



## Arlington Public Schools

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Procurement Office  
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www.apsva.us

December 4, 2020

**Via Email**

Frontline Technologies Group LLC  
Attn: Deirdre Cochran  
1400 Atwater Dr.  
Malvern, PA 19355  
[dcochran@frontlineed.com](mailto:dcochran@frontlineed.com)

Subject: Human Capital Management System 67FY19 – Contract Amendment No. 1

Dear Ms. Cochran:

In response to Frontline Technologies Group's ("FTG") failure to perform the implementation of some of Solutions 1 – 5 in accordance with Contract 67FY19 ("the Contract") for the provision of Human Capital Management System, Arlington Public Schools ("APS") has prepared Amendment No. 1 to the Contract to make the following changes:

- Solution 1 Human Resources – Records Management  
Solution 1 has been removed from Attachment A Scope of Work, and Attachment B Fee Schedule.
- Solution 2 Professional Learning – Registrant Tracking  
Implementation does not currently fully meet the Scope of Work in Attachment A, but APS is confident that FTG will do so by no later than January 1, 2021. APS acknowledges it has been able to use Solution 2, albeit in a limited fashion, since September 1, 2019.

Attachment A has been amended to reflect the revised Go Live Date of Solution 2 of January 1, 2021, and a Partial Go-Live Date of September 1, 2019, has been created.

Attachment B Fee Schedule has been amended to reflect a January 1, 2021 Go-Live Date during Renewal Contract Term 1 and not during the Contract Term.

- Solution 3 Human Resources – Employee Absence  
Implementation does not currently fully meet the Scope of Work in Attachment A, but APS is confident that FTG will do so by no later than January 1, 2021. APS acknowledges it has been able to use Solution 3, albeit in a limited fashion, since March 1, 2020.

Attachment A has been amended to reflect the revised Go-Live Date of Solution 3 of January 1, 2021, and a Partial Go-Live Date of March 1, 2020, has been created.

Attachment B Fee Schedule has been amended to reflect a January 1, 2021 Go-Live Date occurring during Renewal Contract Term 1 and not during the Contract Term.

- Solution 4 - Human Resources – Talent Management  
Solution 4 has been removed from Attachment A Scope of Work, and Attachment B Fee Schedule following notice from FTG representatives that FTG could not meet its contractual obligation of completing the Scope of Work.
- Solution 5 – Professional Learning – Content Library  
APS is satisfied FTG has met the contractual Go-Live Date of July 1, 2020.
- Training  
Attachment B Fee Schedule has been amended to reflect the reduction in the number of Training days from fifteen (15) to twelve (12), as a result in the removal of Solution 4.

#### Invoices Paid to FTG

During the Contract Term, APS has paid FTG a total of \$176,976.08 (four (4) payments of \$44,244.02) for the prorated implementation, recurring license fees, and training of Solutions 1 – 5 (“the Services”).

#### Fifth and Final Payment for Contract Term (Invoice dated March 1, 2020)

The fifth and final payment of \$44,244.02, which has an Invoice Date of March 1, 2020, and which APS has withheld pending FTG meeting its contractual obligations by completing the Services, is rejected and will not be made to FTG.

#### Corrective Adjustments to Contract Term

The removal of Solutions 1 (\$31,745.00) and 4 (\$28,511.30), the proration of the Solution 3 recurring license fees based upon a partial Go-Live Date of March 1, 2020 (\$16,338.78), moving the Implementation of Solutions 2 (\$6,250.00) and 3 (\$4,500.00) from the Contract Term to Renewal Contract Term 1, and the reduction in the number of Training days (\$9,600.00), results in a correction of the Fee Schedule’s Total per Contract Term in the amount of \$96,945.68.

#### Revised Fee Schedule’s Total Per Contract Term

The impact of the corrective adjustment of \$96,945.68 is that the revised Total per Contract Term is \$124,274.42 instead of \$221,220.10

#### Overpayment Due to Respective Corrective Adjustments

The total overpayment made to FTG during the Contract Term is \$52,701.66 (\$124,274.42 (Revised Fee Schedule’s Total per Contract Term) - \$176,976.08 (Invoices paid to FTG)). It is the intention of APS to recover the \$52,701.66 from the \$161,155.75 payment due to FTG for Renewal Contract Term 1.

#### Payment Due to FTG during Renewal Contract Term 1

It is calculated that FTG is entitled to receive payment of \$161,155.75 for Renewal Contract Term 1. The \$161,155.75 is the total of the Extended Fees for Solutions 2, 3, and 5 (\$57,728.25, \$32,677.50, and \$60,000.00), plus the Implementation Fees for Solutions 2 and 3 (\$6,250.00 and \$4,500.00, respectively).

#### Damages Incurred by APS

Due to FTG’s failure to perform APS incurred damages in the amount of \$43,768.61. Failure to complete the installation of Solution 1 required APS to self-perform the installation of an alternative solution developed in-house. Eight hundred and sixty-five (865) man-hours were required to complete the development and

installation, at a cost to APS of \$75,514.21. Had Frontline performed the installation of Solution 1 APS would have made payment in the amount of \$31,745.60 (\$2,250.00 Implementation Fee, \$29,495.60 Recurring License Fee). Therefore, in accordance with Section 57 of the Contract Terms and Conditions, Failure to Deliver, APS is seeking recovery of damages in the amount of \$43,768.61 (\$75,514.21 - \$31,745.60) to offset the additional administrative costs of self-performing the development and installation of Solution 1. It is the intention of APS to additionally recover the \$43,768.61 from the \$161,155.75 payment due to FTG for Renewal Contract Term 1.

Revised Fee Schedule Total for Renewal Contract Term 1

After recovery has been made of the \$52,701.66 overpayment during the Contract Term and the \$43,768.61 for the APS self-performing Solution 1, it is calculated FTG is entitled to a payment of \$64,685.48 (\$161,155.75 - \$52,701.66 - \$43,768.61) for Renewal Contract Term 1. Payment of the \$64,685.48 will not be made until Solutions 2 and 3 have met their revised Go Live Dates of January 1, 2021.

Please arrange to have Amendment No. 1 signed and returned for my attention. A fully executed copy will be returned for your records.

Do not hesitate to contact me should you have any questions.

Sincerely,



Kimberly Young  
Senior Procurement Specialist

KY:ky

Enclosure

<b>Financial Breakdown</b>	
<b>Description</b>	<b>Amount</b>
<b><i>Invoices Paid to FTG</i></b>	
Invoice #109270 paid 11/8/2019	\$ 44,244.02
Invoice #109970 paid 11/15/2019	\$ 44,244.02
Invoice #110495 paid 12/20/2019	\$ 44,244.02
Invoice #111106 paid 1/10/2020	\$ 44,244.02
<b>Total Invoices Paid to FTG</b>	<b>\$ 176,976.08</b>
<b><i>Fifth and Final Payment for Contract Term (Invoice dated March 1, 2020)</i></b>	
Invoice #113484 due 4/2/2020 - will not be paid	\$ 44,244.02
<b><i>Corrective Adjustments to Contract Term</i></b>	
Removal of Solution 1 from Contract Term	\$ (31,745.60)
Removal of Solution 4 from Contract Term	\$ (28,511.30)
Proration of Solution 3 Recurring License fees - Partial Go Live Date March 1, 2020	\$ (16,338.78)
Move Implementation Fee for Solution 2 to Renewal Contract Term 1	\$ (6,250.00)
Move Implementation Fee for Solution 3 to Renewal Contract Term 1	\$ (4,500.00)
Removal of three (3) training days from Contract Term 1	\$ (9,600.00)
<b>Total corrective adjustments to Contract Term</b>	<b>\$ (96,945.68)</b>
<b><i>Revised Fee Schedule's Total per Contract Term</i></b>	
Original Fee Schedule's Total per Contract Term	\$ 221,220.10
Deduct Total Corrective Adjustments to Contract Term	\$ (96,945.68)
<b>Revised Fee Schedule's Total per Contract Term</b>	<b>\$ 124,274.42</b>
<b><i>Overpayment Due to Respective Corrective Adjustments</i></b>	
Revised Fee Schedule's Total per Contract Term	\$ 124,274.42
Total Invoices Paid to FTG	\$ 176,976.08
<b>Total Overpayment during Contract Term</b>	<b>\$ (52,701.66)</b>
<b><i>Payment Due to FTG during Renewal Contract Term 1</i></b>	
Solution 2 Extended Fees	\$ 57,728.25
Solution 3 Extended Fees	\$ 32,677.50
Solution 5 Extended Fees	\$ 60,000.00
Implementation Fee for Solution 2	\$ 6,250.00
Implementation Fee for Solution 3	\$ 4,500.00
<b>Total Payment Due to FTG during Renewal Contract Terms 1</b>	<b>\$ 161,155.75</b>
<b><i>Damages Incurred by APS</i></b>	
Cost for 865 man hours (\$75,514.21) for APS Information Services to replace Solution 1 which was not delivered by FTG less what APS would have paid to FTG to deliver Solution 1 under the Contract (\$31,745.60)	\$ 43,768.61
<b>Total Damages Incurred by APS</b>	<b>\$ 43,768.61</b>
<b><i>Revised Fee Schedule Total for Renewal Contract Term 1</i></b>	
Payment due to FTG for Renewal Contract Term 1	\$ 161,155.75
Overpayment due to respective corrective adjustments	\$ (52,701.66)
Total Damages Incurred by APS	\$ (43,768.61)
<b>Revised Fee Schedule Total for Renewal Contract Term 1 to be made after Solutions 2 and 3 have met their revised Go Live Dates of January 1, 2021</b>	<b>\$ 64,685.48</b>

Contract 67FY19  
Amendment No. 1



**Amendment No. 1**

**Subject:** Human Capital Management System 67FY19– Contract Amendment No. 1

**Contractor:**  
Frontline Technologies Group LLC  
1400 Atwater Dr.  
Malvern, PA 19355

**Contract:**  
67FY19

In accordance with Contract 67FY19, the parties hereby amend the Contract as reflected below.

**Attachment A – Scope of Work**

- Solution 1: Has been removed.
- Solution 2: Go-Live Date has been amended to January 1, 2021, and a Partial Go-Live Date of September 1, 2019 has been added.
- Solution 3: Go-Live Date has been amended to January 1, 2021, and a Partial Go-Live Date of March 1, 2020 has been added.
- Solution 4: Has been removed.

**Attachment B – Fee Schedule**

**Annual Recurring Licensure**

- Solution 1: Has been removed.
- Solution 3: Extended Fees have been amended to reflect a Partial Go-Live Date of March 1, 2020.
- Solution 4: Has been removed.

**Implementation**

- Solution 1: Has been removed.
- Solution 2: The Fees for Contract Term and Renewal Contract Term 1 have been amended to reflect an amended Go-Live Date of January 1, 2021.
- Solution 3: The Fees for Contract Term and Renewal Contract Term 1 have been amended to reflect an amended Go-Live Date of January 1, 2021.
- Solution 4: Has been removed.

**On-Site Training**

- The Fees for Contract Term have been amended to reflect the reduction in the number of Training days from fifteen (15) to twelve (12).

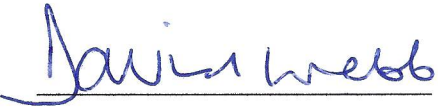
**Payment of Implementation, Services, and Prorated Licenses**

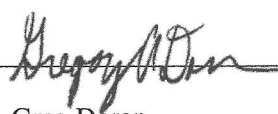
- The individual Payment Schedule Invoice Amounts have been amended to reflect the amended Total per Contract Term of \$124,274.42.

The revised Attachment A – Scope of Work and Attachment B – Fee Schedule are attached. All other terms and conditions shall remain unchanged.

**Arlington Public Schools**

**Frontline Technologies Group LLC**

Authorized  
Signature:   
Printed Name David J. Webb, C.P.M.  
Procurement Director /  
Title: Procurement Agent  
Date: January 4, 2021

Authorized  
Signature:   
Printed Name: Greg Doran,  
Title: Chief Financial Officer  
Date: December 29, 2020

**Attachment A**

**Scope of Work**

<b>Solutions</b>	<b>Go Live Dates</b>	<b>Partial Go Live Dates</b>
<b>Solution 2 – Professional Learning - Registrant Tracking</b>	January 1, 2021	September 1, 2019
<b>Solution 3 – Human Resources Employee Absence Management Metrics/Reporting</b>	January 1, 2021	March 1, 2020
<b>Solution 5 – Professional Learning – Content Library</b>	July 1, 2020	N/A

**SOLUTION 2**  
**PROFESSIONAL LEARNING - REGISTRANT TRACKING REQUIREMENTS**

#	Requirement
<b>User</b>	
1	An online professional learning catalog and registration system for all staff
2	Easily searchable listing of available offerings for employee job type or credit options. One central place for staff to search for available workshops/courses and track their learning
3	Ability to see and register for professional learning aligned to career pathways in the onboarding system
4	Create and track individual courses with multiple sessions and occurrences
5	Ability to utilize an app or QR code reader to electronically sign in (scan a barcode or using another method) so the instructors don't need to take attendance or a way for instructors to easily take attendance in the room
6	Manage seat counts and how many substitutes of various job types are needed in the AM, PM and all day, each day.
7	Send notification to employees about upcoming workshops for which they have registered
8	Allow instructors to send emails to registered participants with attachments
9	Allow instructors to track registrations
10	Ability to assign point values to each course and modify them based on attendance
11	Ability to award credit/hours/points for completed coursework or workshops
12	Ability to assign varying recertification point/hours to multiple attendees at one time (on one screen) versus updating individual attendees one by one
13	Allow for various levels of user permissions
14	Profiles include employee's name, contact information, work location, job type, and registrant type
15	Customizable Settings such as location, skill sets, and exclusionary factors
16	Ability to enter courses and categorize them within specific department, office, and curriculum categories
17	Ability to enter and sort courses by audience, department, and office
18	Ability to code the offering by the standards for evaluation for intended audience
19	Ability to "tag" courses in several ways to include alignment with the professional learning framework, such as: First level of categories: create, connect and innovate. Second level of categories: Building the infrastructure of Teaching and Learning, content knowledge, enhancing Teaching and Learning and leading others.



20	Approval process built in so proposed courses are approved by a System administrator
21	Capability of connecting evaluations to courses and/or sessions
22	Report options feature – run various types of reports such as open courses, course sessions, etc.
23	Ability for APS to configure system wide preferences and menus
24	Provide a checklist of items an indicated type of employee needs to complete (all new teachers, all new bus drivers, all custodians, etc.)
25	Ability to provide badging/micro-credentialing
26	Provides a user-friendly calendar of professional learning opportunities and registrations
27	Ability for participants to print their own transcripts or list of courses they have completed
<b>Filtering</b>	
28	Ability for system administrators to filter employee by department, grade level/subject taught etc.
29	Way to group and filter professional learning offerings by job type, department, office and content/subject matter
30	Content specific professional learning easy to locate
31	Provide a way for a manager to suggest/require professional learning for a specific employee and a way to track completion
<b>System Integration</b>	
32	Must support SAML authentication necessary to allow for single sign-in with all systems
33	Provide for a secure login
34	Allow teachers and other substitute–eligible staff (i.e. cafeteria staff, and custodians, etc.) to secure a substitute from course registration menu (work with the new Solutions to keep systems in sync and request for substitutes)
35	Option for course instructor to view whether participants requested a sub or not
36	Instructors have access to Employee IDs for payment purposes
37	Ability to pull information to pay instructors who taught sessions on certain dates and times
38	Professional opportunities can be identified based on areas of growth from evaluations
39	Intentionally Deleted – not in Scope
40	Intentionally Deleted – not in Scope
41	When course registration complete, offers employee the option to populate their calendar in Microsoft Outlook

42	Course attendance can be easily exported to a timesheet for those who need to be paid for attending. Ability to integrate with Canvas [the Learning Management System provided by Instructure] so that any online courses successfully completed in Canvas are reflected automatically in the system
43	Notification to employees who have been waitlisted for a course to an alternate upcoming course
<b>Access</b>	
44	Ability to have mass data upload for days with a larger number of offerings (upload CSV data from other system)
45	Intentionally Deleted – not in Scope
<b>Administrative Capabilities</b>	
46	Intentionally Deleted – not in Scope
47	Intentionally Deleted – not in Scope
48	A way to ensure offerings selected by the employee are proposed and follow an approval process in order for the proposed selection to be approved and employee enrollment in the course confirmed.
49	A calendar function that lets you easily navigate between months (into the future and back to the present.
50	Request for registration approvals to show in the instructor view for that course only (instructors should not be able to see requests for courses they don't teach)
51	Once an instructor marks attendance, the course should immediately be listed as "processed" or equivalent, no extra steps necessary
52	APS personnel can easily notify instructors that attendance needs to be completed. They can do this as a bulk action for any attendance that has not been reported.
53	Ability to add/drop multiple participants
54	Ability to take participants off of the waitlist in batches
55	Provide training to users in accordance with the Fee Schedule
56	System administrators should have ability to change users to "Instructors" without having to go through IS.
57	System administrators have the ability to see their own learning as well as staff they supervise
58	Offeror must integrate the System with the Oracle (HRIS) system including all related process and information flows from the HRIS system and back into the HRIS system to support the requirements specified in this RFP.
59	Offeror must integrate the System with the Canvas LMS system including all related information and process flows from the Canvas system and back into the Canvas system to support the requirements specified in this RFP.
60	Partial Go-Live Date September 1, 2019
61	Go-Live Date January 1, 2021

**SOLUTION 3**  
**EMPLOYEE ABSENCE MANAGEMENT METRICS/REPORTING REQUIREMENTS**

#	Data Dashboard/User Requirement
<b>User</b>	
1	Balances can be updated in Frontline through a sFTP process with an excel (CSV) file.
2	Oracle interfaces with sub system to capture personal and sick leave used for employee to view via the Data Dashboard - Product still TBD) Employees can see how much leave they have in the sub system dashboard when they are creating a substitute request.
3	Sub hours can populate the Oracle system or any external system through a scheduled sFTP process.
4	Intentionally Deleted – not in Scope
5	Must support SML authentication necessary to allow for single sign-in with all systems
#	Data Dashboard Requirement
<b>Multiple User Views</b>	
6	Dashboard must be able to generate reports that are user friendly and include functionality to set key metrics and build reports around those metrics
7	Absence Management Metrics/Reporting Features
8	The Substitute home page in our solution includes a calendar view that shows 12 weeks at a time of jobs accepted, jobs available and non-work days. It also shows a list view of all the available jobs with detailed information including the date, time, address, notes, attachments, etc.
9	Intentionally Deleted – not in Scope
10	Dashboard school's view – must be configurable to show the number of absences, monthly, weekly and daily with a tracker (colored scale or other means to distinguish), number of teacher absence data, on demand data (variety of reports)
11	School must be able to pull lists of jobs requested daily and monthly
#	Technical Requirement
<b>User Interfaces – Staff and Substitutes</b>	
12	Online and phone access 24/7 for substitutes, APS Human Resources staff and APS school officials
13	Substitutes and employees can create and update a user profile via a mobile device
14	Ability to differentiate substitute types (substitute teacher from a substitute assistant) in the proposed Solution
15	Ability to advertise substitutes assistant jobs exclusive to sub assistants only
16	Ability for substitute teachers to select from both substitute type (substitute teacher and substitute assistant) job assignments
17	Unlimited amount of call-out phone lines

18	Customer service is live and available between the hours of 6am-6pm ET Monday-Friday via live chat, email or over the phone.
19	Automated password recovery process
20	Online help to include training videos and user manual
21	App that enables substitutes to pick up last minute jobs via mobile device
22	Teacher preferences available to allow certain substitutes to receive vacancy notification first and exclusively
23	Substitute Request - if job declined the proposed system shall move to next available substitute
24	Offeror must integrate the new system with the Oracle (HRIS) system including all related process and information flows from the HRIS system and back into the HRIS system to support the requirements specified in this RFP.
25	Partial Go-live date March 1, 2020
26	Go-Live Date January 1, 2021

**SOLUTION 5  
CONTENT LIBRARY REQUIREMENTS**

#	Requirement
<b>User</b>	
1	An externally-hosted content library and delivery platform solution, available 24/7/365, to facilitate personalized professional development and training across the division for all employees/job types
2	Integrates with online catalog and career pathways to track enrollment and completion
3	Provides the ability to upload or integrate with Canvas custom-created content for mass online distribution
<b>System Integration</b>	
1	Must support SAML authentication necessary to allow for single sign with all systems
2	Provide for a secure login
3	Offeror must integrate the new system with the Talent Management: Onboarding and Tracking System including all related process and information flows from the HRIS system and back into the HRIS system to support the requirements specified in this RFP.
4	Offeror must integrate the new system with the Canvas LMS system including all related information and process flows from the Canvas system and back into the Canvas system to support the requirements specified in this RFP.
5	Offeror must integrate the new system with the Professional Learning system including all related information and process flows from the Professional Learning system and back into the Professional Learning system to support the requirements specified in this RFP.
6	Go-live date July 1, 2020

## Attachment B

### Fee Schedule

Description of Fees	Contract Term		Renewal Contract Term 1		Renewal Contract Term 2		Renewal Contract Term 3		Renewal Contract Term 4		Renewal Contract Term 5		Renewal Contract Term 6	
	Contract Award – 6/30/2020		7/1/2020 – 6/30/2021		7/1/2021 – 6/30/2022		7/1/2022 – 6/30/2023		7/1/2023 – 6/30/2024		7/1/2024 – 6/30/2025		7/1/2025 – 6/30/2026	
Months in a Year	12													
<b>Annual Recurring Licensure</b>	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees	Monthly Fees Per Solution	Extended Fees
Solution 2 - Professional Learning - Registrant Tracking	\$ 4,810.69	\$ 48,106.90	\$ 4,810.69	\$ 57,728.25	\$ 4,955.01	\$ 59,460.10	\$ 5,202.76	\$ 62,433.10	\$ 5,462.90	\$ 65,554.76	\$ 5,736.04	\$ 68,832.50	\$ 6,022.84	\$ 72,274.12
Solution 3 – Human Resources - Employee Absence Management Metrics / Reporting	\$ 2,723.13	\$ 10,892.52	\$ 2,723.13	\$ 32,677.50	\$ 2,804.82	\$ 33,657.83	\$ 2,945.06	\$ 35,340.72	\$ 3,092.31	\$ 37,107.75	\$ 3,246.93	\$ 38,963.14	\$ 3,409.27	\$ 40,911.30
Solution 5 – Professional Learning - Content Library	\$ 2,500.00	\$ 25,000.00	\$ 5,000.00	\$ 60,000.00	\$ 5,150.00	\$ 61,800.00	\$ 5,407.50	\$ 64,890.00	\$ 5,677.88	\$ 68,134.50	\$ 5,961.77	\$ 71,541.23	\$ 6,259.86	\$ 75,118.29
<b>Total</b>	\$ 10,033.82	\$ 83,999.42	\$ 12,533.81	\$ 150,405.75	\$ 12,909.83	\$ 154,917.92	\$ 13,555.32	\$ 162,663.82	\$ 14,233.08	\$ 170,797.01	\$ 14,944.74	\$ 179,336.86	\$ 15,691.98	\$ 188,303.70
<b>Description of Fees</b>	Contract Term		Renewal Contract Term 1		Renewal Contract Term 2		Renewal Contract Term 3		Renewal Contract Term 4		Renewal Contract Term 5		Renewal Contract Term 6	
	Contract Award – 6/30/2020		7/1/2020 – 6/30/2021		7/1/2021 – 6/30/2022		7/1/2022 – 6/30/2023		7/1/2023 – 6/30/2024		7/1/2024 – 6/30/2025		7/1/2025 – 6/30/2026	
	One Time Fees		One Time Fees											
<b>Implementation</b>	\$ 1,875.00		\$ 10,750.00											
Solution 2 - Professional Learning - Registrant Tracking			\$ 6,250.00											
Solution 3 – Human Resources - Employee Absence Management Metrics/Reporting			\$ 4,500.00											
Solution 5 – Professional Learning - Content Library	\$ 1,875.00													
<b>On-Site Training</b>	\$ 38,400.00		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
<b>Total per Contract Term</b>	\$ 124,274.42		\$ 161,155.75		\$ 154,917.92		\$ 162,663.82		\$ 170,797.01		\$ 179,336.86		\$ 188,303.70	
Total per Contract Term Minus Overpayment Due to Corrective Adjustments (\$52,701.66) and Total Damages Incurred by APS (\$43,768.61).			\$ 64,685.48											
<b>Grand Total (All Years Combined)</b>	\$ 1,044,979.21													

APS will pay implementation, services, and prorated recurring license fees for the Contract Term based upon the payment dates below. Frontline agrees to invoice APS for Solution 5 Training (\$9,600) upon training delivery or on July 1, 2020, whichever is later.

Invoice Date	Payment Schedule Invoice Amount as per executed Contract dated September 30, 2019	Amended Payment Schedule Invoice Amount as per Amendment 1
Contract Execution	\$44,244.02	\$24,854.88
1-Nov-19	\$44,244.02	\$24,854.88
1-Dec-19	\$44,244.02	\$24,854.88
31-Dec-19	\$44,244.02	\$24,854.88
1-Mar-20		\$24,854.88

Abbreviation	Defintion
<b>Implementation</b>	<b>Implementation &amp; Integration Services Includes all items included in the Scope of Work broken out by Solution.</b>
<b>Annual Recurring Licensure</b>	<b>Annual Recurring Licensing Fee Based on Per Solution Per Month Fee Structure</b> This fee includes: all system maintenance, all <u>hosting</u> , and technical support expenses.
<b>On-Site Training</b>	<b>On-Site Staff Training (Daily Rate shall be \$3,200)</b> NOTE: Seven (7) hours minimum, no consecutive day requirement. Estimated level of effort is fifteen (15) days for the first Cotrtract Term and this effort is subject to change at the discretion of APS. Rates shall be fully loaded and include all travel-related costs.