

SEPTEMBER 25, 2017



REQUEST FOR PROPOSALS FOR ILS

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NOTICE OF REQUEST FOR PROPOSALS

PURPOSE

The Oceanside Public Library (“the Library”), a department of the City of Oceanside, is soliciting proposals from vendors (“the Vendor”, in this document) for a web-based, hosted library automation system. Understanding that vendors alternately refer to their products as Integrated Library Systems (ILSs), Library Management Systems (LMSs) or Library Services Platforms (LSPs), this document will use the term ILS throughout.

TIMELINE + IMPLEMENTATION

Proposals are due October 27th, 2017.

Questions about this request or the process should be directed to:

Samuel Liston

sliston@ci.oceanside.ca.us

Questions will be answered on a rolling basis, but no questions received after October 13th are guaranteed to be answered. All in-window questions will be answered by October 20th at the latest.

Event	Date
This RFP issued	September 25, 2017
Deadline for questions	October 13, 2017
All questions responded to	October 20, 2017
Proposals due	October 27, 2017
Vendor demos	November 6-December 15, 2017
Contract to Library Board of Trustees for approval	January 22, 2018
Contract to City Council for approval	Second Council meeting of February (21 or 28), 2018

Implementation: While the Library expects the ILS to be fully operational within approximately 3 months of signing the contract, the actual implementation date will be arrived at by mutual agreement, as soon as possible, between the Library and the selected Vendor.

GENERAL BACKGROUND

DEMOGRAPHICS + FACILITIES

Located on the Southern California coast 35 miles north of San Diego, the Library's service area has a population of roughly 175,000, and the Library has an annual circulation of approximately 400,000. The Library is a municipal library—that is, a department of the City of Oceanside—with three brick-and-mortar locations; the Civic Center Library (30,000+ sq. ft.), the Mission Branch Library (12,500+ sq. ft.), and the Oceanside READS Literacy Center. In addition, the Library provides services through two mobile libraries, the Bookmobile (40 feet long) and Adelante Bookmobile (32 feet), which visit underserved communities throughout the City. The Library would need the ability to have 30 staff users simultaneously connected.

MATERIALS + RECORDS

The Library is currently running an ISAM (note: not Oracle) implementation of SirsiDynix Symphony 3.5.1. The previous ILS was CLSI; the Library moved to the Sirsi Unicorn system in 1999. The Library's catalog has roughly 145,000 title records, and 210,000 associated item records. All physical holdings are tagged with ISO 15693 ICODE SLI tags using the 28560-2 data model. Digital holdings have MARC records, but are linked simply through 856 tags.

The Library does not have an authority control system implemented for either subjects or authors. Prior to the implementation of a new ILS, the Library will engage in a retrospective conversion of all records; this process would include the implementation of externally generated authority records. Such a process may be proposed by the Vendor; otherwise, it will be provided by an external entity such as MARCIVE.

ILS CONNECTED SERVICES

The following third-party services connect to the Library’s current ILS through a variety of means. It is expected that the Vendor’s offering will be compatible with all the following products; the Vendor will explicitly verify the compatibility of each in their proposal. If the Vendor has a service that would serve as a replacement for these products or services, they will provide details in their proposal and include itemized pricing.

EQUIPMENT

The Library uses Bibliotheca as the supplier of its RFID infrastructure. A table of connected equipment is given below.

Purpose	Vendor	Model	Quantity
Self-Check Machines	Bibliotheca	SmartStation 1000	6
RFID Pads	Bibliotheca	SmartStation 200	4
Gate Security	Bibliotheca	SmartGate 400	2
Material Handling	Bibliotheca	AMH 300	1
Printing Kiosks	Librarica	CASSIE 3.5.1	2

DISCOVERY LAYER

The Library uses the BiblioCore module provided by Bibliocommons, Inc. as its discovery layer.

RECORD ENHANCEMENT

The Library uses Baker and Taylor’s Content Café 2 for metadata enhancement. The content provided by Content Café includes cover art, professional reviews, etc.; this content is then integrated into the discovery layer through a mix of client and server side methods.

PUBLIC PRINTING + COMPUTER RESERVATIONS

Self-service printing and public computer reservations are handled at the Civic Center and Mission Branch physical locations using Librarica’s CASSIE software. When a Library patron first logs in to CASSIE as a computer user, it queries the ILS through SIP2 for user access information and adds a user record to the CASSIE user database. CASSIE does not share its database or otherwise communicate with the ILS, except to query user permission access. The CASSIE user database contains information such as printing account balance, time usage, and other statistics, and is entirely separate from the ILS.

At the Mission Branch Library, all printing transactions are cash-only, and are received through a Jamex payment module. At the Civic Center Library, printing transactions are handled through an ACDI EX2000 payment module. Both locations use a single all-in-one printer/copier/fax machine, with the cash acceptance handled by CASSIE.

DIGITAL COLLECTIONS

The Library offers e-content through two different platforms. The Library offers e-magazines through RBDigital's Zinio for Libraries. E-books and e-audiobooks are made available through the Overdrive platform. Both these technologies authenticate patrons via SIP2. The Library also provides a handful of research databases: while none of these require authentication through SIP2, the Library wishes to ensure that authentication will be possible in the future.

PAYMENT

In person cash and credit card payments are handled exclusively by the aforementioned self-checks; these communicate back to the library system via SIP2. Online payments are processed by Bibliocommons' BiblioFines module, also communicating via a locally-generated SIP2 socket.

COLLECTIONS

The Library retains Unique Management as a materials recovery agent. After a given amount of time, accounts with balances above a certain threshold are sent automatically to Unique.

UNCONNECTED SERVICES

In addition to the services that communicate directly with the ILS, the Library uses a variety of services that are entirely disconnected from the ILS. This is not ideal; properly integrated solutions that are equally easy-to-use and similarly priced would be considered significant value-adds. As above, if the Vendor has a service that would serve as a replacement for these products or services, the Vendor will provide details in their proposal and include itemized pricing.

ACQUISITIONS + ACCOUNTING

The Library does not use a traditional acquisitions platform, but rather relies on Baker and Taylor's Title Source 360 and internal accounting to manage orders. Amazon is the second-most-used vendor, with a variety of smaller distributors being used for large print, children's, and Spanish language materials. Fund accounting is handled by manually inputting values into Oracle's JD Edwards accounting system.

BIBLIOGRAPHIC RECORD RETRIEVAL

The Library uses OCLC's Windows-based Connexion Client to retrieve MARC records for material that the Library did not order pre-processed. Records are downloaded in batch and then imported into the ILS.

INTERLIBRARY LOANS

Interlibrary loan service is currently provided by OCLC via their WorldShare ILL platform. Data is not exported from WorldShare; staff creates a temporary item in Workflows and processes the corresponding hold manually. The vast majority of the interlibrary loans ordered by the Library consist of contemporary popular material that the Library does not own, rather than esoteric academic treatises. Ergo, any service that provides access to such material would be competitive.

ROOM BOOKING

The Library staff manages the booking and use of five study rooms through a web service called SuperSaaS.

OUTREACH

For mailing lists and general outreach, the Library uses EBSCO's LibraryAware platform. Mailing list opt-out preferences are gathered at the time of registration and stored as a User Category in the ILS.

WEBSITE

All departments within the City of Oceanside use the Civica CMS platform for its website.

CALENDARING

Calendar is handled on an ad-hoc basis, with multiple calendars being created in Outlook, Civica, Facebook, Eventbrite, SuperSaaS and LibraryAware, depending on the audience and staff in question.

REQUIREMENTS

This RFP uses a format designed to best meet the Library's needs. Instead of providing the Vendor with checklists asking if their product can do specific actions, the Library will ask the Vendor to detail the execution of certain multiphase tasks for the Library. For each subsection below, tasks will be itemized with a brief explanation following. If there is some aspect of the task that is not possible through the Vendor's software, the Vendor is to state that explicitly and continue.

The Library's goal is to be able to *visualize* the steps associated with executing the task, so the Library asks that the Vendor communicate the process as clearly as possible. The Library is expecting screenshots, but leaves all decisions regarding presentation to the Vendor.

The rationale for this structure is two-fold: first, the Library recognizes that its timeline is short, and RFPs of this scale take a great deal of time to respond to. The Vendor typically has most of the documentation needed to answer the Library's questions prepared: the Vendor can synthesize most of what the Library is requesting through the judicious use of cut and paste. Second, this approach allows the Library to familiarize itself with the look, feel, and structure of the Vendor's software. This will make the Library better prepared for in-person demos.

There are, however, some system-based prerequisites and questions regarding training that do not require illustrated demonstrations. The items in both the "System" and "Training + Implementation" sections below do not involve task-specific requests for illustration, but alternate documentation is requested within the details. Please read each item carefully.

SYSTEM

1. Hosted and web-based

The Library expects the system to be web-based and hosted in the cloud. The Vendor is to tell specifically what "the cloud" means to them. If the Vendor's software is hosted using a commercial provider, the Vendor is to tell the Library the details of the plan they would expect to use for the Library. For example, if the Vendor contracts with Amazon "an EC2-based m3.medium instance" would tell the Library everything it needs to know regarding processors, memory, storage, bandwidth, and the like. If the Vendor is using dedicated hosts, regions or instances, the Vendor will state this explicitly.

If the Vendor's products are running from a private or self-hosted data center, the Vendor will provide specific information about the architecture, and be sure to detail failover processes. The Library is looking for a level of detail commensurate with what it would expect to know from a commercial provider's plan.

2. Encrypted SIP2 / NCIP

The Vendor will explain how SIP2 packets would be encrypted between the Library's self-checks and the Vendor's servers. If that is not possible, the Vendor will detail the method used for NCIP encryption.

3. Logging

If the Vendor's system is capable of generating raw logs based on transactions, the Vendor will provide examples of logged events. Additionally, the Vendor will state if those transactions are stored in flat files or in a database. The rationale behind asking this is the extraction and analysis of said logs using an external daemon such as Logstash.

4. APIs

The Library expects RESTful APIs to be available for most ILS functions. The Vendor will provide an overview of available APIs. If interactive documentation is available via Mashery, Swagger, or the like, the Vendor will provide the URL.

5. Professional Services Agreement / Service Level Agreement

The selected Vendor will be expected to enter into a Professional Services Agreement (PSA) with the City of Oceanside, of which the Library is a department. A sample PSA is included as Attachment A, in which the Vendor would be the party identified as "CONSULTANT." The Library expects to include entry into a Service Level Agreement (SLA) with the chosen Vendor, either in the body of, or as an exhibit incorporated into, the PSA with the City. If the Vendor has preferred language for an SLA, please include it. Ensure that penalty clauses are included.

TRAINING + IMPLEMENTATION

1. Training

The Vendor will perform training of key Library support, reference and specialized staff in the use of all functions, to take place at the Library. Additionally, the Vendor will provide options and pricing for additional staff training, either on site or remote, including refresher training.

2. Implementation

The Vendor will describe the structure of the team that will manage the Library's implementation and the proposed project management tools. Additionally, a timeline of the implementation process will be provided.

CIRCULATION

1. Fees - Usage & Overdue configuration

The Vendor will provide the Library with a step-by-step demonstration of how to configure the Library's fee structure for both usage and overdue charges associated with the Library's material.

2. Linked accounts

The Vendor will demonstrate how, when registering a patron, the Library can link the account to other members of the same household, in order to manage a specified group of accounts. The Vendor will show the Library what the checkout process looks like with linked accounts.

3. Offline mode

The Vendor will provide the Library with a demonstration of the circulation functions that are available if the Vendor's system is unavailable or the internet is unreachable. The Vendor will explain the process to reconcile the data once services are back up.

4. Patron registration & type configuration

The Vendor will provide an overview of the patron registration process and describe how to set up different patron types.

5. Circulation Policies by patron and material type

The Vendor will demonstrate how policies can be set regarding the different fee structures and loan periods pertaining to different patron types and/or material types.

CATALOGING

1. Importing MARC records

The Vendor will demonstrate the process of importing a set of MARC records from the Vendor's records repository, and the assignment of copy barcodes. The Vendor will then upload the same records again and show the Library a collision.

2. Creating record from scratch

With screen shots, the Vendor will show the Library the process for creating a record from scratch. The Library wishes to see all editing windows that are available to staff during the process.

3. Discard process

The Vendor will demonstrate step-by-step the discard process for a batch of materials. The Vendor will include items that have fees attached from previous checkouts and titles that have holds.

ACQUISITIONS

1. Reorder a book that was removed

The Vendor will demonstrate the most expeditious method for reordering a book after marking it lost in the system. The Vendor will proceed from the item record if practical.

2. Verify and submit an EDI order

The Vendor will show the Library the steps associated with reviewing and submitting an order via EDI. The Vendor will finish by showing the Library one of the newly created on-order records.

3. Import bibliographic and fund data from a TS360 order

The Vendor will work with the scenario that the Library just ordered a cart of books directly from B&T's TitleSource 360. The Vendor will walk the Library through importing on-order records, as well as marking the relevant funds as encumbered, with the assumption that the Vendor has already set this up to be as simple as possible for the Library—that is, translation tables have already been specified, electronic invoicing has been enabled, and the like.

4. Receive an order

The Vendor will demonstrate the order receiving process. In addition to item creation, the Library wishes to see examples of what happens when the supplier cancels items, as well as how the Library would process a claim for material that was not received. Understanding that this could happen in a variety of ways, the Library wishes to see this happen as automatically as possible. B&T-centric responses are encouraged.

SERIALS

1. Receiving

The Vendor will demonstrate marking materials received and assigning barcodes to new items; and then demonstrate how the ILS displays routing or distribution information for received materials. The Vendor will include an example of how materials received out of order are handled, as well as an example of an item not received.

2. Importing predictions & subscription records

The Vendor will demonstrate importing data from a third party such as EBSCO. If an automatic import process is available, the Vendor will demonstrate that. The Library wishes to see the importing of both the bibliographic record as well as the prediction data. The Library also wishes to see the edit screen of the prediction data.

ANALYTICS

1. Patron information

The Vendor will show the Library how to compare the ages of recently registered patrons to the patron base as a whole. The Library wishes this presented visually as well as numerically. Additionally, the Vendor will show the Library a heatmap of where the patrons live.

2. Circulation information

The Vendor will show the Library how to compare the performance of a specific subset of books (e.g., picture books for children) at each location. The Library wishes to see this referenced in comparison to both the containing set (books), as well as the collection as a whole.

3. Spending

The Vendor will demonstrate the use of analytics to suggest optimal spending patterns, to assist library staff in ordering fiction and non-fiction materials.

DISCOVERY

1. The Vendor will demonstrate search capabilities by performing each of the following:
 - a. Search for an item and filter the search by location and item type. The vendor will then place a copy hold and specify the pickup location.
 - b. Search for an item that is not available in the catalog and demonstrate any abilities the ILS may offer patrons to purchase the item for themselves, or to recommend that the Library purchase the item.
 - c. Search for digital material and place a hold, then demonstrate how the patron would check out the material from within the discovery layer.
 - d. Demonstrate a search that shows how the discovery layer handles spell checking, dynamic predictive search results, and keyword or related search suggestions.

2. Retrieving and updating account info

The Vendor will demonstrate how the system allows patrons to update their account information including address, phone, and e-mail, as well as their communication preferences (e.g., whether they prefer text or email notifications). If the patron is automatically prompted to verify and/or update their account information after a certain period of time, the Vendor will show that as well.

3. Account Tools

The Vendor will demonstrate how a patron can view their account balances, and how the discovery layer supports the payment of fines.

The Vendor will demonstrate how patrons can create and save lists in their account, and how they can view their checkout history.

DELIVERABLES

To be eligible for consideration, all proposal-related materials must be received by

October 27th, 2017 at 1700 PDT / 5:00 p.m., Pacific Time.

Electronic submissions are acceptable. All correspondence will be confirmed electronically.

To be considered complete, proposals must include the following:

- Confirmation of compatibility with all items under the “ILS Connected Services” heading
- Responses to items in the “System Information” subsection
- Responses to items in the “Training + Implementation” subsection, including a timeline for implementation
- Examples of the tasks enumerated in the “Requirements” section
- The Vendor’s replacements for connected or unconnected services (if applicable)
- A plan for retrospective conversion (if applicable)
- Unbundled pricing for all components

CONTACT

Please direct all correspondence to:

Samuel Liston

sliston@ci.oceanside.ca.us

ATTACHMENT A

CITY OF OCEANSIDE

SAMPLE PROFESSIONAL SERVICES AGREEMENT

PROJECT: (PROJECT NAME & NUMBER)

THIS AGREEMENT, dated _____, 20__ for identification purposes, is made and entered into by and between the CITY OF OCEANSIDE, a municipal corporation, hereinafter designated as "CITY", and _____, hereinafter designated as "CONSULTANT."

NOW THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1. **SCOPE OF WORK.** The project is more particularly described as follows: [insert a brief description of the work to be done].
2. **INDEPENDENT CONTRACTOR.** CONSULTANT'S relationship to the CITY shall be that of an independent contractor. CONSULTANT shall have no authority, express or implied, to act on behalf of the CITY as an agent, or to bind the CITY to any obligation whatsoever, unless specifically authorized in writing by the CITY. CONSULTANT shall be solely responsible for the performance of any of its employees, agents, or subcontractors under this Agreement, including the training of each employee regarding the rights and responsibilities of an employer and employee for any potential discrimination or harassment claim under state or federal law. CONSULTANT shall report to the CITY any and all employees, agents, and consultants performing work in connection with this project, and all shall be subject to the approval of the CITY.
3. **WORKERS' COMPENSATION.** Pursuant to Labor Code section 1861, the CONSULTANT hereby certifies that the CONSULTANT is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and the CONSULTANT will comply with such provisions, and provide certification of such compliance as a part of this Agreement.
4. **LIABILITY INSURANCE.**
 - 4.1. CONSULTANT shall, throughout the duration of this Agreement maintain comprehensive general liability and property damage insurance, or commercial general liability insurance, covering all operations of CONSULTANT, its agents and employees, performed in connection with this Agreement including but not limited to premises and automobile.
 - 4.2. CONSULTANT shall maintain liability insurance in the following minimum limits:

Comprehensive General Liability Insurance
(bodily injury and property damage)

Combined Single Limit Per Occurrence	\$ 1,000,000
General Aggregate	\$ 2,000,000*

Commercial General Liability Insurance
(bodily injury and property damage)

General limit per occurrence	\$ 1,000,000
General limit project specific aggregate	\$ 2,000,000

<u>Automobile Liability Insurance</u>	\$ 1,000,000
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*General aggregate per year, or part thereof, with respect to losses or other acts or omissions of CONSULTANT under this Agreement.

- 4.3 If coverage is provided through a Commercial General Liability Insurance policy, a minimum of 50% of each of the aggregate limits shall remain available at all times. If over 50% of any aggregate limit has been paid or reserved, the CITY may require additional coverage to be purchased by the CONSULTANT to restore the required limits. The CONSULTANT shall also notify the CITY promptly of all losses or claims over \$25,000 resulting from work performed under this contract, or any loss or claim against the CONSULTANT resulting from any of the CONSULTANT'S work.
- 4.4 All insurance companies affording coverage to the CONSULTANT for the purposes of this Section shall add the City of Oceanside as "additional insured" under the designated insurance policy for all work performed under this agreement. Insurance coverage provided to the City as additional insured shall be primary insurance and other insurance maintained by the City of Oceanside, its officers, agents, and employees shall be excess only and not contributing with insurance provided pursuant to this Section.
- 4.5 All insurance companies affording coverage to the CONSULTANT pursuant to this agreement shall be insurance organizations admitted by the Insurance Commissioner of the State of California to transact business of insurance in the state or be rated as A-X or higher by A.M. Best.
- 4.6 CONSULTANT shall provide thirty (30) days written notice to the CITY should any policy required by this Agreement be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration shall be considered a cancellation.
- 4.7 CONSULTANT shall provide evidence of compliance with the insurance requirements listed above by providing, at minimum, a Certificate of Insurance and applicable endorsements, in a form satisfactory to the City Attorney, concurrently with the submittal of this Agreement.
- 4.8 CONSULTANT shall provide a substitute Certificate of Insurance no later than thirty (30) days prior to the policy expiration date. Failure by the CONSULTANT to provide such a substitution and extend the policy expiration date shall be considered a default by CONSULTANT and may subject the CONSULTANT to a suspension or termination of work under the Agreement.
- 4.9 Maintenance of insurance by the CONSULTANT as specified in this Agreement shall in no way be interpreted as relieving the CONSULTANT of any responsibility whatsoever and the CONSULTANT may carry, at its own expense, such additional insurance as it deems necessary.
- 5. **PROFESSIONAL ERRORS AND OMISSIONS INSURANCE.** Throughout the duration of this Agreement and four (4) years thereafter, the CONSULTANT shall maintain professional errors and omissions insurance for work performed in connection with this Agreement in the minimum amount of One Million Dollars (\$1,000,000.00).

CONSULTANT shall provide evidence of compliance with these insurance requirements by providing a Certificate of Insurance.

6. **CONSULTANT'S INDEMNIFICATION OF CITY.** To the greatest extent allowed by law, CONSULTANT shall indemnify and hold harmless the CITY and its officers, agents and employees against all claims for damages to persons or property arising out of the negligent acts, errors or omissions or wrongful acts or conduct of the CONSULTANT, or its employees, agents, subcontractors, or others in connection with the execution of the work covered by this Agreement, except for those claims arising from the willful misconduct, sole negligence or active negligence of the CITY, its officers, agents, or employees. CONSULTANT'S indemnification shall include any and all costs, expenses, attorneys' fees, expert fees and liability assessed against or incurred by the CITY, its officers, agents, or employees in defending against such claims or lawsuits, whether the same proceed to judgment or not. Further, CONSULTANT at its own expense shall, upon written request by the CITY, defend any such suit or action brought against the CITY, its officers, agents, or employees resulting or arising from the conduct, tortious acts or omissions of the CONSULTANT.

CONSULTANT'S indemnification of CITY shall not be limited by any prior or subsequent declaration by the CONSULTANT.

7. **COMPENSATION.** CONSULTANT'S compensation for all work performed in accordance with this Agreement, shall not exceed the total contract price of \$ _____

No work shall be performed by CONSULTANT in excess of the total contract price without prior written approval of the CITY. CONSULTANT shall obtain approval by the CITY prior to performing any work that results in incidental expenses to CITY.

8. **TIMING REQUIREMENTS.** Time is of the essence in the performance of work under this Agreement and the timing requirements shall be strictly adhered to unless otherwise modified in writing. All work shall be completed in every detail to the satisfaction of the CITY within [number of working or calendar days] [project manager may insert a phased timing requirement instead of time certain, if desired].

9. **ENTIRE AGREEMENT.** This Agreement comprises the entire integrated understanding between CITY and CONSULTANT concerning the work to be performed for this project and supersedes all prior negotiations, representations, or agreements.

10. **INTERPRETATION OF THE AGREEMENT.** The interpretation, validity and enforcement of the Agreement shall be governed by and construed under the laws of the State of California. The Agreement does not limit any other rights or remedies available to CITY.

The CONSULTANT shall be responsible for complying with all local, state, and federal laws whether or not said laws are expressly stated or referred to herein.

Should any provision herein be found or deemed to be invalid, the Agreement shall be construed as not containing such provision, and all other provisions, which are otherwise lawful, shall remain in full force and effect, and to this end the provisions of this Agreement are severable.

11. **AGREEMENT MODIFICATION.** This Agreement may not be modified orally or in any manner other than by an agreement in writing signed by the parties hereto.

- 12. **TERMINATION OF AGREEMENT.** Either party may terminate this Agreement by providing thirty (30) days written notice to the other party. If any portion of the work is terminated or abandoned by the CITY, then the CITY shall pay CONSULTANT for any work completed up to and including the date of termination or abandonment of this Agreement. The CITY shall be required to compensate CONSULTANT only for work performed in accordance with the Agreement up to and including the date of termination.

- 13. **SIGNATURES.** The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the CONSULTANT and the CITY.

IN WITNESS WHEREOF, the parties hereto for themselves, their heirs, executors, administrators, successors, and assigns do hereby agree to the full performance of the covenants herein contained and have caused this Professional Services Agreement to be executed by setting hereunto their signatures on the dates set forth below.

<p>[NAME OF CONSULTANT]</p> <p>By: _____ Name/Title</p> <p>By: _____ Name/Title</p> <p>_____ Employer ID No.</p>	<p>CITY OF OCEANSIDE</p> <p>By: _____ City Manager</p> <p>APPROVED AS TO FORM: _____ City Attorney</p>
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NOTARY ACKNOWLEDGMENTS OF CONSULTANT MUST BE ATTACHED.