue, Contractor shall be entitled to take any actions that Contractor, in good faith, determines is necessary or advisable to prevent, remedy, mitigate, or otherwise address actual or potential harm, interruption, loss, threat, security or like concern to any of the SaaS systems or the SaaS Software. Such emergency maintenance may include, but is not limited to: analysis, testing, repair, maintenance, re-setting and other servicing of the hardware, cabling, networks, software and other devices, materials and systems through which access to and/or use of the SaaS Software by City is made available. Contractor shall endeavor to

provide advance written notice of such emergency maintenance to City as soon as is reasonably possible.

**5. Notice of Unavailability:** In the event there will be more than thirty (30) minutes down time of any SaaS or Hosted Service components for any reason, including but not limited to Scheduled SaaS Maintenance or emergency maintenance, Contractor will provide notice to users by posting a web page that indicates that the site is temporarily unavailable and to please come back later. Contractor will also provide advanced e-mail notice to anthony.tyson@sfgov.org which will include at least a brief description of the reason for the down time and an estimate of the time when City can expect the site to be up and available.

**H. Changes in Functionality.** During the term of this Agreement, Contractor shall not reduce or eliminate functionality in SaaS Services. Where Contractor has reduced or eliminated functionality in SaaS Services, City, at City's sole election and in City's sole determination, shall: (a) have, in addition to any other rights and remedies under this Agreement or at law, the right to immediately terminate this Agreement and be entitled to a return of any prepaid fees; or, (b) determine the value of the reduced or eliminated functionality and Contractor will immediately adjust the Services fees accordingly on a prospective basis. Where Contractor has introduced like functionality in other services, where Contractor increases functionality in the SaaS Services, such functionality shall be provided to City without any increase in the Services fees.

## II. SaaS Data Centers

**A. Control:** The method and means of providing the Services shall be under the exclusive control, management, and supervision of Contractor, giving due consideration to the requests of City. The Services (including data storage), shall be provided by Contractor or any previously approved subcontractor, solely from within the continental United States and on computing and data storage devices residing therein.

**B. Location:** The location of the Data Centers that will be used to host the SaaS Application is as follows:

**Primary data center:**

Amazon Web Services  
AWS US West Region  
Availability Zone A

**Back-up data center:**

Amazon Web Services  
AWS US West Region  
Availability Zone C

**C. Replacement Hosted Provider:** In the event Contractor changes the foregoing Hosted Provider, Contractor shall provide City with prior written notice of said change and disclose the name and location of the replacement Hosted Provider. The replacement Hosted Provider shall be a reputable Hosted Provider comparable to Contractor's current Hosted

Provider, and said replacement Hosted Provider shall be located within the United States. The replacement Hosted Provider shall perform a SSAE 16, SOC 1 and/or SOC 2/SOC 3 Audit Report at least annually and said audit shall be provided to City in accordance with this Agreement.

**D. Notice of Change:** In the event that the location of the Data Center used to host the SaaS Application is changed, Contractor shall provide City with prior written notice of said change and disclose the address of the new facility. Notification shall be provided to City by Contractor within sixty (60) days of any such change taking place. Any such new primary facility shall be located within the United States. The Data Centers referenced above are subcontractors that are approved by City.

**E. Subcontractors.** Contractor shall not enter into any subcontracts for the performance of the Services, or assign or transfer any of its rights or obligations under this Agreement, without City's prior written consent and any attempt to do so shall be void and without further effect and shall be a material breach of this Agreement. Contractor's use of subcontractors shall not relieve Contractor of any of its duties or obligations under this Agreement.

### III. SaaS Maintenance Services.

**A.** The SaaS Software maintained under this Agreement shall be the SaaS Software set forth in Appendix B to this Agreement.

**B.** The following SaaS Maintenance Services are included as part of this Agreement:

**1. Contractor Software Version Upgrades, Software Revisions and Patches.** Contractor shall provide and implement ALL SaaS Software Version upgrades, SaaS Software Revisions and SaaS Software Patches to ensure: (a) the functionality of the SaaS Software and SaaS Services, as described in the Documentation, is available to Authorized Users; (b) the functionality of the SaaS Software and SaaS Services in accordance with the representations and warranties set forth herein, including but not limited to, the SaaS Software and SaaS Services conforming in all material respects to the specifications, functions, descriptions, standards, and criteria set forth in the Documentation; (c) the Service Level Standards can be achieved; and, (d) the SaaS Software and SaaS Services work with the non-hosted browser version.

i. Deployment of these revisions will be mutually agreed upon between Contractor and City.

ii. Release of software revisions as defined will be conducted on a schedule as determined by Contractor. Contractor shall provide no less than a thirty (30) calendar day prior written notice of when any such revision is scheduled to be released. City will be granted a fifteen (15) calendar day evaluation window to review release documentation regarding software modules being impacted and general revision changes.

iii. After the evaluation period, Contractor will conduct a deployment

of the revision to the City Test Environment. The software deployment will be scheduled in writing five (5) calendar days prior to actual deployment activities. As part of the upgrade activities within the Test Environment, Contractor may provide nominal testing to ensure all systems are functional and the revision deployment was successful. Post deployment activities include an e-mail or portal post to serve as written notification that this service has been completed. City will be allowed a forty-five (45) calendar day test window in which City has ability to test and raise issues with Contractor. Issue resolution will be managed per the process as described here within. Test Environment deployment activities will be conducted during a mutual agreed to time window and may not necessarily align with the production maintenance windows as described within this document.

iv. In the event a SaaS Severity Level 1 or Severity Level 2 Issue has been identified and appropriately triaged and classified by both Contractor and City during the Test Environment deployment test window, Contractor will be required to correct the SaaS Issue. If the SaaS Issue can be corrected and can be redeployed within the remainder of the deployment test window, City will have an additional five (5) testing days in which to evaluate and further test for the SaaS Issue resolution. If the SaaS Issue cannot be corrected within the remainder of the test window, Contractor will deploy immediately upon availability with as much notice as practicable. City will be allowed an additional five (5) testing days to evaluate the correction post the test window if desired.

v. If at any time during the testing window City identifies the presence of multiple SaaS Severity Level 1 or Severity Level 2 Issues that can be shown to materially impact City ability to continue testing, City may in writing elect to suspend testing until corrections for the SaaS Issues can be provided. Contractor will deploy corrections immediately upon availability with as much notice as practicable. Upon release of corrections, City will have five (5) calendar days to commence the testing within the then available remaining testing window.

vi. Unless exists outstanding circumstances as described here within, Contractor will promote revision from Test Environment to Production and Back-up environments after the provided test window has elapsed. The software promotion will be scheduled in writing five (5) calendar days prior to actual deployment activities. As part of the promotion activities within the Production and Back-up environment, Contractor may provide nominal testing to ensure all systems are functional and the revision promotion was successful. Post promotion activities include an e-mail or portal post to serve as written notification that this service has been completed. At the point of e-mail or portal posting, the new revision will be considered "in production" and supported under the maintenance service terms described here within.

vii. In support of such SaaS Software Version upgrades, SaaS Software Revisions and SaaS Software Patches, Contractor shall provide updated user technical documentation reflecting the SaaS Software Version upgrades, SaaS Software Revisions and SaaS Software Patches as soon as reasonably practical after the SaaS Software Version upgrades, SaaS Software Revisions and SaaS Software Patches have been released. Updated user technical documentation that corrects Errors or other minor discrepancies will be provided to Contractor's customers when available.

**2. Third-Party Software Revisions.** At the option of Contractor, periodic software revisions of Third-Party Software included with the SaaS Software will be provided by Contractor at its discretion without further charge provided the following conditions are met: (i) the Third-Party Software revision corrects a malfunction or significant publicly disclosed security threat in the Third-Party Software that affects the operation or ability to provide secure use of the SaaS Software; and (ii) the Third-Party Software Revision has, in the opinion of Contractor, corrected malfunctions or significant security threat identified in the Contractor Technology System and has not created any additional malfunctions; and (iii) the Third-Party Software revision is available to Contractor. City is responsible for obtaining and installing or requesting install of the Third-Party Software revision if the Third-Party Software was not licensed to City by or through Contractor. Contractor Software revisions provided by Contractor are specifically limited to the Third-Party Software identified and set forth in Appendix B to this Agreement.

**C. Response to SaaS Issues.** Contractor will provide verbal or written responses to SaaS Issues identified by City in an expeditious manner. Such responses shall be provided in accordance with the Target Response Times as defined under Section VI.

**D. SaaS Software Maintenance Acceptance Period.** Unless as otherwise agreed to by City on a case-by-case basis, for non-emergency maintenance City shall have a twenty (20) business day period to test any maintenance changes prior to Contractor introducing such maintenance changes into production. In the event that City rejects, for good cause, any maintenance changes during the SaaS Software Maintenance Acceptance Period, Contractor shall not introduce such rejected maintenance changes into production. At the end of the Maintenance Acceptance Period, if City has not rejected the maintenance changes, the maintenance changes shall be deemed to be accepted by City and Contractor shall be entitled to introduce the maintenance changes into production.

**E. SaaS Hardware:** Contractor will use commercially reasonable efforts to ensure that all hardware (including servers, routers, and other related equipment) on which the applications are deployed are attached to backup power systems sufficient to maintain the site's availability for so long as any power outage could reasonably be expected to occur, based on the experience of Contractor at its deployment location and consistent with the Tier rating of the datacenter.

#### **IV. City Responsibilities**

**A.** Contractor shall provide technical support for SaaS Severity Level 1 and Severity Level 2 Issues, 24 hours per day; seven (7) days per week; 365 days per year.

**B.** City shall provide Contractor with timely notification of any SaaS Issues by either of these methods:

1. **Contacting Contractor's Customer Support at 1-888-639-9717.**
2. **By entering the problem on the Contractor Support Chat available directly in the VerticalChange application or on the Vertical Change website at**

**verticalchange.com.** This is the preferred method by which to contact Contractor.

3. If City cannot readily access the Contractor portal, City may contact Contractor at the “800” number listed above.

**C. Support for Problem Investigation.** City shall support all reasonable requests by Contractor as may be required in problem investigation and resolution.

**D. Designation of Point of Contact.** City shall assign an individual or individuals to serve as the designated contact(s) for all communication with Contractor during SaaS Issue investigation and resolution.

**E. Discovery of Errors.** Upon discovery of an Error, City agrees, if requested by Contractor, to submit to Contractor a listing of output and any other data that Contractor may require in order to reproduce the Error and the operating conditions under which the Error occurred or was discovered.

## V. Technical Support

**A. 24x7 Technical Support:** Authorized Users will make Technical Support requests by calling or emailing Contractor’s Technical Support staff or by submitting a request via Contractor’s customer service web portal. The Technical Support staff shall assign to the request the SaaS Severity Level (as defined herein) indicated by the requestor. SaaS Severity Level 1 and 2 items will be addressed 24/7. SaaS Severity Level 3 and 4 items will be addressed during the standard business hours of 8:00am-5:00pm US Pacific Time.

**1. Business Hours:** Technical Support is available between the business hours of 8:00am to 5:00 pm US Pacific Time by accessing the Contractor’s subscriber Portal (or Toll-free at 1-888-639-9717 or by emailing support@verticalchange.com if access to the Contractor’s subscriber Portal is not readily available to City).

**After hours:** On-call technical support is available after 6pm and before 6:00am Pacific Time 24-hours a day/7 days a week/365 days a year, including Service Provider Holidays and weekends by accessing the Contractor’s subscriber Portal or calling Contractor’s Toll –free number 1-888-639-9717.

SaaS Severity Level	Target Response Time
<p><b>SaaS Severity Level 1:</b> Requires immediate attention–Critical production functionality is not available or a large number of users cannot access the SaaS Application. Causes a major business impact where service is lost or degraded and no workaround is available, therefore preventing operation of the business.</p>	<p>Request Response Time: 30 minutes. Request Resolution Time Target: &lt; 2 hours. Maximum Permitted Request Resolution Time: &lt; 48 hours</p>

<b>SaaS Severity Level</b>	<b>Target Response Time</b>
<p><b>SaaS Severity Level 2:</b> <i>Requires priority attention - Some important production functionality is not available, or a small number of users cannot access the system. Causes significant business impact where service is lost or degraded and no workaround is available, however the business can continue to operate in a limited fashion.</i></p>	<p><i>Request Response Time: 1 hr.</i>  <i>Request Resolution Time Target: &lt; 4 hours</i>  <i>Maximum Permitted Request Resolution Time: &lt; 96 hours</i></p>
<p><b>SaaS Severity Level 3:</b> <i>Requires attention - There is a problem or inconvenience. Causes a business impact where there is minimal loss of service and a workaround is available such that the system can continue to operate fully and users are able to continue business operations.</i></p>	<p><i>Request Response Time: 1 hr.</i>  <i>Request Resolution Time Target: &lt; 6 hours</i>  <i>Maximum Permitted Request Resolution Time: &lt; 7 days</i></p>
<p><b>SaaS Severity Level 4:</b> <i>There is a problem or issue with no loss of service and no business impact.</i></p>	<p><i>Request Response Time: 1 hr.</i>  <i>Request Resolution Time Target: &lt; 24 hours</i>  <i>Maximum Permitted Request Resolution Time: &lt; 7 days</i></p>



## Appendix C Calculation of Charges

### I. Budget Detail

The maximum total cost of the contract is calculated by adding the following costs:

- a) Development and QA : up to \$157,500
  - o For required items: see table below for details
  - o Development and QA for desired items: see table below for details
- b) Customer Success, Premium Support, and Training: \$113,400 (see Appendix A – SaaS Implementation/Post Implementation Support & Training for details)
- c) User Account Subscriptions: \$183,750 (See Appendix B – SaaS Application, Hosted Services, and Maintenance for details)

**The total cost is \$454,650 (excluding contingency).** The costs for the various professional services provided by Contractor are estimates and may be adjusted by mutual agreement of Contractor and City, so that hours not used for one service may be used to provide another service.

#### a. Subscription cost detail

- i. Implementation Subscription – \$8,750 per month (April 1, 2020-December 31, 2020).
- ii. Ongoing Subscription – \$17,500 per month (January 1, 2021-June 30, 2020).
  1. 3. Subscription Costs
  2. Up to 1,100 users: 17,500
  3. Up to 2,200 users: 27,500
  4. Up to 3,300 users: 37,000

- b. Customer Success, Premium Support, and Training– \$9,000 per month
  - i. Named Account Manager-Up to 40 hours per month
  - ii. Administrative User Training and Documentation

#### c. Development, Report Writing, and QA

- i. Rates
  1. Engineering - \$175 per hour
- ii. Development and QA Detailed Estimates

1. Required Features. The following table provides details of feature development needed to meet requirements outlined in RFQ as required and included in our original cost estimate. These items will be paid on an hourly basis up to the amounts listed.

Feature Development and Integration Items				Comp. Month	Dev Hours	Dev Rate	Total
II.1.3	Needed Feature	Enhance permissions to show or hide fields and reports	Allow admin users to hide/show form fields and reports that are not relevant to user's work.	Apr-20	20	\$175	\$3,500
II.2.8	Needed Feature	Modify the electronic signature feature for use by parents accessing via a PIN	Develop an interface for parents to track child attendance via a PIN, using existing electronic signature functionality.	Apr-20	20	\$175	\$3,500
II.2.9	Needed Feature	Expand permissions management regarding case note access	Additional permissions management for hiding/showing case note history based on: contact type and user.	Apr-20	20	\$175	\$3,500
II.2.9	Needed Feature	Add additional search/filtering tools to case notes	Add new search and filter capabilities to case notes on the contact dashboard as well as a new aggregate user interface for searching case notes	Apr-20	20	\$175	\$3,500
II.4.7	Needed Feature	Enhancements to payment processing and invoicing tools	Develop custom invoicing tools as per SF OECE specifications. Create specialized exports from VerticalChange for use by ACH bank transactions	Apr-20	20	\$175	\$3,500
II.5.4	Needed Feature	Expanding email functionality	Expand existing email functionality to allow for emails to contacts, in addition to staff and participant users	May-20	75	\$175	\$13,125
II.5.4	Needed Feature	Incorporate text messaging and robocalling with email functionality	Expanding existing email functionality to include text messaging and robocalling.	May-20	75	\$175	\$13,125
II.1.1	Needed Feature	Enhancements to multi-factor authentication (MFA) for user accounts	Enhance user account management to handle MFA, as per specific requirements of SF OECE	May-20	20	\$175	\$3,500
II.3.2	Integration with External Systems - Desired -	Integration with California Workforce Registry	Integrate data related to staff qualifications and professional development.	TBD	40	\$175	\$7,000
II.3.5	Integration with External Systems -	SFUSD Integration	Integrate data from SFUSD	TBD	40	\$175	\$7,000
II.3.3	Integration with External Systems	Integration with OECE-funded central eligibility and waiting list	Integrate data related to child and family eligibility and wait list data.	TBD	40	\$175	\$7,000
<b>Total:</b>						<b>390</b>	<b>68,250</b>

1. Desired Features. The following table provides detailed costs for feature development needed to meet requirements outlined in RFQ as Desired, and not included in our original cost estimated but requested during the contracting process. These items will be paid on an hourly basis up to the amounts listed.

RFQ #	Category	Item	Description	Completion Month	Dev Hours	Dev Rate	Total
II. DF - b	Desired Features	Translation of VerticalChange	Develop language translation into Spanish and Chinese for only the areas of the system used by Site Users.	Apr-20	80	\$175	\$14,000
II. DF - b	Desired Features	Mobile-friendly VC application	Develop a custom application to access VerticalChange on any mobile device. Focus will be on data collection forms and contact profiles	Jul-20	125	\$175	\$21,875
II. DF - e	Desired Features	API-based data exports	Ability to generate export reports easily either manually or automatically using an API to several other data systems	May-20	80	\$175	\$14,000
II.3.5	Desired - Integration with External Systems	Head Start and to be determined ECE programs integration (different systems)	Integrate data from up to 3 Head Start agencies with different systems and/or additional ECE programs	TBD	125	\$175	\$21,875
II.3.5	Desired - Integration with External Systems	1-2 other ECE programs	MCT Care Control 3	TBD	100	\$175	\$17,500
<b>Total</b>					<b>510</b>		<b>89,250</b>

## II. Payment Schedule

The payment schedule below may be adjusted by mutual agreement of the parties to reflect changes in the timing of professional services provided under Appendix A.

### VerticalChange Contract Project Costs

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	TOTAL
<b>1. Development Costs</b>																
Hourly Rate	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	
Hours	120	120	120	60	60	60	60	60	60	30	30	30	30	30	30	
Monthly Development Cost	\$21,000	\$21,000	\$21,000	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$6,260	\$6,260	\$6,260	\$6,260	\$6,260	\$6,260	\$167,600
<b>2. Customer Success Costs</b>																
Hourly Rate	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	
Hours	100	100	100	100	100	100	100	100	100	60	60	60	60	60	60	
Monthly CS Cost	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$113,400
<b>3. Subscription Costs</b>																
Up to 1,100 users: 17,500																
Up to 2,200 users: 27,500																
Up to 3,300 users: 37,000																
Monthly Subscription Cost	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$183,760
<b>Total costs</b>																
1. Development	\$21,000	\$21,000	\$21,000	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$167,600
2. Customer Success	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$113,400
3. Subscription	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$183,760
<b>TOTAL MONTHLY COST</b>	<b>\$38,760</b>	<b>\$38,760</b>	<b>\$38,760</b>	<b>\$28,260</b>	<b>\$28,260</b>	<b>\$28,260</b>	<b>\$28,260</b>	<b>\$28,260</b>	<b>\$28,260</b>	<b>\$28,160</b>	<b>\$28,160</b>	<b>\$28,160</b>	<b>\$28,160</b>	<b>\$28,160</b>	<b>\$28,160</b>	<b>\$454,660</b>
																<<< Total
																\$45,466 <<< 10% Contingency
																\$500,115 <<< Not To Exceed Amount (NTE)