

Agenda

Downtown Development Authority

Board of Directors

City of Kalamazoo



Tuesday, January 17, 2023

3:00 PM

The Community Room at City Hall - 241 W. South Street

A. CALL TO ORDER/ROLL CALL

B. ADOPTION OF FORMAL AGENDA

C. APPROVAL OF MINUTES

1. Approval of the minutes from the meeting of the Downtown Development Authority Board on December 19, 2022. (**Action: Motion to approve**)

D. REPORTS AND PRESENTATIONS

1. Financial Report

E. DISCUSSION/ACTION ITEMS

1. Update on Chili Cookoff & Restaurant Week
2. Update on Sprinklers & Planters for Spring Go-Live
3. Discussion on Proposed Processes for:
 1. Updating Bylaws
 2. Developing Policies
 3. Writing Development Plan
 4. Creating Committee Structure
 5. Recruiting & Appointing New Board Members
 6. Populating Committees
4. Motion to agree to early termination of parking system lease agreement with City of Kalamazoo, in advance of 1 year notice period & delegate responsibility for determining final timeline for transition of responsibility to Executive Committee

5. Motion to adopt strategic work plan as outlined by Yard & Company
6. Motion to contract with Dickinson Wright to author DDA Development Plan & delegate responsibility for negotiating final details to Executive Committee
7. Motion to approve amended contract with Maestro for webhosting & site maintenance in 2023 & delegate responsibility for negotiating final details to Executive Committee
8. Motion to create ad-hoc task force to review DDA bylaws with support from counsel and make recommendations to Executive Committee and Board for appropriate revisions at regularly scheduled March meeting
9. Motion to approve and release RFQ for 2023 Summer and Fall Downtown Events, using City of Kalamazoo Purchasing Department process
Staff Presentation by Rebekah Kik

F. PUBLIC COMMENTS

G. DIRECTORS' COMMENTS

H. ADJOURNMENT

Board of Directors Regular Meeting Minutes

December 19th, 2022, 3:00 p.m. | Community Room, Kalamazoo City Hall

PRESENT: Mayor David Anderson, Jeff Breneman, Carl Brown, Grant Fletcher, Stephanie Hinman, Matt Hollander, Susan Lindemann

ABSENT:

STAFF: Rebekah Kik, Antonio Mitchell, Steve Vicenzi, Jaime Marsman

A. CALL TO ORDER

DIRECTOR FLETCHER CALLED THE MEETING TO ORDER AT 3:00 P.M

ROLL CALL

PRESENT: Mayor David Anderson
Jeff Breneman
Carl Brown
Grant Fletcher
Stephanie Hinman
Matt Hollander
Susan Lindemann

ABSENT:

EXCUSED:

THE DECEMBER 19, 2022, ATTENDANCE INCLUDING EXCUSED AND UNEXCUSED ABSENCES ARE RECORDED.

B. ADOPTION OF FORMAL AGENDA

Director Fletcher asked if there were any changes to the agenda.

DIRECTOR LINDEMANN MOVED TO ADOPT THE DECEMBER 19, 2022 AGENDA. DIRECTOR BROWN SECONDED. NO OBJECTIONS. MOTION CARRIED.

C. APPROVAL OF MINUTES

DIRECTOR BRENEMAN MOVED TO APPROVE THE OCTOBER 17, 2022 MINUTES. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

Board of Directors Regular Meeting Minutes

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D. REPORTS AND PRESENTATIONS

1. Financial Report

Mr. Vicenzi presented a Financial Report. He noted that invoices are still being directed to the Kalamazoo Downtown Partnership offices and being forwarded to City Hall. He stated that there is not a lot of activity in the DDA.

DIRECTOR HOLLANDER MOVED TO ACCEPT THE FINANCIAL REPORT AS PRESENTED. DIRECTOR LINDEMANN SECONDED. NO OBJECTIONS. MOTION CARRIED.

E. DISCUSSION/ACTION ITEMS

1. Approval of Professional Services Agreement For Auditing Services with Maner Costerisan

Mr. Vicenzi stated that the DDA & DEGA were previously audited by BDO. The City has been working with Maner Costerisan for the last decade and the City would like to request that auditing services are switched to Maner Costerisan. There are cost savings associated due to internal controls only needing to be audited once. An engagement letter was included in the packet.

Director Fletcher acknowledged that the Finance Committee also believes that this is a good direction.

Mr. Vicenzi noted that there was no bid out to other vendors. Mr. Brown stated that he believes it would be more efficient to seek bids from other vendors and expressed his disappointment that this was not done. Mr. Vicenzi stated that the City does not put bids out for items less than \$50,000.

The previous vendor was paid just over \$17,000. Mr. Vicenzi noted that there is an additional cost savings of staff time. Director Lindemann affirmed that shared efficiencies are important to consider.

DIRECTOR BRENEMAN MOVED TO APPROVE THE PROFESSIONAL SERVICES AGREEMENT FOR AUDITING SERVICES WITH MANER COSTERISAN. DIRECTOR HOLLANDER SECONDED.

It was noted that this is a one-year engagement.

Mayor Anderson asked if there were separate policies for DDA/DEGA related to purchasing. Ms. Kik stated that she is not aware of any policy alignment between the DDA/DEGA and the City. She stated that purchase requests are sent first to Attorney Jessica Wood, then to City Attorney Robinson. She noted that this is an important conversation to be had in the future. This was historically managed by the Kalamazoo Downtown Partnership.

NO OBJECTIONS. MOTION CARRIED.

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Mayor Anderson asked for clarification regarding length of agreement, noting that it is a three-year contract as stated in the packet materials. Mr. Vicenzi stated that the three-years was part of the resolution which was included in the packet in error. The correct length of agreement is one year.

2. Adoption of a resolution recommending approval of the application from Kzoo Tacos LLC for a Development District Liquor License located at 215 E Michigan Ave, within the City's existing Downtown Development District

Director Fletcher stated that the resolution was included in the packet. Mr. Mitchell shared that this is the liquor license holder for the business that is expanding here and this will be their 4th location in Michigan. They are Cleveland-based with approximately 14 locations. He noted that this location is also the OPRA area that was recently developed.

Mr. Mitchell stated that this will be an excellent opportunity for further alley activation. Director Brown asked if their other locations utilized a Development Liquor License. Ms. Kik stated that she has heard that there are not many State liquor licenses currently available for purchase and noted that this is an important tool for the district.

MAYOR ANDERSON MOVED TO ADOPT THE RESOLUTION RECOMMENDING APPROVAL OF THE APPLICATION FROM KZOO TACOS LLC FOR A DEVELOPMENT DISTRICT LIQUOR LICENSE LOCATED AT 215 E MICHIGAN AVE, WITHIN THE CITY'S EXISTING DOWNTOWN DEVELOPMENT DISTRICT. DIRECTOR HINMAN SECONDED.

Director Hollander asked if there were any drawbacks to utilizing the Development Liquor License as a tool. Mr. Mitchell replied that it is an economic development tool. He stated that the organization that receives this license cannot sell it to anyone else. It was noted that a substantial investment in the property needs to be made for the license to be considered.

NO OBJECTIONS. MOTION CARRIED.

ROLL CALL VOTE:

Mayor David Anderson - Yes
Jeff Breneman - Yes
Carl Brown - Yes
Grant Fletcher - Yes
Stephanie Hinman - Yes
Matt Hollander - Yes
Susan Lindemann - Yes

3. Approval of 2023 DDA Board Meeting Calendar

DIRECTOR BRENEMAN MOVED TO APPROVE THE 2023 DDA BOARD MEETING CALENDAR AS PRESENTED. DIRECTOR HOLLANDER SECONDED. NO OBJECTIONS. MOTION CARRIED.

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4. Approve Budget Recommendation to the City Commission

Mr. Vicenzi provided a brief presentation on the DDA/DEGA 2023 Budget. He shared a budget for each in standard accounting format. He noted that the budget in the packet has been updated to reflect an additional \$25,000 in contributions.

Highlights Included:

- Ambassador Program
 - o Annual Contract: \$339,500
 - o A list of projected funding sources was provided.
 - o Mr. Vicenzi noted that the budgets are a true reflection of what each Board is doing.
- Maintenance Items:
 - o Big Belly Trash and Recycling
 - Ms. Kik stated that it has been discussed with Public Services about using the solid waste fund for this, however, it is unclear whether an agreement was made with Big Belly. The remaining maintenance items are also being discussed with Parks & Recreation. It was noted that the Big Belly contract was done through the Kalamazoo Downtown Partnership and is very rigid. If the City would take on the maintenance of these items, the funds from events held there would also come to the City rather than the DDA/DEGA. Director Brown asked if these changes were adjusted in the presented budget (both revenue and expenses). Mr. Vicenzi stated that amendments would need to be done if any items were moved. Ms. Kik stated that an agreement will take place with the DDA/DEGA Board to ensure that these items are taken care of in the way that they best see fit.
 - Mr. Vicenzi noted that he did not have access to some information, so amendments may need to be done on both sides (expenses and revenues).
 - There was a discussion regarding the receipt of previous funds through the Arcadia Festival Site events. It was noted that The Kalamazoo Experiential Learning Center (KELC) was paid by the Partnership and/or the City to execute events on their behalf. Rebekah stated that the contract for KELC was for specific events, not all events. Mr. Fletcher noted that a significant amount was spent to clean up the Festival site this year.
 - o Portland Loo Maintenance
 - o Mall Maintenance
 - o Arcadia Festival Site Maintenance
 - o Bates Alley Maintenance
- Winter Holidays
 - o Programs were noted such as Holiday Lighting, Holly Jolly Trolley, Marketing, etc. with funding sources identified. Ambassador funding sources are confirmed. Some of the funding sources for 2023 for the Winter Holidays are yet to be confirmed and the goal is to get a multi-year confirmation.
 - o It was noted that the KELC – Holiday Parade is not funded through the DDA/DEGA. Director Fletcher affirmed that the goal of these types of large events was to find a sponsor that would be able to run the event, and, likewise, the profits from these events do not come through the DDA or DEGA.

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- Other Programming
 - o Includes: Skeletour, Beats on Bates, Summer Sidewalk Sales, Workout Wednesdays, Salsa Cookoff
- Next Steps
 - o 12/19/2022 – Approved proposed budget for City Commission Review
 - o City Commission Approval in January

Director Hollander questioned the \$2,000 PILOT in the DDA. Director Hinman affirmed that there is a need to balance details with simplicity in the financial reports. Director Fletcher noted that this is a clean starting point coming out of a period of uncertainty, and these numbers may yet be re-formed based on updated calculations. Director Brown asked if the proposed RFP for Downtown Events was included in these budgets. Mr. Vicenzi noted that this is reflected in the current budget. Director Breneman stated that this budget is a work in progress and should be indicated as such to the City Commission.

DIRECTOR HINMAN MOTIONED TO APPROVE THE BUDGET RECOMMENDATION TO THE CITY COMMISSION. DIRECTOR BRENEMAN SECONDED. NO OBJECTIONS. MOTION CARRIED

Parking Budget

- Mr. Vicenzi noted that the Parking budget is not required to go before the City Commission.
- Mr. Vicenzi shared the 2023 Proposed Budget Parking System which includes ARPA Funding.
- It was agreed that talking points would be helpful for speaking to the City Commission. Ms. Kik and Mr. Vicenzi will assist with this.
- Director Lindemann requested a copy of the 2023 Proposed Budget Parking System as presented.
- It was noted that the Parking Consultant has begun.

F. PUBLIC COMMENTS

None.

G. DIRECTOR'S COMMENTS

1. Director Hinman stated that she would like to submit requests for what the Board would like to see included in the financial documents. She stated that she would be willing to compile such requests.

H. ADJOURNMENT

DIRECTOR FLETCHER ADJOURNED THE MEETING AT 3:55 P.M.

Downtown Development Authority

12/31/2022 Preliminary Trial Balance

ASSETS	12/31/2022	
CASH	\$ 514,076	
RECEIVABLES	26,487	
	540,563	
LIABILITIES & EQUITY		
ACCOUNTS PAYABLE	5,458	
FUND BALANCE	535,105	
	\$ 540,563	
	2022 Adopted Budget	2022 YTD Actuals
REVENUES		
TAXES	\$ 276,000	\$ 258,772
OTHER REVENUES		1,577
INTEREST AND RENTALS	1,000	30
TOTAL REVENUES	277,000	260,379
EXPENSES		
PROFESSIONAL AND CONTRACTUAL SERVICES	97,000	16,202
LEGAL SERVICES AND FEES	20,000	23,568
INSURANCE SERVICES	5,000	3,585
REPAIRS & MAINTENANCE	-	1,942
TAX APPEAL REFUNDS	5,000	-
RESTRICTED FOR DEBT SERVICE	150,000	-
TOTAL EXPENSES	\$ 277,000	\$ 45,297
REVENUES LESS EXPENSES	-	\$ 215,082

**CITY OF KALAMAZOO
DOWNTOWN DEVELOPMENT AUTHORITY
KALAMAZOO COUNTY, MICHIGAN**

**RESOLUTION TO TRANSFER ALL RIGHTS AND
RESPONSIBILITIES RELATED TO THE PARKING
SYSTEM TO THE CITY OF KALAMAZOO**

Boardmember _____, supported by Boardmember _____,
moved the adoption of the following resolution:

WHEREAS, the City of Kalamazoo Downtown Development Authority (the “DDA”) was created by the Kalamazoo City Commission and operates pursuant to the authority of Act 197 of 1975, as recodified in Act 57 of 2018; and

WHEREAS, on April 20, 1989, the DDA and the City of Kalamazoo (the “City”) (jointly, the “Parties”), entered into a Contract of Sublease for the City of Kalamazoo Parking System, whereby the DDA undertook the responsibility for the operation and maintenance of the City of Kalamazoo Parking System, and which Contract of Sublease from time to time underwent a series of amendments, on December 6, 2002, July 23, 2003, October 30, 2003, January 30, 2006, June 30, 2006, May 7, 2013, and December 21, 2015, (together, the “Contract”); and

WHEREAS, in 2014 the DDA entered a parking system management contract with ABM, aka Central City Parking, and in 2022 the DDA entered a parking validation agreement with Lormax Stern; and

WHEREAS, the Parties agree that in light of organizational and structural changes affecting the management of the DDA, and the DDA’s desire to focus on other economic development efforts within its District as well as the completion of a system-wide parking study in 2017, the City is appropriately positioned to assume all of the rights and responsibilities of the

parking system, including any debts, obligations, and contracts related thereto, whether named specifically herein or not, as well as the implementation of the study; and

WHEREAS, the Parties are willing to amend the Contract in order to waive the notice periods required prior to termination in order to promptly and efficiently transfer the parking system.

NOW, THEREFORE, BE IT HEREBY RESOLVED AS FOLLOWS:

That the Kalamazoo Downtown Development Authority hereby waives any notice periods required in the Contract and authorizes its Executive Committee to terminate the contract affecting a transfer of all rights and responsibilities related to the parking system to the City within 60 days or as soon as is practicable and to execute any assignments or documents to effectuate a complete transfer.

YEAS: Boardmembers _____

NAYS: Boardmembers _____

ABSTAIN: Boardmembers _____

ABSENT: Boardmembers _____

RESOLUTION DECLARED ADOPTED.

Dated: _____, 2023
_____, Secretary

CERTIFICATION

I hereby certify that the above is a true and complete copy of a resolution adopted by the Board of the City of Kalamazoo Downtown Development Authority at a meeting held on _____, 2023, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: _____, 2023

_____, Secretary

Client Downtown Kalamazoo
Partner Agency Maestro
Effective Date January 1, 2023
Project Type Maintenance / Hosting

Parties

This Service Level Agreement (this “Agreement”) is entered into effective as of January 1, 2023 (the “Effective Date”) between Maestro LLC, a Michigan limited liability company (“Service Provider”) and Downtown Kalamazoo (“Client”) for the provisioning of IT services required to support and sustain the website downtownkalamazoo.org (“Application”).

The following representatives for the Service Provider and the Client will represent the primary stakeholders associated with this SLA:

Service Provider: Kathleen Matyas, Senior Strategist & Sarah Lengyel, Project Manager

Client: Downtown Development Authority/Downtown Economic Growth Authority, Grant Fletcher, Chair

General Overview

The purpose of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent IT service support and delivery to the Client by the Service Provider.

The goal of this Agreement is to obtain mutual agreement for IT service provision between the Service Provider and Client.

The objectives of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles, and/or responsibilities.
- Present a clear, concise, and measurable description of service provision to the Client.

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- Match perceptions of expected service provision with actual service support and delivery.

Service Agreement

The following detailed service parameters are the responsibility of the Service Provider in the ongoing support of this Agreement.

Application

The agreement includes the cost of application support services to keep the Application and related services up and running as well as hosting the Application. The “Application” is comprised of the following components:

- The Downtown Kalamazoo WordPress marketing website, downtownkalamazoo.org

Service Scope

Maestro agrees to provide the following services to the Client in accordance with the terms of this Agreement:

Application Support and Maintenance

Services to support and maintain the Application are to be provided by way of pre-paid service budget.

As part of this agreement, Service Provider will support the following request types:

- Issues - errors, defects, degradation of performance, inaccessibility, or other unexpected behavior of functionality available on the production instance of the Application.
- Examples of issues include:
 - Application bug fixes and other third-party dependency updates
 - Application or hosting maintenance, system-checks, bug fixes, or security updates
 - Email server support
 - Code refactoring for improved performance and sustainability
 - System uptime and performance monitoring
- Scheduled maintenance
- Minor website updates including the following:
 - Updating the KDP logo to reflect the new organization
 - Updating photography throughout website
 - Updating content to reflect new organizational changes and structure
 - Refreshing maps as provided by Gingko
 - Modify the Downtown News section of the website
- Provide training to members of the community who manage the website regularly

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Application Hosting

The Application requires a cloud based managed hosting environment. The following is included in this SLA:

- Secure WordPress hosting environment

Hosting costs are based upon the use of 25,000 visits per month, local storage of up to 10GB of data per month and content storage of 50GB per month.

- Note: Unused data does not roll over to the next month.

Client Responsibilities

- Form a designated Support Team (“Client Support Team”) comprised of no more than three Client employees to communicate and correspond with Service Provider.
- Provide all necessary assets for minor website updates listed above
- Payment for all support costs at the agreed upon time.
- Reasonable availability of representative(s) when resolving an Issue Request.
- Utilization of appropriate channels for communicating an Issue or Feature Request, outlined below.
- Compliance with the other terms of this Agreement.

Service Provider Responsibilities

Service Provider responsibilities and/or requirements in support of this agreement include:

- Meeting response times associated with issue requests.
- Appropriate notification to Client for all scheduled maintenance.

Service Term

This agreement is effective as of the effective date and expires at 11:59pm Eastern Time on December 31, 2023.

Rollover

At the conclusion of the service term, no more than 20% of the remaining budget, rounded to the nearest whole dollar, will roll over to the renewed agreement. If the client does not renew this agreement, all remaining budget will expire.

Use of Service Budget

Budget can be applied to any other Maestro project at no penalty if transferred within the Service Term. This agreement and allocated budget is intended to respond to Application issues and provide ongoing maintenance,

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Application feature requests require a separate Statement of Work. The Client will be notified when pre-paid service budget has been fully utilized.

If the Client requires continued Service after all budget has been utilized Maestro will invoice the Client on a time and materials basis for actual time and expenses incurred. Client may increase the Service Budget available in the agreement at any time.

Agreement Termination

Termination process

- Either party may terminate this Agreement for convenience by providing 30 days advance written notice to the other party.
- The official termination date of this Agreement will be recognized as the date that falls 30 days after the receipt of written notice of termination.

Termination requirements

- All payment obligations incurred prior to the termination date of this Agreement shall survive termination of this Agreement.

Termination implications

Upon reaching the termination date of this Agreement:

- All of the Client's rights under this Agreement are immediately terminated.
- Client remains responsible for all fees and charges incurred through the date of termination, including fees and charges for in-process tasks completed after the date of termination.
- Client may retrieve content from Maestro for a period of thirty (30) days following expiration of termination of this Agreement only if Client has paid charges for all amounts due and for any post-termination assistance services rendered.
- Any additional post-termination assistance provided by Maestro is subject to mutual agreement by the Client and Maestro.
- Included hosting for the Application will be terminated after the official termination date. This may cause the Application to become inaccessible.

Unless otherwise terminated pursuant to the Terms and Conditions, this Agreement will begin on the Effective Date and continue until December 31, 2023. This Agreement will only renew upon the execution of a separate renewal agreement.

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Communication of Requests

Service Provider will provide support to the Client for the Application. Issue requests can be submitted via the SLA Lead or the Maestro Help Desk.

SLA Lead

Name: Sarah Lengyel

Email: Lengyel@maestrolearning.com

Maestro Help Desk

In the event the indicated SLA Lead is unavailable, the Client can submit requests to the Maestro Help Desk:

Email: support@maestrolearning.com

Phone Number: 1-800-319-2122

Communication Assumptions

Service Provider provides support based upon the following assumptions:

- Service Provider will support inquiries from the designated Client Support Team only. Help Desk support is not available to Clients customers, employees, or other third parties unless expressly indicated.
- SLA Lead and Help Desk services are generally available on business days during business hours defined as Monday - Friday 9:00 AM - 5:00 PM EST.
- This agreement only supports the application outlined in this agreement.

Issue Request Response and Resolution Times

The Response and Resolution Time for Issue Requests depends upon the severity of the issue reported. Service Provider and Client will mutually agree upon the Category of the issue utilizing the table below.

Definitions

Response Time — the time that elapses between the Service Provider being made aware of an issue and commencing work on the identified issue.

Resolution Time — the time that elapses between the commencement of work (the Response Time) and the issue being resolved.

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Application Critical — Functionality that when malfunctioning renders the Application materially useless. For example, the inability to access content in a Content Management System.

SLA Category	Category Definition	Response Time	Expected Resolution Time	Example of Issue
P1	The Application is inaccessible or a significant portion of the functionality is inaccessible to all users.	Within 4 business hours	Within 4 business hours of Response	Application inaccessible, user authentication non-functional, etc.
P2	One or more elements of application critical functionality is inaccessible or responding slowly. A workaround is unavailable.	Within 24 business hours	Within 24 business hours of Response	Users are unable to open content in a Content Management System.
P3	One or more elements of functionality is inaccessible or responding slowly. The functionality is not application critical and a workaround is available.	Within 48 business hours	Within 48 business hours of Response	Users are unable to save content in a Content Management System.
P4	Minor issue that does not prohibit users from utilizing the Application in any material way.	Within 72 business hours	Best effort	Content thumbnails do not display in a Content Management System.

Service Rates

Time spent servicing the Client through this agreement will be billed utilizing the Rate Card outlined in Exhibit A.

Budget

The budget for services provided in this SLA is as follows:

- Application Support and Maintenance: \$4,200
- Application Hosting: \$1,000
- **Total: \$5,200**

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Based upon the Invoice Schedule below, Service Provider will only utilize available budget when performing services under this agreement. If, at anytime, available budget is fully utilized, Service Provider reserves the right to place active work on hold. The Client may elect at their discretion to have a future invoice sent early to replenish available budget or, in the absence of future invoices, to execute a Change Order to increase available budget.

Terms

Net 30 days

Payment Terms	Timeframe	Amount
First Invoice	Upon acceptance of this agreement	\$1,300
Second Invoice	April 1, 2023 or usage of all available budget	\$1,300
Third Invoice	July 1, 2023 or usage of all available budget	\$1,300
Fourth Invoice	October 1, 2023 or usage of all available budget	\$1,300
Total		\$5,200

This document encompasses the work, timeline, costs, and terms in which Maestro will engage in this project for the client. By signing below, the client agrees to the terms and conditions available on Maestro's website:

<https://maestrolearning.com/terms-and-conditions/>.

Disclaimer of Warranties

Maestro does not represent to Client that the operation of the software will be uninterrupted or error-free. Maestro disclaims and makes no representations or warranties to Client, express or implied, with respect to the Software, any updates to it, or otherwise, and hereby disclaim any and all implied warranties with respect to the Software and any updates to it, including the warranties of merchantability and fitness for a particular purpose. The Client may not make any warranty of any kind, express or implied, on behalf of Maestro, their affiliates, or their respective third-party providers or licensors, to any authorized users or any other party in connection with the Software, or any other party without Maestro's express written consent.

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Exhibit A - Rate Card

Role	Hourly Rate
3D Designer	\$185
Account Coordinator	\$95
Account Manager	\$135
Administrative	\$135
Agency Leadership	\$350
AR/VR Developer	\$165
Backend Developer	\$165
Content Director	\$150
Copywriter	\$135
Design Director	\$185
Design Leadership	\$350
Designer	\$135

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Developer	\$165
Frontend Developer	\$165
Instructional Designer	\$135
Interactive Designer	\$135
Marketing Developer	\$165
Media Director	\$225
Media Producer	\$135
Motion Designer	\$135
Project Coordinator	\$95
Project Manager	\$135
Quality Assurance	\$95
Senior Account Manager	\$165
Senior Designer	\$165
Senior Project Manager	\$165
Software Leadership	\$245
Software Quality Assurance	\$165
Strategist	\$185
UI/UX Designer	\$165

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