



# City of Las Cruces®

PEOPLE HELPING PEOPLE

## Council Action and Executive Summary

Item # 7Ordinance/Resolution# 15-16-132For Meeting of \_\_\_\_\_  
(Ordinance First Reading Date)For Meeting of February 2, 2016  
(Adoption Date)

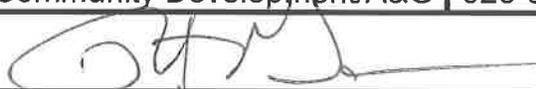
Please check box that applies to this item:

 QUASI JUDICIAL LEGISLATIVE ADMINISTRATIVE

**TITLE: A RESOLUTION AUTHORIZING THE PURCHASE AND CONTRACT FOR ACCELA LAND MANAGEMENT SOFTWARE SERVICES INCLUDING THE CONFIGURATION AND IMPLEMENTATION FROM CARAHSOFT TECHNOLOGY CORPORATION OF RESTON, VIRGINIA VIA STATE OF NEW MEXICO PRICE AGREEMENT NO. 30-000-13-00060 AND TO AMEND THE FY2016 BUDGET.**

**PURPOSE(S) OF ACTION:**

Approve purchase and contract.

<b>COUNCIL DISTRICT: ALL</b>		
<b><u>Drafter/Staff Contact:</u></b> David Weir	<b><u>Department/Section:</u></b> Community Development/A&G	<b><u>Phone:</u></b> 528-3067
<b><u>City Manager Signature:</u></b>		

**BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:**

The Community Development Department (CDD) is requesting authorization to purchase Accela Land Management (Accela) software services from Carahsoft Technology Corporation of Reston, Virginia. The purchase of this software services will provide the City and CDD with a new product to administer its planning, permitting, licensing, building inspection, development plan review, GIS and electronic record keeping programs and activities.

The successful implementation of the software will automate and streamline the existing development and construction application, review, permitting, inspection and occupancy/licensing practices of the department. The software, via the web, allows the electronic submittal of development and building permit applications, construction plans, development plans, business registration applications and through automated workflows sends the documents to the necessary reviewing personnel for review of the plans and documents. The software also allows citizens, contractors, design professionals and others to submit their projects and check on the status of their projects at any time, 24/7 using the Citizen Access web portal which supports both English and Spanish language translation. This allows the public to submit documents without having to drive to City Hall whether we are open or not. It will also eliminate the need to spend money on copy costs, which can be very high in the case of a large complex submittal. The software solution will automate a significant portion of Building and

Development Services activities which should result in time savings in the review process for construction and development proposals allowing review to occur quicker and permits to be issued sooner.

In addition to the electronic submittal and review of plans, the software allows an owner/contractor the ability to schedule inspections and check on inspection status electronically by using either the web portal or via their smart device as part of the mobile field solutions. Likewise, the inspectors can receive inspection requests in the field and report their findings with their mobile devices in real time, providing a faster and more responsive process.

Staff has reviewed six (6) different software packages for a land management solution to deliver these automated services and through those reviews has determined that Accela provides the most functionality for the City and for the citizens we are serving through our operations. Staff is proposing to purchase this software as a service (SAAS) in order to reduce the impacts on existing City Information Technology Department (IT) resources. As a SAAS the vendor will host the solution in the "cloud" which reduces the need for new server resources and limits the amount of IT support needed for the system. The anticipated expenses for full implementation of the software is \$603,017.32, including taxes. The timetable for complete implementation is twelve months; which occurs during FY2016 and FY2017. Therefore, the project will be split into two phases. The expense for FY2016 is \$225,776.32 for Phase I with the remainder of \$377,241.00 for Phase II to be expended in FY2017. Once configured and implemented the ongoing operational costs (license fees) are anticipated to be \$96,398.12 annually, based on 40 licenses. This fee may change based on number of needed licenses. The ongoing annual fees are anticipated to be offset by establishment of a "technology" fee assessed per application. This fee will be established prior to going live.

As per the Las Cruces Municipal Code it is necessary for City Council to approve amendments to the adopted budget as well as the purchase of services above the threshold of \$75,000.00. The CDD did not anticipate this expense when the current fiscal year budget was adopted in May of 2015. The City Council is being requested to authorize an amendment to the budget moving General Fund salary and benefit savings as well as operational funds; designating these funds to the CDD purchase services line item within the City's budget. If this resolution is approved staff will immediately start coordinating with Carahsoft Technology Corporation to initiate the project. Phase I which includes electronic plan submittal and review should be completed and live by July 2016.

**SUPPORT INFORMATION:**

1. Resolution.
2. Exhibit "A", Purchasing Manager's Recommendation to Contract.
3. Exhibit "B", Budget Adjustment.
4. Attachment "A", Draft Scope of Work.

**SOURCE OF FUNDING:**

<b>Is this action already budgeted?</b>		
	Yes	<input type="checkbox"/> See fund summary below
	No	<input checked="" type="checkbox"/> If No, then check one below:
	<i>Budget Adjustment Attached</i>	<input type="checkbox"/> Expense reallocated from:
		<input type="checkbox"/> Proposed funding is from a new revenue source (i.e. grant; see details below)
	<input checked="" type="checkbox"/> Proposed funding is from fund balance in the <u>1000-General</u> Fund.	
<b>Does this action create any revenue?</b>		
	Yes	<input type="checkbox"/> Funds will be deposited into this fund: _____ in the amount of \$_____ for FY_____.
	No	<input checked="" type="checkbox"/> There is no new revenue generated by this action.

**BUDGET NARRATIVE**

The total cost for purchase and implementation of the SAAS is \$603,017.32. The timetable for complete implementation is twelve months which occurs during FY2016 and FY2017. Therefore, the project will be split into two phases. The expense for FY2016 (Phase I) is \$225,776.32 for which a budget adjustment is required. The expense for FY2017 (Phase II) is \$377,241.00 and will be included in that budget cycle.

**FUND EXPENDITURE SUMMARY:**

Fund Name(s)	Account Number(s)	Expenditure Proposed	Available Budgeted Funds in Current FY	Remaining Funds	Purpose for Remaining Funds
General	10184110-722190	\$225,776.32	\$232,363.62	\$6,587.30	To be used for program administration

\*Pending Budget Adjustment

**OPTIONS / ALTERNATIVES:**

1. Vote "Yes"; this will authorize the purchase and contract for Accela SAAS including the configuration and implementation from Carahsoft Technology Corporation of Reston, Virginia and amend the FY2016 budget.
2. Vote "No"; this will not authorize the purchase of and contract for Accela SAAS.
3. Vote to "Table"; this will require direction of City Council to staff on how to proceed.

**REFERENCE INFORMATION:**

The resolution(s) and/or ordinance(s) listed below are only for reference and are not included as attachments or exhibit.

1. N/A.

**RESOLUTION NO. 15-16-132**

**A RESOLUTION AUTHORIZING THE PURCHASE AND CONTRACT FOR ACCELA LAND MANAGEMENT SOFTWARE SERVICES INCLUDING THE CONFIGURATION AND IMPLEMENTATION FROM CARAHSOFT TECHNOLOGY CORPORATION OF RESTON, VIRGINIA VIA STATE OF NEW MEXICO PRICE AGREEMENT NO. 30-000-13-00060 AND TO AMEND THE FY2016 BUDGET.**

The City Council is informed that:

**WHEREAS**, the City of Las Cruces Strategic Plan states objectives to *proactively plan our land use, infrastructure, connectivity and transportation* and to *foster a vibrant economic environment*; and

**WHEREAS**, Accela Land Management (Accela) software services provides an administrative tool to efficiently and proactively conduct planning, licensing and permitting activities while assisting and advancing the local economy; and

**WHEREAS**, City staff evaluated numerous electronic land management software products and determined Accela's software would provide the most benefit to the organization and the Las Cruces community.

**NOW, THEREFORE**, Be it resolved by the governing body of the City of Las Cruces:

**(I)**

**THAT** the purchase and contract for Accela software services including the configuration and implementation from Carahsoft Technology Corporation of Reston, Virginia via State of New Mexico Price Agreement Number 30-000-13-00060 is hereby approved.

**(II)**

**THAT** the Purchasing Manager is authorized to contract with Carahsoft

Technology Corporation of Reston, Virginia as outlined in the Purchasing Manager's Request to Contract Form attached hereto as Exhibit "A" and made part of this resolution.

(III)

THAT the FY2016 budget is adjusted as prescribed in the Budget Adjustment Form attached hereto as Exhibit "B" and made a part of this resolution.

(III)

THAT City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE AND APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

APPROVED:

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

(SEAL)

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

APPROVED AS TO FORM:

  
\_\_\_\_\_  
City Attorney

VOTE:  
Mayor Miyagishima: \_\_\_\_\_  
Councillor Gandara: \_\_\_\_\_  
Councillor Smith: \_\_\_\_\_  
Councillor Pedroza: \_\_\_\_\_  
Councillor Eakman: \_\_\_\_\_  
Councillor Sorg: \_\_\_\_\_  
Councillor Levatino: \_\_\_\_\_

## CITY OF LAS CRUCES

### PURCHASING MANAGER'S REQUEST TO CONTRACT

For Meeting of: February 2, 2016

Resolution No.: 15-16-132

### Existing Contract Purchase For Accela Land Management Software Services and Implementation

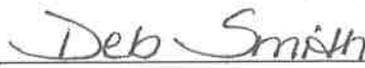
The Las Cruces City Council is provided the following information concerning this request:

#### RFP/BID SOLICITATION INFORMATION:

- |    |  |  |
|----|--|--|
| 1. | Existing Contract Issuer                         | State of New Mexico  |
| 2. | Contract Number:                                 | 30-000-13-00060 GSA Schedule 70                                    |
| 3. | Contract Expiration Date:                        | December 19, 2016  |
| 4. | Description:                                     | <b>Accela Land Management Software Services and Implementation</b> |
| 5. | Using Department:                                | Community Development  |
| 6. | Current Award Recommendation To:                 | Carahsoft Technology Corporation                                   |
| 7. | Award Amount (includes any tax and contingency): | \$603,017.32   |
| 8. | Projected Completion Date:                       | N/A  |

#### PROCUREMENT CODE COMPLIANCE:

The City of Las Cruces Procurement Code was administered in the conduct of this procurement and approval to purchase is hereby requested pursuant to **Section 24-316**.

 11-11-16  
 Purchasing Manager Date

#### CONFIRMATION OF FUND ENCUMBRANCE:

REQUISITION OR PURCHASE ORDER NUMBER:	TBD
---------------------------------------	-----

# CITY OF LAS CRUCES

## Fund Summary

EXHIBIT "B"

Fund: 1000  
DFA: 101

Fund Name: GENERAL FUND  
DFA Name: General Fund

	2015-16 Budget			%
	Adopted	Adjustment	Amended	Inc. / Dec.
<b><i>Beginning Balance</i></b>	\$ 22,903,243	(1,882,130)	21,021,113	-8.22%
<b>Resources</b>				
Revenue	\$ 90,917,540	0	90,917,540	0.00%
Proceeds	26,125	0	26,125	0.00%
Transfers In	74,386	0	74,386	0.00%
<b>Total Resources</b>	\$ 91,018,051	0	91,018,051	0.00%
<b>Expenditures</b>				
Salaries & Benefits	\$ 61,360,839	(56,877)	61,303,962	-0.09%
Operating Costs	19,672,267	56,877	19,729,144	0.29%
Capital Outlay	1,549,088	0	1,549,088	0.00%
Debt Service	26,125	0	26,125	0.00%
Grant / Projects	2,333,397	0	2,333,397	0.00%
Transfers Out	14,729,524	0	14,729,524	0.00%
<b>Total Expenditures</b>	\$ 99,671,240	0	99,671,240	0.00%
<b><i>Ending Balance</i></b>	\$ 14,250,054	(1,882,130)	12,367,924	-13.21%

**BUDGET ADJUSTMENT REQUEST (BAR)**

<b>Department and Section</b> Community Development/Building & Development Services	<b>223</b> <u>Permanent or Temporary</u>	<b>EXHIBIT "B"</b>	
		<b>Council/Board Resolution No.</b>	15-16-132

**Justification for Request**

The purpose of this budget adjustment is to consolidate funding for Accela implementation (land management/plan review software system). The funding amount on this BAR addresses the expenditures which will be incurred during FY16.

**MUNIS Comment:** Accela Funding

<u>Barbara DeLeon</u>	<u>541-2642</u>	<u>16</u>	<u>1/13/2016</u>
<b>Prepared by</b>	<b>Phone No.</b>	<b>FY to be Adjusted</b>	<b>Date</b>

Fund	Org	Object	Project	Object Name	Increase \$	Decrease \$
1000	10184010	722104		ADVERTISING		200
1000	10184010	722108		PRINTING		100
1000	10184010	722190		PURCHASED SERVICES GENERAL		1,000
1000	10184010	724400		DUES		500
1000	10184010	724620		MAGAZINES/PERIODICALS/BOOKS		100
1000	10184010	730410		SOFTWARE		700
1000	10184030	722103		POSTAGE AND FREIGHT		1,000
1000	10184030	722104		ADVERTISING		5,000
1000	10184030	724400		DUES		1,000
1000	10184030	730110		SUPPLIES GENERAL		2,000
1000	10184030	730410		SOFTWARE		500
1000	10184110	610101		ADMINISTRATION		6,100
1000	10184110	610102		CLASSIFIED		27,120
1000	10184110	721132		MOTOR POOL FUEL & LUBRICANTS		20,000
1000	10184110	722108		PRINTING		500
1000	10184110	726350		TELEPHONE CELL PHONES		1,000
1000	10184110	730200		MINOR EQUIPMENT		2,000
1000	10184110	730410		SOFTWARE		2,000
1000	10184110	730420		MINOR COMPUTER EQUIPMENT		4,000
1000	10100190	610101		ADMINISTRATION		18,657
1000	10100190	620100		PERA		2,000
1000	10100190	620410		HEALTH INS		3,000
1000	10100190	722190		PURCHASED SERVICES GENERAL		50,000
1000	10100190	722220		PROPERTY APPRAISAL		31,000
1000	10100190	722221		PROPERTY SURVEY		15,000
1000	10100190	724190		TRAVEL GENERAL		23,300
1000	10100190	730110		SUPPLIES GENERAL		1,000
1000	10100190	730420		MINOR COMPUTER EQUIPMENT		7,000
1000	10184110	722190		PURCHASED SERVICES GENERAL	225,777	
<b>Totals</b>					<b>\$225,777</b>	<b>\$225,777</b>

*By signing, I verify balances and accounts are available in MUNIS.*

*For use by Administration and Office of Mgmt & Budget*

224

Administrator / Manager			Date	Mark A. Winson, ACM / CAO	Date
Director			Date	Daniel Avila, ACM / COO	Date
For use by Office of Mgmt & Budget <i>Revised 5/05/2015</i>				Robert L. Garza, City Manager	Date
<u>Budget Adjustment Number</u>	<u>Posted By</u>	<u>Date</u>	Budget and Grant Manager		
Period:            JE#					Date



---

## Statement of Work

### City of Las Cruces NM, Accela Solution Implementation

February 1, 2016

Version 1.2

Carahsoft Technology Corp  
1860 Michael Faraday Drive, Suite 100  
Reston, VA 20190  
Tel: 703-871-8500  
Fax: 703-871-8505

TABLE OF CONTENTS

TABLE OF CONTENTS ..... 2

DOCUMENT CONTROL ..... 5

INTRODUCTION ..... 6

CRITICAL SUCCESS FACTORS ..... 6  
ACCELA IMPLEMENTATION METHODOLOGY ..... 7

SCOPE OF SERVICES ..... 8

AGENCY DEPARTMENTS ..... 8  
ACCELA PRODUCTS ..... 9  
PROJECT SCOPE ..... 9  
PROJECT TIMELINE ..... 12

PAYMENT TERMS ..... 12

PAYMENT SCHEDULE ..... 12  
EXPENSES ..... 13  
CONTRACT SUM ..... 13

ASSUMPTIONS ..... 14

GENERAL ..... 14  
SCOPE AND TIMELINE ..... 14  
AGENCY RESOURCING ..... 15  
AVOCETTE RESOURCING ..... 15  
GO LIVE AND GO LIVE SUPPORT ..... 15

DATA CONVERSION ..... 15

GENERAL INFORMATION AND REQUIREMENTS FOR HISTORICAL CONVERSIONS ..... 16  
DATA CONVERSION ASSUMPTIONS ..... 16  
STANDARD DOCUMENT MIGRATION ..... 16

ADMINISTRATION ..... 17

CHANGE MANAGEMENT ..... 17  
EXPIRATION ..... 17

FINAL ACCEPTANCE.....	17
<b>APPENDIX A: DEFINITONS.....</b>	<b>18</b>
<b>APPENDIX B: PROJECT RESOURCES.....</b>	<b>20</b>
AGENCY RESOURCES .....	20
AVOCETTE RESOURCES.....	21
<b>APPENDIX C – DELIVERABLES.....</b>	<b>24</b>
STAGE 1 – INITIATION.....	24
DELIVERABLE 1: PROJECT INITIATION.....	24
DELIVERABLE 2: ACCELA CIVIC PLATFORM SETUP.....	25
STAGE 2 – TO-BE ANALYSIS.....	26
DELIVERABLE 3: UPDATES TO BEST PRACTICE CONFIGURATION.....	26
STAGE 3 – SOLUTION FOUNDATION.....	28
DELIVERABLE 4: UPDATES TO BEST PRACTICE CONFIGURATION.....	28
STAGE 4 – BUILD.....	29
DELIVERABLE 5: BUSINESS RULES.....	29
DELIVERABLE 6: REPORT SPECIFICATIONS.....	30
DELIVERABLE 7: REPORT DEVELOPMENT.....	31
DELIVERABLE 8: ACCELA GIS DEPLOYMENT.....	32
DELIVERABLE 9: ACCELA CITIZEN ACCESS DEPLOYMENT.....	33
DELIVERABLE 10: ACCELA MOBILE DEPLOYMENT.....	34
STAGE 5 – READINESS.....	34
DELIVERABLE 11: ACCELA CIVIC PLATFORM SETUP - PRODUCTION.....	34
DELIVERABLE 12: TRAIN THE TRAINER.....	35
DELIVERABLE 13: USER ACCEPTANCE TESTING (UAT).....	36
STAGE 6 – DEPLOY.....	37
DELIVERABLE 14: PRODUCTION SUPPORT.....	37
DELIVERABLE 15: POST DEPLOYMENT SUPPORT AND TRANSITION TO CUSTOMER SUPPORT.....	38
<b>PHASE 2.....</b>	<b>39</b>
STAGE 1 – INITIATION.....	39
DELIVERABLE 16: PROJECT INITIATION.....	39
STAGE 2 – TO-BE ANALYSIS.....	40
DELIVERABLE 17: TO-BE ANALYSIS SESSIONS.....	41
DELIVERABLE 18: TO-BE ANALYSIS DOCUMENT(S).....	42
STAGE 3 – SOLUTION FOUNDATION.....	44
DELIVERABLE 19: ACCELA CIVIC PLATFORM SOLUTION FOUNDATION.....	44
STAGE 4 – BUILD.....	45
<b>DATA CONVERSION.....</b>	<b>45</b>
DELIVERABLE 20: HISTORICAL DATA CONVERSION ANALYSIS.....	46
DELIVERABLE 21: HISTORICAL DATA CONVERSION DEVELOPMENT.....	46
<b>SYSTEM INTERFACES.....</b>	<b>47</b>

DELIVERABLE 22: INTERFACE ANALYSIS AND DEVELOPMENT .....	47
DELIVERABLE 23: BUSINESS RULES .....	48
DELIVERABLE 24: REPORT SPECIFICATIONS .....	50
DELIVERABLE 25: REPORT DEVELOPMENT .....	51
DELIVERABLE 26: ACCELA CITIZEN ACCESS DEPLOYMENT .....	51
STAGE 5 – READINESS .....	53
DELIVERABLE 27: ACCELA CIVIC PLATFORM SETUP - PRODUCTION .....	53
DELIVERABLE 28: ADMINISTRATIVE TRAINING .....	54
DELIVERABLE 29: TRAIN THE TRAINER .....	54
DELIVERABLE 30: USER ACCEPTANCE TESTING (UAT) .....	55
STAGE 6 – DEPLOY .....	56
DELIVERABLE 31: PRODUCTION SUPPORT .....	56
DELIVERABLE 32: POST DEPLOYMENT SUPPORT AND TRANSITION TO CUSTOMER SUPPORT .....	57
<b>APPENDIX D – DELIVERABLE ACCEPTANCE FORM .....</b>	<b>59</b>
<b>APPENDIX E – CHANGE ORDER TEMPLATE .....</b>	<b>60</b>
SAMPLE CHANGE ORDER – PAGE 1 .....	60
SAMPLE CHANGE ORDER – PAGE 2 .....	61
<b>APPENDIX F – SCOPE OF PROCESSES .....</b>	<b>61</b>

## DOCUMENT CONTROL

Date	Author	Version	Change Reference
December 21, 2015	Stewart Jack	1.0	Initial Document
January 5, 2016	Stewart Jack	1.1	Updated to be explicit on MUNIS and Tyler Cashiering interfaces.
January 11, 2016	Stewart Jack	1.2	Updated to correct details and allow for additional/change of scope for Deliverable 3 and 17. Correct training time and descriptions. No change in scope.

## INTRODUCTION

This Statement of Work ("SOW") dated *February 1, 2016* sets forth a scope and definition of the professional services (collectively, the "Services") to be provided by Carahsoft Technology and Avocette Technologies Inc. ("Avocette") to City of Las Cruces NM ("Agency").

Las Cruces NM, Contact:  
*Gerald Smith*  
*Business Systems Analyst (Operations)*  
*700 N. Main St*  
*City of Las Cruces*  
*575 541 2135*  
*gesmith@las-cruces.org*

Capitalized terms not defined in this SOW are as defined in the Services Agreement. In the event of a conflict between the Agreement and this SOW, the terms of the Services Agreement shall govern. Scope not specifically defined within this document is excluded.

## CRITICAL SUCCESS FACTORS

In order to successfully execute the Services described herein, there are several critical success factors that must be closely monitored and managed by Accela and Agency stakeholders:

- **Dedicated Agency Participation** – Agency acknowledges that its staff has the appropriate skills and subject matter expertise and that they are actively involved throughout the entire duration of Services as defined in the Project Plan. Avocette will communicate insufficient participation of Agency resources through project status reports, and by other means, with real and potential impacts to the project. Avocette will work with the project sponsors to determine appropriate team member involvement. This could range for example from full-time, during early analysis meetings, to part-time during the technical implementation stage.
- **Clear Business Objectives** – Agency has clearly documented their business objectives before the commencement of the project, and shared those objectives with Avocette
- **Requirements Identified and Documented** – Agency and Avocette identify, document, prioritize, and continually manage the Agency's technical, functional, data, and any other requirements that must be satisfied in order for the project to be considered successful by the Agency and Avocette
- **Business Process Definition and Understanding** – Agency must be able to articulate their current business processes and be willing to share that information with Avocette, in particular during the To-Be Analysis stage of the project. If there is an expectation that the Agency's business processes might be modified during the project, the Agency and Avocette must discuss this topic to determine what, if any, risks such an endeavor might introduce to the project.
- **Accela Implementation Methodology** – Avocette has scoped and planned around the Accela Implementation Methodology. It is imperative to the project's success that the Agency is willing to adhere / adopt to the Accela Implementation Methodology throughout the project

- **Knowledge Transfer** – It is critical that Agency personnel participate in the analysis, configuration and deployment of the software being delivered in order for Avocette to transfer knowledge to the Agency. Once Post Production assistance tasks are completed by Avocette, the Agency assumes all day-to-day operations of Accela Civic Platform outside of the Support and Maintenance Agreement. Depending on the scope of the project, key knowledge transfer areas could include:
  - Configuration
  - Scripting
  - Batch Scripts
  - Interfaces
  - Event Management Scripts
  - Reports and Forms
  - Release Management

### ACCELA IMPLEMENTATION METHODOLOGY

Avocette will deliver its Services to the Agency by employing the methodology detailed in this section. This is a proven methodology that guides the project from inception to deployment, thereby increasing the chances of successfully implementing Accela software products. Project delivery through execution of this Implementation Life Cycle is described below. It is the execution of these six stages which allows Avocette to provide to its customers high-quality services throughout the project. Note that this project is being proposed in two phases – Phase 1 using best practice templates and phase 2 processes not included in the best practices templates.



The stages of project delivery flow in a linear direction, although many tasks within a stage or in different stages may run in parallel as appropriate in order to avoid project delays. Each stage has pre-defined objectives, tasks and deliverables. Depending on the exact scope of the project, a full complement or a subset of all potential deliverables will be delivered through the Services defined for the project. Employing this deliverables-based approach allows Avocette and the Agency to understand the composition and ‘downstream’ impact of each deliverable to complete the project with quality and in a timely manner.

#### INITIATION

**Initiation** is the first stage in the lifecycle, during which the initial Project Plan is finalized, project scope and objectives are reviewed. In addition, high-level training on the Accela software is conducted to in order to introduce the project team to the application.

#### TO-BE ANALYSIS

**To-Be Analysis** is the second stage in the lifecycle. During the Analysis stage, Avocette reviews existing Agency documentation, interviews Agency staff, and conducts workshops to understand the “To-Be” vision of the Agency that can be executed with the aid of Accela Civic Platform. It is during this stage that Avocette gains a deeper understanding of Agency processes and business rules; simultaneously, the Agency begins to gain a deeper understanding of the methodology and the Accela Civic Platform capabilities. A key output

of this stage is the To-Be Analysis Document(s) which serve as the 'foundation' for configuration of Accela Civic Platform to support the Agency's "To-Be" vision. Supplementing the To-Be Analysis Document(s) are the finalization of the inventories of all other solution components (e.g., interfaces, reports, event scripts, data conversion programs), and the creation of the configuration specification documents for these objects.

#### SOLUTION FOUNDATION

**Solution Foundation** is the third stage in the lifecycle. It begins upon completion of Stage 2, and, depending on the project may overlap briefly with the next stage, Build. During this stage, the Accela Civic Platform will be built to match the to-be processes agreed to in the To-Be Analysis stage. Essential to this effort is the configuration of the Record types (e.g., Case, Application, Permit, Work Order, etc) that were agreed to during the To-Be Analysis stage.

#### BUILD

**Build** serves as the fourth stage in the lifecycle, and execution of this stage overlaps Configuration, but ends after Configuration is complete. During the Build stage, all defined elements during the Analysis stage beyond the Solution Foundation will be built and quality checked. This includes objects such as conversions, event scripts, interfaces and reports.

#### READINESS

**Readiness** is the fifth stage in the lifecycle. During the Readiness stage, Accela Civic Platform is fully tested, errors are identified, documented, and corrected. Additionally, the solution is prepared for deployment. As well, system administrators and end users are trained so that Agency staff members are prepared to use and maintain the software once it is in production.

#### DEPLOY

**Deploy** is the sixth and final stage in the lifecycle. During the Deploy stage, the applications are moved to production; all requisite pre-production activities are identified, tracked and completed, and post-production analysis and review is completed. Upon moving to production, the relevant aspects of Accela Civic Platform applications are transitioned to the Accela Customer Support Center ("CSC") for ongoing support. A formal transition occurs between Avocette and the Accela CSC. The CSC instructs the Agency on available communication channels (e.g., telephone, email, online tracking system) and usage of the Accela knowledge base. Lastly, all documented issues or enhancement requests will be transitioned from the Avocette team to the Accela CSC.

## SCOPE OF SERVICES

The purpose of this section is to detail the departments, products and high level activities that comprise the Accela implementation for the Agency.

### AGENCY DEPARTMENTS

The scope of this implementation is limited to the following Agency departments:

- Permitting
- Planning
- Zoning
- Right of Way

**ACCELA PRODUCTS**

The following Accela products are in scope for this Project:

- Accela Civic Platform – Land Management Module
- Accela Civic Platform – GIS Module
- Accela Civic Platform – Citizen Access Module
- Accela Civic Platform – Mobile Office Module

**PROJECT SCOPE**

The **Deliverable Summary** table below provides a list of the project deliverables. [Appendix C](#) contains a detailed description of each deliverable as well as the responsibilities of Avocette and the Agency in the creation, review, and approval of the deliverables.

**Deliverable Summary**

Stage	Deliverable #	Deliverable Name
Initiation Phase 1	1	Project Initiation
	2	Accela Civic Platform Setup – (Accela Cloud)
Analysis Phase 1	3	Updates to Best Practice Configuration
Solution Foundation Phase 1	4	Updates to Best Practice Configuration
Build Phase 1	5	Business Rules
	6	Report Specifications
	7	Report Development
	8	Accela GIS Deployment
	9	Accela Citizen Access Deployment
	10	Accela Mobile Deployment
Readiness Phase 1	11	Accela Civic Platform Setup - Production
	12	Train the Trainer
	13	User Acceptance Testing (UAT)
Deploy Phase 1	14	Production Support
	15	Post Deployment Support and Transition to Customer support
Initiation Phase 2	16	Project Initiation
To-Be Analysis Phase 2	17	To-Be Analysis Sessions – Permitting, Planning and Zoning
	18	To-Be Analysis Document(s) – Permitting, Planning and Zoning
Solution Foundation Phase 2	19	Accela Civic Platform Configuration – Permitting, Planning and Zoning
Build Phase 1	20	Historical Data Conversion Analysis - Munis
	21	Historical Data Conversion Development - Munis
	22	Interface Analysis and Development
	23	Business Rules

Stage	Deliverable #	Deliverable Name
	24	Report Specifications
	25	Report Development
	26	Accela Citizen Access Deployment
Readiness Phase 2	27	Accela Civic Platform Setup - Production
	28	Administrative Training
	29	Train the Trainer refresher
	30	User Acceptance Testing (UAT)
Deploy Phase 2	31	Production Support
	32	Post Deployment Support and Transition to Customer support

## Scope Description

The **Scope Description** table below provides detail and clarity on key areas of scope. The Scope Description defines areas of scope that can be quantified, may have ambiguity regarding definition and require change control if modified.

Scope Area	Scope Description
Avocette Project Management	<p>Avocette will provide project management oversight which includes the following activities:</p> <ul style="list-style-type: none"> <li>• Development and Management of a Project Plan</li> <li>• Project Document Management</li> <li>• Project Website Management (Sharepoint)</li> <li>• Issue Log Management and Escalation</li> <li>• Status Reporting</li> <li>• Change Control</li> <li>• Resource Management</li> <li>• Project Oversight and Quality Assurance</li> <li>• Development of Project Charter governance document</li> </ul>
Accela Civic Platform – Environments and Components	<p>Maximum of 3 hosted environments with the following software components will be setup: Development, Test, Production</p> <p>Environments will be set up as Software as a Service through Accela</p>
Solution Foundation	See Appendix F for a full list of processes in scope
Data Conversion	<p>Sources are limited to the following:</p> <ul style="list-style-type: none"> <li>• Data Source #1 Munis - 2 Test loads</li> </ul>

Scope Area	Scope Description
Interfaces	<p>Specify the interface names / source systems, etc. in as much detail as possible.</p> <ul style="list-style-type: none"> <li>• GIS - ESRI</li> <li>• GL – Munis – 2 way periodic batch interface</li> <li>• Tyler Cashiering for cashiering functions</li> </ul>
Business Rules	<p>Conduct analysis sessions, document specifications and develop / unit test Business Rules for a maximum of items of the following category:</p> <ul style="list-style-type: none"> <li>• 2 of Validation Scripts</li> <li>• 4 of Fee Automation</li> <li>• 4 of Record Creation</li> <li>• 2 of ACA Page Flow</li> <li>• 2 of Expression Builder Validation</li> <li>• 20 of Expression Builder Automation</li> <li>• 2 of Batch Scripts</li> </ul> <p>Definition of Business Rule categories can be found in Appendix A and described in the deliverables below.</p>
Reports	<p>Conduct analysis sessions, document specifications and develop / unit test reports for a maximum of:</p> <ul style="list-style-type: none"> <li>• # high complexity reports</li> <li>• # medium complexity reports</li> <li>• # low complexity reports</li> </ul> <p>Definition of complexity can be found in Appendix A.</p>
Accela GIS	<p>Setup and Configuration of Accela GIS including:</p> <ul style="list-style-type: none"> <li>• 5 of Dynamic Themes</li> <li>• 5 of Attribute Retrieval</li> <li>• 5 of Proximity Alerts</li> </ul> <p>Definition of GIS Components can be found in Appendix A.</p>
Accela Mobile	<p>"Specification and Configuration of Accela Mobile Office"</p>
Electronic Document Review (EDR)	<p>"Specification and Configuration of EDR Installation on up to 2 client PC's One Custom stamp for static text, simple dynamic stamp and dynamic stamp</p>
Training	<p>Accela's Training involvement encompasses:</p> <ul style="list-style-type: none"> <li>• <b>Civic Platform Core Team Training</b> – up to 2 days, 5 max attendees.</li> <li>• <b>Civic Platform Admin Usage</b> – up to 3 days, 5 max attendees.</li> <li>• <b>Train the Trainer</b> – up to 4 days, 7 max attendees.</li> <li>• <b>Train the Trainer Refresher</b> – up to 2 days, 7 max attendees.</li> </ul>
User Acceptance Testing Support	<p>"Support for 30 days of User Acceptance testing. – 10 days in phase 1 and 20 days in phase 2</p>

Scope Area	Scope Description
Deployment – Go Live Preparation	Avocette will perform the following activities in the weeks leading up to go-live: <ul style="list-style-type: none"> <li>• Develop a Go Live Plan.</li> <li>• Migrate final version of system from Test/Dev to Production environment.</li> <li>• Final Production run of Data Conversions.</li> </ul>
Deployment – Go Live	Avocette will provide up to 40 hours of support over 20 business days for go-live in phase 1 and 80 hours support over 60 business days for phase 2

**PROJECT TIMELINE**

The term of this project is 12 months.

Avocette and Agency will jointly commit to a start date when resources are confirmed. Any Agency-requested delays after the start date is confirmed may require up to a forty-five (45) business day lead time for Avocette to resource the project again.

Upon initiation of these Services, the Avocette Project Manager will work with the Agency Project Manager to collaboratively define a baseline project schedule. Given the fact that project schedules are working documents that change over the course of the project, the Avocette Project Manager will work closely with Agency Project Manager to update, monitor, agree, and communicate any modifications within the Change Management process.

**PAYMENT TERMS**

**PAYMENT SCHEDULE**

Avocette will perform the Services on an hourly payment basis at a rate of \$135 per hour. The project is expected to take 2462 hours and Avocette's total price to perform the Services and provide the Deliverables described in Appendix C is estimated to be \$332,370.00 exclusive of taxes and expenses. The price is based on the information available at the time of signing and the assumptions, dependencies and constraints, and roles and responsibilities of the Parties, as stated in this SOW. Avocette shall not exceed the total estimate amount without the prior approval of Agency and shall not continue to provide services, after the total estimate has been reached, without the prior authorization of Agency. Invoices will be sent for hours worked every month and are due Net 30 days.

Any hours remaining on the project when Avocette has completed the scope of this project will not be used for other work without a Change Order delineating the scope. Any hours remaining will expire on the SOW End Date.

**Estimated Cost by Deliverable**

Deliverable #	Deliverable Name	Estimated Cost
1	Project Initiation	\$3,240.00
2	Accela Civic Platform Setup – (Accela Cloud)	\$2,700.00
3	Updates to Best Practice Configuration	\$13,230.00
4	Updates to Best Practice Configuration	\$23,895.00
5	Business Rules	\$6,345.00
6	Report Specifications	\$8,100.00
7	Report Development	\$8,640.00
8	Accela GIS Deployment	\$10,800.00

Deliverable #	Deliverable Name	Estimated Cost
9	Accela Citizen Access Deployment	\$6,345.00
10	Accela Mobile Deployment	\$5,400.00
11	Accela Civic Platform Setup - Production	\$2,160.00
12	Train the Trainer	\$4,320.00
13	User Acceptance Testing (UAT)	\$5,400.00
14	Production Support	\$4,320.00
15	Post Deployment Support and Transition to Customer support	\$7,020.00
16	Project Initiation	\$2,700.00
17	To-Be Analysis Sessions – Permitting, Planning and Zoning	\$8,640.00
18	To-Be Analysis Document(s) – Permitting, Planning and Zoning	\$14,175.00
19	Accela Civic Platform Configuration – Permitting, Planning and Zoning	\$54,000.00
20	Historical Data Conversion Analysis - Munis	\$8,640.00
21	Historical Data Conversion Development - Munis	\$12,960.00
22	Interface Analysis and Development	\$10,800.00
23	Business Rules	\$13,770.00
24	Report Specifications	\$6,480.00
25	Report Development	\$13,635.00
26	Accela Citizen Access Deployment	\$8,775.00
27	Accela Civic Platform Setup - Production	\$2,160.00
28	Administrative Training	\$3,240.00
29	Train the Trainer refresher	\$2,160.00
30	User Acceptance Testing (UAT)	\$10,800.00
31	Production Support	\$4,320.00
32	Post Deployment Support and Transition to Customer support	\$10,800.00
	Project Management	\$32,400.00
<b>TOTAL</b>		<b>\$332,370.00</b>

## EXPENSES

Actual amounts of any reasonable and customary travel expenses incurred during the performance of services under this SOW will be billed to Agency, according to Avocette's expense policy. Carahsoft will bill Agency for actual expenses incurred for travel and lodging/living, as well as other approved out-of-pocket expenses (such as mileage, parking, tolls and telecommunications charges, etc.). Avocette will work with Agency to manage and control its expenses in accordance with Avocette's travel policy guidelines and will not incur expenses in excess of the initial contracted budget below without Agency's prior written consent. Expense receipts will be made available as requested by Agency. Total estimated expenses are based on past Avocette engagement experience.

Based on the assumption that there will be approximately 14 onsite trips at an estimated \$1950.00 each, the travel expense budget estimate is \$27,300.00

## CONTRACT SUM

*The total estimated amount payable under this Agreement for Services and Expenses is therefore \$359,670.00 excluding taxes if applicable.*

## ASSUMPTIONS

This section contains several assumptions upon which Avocette has relied on in agreeing to perform the Services described in this SOW. If any of these prove to be incorrect, it may cause changes to the project's schedule, fees, expenses, work product, level of effort required, or otherwise impact Avocette's performance of the Services described in this SOW. If this occurs, change requests may be required between the Agency and Avocette.

### GENERAL

- Avocette will implement the feature set available in the current Production release at the time of contract signing. New releases and patch upgrades will be deployed to the Accela Cloud Production environment throughout this implementation. Leveraging new features may affect the scope and timeline for this project and are considered out of scope.
- Agency is responsible for the installation and maintenance of all third party products.
- Agency will provide / purchase / acquire an online merchant account and all related hardware required by the merchant account provider for the handling of credit cards and / or checks for usage on Accela Citizen Access.
- Agency will provide Avocette resources access to a Development or Test version of the 3rd party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3rd party system. In the event that local development of interfaces is required, Agency will provide a workstation with required IDEs (e.g. Visual Studio).
- Agency shall be responsible for determining whether to use or refrain from using any recommendations made by Avocette.

### SCOPE AND TIMELINE

- Any tasks not specifically defined in this document are not included in this agreement.
- The Project Plan will be mutually agreed to by Agency and Avocette Project Managers during the Initiation stage. Any material changes to the Project Plan will be reviewed and mutually agreed to by the Agency and Avocette Project Managers.
- Agency will commit the necessary resources and management involvement to support the project and to perform the agreed upon tasks in the Project Plan.
- Avocette will provide the Agency with a Weekly Status Report that outlines the tasks completed during the prior week, the upcoming tasks that need to be completed during the following week, the resources needed to complete the tasks, a current version of the Project Plan, and a listing of any issues that may be placing the project at risk (e.g., issues that may delay the project or jeopardize one or more of the production dates). Avocette and Agency Project Managers will agree on the format of the status report (i.e., the status report template) prior to the status report being produced.
- The project schedule is managed using Microsoft Project. Should any tasks slip behind schedule ten (10) business days, Avocette and Agency will escalate according to the Escalation Plan in the Project Charter and invoke the change management process.
- Deliverables will be documented using the Accela methodology and associated templates. Any changes to the templates must be agreed to by the Avocette Project Manager.

## AGENCY RESOURCING

- Agency will provide a dedicated Project Manager throughout the course of the project.
- Agency Project Manager has primary responsibility for the scheduling of Agency employees and facilities in support of project activities.
- Agency has committed to the involvement of key resources and subject matter experts for ongoing participation in all project activities as defined in the Project Plan. The general roles and responsibilities of these resources is described in Appendix B.
- Agency agrees during the Initiation Stage of the project to assign a single designated approver for each major project deliverable. The designated approver will be responsible for overseeing and / or directly participating in the design and development, as well as the approval, of the deliverable. If the Agency desires that more than 1 (one) Agency resource be involved in the deliverable review and approval process, the Agency's single designated approver is responsible for coordinating with those resources.
- Agency will identify project sponsors and all necessary stakeholders prior the project kickoff, and will commit these personnel for the duration of the project. The expected time commitments from these resources will be defined in the Project Charter.
- Project timeline delays caused by Agency employees or third party team members that result in a change in the project schedule will be addressed by the Change Management process.
- Agency shall be responsible for the contractual relationship with third parties that are not contracted through Avocette and will work to confirm that they cooperate with Avocette.

## AVOCETTE RESOURCING

- Avocette will appoint a Project Manager throughout the project in order to plan and monitor execution of the project in accordance with deliverables outlined in the Statement of Work.
- Avocette resources will be committed to the project as defined in the Project Plan and will work remotely except for the planned onsite trips. The general roles and responsibilities of these resources is described in Appendix B.
- Avocette will plan appropriate resourcing to facilitate the success of the deployment for the scope outlined in this SOW. Significant additional support requested by Agency above and beyond this level will be handled through the change management process.
- Avocette has no responsibility for the performance of other contractors or vendors engaged by the Agency, or delays caused by them, in connection with the project even if Avocette has been involved in recommending or selecting such other contractors or vendors, or in the monitoring of their work.

## GO LIVE AND GO LIVE SUPPORT

- The definition of "Go Live" is that the Accela software is up and running in the Production environment. If an Agency moves to Production, i.e. "Goes Live" it is deemed to have accepted the product (see "Acceptance" in Services Agreement) and shall comply with any payment obligation for "Move to Production", "Go-Live" and / or "Acceptance".

## DATA CONVERSION

The following information provides detail related to the scope of Avocette's data conversion activities. Due to the inherent complexity of data conversion, it is critical to address and understand common questions and misconceptions.

## GENERAL INFORMATION AND REQUIREMENTS FOR HISTORICAL CONVERSIONS

- Data conversion includes the conversion of transactional data to the Accela Civic Platform database upon completion of the Solution Foundation Stage. In the event there is no destination for legacy transactional data then it will be required to be converted as best fits into another area of the configuration or excluded from the conversion effort.
- Avocette will perform unit testing of the conversion program including spot checks of the data within Accela Civic Platform in order to identify if data quality issues exist. Extensive quality assurance of legacy / historical data by the Agency is required in order to allow accurate transfer of data.
- A completed, signed off, Solution Foundation is required before approving and finalizing the data conversion map.
- A completed, signed off, data conversion map is required prior to beginning the data conversion development.

## DATA CONVERSION ASSUMPTIONS

- **“As-Is” Approach:** Conversion of transactional tables, Address/Parcel/Owner (APO) data, Professional License data is executed “As-is” into Accela Civic Platform. “As-is” means that the data will be transformed as mapped to existing configuration elements in Accela Civic Platform. The conversion process will not create configuration data, which means if invalid, inaccurate, or incomplete data is provided, it will be loaded into Accela Civic Platform “As-Is”. All data cleanup must occur prior to execution into Accela Civic Platform.
- **Accela Data Conversion Tools:** Data will be mapped and converted utilizing Accela’s conversion tools and methodologies. Accela tools consist of the Accela data mapping tool and the Accela conversion tool.
- **Acceptable Data Formats For Historical Conversion:** It is expected that the Conversion Source Data be provided in an Oracle or Microsoft SQL Server database format that is currently supported by Accela Civic Platform Application product.
- **Acceptable Data Formats For Reference Conversion:** It is expected that the Conversion Source Data be provided in Oracle, Microsoft SQL Server database format that is currently supported by Accela Civic Platform Application product, or a pipe-delimited flat file format.
- **Documents:** Historical / Legacy data conversion includes the conversion of attached documents into Accela Document Services (“ADS”) in Accela Civic Platform, provided that the Agency provides the documents in the structure Avocette requires. The documents will be converted to the configured primary electronic document management system (EDMS). See Standard Document Migration for additional details.

## STANDARD DOCUMENT MIGRATION

- The standard document conversion is utilized to convert record / permit level attached electronic documents into the configured Accela Civic Platform EDMS systems. In the event a 3rd party EDMS is used by Accela Civic Platform, it is still possible to convert documents if the 3rd party interface supports the create method.
- At a minimum the electronic document(s) to be converted must exist in a Microsoft Windows accessible file system (ex. NTFS, FAT32) and have the ability to identify the associated Record ID in order to be converted. In the event that the files exist in a database, the Agency must extract documents into a Windows file system prior to being evaluated for conversion.

---

## ADMINISTRATION

### CHANGE MANAGEMENT

The estimated fees for this SOW are predicated on the timely completion of project milestones. If a change is identified that impacts project timeline, resources, or scope, the Agency Project Manager and Avocette Project Manager will invoke the Change Management process. The process will determine the impact to project budget and a Change Order will be created for mutual review and approval. All Change Orders shall be signed by Avocette and Agency prior to commencing any activities defined in the Change Order. Change Orders are used to document items such as, but not limited to, a change in approach, adjustments for delays, removing scope, addition of scope, timeline delays, addition of resources, etc.

The Change Order Template is in Appendix E.

### EXPIRATION

If the project has not begun within sixty (60) calendar days of SOW signature date, the current scope and terms may be renegotiated.

### FINAL ACCEPTANCE

Final Acceptance is defined as Agency turnover to Accela Customer Support for ongoing support and maintenance. This occurs post go-live, when the duration of post go-live support as defined in deliverable has been completed.

## APPENDIX A: DEFINITONS

Definitions of significant terms (including those are Capitalized in the SOW but aren't defined in the Services agreement) that are used throughout the SOW (e.g., Project Plan, Acceptance, Defect, Services, Change Order, etc.) can be found in this Appendix. Additionally, this Appendix will provide structure for terms or subjects that can be construed differently, such as what characteristics constitute a "low" complexity record type vs. a "high" complexity record type. The same applies to interfaces, reports, and other build objects.

### Business Rules Definition

Type	Definition
Validation Scripts	Script that validates data and prevents submission of a form when the business rule fails.
Fee Automation	When fees need to be assessed and updated via scripting. Common for customers using legacy products where fee's are already auto-assessing based on user defined fields and other criteria.
Record Creation	Records are created via scripting, pre-populated and linked to a record hierarchy.
General Automation	General automation, such as creating and inspection, updating ASI, updating workflow, etc.
Renewals	Scripts that automates the renewal processing for record types that are renewable.
Amendments	Scripts that update a master records based on an amendment record.
ACA Page Flow	Scripts that dynamically calculates or populates data during the Accela Citizen Access intake process.
Expression Builder Validation	Script that validates data in a form and prevents submission.
Expression Builder Automation	Script that updates user defined field, required settings, hidden fields, etc, on a form.
Batch Script	Script that runs on a schedule or manually that bulk updates data.

### Report Definition

Complexity	Definition
Low	Letter, Certificate of Occupancy, Notice, Mailing Label, Simple Listing / Transaction reports
Medium	Permit, Receipt, Inspection Ticket, Batch Letters, Grouped Listing / Transaction reports,
High	Activity Summary, Management Report, Statistical/Analytical Report, Financial Summary, Schedule, Agenda

### Record Types – Land Management

Complexity	Definition
Low	Includes only a few components and a simple workflow, 4-5 tasks maximum. No fees or no inspections. Ex: Code Enforcement complaint, Over the Counter Building Permit, Planning Records request.
Medium	Includes most components, either no fees or no inspections. Ex: Standard Building Permit, Standard Planning Case, Code Enforcement Abatement.

Complexity	Definition
High	Includes all components, ASI, Complex Workflow, Fee's and Inspections or includes more than 15 fee calculations. Ex: Combo Permits, Planning (Zoning and Discretionary), New building, etc.
Custom	

**Record Types – Licensing**

Complexity	Definition
Low	Includes only a few components and a simple workflow, 4-5 tasks maximum. No fees or no inspections. Ex: Complaint.
Medium	Includes most components, either minimal fees (application fee and/or renewal fee) or no inspections. Ex: Simple Licenses
High	Includes all components, ASI, Complex Workflow, Fee's and Inspections or includes more than 15 fee calculations. Ex: Health related licenses
Custom	

**APPENDIX B: PROJECT RESOURCES**

**AGENCY RESOURCES**

The table below lists the primary roles for the Agency and the high-level responsibilities of each. Additional Agency roles may be added as the project progresses. In some cases, more than one Agency role can be filled by the same person. As well, some roles may require more than one resource at various times. The specific personnel assigned for each role and the expected time commitment for each can be found in the Project Charter.

Agency Roles	Responsibilities
<b>Project Sponsor</b>	<ul style="list-style-type: none"> <li>• Ensure project aligns with Agency strategy and goals</li> <li>• Provide high-level oversight throughout the duration of the project</li> <li>• Create an environment that promotes team work and user adoption</li> <li>• Garner support from all Agency stakeholders</li> <li>• Assist in removing execution obstacles</li> <li>• Resolve issues and risks escalated by the Project Manager</li> <li>• Act as vocal and visible Project champion</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Plan, schedule, coordinate and track the implementation with Avocette and across departments within the Agency</li> <li>• Ensure that the project team stays focused, tasks are completed on schedule</li> <li>• Identify and mitigate issues and risks, and escalate as needed in a timely manner</li> <li>• Collaborate closely with Avocette Project Manager</li> <li>• Enforce project governance and structure in regards to change control, communication and escalation management</li> <li>• Establishes project priorities</li> </ul>
<b>Division / Departmental Subject Matter Expert (SME)</b>	<ul style="list-style-type: none"> <li>• Fully engaged in the business analysis and system configuration activities</li> <li>• Gather data as necessary for the project and make decisions about business processes</li> <li>• Assist in the creation of to-be analysis documents, specifications for reports, automation, interfaces &amp; conversions</li> <li>• Review and test the system configuration</li> <li>• Participates in test planning, test script development and user acceptance testing</li> <li>• Attend product training</li> </ul>

Agency Roles	Responsibilities
<b>Technical Lead</b>	<ul style="list-style-type: none"> <li>• Manage and maintain the technical environment during the software implementation</li> <li>• Ensure that network, desktops, printers, are available for system implementation and meet minimum standards</li> <li>• Ensure that non-Accela servers &amp; databases are available and meet minimum standards</li> <li>• Manages integration and interfaces with other systems and serves as primary point of contact for all city interfaces</li> <li>• Work with Avocette technical personnel during implementation</li> <li>• Perform day-to-day maintenance of the system and install maintenance releases</li> <li>• Act as the primary technical resource for troubleshooting problems</li> <li>• Establish and maintain backup, archival, and other customary maintenance and housekeeping activities</li> </ul>
<b>Report Developer</b>	<ul style="list-style-type: none"> <li>• Understand the reporting needs of Agency</li> <li>• Build or amend reports as needed</li> <li>• Attend product training</li> </ul>

**AVOCETTE RESOURCES**

The table below describes the primary roles, and the high-level responsibilities of each, that Avocette will fill. Additional Avocette roles may be added as the project progresses. In some cases, more than one Avocette role can be filled by the same person. As well, some roles may require more than one resource at various times. The specific personnel assigned for each role and the expected time commitment for each can be found in the Project Charter.

Avocette Roles	Responsibilities
<b>Project Executive</b>	<ul style="list-style-type: none"> <li>• Partner closely with the Agency Sponsor and participate in Steering Committee meetings</li> <li>• Provide high-level oversight throughout the duration of the project</li> <li>• Assist in removing Project execution obstacles</li> <li>• Resolve issues and risks escalated by the Project Manager</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Plan, schedule, coordinate and track the implementation with Agency</li> <li>• Ensure that the project team stays focused, tasks are completed on schedule</li> <li>• Identify and mitigate issues and risks, and escalate as needed in a timely manner</li> <li>• Collaborate closely with Agency Project Manager</li> <li>• Enforce project governance and structure in regards to change control, communication and escalation management</li> <li>• Maintain project workspace and create weekly status reports</li> </ul>

Avocette Roles	Responsibilities
<b>Solution Lead</b>	<ul style="list-style-type: none"> <li>• Responsible for the Functional and Technical Consultants, working directly with client Subject Matter Experts (SMEs) and technical personnel throughout all aspects of the implementation</li> <li>• Manages and assists in Business Analysis activities</li> <li>• Manages and assists in Configuration activities</li> <li>• Manages and assists in Technical Configuration activities</li> <li>• Provide design oversight and direction to the team</li> <li>• Ensure quality of all deliverables</li> <li>• Ensure methodology is being adhered</li> <li>• Provide expertise and direction on best practices</li> <li>• Provide expertise and guidance on release/environment management</li> <li>• Assist with analysis of change requests</li> </ul>
<b>Functional Consultant</b>	<ul style="list-style-type: none"> <li>• Lead/participate in configuration analysis</li> <li>• Develop report specifications</li> <li>• Develop business automation/validation specifications</li> <li>• Aid in UAT issue resolution</li> <li>• Support Go-Live activities</li> <li>• Provide support to the Technical Consultant</li> <li>• Provide support to the Training Consultant</li> <li>• Configure the solution</li> </ul>

Avocette Roles	Responsibilities
<p><b>Technical Consultant(s)</b></p>	<p><b>Data Conversion Consultant</b></p> <ul style="list-style-type: none"> <li>Review data conversion approach and deliverable expectations</li> <li>Develop data conversion data map</li> <li>Build and Unit Test data conversion program</li> <li>Execute and support data conversion for testing and go-live</li> </ul>
	<p><b>Interface Consultant</b></p> <ul style="list-style-type: none"> <li>Conduct Interface analysis sessions</li> <li>Develop data integration specifications for importing or exporting data from Accela Civic Platform</li> <li>Build and Unit Test data integration programs</li> </ul>
	<p><b>Report Consultant</b></p> <ul style="list-style-type: none"> <li>Manage and assist in the development of report specifications</li> <li>Manage and assist in the development of reports</li> <li>Manage and assist in Unit Testing reports</li> <li>Manage report deployment</li> </ul>
	<p><b>Scripting</b></p> <ul style="list-style-type: none"> <li>Manage and assist in the development of scripts specifications</li> <li>Manage and assist in the development of scripts</li> <li>Manage and assist in Unit Testing scripts</li> <li>Manage script deployment</li> </ul>
	<p><b>AMO</b></p> <ul style="list-style-type: none"> <li>Manage and assist in the development of Accela Mobile Office (AMO) specifications</li> <li>Manage and assist in the development of AMO configuration</li> <li>Manage and assist in Unit Testing AMO configuration</li> <li>Manage AMO deployment</li> </ul>
	<p><b>GIS</b></p> <ul style="list-style-type: none"> <li>Manage and assist in the development of GIS specifications</li> <li>Manage and assist in the development of GIS configuration</li> <li>Manage and assist in Unit Testing GIS configuration</li> <li>Manage GIS deployment</li> </ul>
<p><b>Training Consultant</b></p>	<p><b>Environment Lead</b></p> <ul style="list-style-type: none"> <li>Install and set up Accela Civic Platform</li> <li>Deliver Accela Training classes</li> </ul>

## APPENDIX C – DELIVERABLES

The following section describes the specific deliverables that will be executed to meet the business objectives and business requirements of the Agency. In support of the implementation effort as described above, Avocette will provide the following detailed implementation services. For each deliverable, a description is provided as well as criteria for acceptance of the deliverable.

### STAGE 1 – INITIATION

#### DELIVERABLE 1: PROJECT INITIATION

Project Initiation is an opportunity to ensure the project starts in a well-organized, structured fashion while re-confirming the Agency and Avocette expectations regarding the implementation. This Deliverable is comprised of project planning activities, core project management documents and templates and the first on-site meeting conducted between the Agency and Avocette after the signing of the Statement of Work.

In conjunction with the Agency representatives, Avocette will perform the following tasks:

- Finalize staffing for the project teams.
- Conduct a formal onsite Kickoff meeting. The objective of this meeting is to review the purpose of the project and discuss the project scope, roles and responsibilities, deliverables, and timeline.
- Provide Avocette standard Project Status Report Template format.
- Finalize and document formal deliverable signoff procedures, identify team members that will be responsible for signoff from the Agency and Avocette.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in cooperation with the Agency Project Manager).
- Develop a Project Charter that defines how the project will be governed, including a detailed escalation plan.
- Create the project Sharepoint site and load all standard, current documentation.
- Conduct Core Team training in order to prepare the Subject Matter Experts for the To-Be Analysis stage.

The Project Kickoff Meeting includes a formal presentation by the project team to review project objectives, methodology, timeline, roles and responsibilities, risks, and other key project elements with project stakeholders.

In terms of specific output, the following will be executed for this deliverable:

- Project Charter
- Baseline Project Plan
- Project Status Report Template
- Project Sharepoint Site
- Project Kickoff Presentation
- Core Team Training (2 days)

#### Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Coordinate project planning activities.
- Communicate the Accela Implementation Methodology that will be used by Avocette to deliver Services.

- Complete Baseline Project Plan, Project Status Report Template, and Project Kickoff Presentation deliverables with input from appropriate Agency resources.

Agency Responsibilities:

- Identify and set expectations with key resources and subject matter experts for ongoing participation in the project.
- Provide timely and appropriate responses to Avocette's requests for project planning input and meeting logistics requests.
- Provide meeting facilities for Project Kickoff and other onsite activities.
- Include Project Sponsor in Project Kickoff Meeting.
- Provide suitable Agency facilities to accommodate training.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the training.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the training.

Acceptance Criteria:

- Review and acceptance of the Project Status Report Template
- Review and acceptance of the Baseline Project Plan
- Review and acceptance of the Project Charter
- Completion of the Project Kickoff Meeting
- Completion of Core Team Training

**DELIVERABLE 2: ACCELA CIVIC PLATFORM SETUP**

This Deliverable is defined as the setup of the Accela Civic Platform software in the Accela Cloud environment, such that Agency can log into the system and verify that the software is available.

In terms of specific output, the following will be executed for this deliverable:

- Setup of the Accela Civic Platform software, development and test environments, in the Accela Cloud
- Demonstration of an operational Accela Civic Platform environment

Specifically, Avocette will perform the following tasks within the support environment:

- Perform a remote system check of the system.
- Demonstrate that the Accela Civic Platform applications are operational.

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Consult with Agency resources to provide technical input and answer technical questions related to the requirements for Accela Civic Platform.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Make available the appropriate Agency users to validate system is setup and available.

Acceptance Criteria:

- Confirmation of ability to log into the Accela Civic Platform software.

---

## STAGE 2 – TO-BE ANALYSIS

### DELIVERABLE 3: UPDATES TO BEST PRACTICE CONFIGURATION

Avocette resources will provide consulting assistance to update the delivered of Accela Best Practice Templates for the Agency specific business processes where needed. The Agency will be allowed to select the Best Practice Templates to implement the processes as described in Appendix F. Avocette will work with the Agency to determine which processes can be completed as part of Deliverable 3 while ensuring the scope of the deliverable does not impact the schedule for early implementation. The intent will be to complete as many of the processes as possible based on Accela Best Practice templates and include additional processes from Appendix F as needed to meet the business requirements of the Agency. The following list provides examples of the types of updates that may be required;

- Add or rename existing fields in order to account for Agency business processes and/or data conversion mapping.
- Define and create user accounts with associated user groups/security access.
- Updates to existing workflows as needed
- Updates to existing system dropdown fields
- Updates and creation of Agency specific fee schedules
- Updates and creation of Agency specific inspection types and guidesheets/checklists
- Others areas as defined

In terms of specific output, Appendix F "Best Practice Template record types" will constitute the majority of Deliverable 3.

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Interview staff in order to understand existing business processes.
- Conduct requested sessions to capture the required business processes to be automated within the system.
- Conduct meetings via email, web conference, phone, and in person to complete required consulting.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide any existing business process documentation, including process flows; fee schedules; commonly used applications, reports and forms; and other relevant information.

- Schedule participants and meeting locations for analysis activities.

Acceptance Criteria:

- Completion of 10 (ten) Accela Best Practice Template Record Types

### STAGE 3 – SOLUTION FOUNDATION

Avocette will provide professional services to develop the Accela Civic Platform Solution Foundation in accordance with requirements established and agreed upon during the execution of the tasks that comprise Stage 2 – To-Be Analysis. Avocette will produce a detailed, technical Solution Foundation Document(s) that represents the entire foundation of the system, for each module. This document will be delivered for review with the completed solution.

#### DELIVERABLE 4: UPDATES TO BEST PRACTICE CONFIGURATION

Avocette resources will provide consulting assistance to update the delivered of 10 Accela Best Practice Templates for the Agency specific business processes where needed. The following list provides examples of the types of updates that may be required;

- Add or rename existing fields in order to account for Agency business processes and/or data conversion mapping.
- Define and create user accounts with associated user groups/security access.
- Updates to existing workflows as needed
- Updates to existing system dropdown fields
- Updates and creation of Agency specific fee schedules
- Updates and creation of Agency specific inspection types and guidesheets/checklists
- Others areas as defined

In terms of specific output, the following will be executed for this deliverable:

- Completion of Best Practice Template record types as described in deliverable 3.

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Interview staff in order to understand existing business processes.
- Conduct requested sessions to capture the required business processes to be automated within the system.
- Conduct meetings via email, web conference, phone, and in person to complete required consulting.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide any existing business process documentation, including process flows; fee schedules; commonly used applications, reports and forms; and other relevant information.
- Schedule participants and meeting locations for analysis activities.

Acceptance Criteria:

- Completion of Accela Best Practice Template Record Types

**STAGE 4 – BUILD**

The Build stage includes data conversions, development of interfaces, development of all Business Process Validation and Automation (Event Manager Scripts and Expressions) configuration of add-on products and custom report development. It comprises all of the additional activities outside of solution foundation that are required to complete the total solution for the Agency. Similar to the Configuration Stage, it is critical that appropriate agency representatives are involved in each step of the process to ensure success.

**DELIVERABLE 5: BUSINESS RULES**

During the configuration Analysis stage of the implementation project, Avocette will identify opportunities to supplement the Accela Civic Platform base functionality via Event Manager Script Engine (EMSE) scripts and Expression Builder in order to validate and automate business processes. Avocette will work with Agency to identify desired functionality, and subsequently will assist with prioritizing the needs in order to determine that will be developed by Avocette within the scope of this implementation. The Business Process Validation and Automation developed by Avocette can be used as models whereby agency staff can develop and modify additional functionality as needed.

Business Rules are broken out into two areas as defined below:

- **EMSE (Event Manager Scripting Engine)** – used to script based on system activities, such as a before or after event, that allow the system to automate activities (**example:** do not allow an inspection to be scheduled prior to a specific workflow task, or, auto-calculate and invoice a fee upon application submittal)
- **Expression Builder** – used to script form based interactions that occur prior to triggering and event or master script activity (**example:** auto-population form based data fields based on user-selected values)

Prior to the development, the Agency will approve a design specification document that will be created jointly by the Agency and Avocette. The approved document will be used as a basis for determining completion and approval of the deliverable.

In terms of specific output, the following will be executed for this deliverable:

- Prioritized list of requirements that require Automation
- Specification documents for each required Automation
- Demonstration of completed Automations in development or test environments per the specifications document(s)
- 

Avocette Responsibilities:

- Work with Agency staff to identify potential uses of scripting
- Assist with development of list of desired functionality
- Aid the Agency in prioritizing which scripts will be developed by Avocette

- Develop scripts based on the specifications
- Demonstrate functionality of scripts per specifications

Agency Responsibilities:

- Allocate the time for qualified business and technical experts for the script requirements sessions that are critical to the project success
- Identify resources that will learn scripting tools and approaches for ongoing maintenance
- Prioritize desired functionality to determine which scripts Avocette will develop
- Provide timely and appropriate responses to Avocette's request for information
- Verify the Script Specification meets the intended business requirement
- Allocate the time for qualified personnel to test the script for acceptance

Acceptance Criteria:

- Review and acceptance of design document with written sign-off from the Agency
- Demonstration of all developed script within the system to the Agency

## Reports

Reports are defined as anything that can be printed from the system, including but not limited to, reports, forms, documents, notices, and letters that the Agency wishes to print as identified during configuration analysis. The Configuration Document will define the reports and documents that are required by the Agency to effectively use Accela Civic Platform. These reports will be broken down by level of effort and identified in the configuration document. It is expected that, after the appropriate training on the database and the selected report writing tool is completed, Agency personnel will be able to handle additional and future report requirements. Reports are classified by level of effort: high, medium, and low.

High is defined as a report containing significant calculation and/or extensive detail and number of fields – for example a financial statistical report or complex permit. The majority of reports require a 'medium' level of effort, which is defined as a report displaying non-calculated and minimal calculated data fields. Reports with a low level of effort are typically letters or notices that contain contact information and basic application data.

These reports can be developed using the integral Accela Report Writer included with Accela Civic Platform, Microsoft Report Service (SRS) or Crystal Reports XI Server at the Agency's discretion. These custom reports, whether developed with Accela Report Writer, SRS or Crystal Reports, will be deployed in the Report Manager for use within Accela Civic Platform.

### **DELIVERABLE 6: REPORT SPECIFICATIONS**

Avocette will develop documents/letters/reports from those identified by the Agency as required for the new system.

Avocette and Agency have agreed that Avocette will develop reports based on best practice templates and with the following breakdown:

- 0 number of High Complexity
- 23 number of Medium Complexity
- 23 number of Low Complexity

Prior to the development of a report the Agency will approve report design specification documents that will be created jointly by the Agency and Avocette. The approved documents will be used as a basis for determining completion and approval of the reports. Development of each report cannot begin until agreement on each specification is complete.

A proven strategy that combines the use of the Accela Civic Platform Quick Queries, Accela Ad-Hoc reports and custom reports developed by Avocette, or Agency, can ensure that all required reporting requirements are met.

In terms of specific output, the following will be executed for this deliverable:

- List of identified reports with assigned responsibility for specification and development
- Completed Report Specification Documents for each report assigned to Avocette

Avocette Responsibilities:

- Assist in determining level of effort for reports to assist with prioritization
- Develop report specifications

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate key users and content experts to participate in the report specification
- Provide information and data in the formats specified by Avocette that will be needed for agreement on the Deliverable

Acceptance Criteria:

- Agreement on prioritized list of reports that will be developed by Avocette
- Review and approval of individual Report Specifications documents. The Agency will not unreasonably withhold acceptance if the Agency requests changes to the reports specifications after the initial signoff of the specification by the Agency
- Agency will have 5 business days to review the Report Specification Documents. If no changes or comments are requested within the 5 days, the Report Specification Documents are considered approved by the Agency.

**DELIVERABLE 7: REPORT DEVELOPMENT**

Avocette will develop custom documents/letters/reports per the specifications developed and approved in Deliverable 6, Report Development. Changes to the report specifications after approval can negatively impact project progress and the overall schedule. Therefore, changes to the report specifications after approval requires an analysis by Avocette to determine the level of effort required, and if a Change Order would be required to complete the work.

In terms of specific output, the following will be executed for this deliverable:

- A total of 46 documents/letters/custom reports per the Report Specification Documents

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information
- Develop reports per specifications
- Assist in the validation of the reports in test environment

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate key users and content experts to participate in the report development and validation activities
- Request Change Order if changes to specifications are required

Acceptance Criteria:

- Confirmation of report accuracy in the development or test environment per Report Specifications.

**DELIVERABLE 8: ACCELA GIS DEPLOYMENT**

Avocette will install and configure Accela GIS to link and leverage existing Agency GIS information, including assistance with establishing the map service to be used in conjunction with Accela GIS. The following are the main objectives being pursued through the implementation of the Accela GIS:

- Look up permit information and parcel information from the Permitting system
- View selection, location, and associated GIS information
- Select one or more parcels and add new applications to the permit system
- Auto-populate spatial attributes for a property in forms (including ACA)

During GIS installation, Avocette's technical staff will work with Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the Accela GIS test and production environments. Avocette technical staff will validate the proper installation and configuration of the Accela GIS environment.

In terms of specific output, the following will be executed for this deliverable:

- Accela GIS installed on Agency server(s)
- 5 Proximity Alerts
- 5 Dynamic Themes
- 5 Attribute Mapping

Avocette Responsibilities:

- Install Accela software and perform quality assurance checks on the configuration and performance based on acceptance criteria mutually developed by Avocette and the Agency
- Demonstrate that the Accela GIS applications are operational in the Agency computing environment thus communicating with the Accela Civic Platform system
- Assist the Agency in identifying and developing Proximity Alerts and Dynamic Themes

Agency Responsibilities:

- Arrange for the availability of appropriate staff for the system installation, setup, testing, and quality assurance throughout the setup process with GIS
- Order and procure necessary hardware, non-Accela systems software, and networking infrastructure as specified by Avocette
- Provide people and physical resources based on the dates outlined in the project schedule
- Prepare the GIS hardware, software, and network in accordance with the specifications provided by Avocette
- Provide Avocette with network access for remote installation and testing

- Provide information and data in the formats specified by Avocette that will be needed for the GIS implementation

Acceptance Criteria:

- Demonstration of operating Accela GIS in test environment

**DELIVERABLE 9: ACCELA CITIZEN ACCESS DEPLOYMENT**

This deliverable includes setup and configuration of Accela Citizen Access (ACA) on the Agency Dev or Test site per the Requirements gathered in the To-Be Analysis Stage. Avocette will work with the Agency representatives validate and implement Accela Citizen Access to extend certain aspects of the internal Accela Civic Platform configuration for use by the general public. Specifically, the following items will be configured:

- Integration into existing Agency website
- Text Settings, including disclaimers, help text and watermarks
- Security Settings
- Form Layout
- User registration settings
- User rights and permissions

In terms of specific output, the following will be executed for this deliverable:

- Accela Citizen Access Wireframe Specifications Document (MS Word)
- Configure ACA for [List Languages] language versions
- Accela Citizen Access Admin Training

Avocette Responsibilities:

- Setup Accela Citizen Access in Dev and Test environments
- Assist agency in set up and validation of merchant account integration
- Add text translations for Spanish language
- Work with the Agency to determine which services to expose to the public via Accela Citizen Access
- Create configuration specification for Accela Citizen Access based on analysis with the Agency
- Configure the Online Record types defined in the System Configuration Document in Accela Citizen Access

Agency Responsibilities:

- Obtain a merchant account, and deploy an internet-enabled payment engine
- Assist Avocette with the Spanish translations of English ACA language
- Validate that the configuration specification for Accela Citizen Access meets Agency requirements based on details from the Configuration stage of the project
- Perform testing of all Online Record types for purposes of validating the configuration

Acceptance Criteria:

- Accela Citizen Access Configuration Analysis Document provides details of all configuration elements based on Accela Civic Platform back office configuration
- The base configuration of Accela Citizen Access is configured as documented in the approved Accela Citizen Access Configuration Specification Document.

- Demonstration of the operational Accela Citizen Access functionality per the specification document(s)

Acceptance Review Period:

- Ten (10) business days

**DELIVERABLE 10: ACCELA MOBILE DEPLOYMENT**

Avocette will configure the Accela Civic Platform to level Accela Mobile (Accela Mobile Office and Mobile Apps). As part of this deliverable Avocette will perform the configuration tasks required to ensure Accela Mobile interfaces with the Accela Civic Platform in the Dev or Test environment. Using Accela Mobile Office, an Agency inspector can perform activities such as:

- Result inspections/investigations in either store/forward or wireless mode
- Print reports in the field

Analysis activities with the Agency will result in a Mobile Office Configuration Specifications Document. Subsequently, Avocette's staff will extend base configuration of Accela Mobile Office per the Mobile Office Configuration Specifications Document.

In terms of specific output, the following will be executed for this deliverable:

- Accela Mobile Office Configuration Specifications Document
- Demonstration of operation system per Accela Mobile Office Configuration Specifications Document

Avocette Responsibilities:

- Create configuration specifications for Accela Mobile Office based on analysis with the Agency
- Configure Accela Mobile Office based on approved specifications document

Acceptance Criteria:

- The base configuration of Accela Mobile Office in the Development or Test environment is configured as documented in the Accela Mobile Office Configuration Specifications document

Acceptance Review Period:

- Ten (10) business days total

**STAGE 5 – READINESS**

**DELIVERABLE 11: ACCELA CIVIC PLATFORM SETUP - PRODUCTION**

Avocette's technical staff will work with the Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the production environment. Avocette technical staff will validate the proper installation and configuration of the Accela Civic Platform environment. This Deliverable is defined as the installation of the Accela Civic Platform software on Agency computer systems, such that Agency can log into the system and verify that the software was installed. During the installation of Accela Civic Platform, existing documentation on the installation of Accela Civic Platform will be updated to include the Production information and provided to the Agency as reference material.

---

In terms of specific output, the following will be executed for this deliverable:

- Installation of the licensed Accela Civic Platform products on Agency Production servers
- Demonstration of an operational Production Accela Civic Platform environment
- Updated Installation documentation

Specifically, Avocette will perform the following tasks within the support environment:

- Perform a remote system check of the installation.
- Install Accela software.
- Demonstrate that the Accela Civic Platform applications are operational in the Agency computing environment.
- Provide documentation of the Agency installation.
- Configure Accela Civic Platform to use the reporting technology selected by the Agency (Crystal Reports, Oracle Reports, or SRSS).

Avocette Responsibilities:

- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Civic Platform.
- Deliver and install the Accela Civic Platform software on the Agency server.
- Provide hardware and installation documentation to Agency in order to facilitate procurement.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Procure and configure necessary hardware, non-Accela systems software, and networking infrastructure as specified by Avocette.
- Provide/purchase/acquire the appropriate hardware, software and infrastructure assets to support the reporting technology.
- Prepare the non-Accela hardware, software, and network in accordance with the specifications provided by Avocette.
- Make available the appropriate Agency key IT users to participate in any non-Accela hardware, software, environment, and infrastructure meetings.
- Arrange for the availability of appropriate people for the system installation, setup, testing, and quality assurance throughout the setup process.

Acceptance Criteria:

- Confirmation of ability to log into the Accela Civic Platform software that has been installed on Agency computer systems.
- Demonstrate core Accela Civic Platform system is operational in the Agency environment.

**DELIVERABLE 12: TRAIN THE TRAINER**

This Deliverable includes the Delivery by Avocette of a 4-day "Train-the-Trainer" course. Accela best practices have proven that class sizes no larger than 7 participants are more successful with students who meet the pre-requisites of the course. The Avocette Trainer will work with the Agency if a class size needs to be modified to ensure a successful instruction outcome.

End User Training should be coupled with the Agency delivering supplementary user training to its staff using the core Use Cases documented in each To-Be Analysis Document. Avocette recommends the Agency adopt the "80/20 rule" for training, focusing the majority of their training on 80% of what the Agency normally does operationally. The recommended supplementary training conducted by the Agency can utilize business experts from each area to train on all aspects of their configuration. Avocette will deliver current and comprehensive training documentation in a format that can be customized by the Agency.

In terms of specific output, the following will be executed for this deliverable:

- Avocette on-site instructor-led 4 day Train-the-Trainer course sessions delivered per the agreed-to schedule.

**Avocette Responsibilities:**

- Coordinate with the Agency to define training schedule and logistics.
- Provide 4 day Train-the-Trainer course sessions.
- Perform post-training evaluation(s) to ensure Agency staff has the necessary information to perform their train-the-trainer duties.

**Agency Responsibilities:**

- Identify the Agency resources who will receive the training and who have the skills to perform as "trainers", if required.
- Provide a training room at the Agency facilities to conduct the training classes.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

**Acceptance Criteria:**

- Execution of 4 day Train-the-Trainer course sessions and verification that individuals have the information required to perform their train-the-trainer duties.

**DELIVERABLE 13: USER ACCEPTANCE TESTING (UAT)**

This deliverable is comprised of the assistance Avocette will provide to allow the Agency to accept that the solution meets the requirements as documented in all the deliverables. Avocette will assist the Agency in the testing and validation of the solution and its readiness to be migrated to production for active use and will assist in transferring the solution and any required data from Support to Production.

Avocette will provide of support for training, oversight, answering questions and addressing issues discovered in User Acceptance Testing. It should be noted that it is critical that the Agency devote ample time and resources to his effort to ensure that the system is operating per signed specifications and ready for the move to production. The testing effort will require a significant time investment by the Agency, and coordination of resources is critical. At this point in the implementation process, the Agency should test individual components of functionality of the solution (i.e., functional and/or unit testing), and also test to ensure that the interrelated parts of the Accela Civic Platform solution are operating properly (i.e., integration testing).

Avocette will provide assistance to the Agency as needed by providing User Acceptance Testing (UAT) support and a defined testing process. Avocette will address and rectify issues discovered during the UAT process as Agency staff executes testing activities. Avocette will work with the Agency to develop a test plan and deliver up to 5 sample test scripts, as well as an issue log to track the progress of testing. It should be noted that Avocette will plan for a **total of 3 weeks to complete this deliverable.**

If the Agency does not devote adequate time and staffing to UAT in order to completely test the solution, Avocette may opt to postpone go-live at the Agency's expense. Avocette will work diligently with Agency to ensure this does not occur and provide several opportunities for the Agency to add additional staff and time to this effort before recommending a postponement or delay.

In terms of specific output, the following will be executed for this deliverable:

- Resolution of issues resulting from Agency User Acceptance Testing
- Fully tested system that is ready to move to production for go-live

Avocette Responsibilities:

- Provide recommendations on testing strategy and best practices.
- Lead the Agency in up to 2 /weeks of User Acceptance testing effort and the validation of the system configuration and its readiness to be migrated to production for active use.
- Resolution of issues as a result of User Acceptance Testing activities.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information.
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency.
- Develop the User Acceptance test scripts.
- Utilize the use cases documented in each Configuration Document Deliverable as the basis for the acceptance of this Deliverable.

Acceptance Criteria:

- Completion of up to 2 weeks of UAT

## STAGE 6 – DEPLOY

### DELIVERABLE 14: PRODUCTION SUPPORT

Production date is defined as the official date in which Accela Civic Platform moves from the test environment to production for daily Agency usage. This date will be agreed to by both Avocette and the Agency at project inception. It may be altered only by Change Order agreed to by both parties. In the weeks prior to moving to Production, Avocette will assist in final data conversions, system validation, staff preparation assistance and training, and coordination of deployment.

In terms of specific output, the following will be executed for this deliverable:

- Deployment support prior to moving to Production
- Setup of Integration points in Production

- Final Conversion run during cutover
- Accela Civic Platform used in Production environment for Agency daily use

Avocette Responsibilities:

- Provide on-site resources to support the move to Production effort
- With assistance from the Agency, lead the effort to transfer the system configuration and any required data from Support to Production
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production

Agency Responsibilities:

- Provide technical and functional user support for pre and post Production Planning, execution, and monitoring
- Provide timely and appropriate responses to Avocette's request for information
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

Acceptance Criteria:

- Deployment support prior to moving to Production
- Production system is first used by the Agency for daily use

**DELIVERABLE 15: POST DEPLOYMENT SUPPORT AND TRANSITION TO CUSTOMER SUPPORT**

This deliverable is comprised of the post- Production support assistance that Avocette will provide to address issues and provide consultative advice immediately following the move to Production for daily use. Avocette will provide support for 4 weeks immediately following deployment (go-live).

Avocette will work with the Agency to identify and address issues identified during this period using a Post Production Issues List. This list will be comprised of issues related to the defined deliverables listed in this SOW, which will be addressed by Avocette, as well as any other issues that the Agency wishes to track (outside of scope, stage 2, etc.). Examples of issues the Agency is responsible for include training issues, functional changes beyond the scope of this Statement of Work, cosmetic changes, and procedures related to the use of Accela Civic Platform. Specifically, Avocette will not be developing or creating additional reports, conversions, interfaces, records types and workflow processes that were not included in the scope of this project during post deployment support.

At the end of the support period, Avocette will provide a final a final copy of the issue tracker to the customer and disable the list. Additionally a formal meeting will be scheduled with the Agency, Avocette Services Team, and Accela Customer Support. The purpose it to transition support of future issues and questions from the Agency to Accela Customer Support.

In terms of specific output, the following will be executed for this deliverable:

- 1 staff onsite for week one of go-live (4 days)
- Transition of Agency from Services team to Customer Support for ongoing support

Avocette Responsibilities:

- Provide post-production support for Avocette developed configuration and components
- Assist with the identification of issues for the Post Production Issues List
- Assist with issues that may arise related to the deliverables in this SOW
- Transfer ongoing support of the client and to the Customer Support to address any post Production issues that require remediation

Agency Responsibilities:

- Provide technical and functional user support for post-production support and monitoring
- Develop and maintain a Post Production Issues List
- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

Acceptance Criteria:

- Execution of 4 weeks of post-Production support
- Official transfer from the Avocette Services project team to the Customer Support

## PHASE 2

### STAGE 1 – INITIATION

#### DELIVERABLE 16: PROJECT INITIATION

Project Initiation is an opportunity to ensure the project starts in a well-organized, structured fashion while re-confirming the Agency and Avocette expectations regarding the implementation. This Deliverable is comprised of project planning activities, core project management documents and templates and the first on-site meeting conducted between the Agency and Avocette after the signing of the Statement of Work.

In conjunction with the Agency representatives, Avocette will perform the following tasks:

- Finalize staffing for the project teams.
- Conduct a formal onsite Kickoff meeting. The objective of this meeting is to review the purpose of the project and discuss the project scope, roles and responsibilities, deliverables, and timeline.
- Provide Avocette standard Project Status Report Template format.
- Finalize and document formal deliverable signoff procedures, identify team members that will be responsible for signoff from the Agency and Avocette.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in cooperation with the Agency Project Manager).
- Develop a Project Charter that defines how the project will be governed, including a detailed escalation plan.
- Create the project Sharepoint site and load all standard, current documentation.
- Conduct Core Team training in order to prepare the Subject Matter Experts for the To-Be Analysis stage.

The Project Kickoff Meeting includes a formal presentation by the project team to review project objectives, methodology, timeline, roles and responsibilities, risks, and other key project elements with project stakeholders.

In terms of specific output, the following will be executed for this deliverable:

- Baseline Project Plan
- Project Kickoff Presentation

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Coordinate project planning activities.
- Communicate the Accela Implementation Methodology that will be used by Avocette to deliver Services.
- Complete Baseline Project Plan, Project Status Report Template, and Project Kickoff Presentation deliverables with input from appropriate Agency resources.

Agency Responsibilities:

- Identify and set expectations with key resources and subject matter experts for ongoing participation in the project.
- Provide timely and appropriate responses to Avocette's requests for project planning input and meeting logistics requests.
- Provide meeting facilities for Project Kickoff and other onsite activities.
- Include Project Sponsor in Project Kickoff Meeting.
- Provide suitable Agency facilities to accommodate training.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the training.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the training.

Acceptance Criteria:

- Review and acceptance of the Baseline Project Plan
- Completion of the Project Kickoff Meeting

## STAGE 2 – TO-BE ANALYSIS

To-Be Analysis is comprised of the activities required to define the Accela Civic Platform Solution Foundation for the Agency. The key output of the process are To-Be Analysis Document(s), which serves as a 'blueprint' for design and baseline configuration efforts throughout the implementation project and establishes the benchmarks for testing and acceptance at the conclusion of the project.

The To-Be Analysis Document(s) include detailed information on the Agency's business processes to be configured in the Accela Civic Platform Solution Foundation, including the following topics:

- Process Overview
- Intake Process, user defined and required fields
- Required/Optional Review Tasks
- Issuance requirements
- Inspection Types, scheduling and checklists
- Workflow and processing requirements
- Fee's – types, processing and schedules
- Citizen Portal (Accela Citizen Access) specific to online submittal, inquiry, inspection scheduling and fee payments
- Electronic Document Review and Markup

The To-Be Analysis Sessions and To-Be Analysis Document(s) will include the high-level requirements related to the following deliverables:

- Deliverable 26: Event Management Scripting Assistance
- Deliverable 27: Report Specifications
- Deliverable 28: Report development

However, the specifics for each deliverable will be discovered and documented later in the project as they are dependent on the completion of the Solution Foundation milestone. (**Example:** Discovery of Agency requirement for a Receipt Report is documented during Stage 2: To-Be Analysis, however, the specific report specification and requirements is completed in the Report Specification deliverable)

The Project Team, consisting of representatives from both Avocette and the Agency, will conduct a formal review of the To-Be Analysis Documents for the purpose of approval and sign-off on the deliverable. Prototypes of select processes which will be used during the review sessions to demonstrate the proposed functionality. Prototyping is intended to demonstrate selected aspects of Accela Civic Platform functionality to assist in understanding how it will operate for the Agency. Prototyping is not meant to be a complete end-to-end solution.

## DELIVERABLE 17: TO-BE ANALYSIS SESSIONS

In order to develop the content for the To-Be Analysis Document(s), Avocette will work closely with designated Agency personnel and will conduct analysis sessions to capture the "to-be" required business processes.

In conjunction with the Agency representatives, Avocette will perform the following tasks:

- Review and understand existing business processes intended for migration into Accela Civic Platform.
- Review the developed business process as a basis for configuration in Accela Civic Platform's workflow tool.
- Assist the Agency in streamlining existing business processes for fit into Accela Civic Platform.
- Collect employee names and associated roles and identify user group setups.
- Review the collected document intake requirements, forms, and data fields for each process.
- Review the collected document output requirements (documents/letters/reports).
- Review the collected document fees, fee schedules, and collection procedures for each process.
- Review the collected document all required inspections and inspection result options for each type.

Avocette's Project Manager will coordinate and schedule the Analysis Sessions in conjunction with the Agency Project Manager and according to the agreed upon Project Plan. In terms of specific output, the following will be executed for this deliverable:

- To-Be Analysis data gathering activities including workshops, interviews and web conferencing sessions.

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Interview staff in order to understand existing business processes.
- Conduct to-be analysis sessions to capture the required business processes to be automated within the system.
- Conduct meetings via email, web conference, phone, and in person to gather and validate analysis input.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide any existing business process documentation, including process flows; fee schedules; commonly used applications, reports and forms; and other relevant information.
- Schedule participants and meeting locations for analysis activities.

Acceptance Criteria:

- Draft of To-Be Analysis Document for each Completion of To-Be Analysis Session.

**DELIVERABLE 18: TO-BE ANALYSIS DOCUMENT(S)**

To-Be Analysis Document(s) will be developed by Avocette based on the information gathered in Deliverable 17: To-Be Analysis Sessions. This document(s) will serve as the 'blueprint' for processes throughout the implementation project. Upon completion of the document(s), Avocette will conduct a formal review with Agency for the purpose of approval and sign-off on the deliverable.

In terms of specific output, the processes in Appendix F not developed in Phase 1 will be completed with this deliverable:



Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Interview staff as necessary in order to understand existing business processes.
- Build selected prototypes to demonstrate proposed functionality.
- Conduct meetings via email, web conference, phone, and in person to gather and validate analysis input.
- Prepare and complete To-Be Analysis Document(s) capturing the Agency's business processes to be included in the Solution Foundation.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information.
- Schedule participants and meeting locations for To-Be Analysis Document(s) review activities.
- Review and provide feedback on To-Be Analysis Document(s).

Acceptance Criteria:

- Review To-Be Analysis Document(s) and validate that the content accurately reflects the business processes data that will be included in the Accela Civic Platform Solution Foundation.
- Agency will have 5 business days to conduct initial review of the To-Be Analysis Document(s). If no changes or comments are requested within the 5 days, the To-Be Analysis Document(s) is considered approved by the Agency. Upon delivery of initial feedback, Avocette will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## STAGE 3 – SOLUTION FOUNDATION

Avocette will provide professional services to develop the Accela Civic Platform Solution Foundation in accordance with requirements established and agreed upon during the execution of the tasks that comprise Stage 2 – To-Be Analysis. Avocette will produce a detailed, technical Solution Foundation Document(s) that represents the entire foundation of the system, for each module. This document will be delivered for review with the completed solution.

### DELIVERABLE 19: ACCELA CIVIC PLATFORM SOLUTION FOUNDATION

Avocette will provide professional services to develop the Solution Foundation of the Accela Civic Platform in accordance with requirements established and documented in Deliverable 18: To-Be Analysis Document(s).

In terms of specific output, the following will be executed for this deliverable:

- Completed Foundation of Accela Civic Platform Solution that supports the To-Be Business Processes documentation
- Accela Civic Platform Solution Foundation Document

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Configure the foundational components as defined in the To-Be Analysis Document(s).

Agency Responsibilities

- Provide timely and appropriate responses to Avocette's request for information.

- Make available the appropriate Agency key users and content experts to participate in solution configuration of the system in an effort to learn about the system and facilitate in knowledge transfer.
- Work with Avocette to verify that the system meets the foundational requirements documented in the To-Be Analysis Document(s).
- The Agency will test the system for purposes of validating the configuration.

Acceptance Criteria:

- Review and approve that the Accela Civic Platform Solution Foundation meets the requirements documented in the approved To-Be Analysis Document(s).
- Agency will have 5 business days to conduct initial review of the Solution Foundation. If no changes or comments are requested within the 5 days, the milestone is considered approved by the Agency. Upon delivery of initial feedback, Avocette will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## STAGE 4 – BUILD

The Build stage includes data conversions, development of interfaces, development of all Business Process Validation and Automation (Event Manager Scripts and Expressions) configuration of add-on products and custom report development. It comprises all of the additional activities outside of solution foundation that are required to complete the total solution for the Agency. Similar to the Configuration Stage, it is critical that appropriate agency representatives are involved in each step of the process to ensure success.

## DATA CONVERSION

Data conversion of historic/legacy data from Agency systems is a critical activity for the success of this project. The Avocette team is highly experienced in planning for, and executing these activities and will work closely with Agency staff to ensure a successful transition of data. Specifically, the Avocette team will work with Agency to understand the data sources, how they are used, where their data will be stored in Accela Civic Platform and the quality of that data. Often multiple sources store and manage similar information and decisions need to be made about the authoritative source. It is also common to find that data sources have not had strong controls and the accuracy is questionable or there is missing data. There are techniques and tools that Avocette may recommend to understand the current state of Agency data so that decisions can be made about data quality and what to convert. Upon completion of the data analysis, mapping of historical/legacy data sources may begin with Accela's mapping tool and conversion iterations performed as outlined in the Project Plan. Avocette provides release notes during these conversion tests to verify data is being transferred correctly (e.g., number of records and expected values in fields).

Avocette will lead the conversion effort and specifically assist in the following areas: data mapping, script development for conversion, assistance in data testing and validation, and with the planning and execution of the final data conversion. For conversions, it is expected and anticipated that the Agency will provide resources knowledgeable with the historical data to assist in the data migration/conversion effort.

The required data mapping effort will be a conducted by Avocette personnel with assistance from the Agency. Once the data mapping has been defined, Avocette will ask that a representative of the Agency sign off on the data maps. Avocette will be responsible for the data conversion programs to load data from the staging tables to the Accela Civic Platform database. **PLEASE REFER TO DATA CONVERSION ASSUPMTIONS FOR SPECIFIC ASSUMPTIONS AND PARAMETERS RELATED TO ACCELA 'S CONVERSION APPROACH.**

Avocette will conduct Analysis/Mapping and Data Conversion Development (Deliverable X and X) for each Legacy system that will be have data converted to Accela within the scope of this implementation.

Deliverable	System Name	Description
20 and 21	MUNIS	Basic Historical permits and planning information from MUNIS

**DELIVERABLE 20: HISTORICAL DATA CONVERSION ANALYSIS**

Upon receipt of Agency's Legacy data, Avocette will create a Data Conversion Mapping Document detailing the data conversion process, mutually agreed upon requirements and mapping of Agency's historical data into Accela Civic Platform.

In terms of specific output, the following will be executed for this deliverable:

- Historical Data Conversion Mapping Document

Avocette Responsibilities:

- Work with the Agency to define and document historical data elements that are required for the conversion.
- Facilitate the data analysis and mapping process
- Complete the Data Conversion Specifications Document.

Agency Responsibilities:

- Provide historical data in acceptable formats.
- Provide subject matter experts on the data source to aid Avocette in identifying key components of the historical data
- Provide subject matter experts on the historical configuration to aid in the data mapping process
- Review and sign-off on completed Data Conversion Specifications document.

Acceptance Criteria:

- The Historical Data Conversion Specifications document identifies historical data elements that will be converted into Accela Civic Platform as well as document special consideration (ex. merging data sources, phasing, etc.)

Acceptance Review Period:

- Ten (10) business days total

**DELIVERABLE 21: HISTORICAL DATA CONVERSION DEVELOPMENT**

Upon Agency approval of the Historical Data Conversion Specifications document, (20), Avocette will provide a program(s) to migrate appropriate historical data into Accela Civic Platform. Upon receipt of the conversion from Avocette, the Agency DBA will load the data into the Test environment for validation.

In terms of specific output, the following will be executed for this deliverable:

- Completion of migrated data into Accela Civic Platform development or test environment.

Avocette Responsibilities:

- Provide a program to migrate historical data into the Agency's AA test database environment.
- Each data conversion will include up to three (3) conversion loads for client testing
- Validate the successful completion of the migration of historical data into the Agency's test environment.

Agency Responsibilities:

- Providing the legacy data source in an accepted format
- Assist in the execution of the data conversion program and provide access to environments as needed
- Provide resources to validate the conversion statistics and the quality of the data converted into Accela Civic Platform

Acceptance Criteria:

- Historical data has been converted to Accela Civic Platform testing environment according to the Data Conversion Mapping document.

Acceptance Review Period:

- Ten (10) business days total

**SYSTEM INTERFACES**

For each interface, the Avocette technical lead will work together with Agency's technical lead and business leads to document functional and technical requirements of the interface in an Interface Specifications Document. Interface development begins upon written approval of the specifications. It is expected all interfaces will use Accela's GovXML, web services or batch engine. No custom or third party integration tool will be used to accomplish input or output of data to/from the Accela system. In other words, data coming into Accela and data coming from Accela will use the existing integration technology. Agency responsibility includes obtaining permission for level/type of integration from appropriate application owners (including on premises or cloud/hosted, etc.). Further, Agency will ensure that Avocette resources have access to a Dev or Test version of the 3<sup>rd</sup> party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3<sup>rd</sup> party system.

Avocette will conduct Analysis and Development (Deliverable X and X) for each system that will be interfaced with Accela within the scope of this implementation.

Deliverable	System Name	Description
22	MUNIS	Periodic 2 way batch interface
22	Tyler Cashiering	Cashiering function integration (May be completed in phase 1 as required)

**DELIVERABLE 22: INTERFACE ANALYSIS AND DEVELOPMENT**

In order to determine the Agency requirements for this interface, analysis sessions will be conducted as a portion of this deliverable. The findings will then be documented in the Interface Specifications Document(s) for use by Avocette in building the interface code. The implementation of the interface is dependent on the assistance of the Agency's

staff, specifically, interface analysis, data mapping, and data manipulation as required in the source system. Avocette will provide a program to integrate 3<sup>rd</sup> Party data to/from Accela Civic Platform.

In terms of specific output, the following will be executed for this deliverable:

- Interface Specifications Document
- Operational Interface in the Development or Test environment

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface specifications document.
- Use an Accela web service or other tool to implement the interface functionality based on the specifications.
- Build all aspects of the interface that interact directly with the Accela Civic Platform.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information.
- Provide system and access to individuals to provide required details of system interface.
- Allocate the time for qualified business and technical experts for the testing sessions that are critical to the project success.
- Identify and coordinate any related tools used to implement the interface (3<sup>rd</sup> party or in-house development).
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Work with Third Party Data Sources to determine best methods of interfacing to Accela system.
- Validate interface through testing.
- Work with 3<sup>rd</sup> party to ensure data from Avocette is in correct format.
- Updates to interface, post go-live, due to changes in 3<sup>rd</sup> party system or Agency business processes.

Acceptance Criteria:

- Review and approve the Interface Specifications document.
- Demonstration and approval of the completed interface as per the requirements detailed in the interface specifications document.

Acceptance Review Period:

- Ten (10) business days total

**DELIVERABLE 23: BUSINESS RULES**

During the configuration Analysis stage of the implementation project, Avocette will identify opportunities to supplement the Accela Civic Platform base functionality via Event Manager Script Engine (EMSE) scripts and Expression Builder in order to validate and automate business processes. Avocette will work with Agency to identify desired functionality, and subsequently will assist with prioritizing the needs in order to determine that will be developed by Avocette within the scope of this implementation. The Business Process Validation and Automation

developed by Avocette can be used as models whereby agency staff can develop and modify additional functionality as needed.

Business Rules are broken out into two areas as defined below:

- **EMSE (Event Manager Scripting Engine)** – used to script based on system activities, such as a before or after event, that allow the system to automate activities (**example:** do not allow an inspection to be scheduled prior to a specific workflow task, or, auto-calculate and invoice a fee upon application submittal)
- **Expression Builder** – used to script form based interactions that occur prior to triggering and event or master script activity (**example:** auto-population form based data fields based on user-selected values)

Prior to the development, the Agency will approve a design specification document that will be created jointly by the Agency and Avocette. The approved document will be used as a basis for determining completion and approval of the deliverable.

In terms of specific output, the following will be executed for this deliverable:

- Prioritized list of requirements that require Automation
- Specification documents for each required Automation
- Demonstration of completed Automations in development or test environments per the specifications document(s)
- 

Avocette Responsibilities:

- Work with Agency staff to identify potential uses of scripting
- Assist with development of list of desired functionality
- Aid the Agency in prioritizing which scripts will be developed by Avocette
- Develop scripts based on the specifications
- Demonstrate functionality of scripts per specifications

Agency Responsibilities:

- Allocate the time for qualified business and technical experts for the script requirements sessions that are critical to the project success
- Identify resources that will learn scripting tools and approaches for ongoing maintenance
- Prioritize desired functionality to determine which scripts Avocette will develop
- Provide timely and appropriate responses to Avocette's request for information
- Verify the Script Specification meets the intended business requirement
- Allocate the time for qualified personnel to test the script for acceptance

Acceptance Criteria:

- Review and acceptance of design document with written sign-off from the Agency
- Demonstration of all developed script within the system to the Agency

## Reports

Reports are defined as anything that can be printed from the system, including but not limited to, reports, forms, documents, notices, and letters that the Agency wishes to print as identified during configuration analysis. The Configuration Document will define the reports and documents that are required by the Agency to effectively use Accela Civic Platform. These reports will be broken down by level of effort and identified in the configuration document. It is expected that, after the appropriate training on the database and the selected report writing tool is completed, Agency personnel will be able to handle additional and future report requirements. Reports are classified by level of effort: high, medium, and low.

High is defined as a report containing significant calculation and/or extensive detail and number of fields – for example a financial statistical report or complex permit. The majority of reports require a 'medium' level of effort, which is defined as a report displaying non-calculated and minimal calculated data fields. Reports with a low level of effort are typically letters or notices that contain contact information and basic application data.

These reports can be developed using the integral Accela Report Writer included with Accela Civic Platform, Microsoft Report Service (SRS) or Crystal Reports XI Server at the Agency's discretion. These custom reports, whether developed with Accela Report Writer, SRS or Crystal Reports, will be deployed in the Report Manager for use within Accela Civic Platform.

#### **DELIVERABLE 24: REPORT SPECIFICATIONS**

Avocette will develop documents/letters/reports from those identified by the Agency as required for the new system.

Avocette and Agency have agreed that Avocette will develop reports based on the following breakdown:

- 5 number of High Complexity
- 21 number of Medium Complexity
- 21 number of Low Complexity

Prior to the development of a report the Agency will approve report design specification documents that will be created jointly by the Agency and Avocette. The approved documents will be used as a basis for determining completion and approval of the reports. Development of each report cannot begin until agreement on each specification is complete.

A proven strategy that combines the use of the Accela Civic Platform Quick Queries, Accela Ad-Hoc reports and custom reports developed by Avocette, or Agency, can ensure that all required reporting requirements are met.

In terms of specific output, the following will be executed for this deliverable:

- List of identified reports with assigned responsibility for specification and development
- Completed Report Specification Documents for each report assigned to Avocette

#### Avocette Responsibilities:

- Assist in determining level of effort for reports to assist with prioritization
- Develop report specifications

#### Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate key users and content experts to participate in the report specification

- Provide information and data in the formats specified by Avocette that will be needed for agreement on the Deliverable

Acceptance Criteria:

- Agreement on prioritized list of reports that will be developed by Avocette
- Review and approval of individual Report Specifications documents. The Agency will not unreasonably withhold acceptance if the Agency requests changes to the reports specifications after the initial signoff of the specification by the Agency
- Agency will have 5 business days to review the Report Specification Documents. If no changes or comments are requested within the 5 days, the Report Specification Documents are considered approved by the Agency.

**DELIVERABLE 25: REPORT DEVELOPMENT**

Avocette will develop custom documents/letters/reports per the specifications developed and approved in Deliverable 24, Report Development. Changes to the report specifications after approval can negatively impact project progress and the overall schedule. Therefore, changes to the report specifications after approval requires an analysis by Avocette to determine the level of effort required, and if a Change Order would be required to complete the work.

In terms of specific output, the following will be executed for this deliverable:

- A total of 49 documents/letters/custom reports per the Report Specification Documents

Avocette Responsibilities:

- Provide timely and appropriate responses to Agency's request for information
- Develop reports per specifications
- Assist in the validation of the reports in test environment

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate key users and content experts to participate in the report development and validation activities
- Request Change Order if changes to specifications are required

Acceptance Criteria:

- Confirmation of report accuracy in the development or test environment per Report Specifications.

**DELIVERABLE 26: ACCELA CITIZEN ACCESS DEPLOYMENT**

This deliverable includes setup and configuration of Accela Citizen Access (ACA) on the Agency Dev or Test site per the Requirements gathered in the To-Be Analysis Stage. Avocette will work with the Agency representatives validate

and implement Accela Citizen Access to extend certain aspects of the internal Accela Civic Platform configuration for use by the general public. Specifically, the following items will be configured:

- Integration into existing Agency website
- Text Settings, including disclaimers, help text and watermarks
- Security Settings
- Form Layout
- User registration settings
- User rights and permissions

In terms of specific output, the following will be executed for this deliverable:

- Accela Citizen Access Wireframe Specifications Document (MS Word)
- Configure ACA for [List Languages] language versions
- Accela Citizen Access Admin Training

Avocette Responsibilities:

- Setup Accela Citizen Access in Dev and Test environments
- Assist agency in set up and validation of merchant account integration
- Add text translations for Spanish language
- Work with the Agency to determine which services to expose to the public via Accela Citizen Access
- Create configuration specification for Accela Citizen Access based on analysis with the Agency
- Configure the Online Record types defined in the System Configuration Document in Accela Citizen Access

Agency Responsibilities:

- Obtain a merchant account, and deploy an internet-enabled payment engine
- Assist Avocette with the Spanish language translation of English ACA language
- Validate that the configuration specification for Accela Citizen Access meets Agency requirements based on details from the Configuration stage of the project
- Perform testing of all Online Record types for purposes of validating the configuration

Acceptance Criteria:

- Accela Citizen Access Configuration Analysis Document provides details of all configuration elements based on Accela Civic Platform back office configuration
- The base configuration of Accela Citizen Access is configured as documented in the approved Accela Citizen Access Configuration Specification Document.
- Demonstration of the operational Accela Citizen Access functionality per the specification document(s)

Acceptance Review Period:

- Ten (10) business days

## STAGE 5 – READINESS

### DELIVERABLE 27: ACCELA CIVIC PLATFORM SETUP - PRODUCTION

Avocette's technical staff will work with the Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the production environment. Avocette technical staff will validate the proper installation and configuration of the Accela Civic Platform environment. This Deliverable is defined as the installation of the Accela Civic Platform software on Agency computer systems, such that Agency can log into the system and verify that the software was installed. During the installation of Accela Civic Platform, existing documentation on the installation of Accela Civic Platform will be updated to include the Production information and provided to the Agency as reference material.

In terms of specific output, the following will be executed for this deliverable:

- Installation of the licensed Accela Civic Platform products on Agency Production servers
- Demonstration of an operational Production Accela Civic Platform environment
- Updated Installation documentation

Specifically, Avocette will perform the following tasks within the support environment:

- Perform a remote system check of the installation.
- Install Accela software.
- Demonstrate that the Accela Civic Platform applications are operational in the Agency computing environment.
- Provide documentation of the Agency installation.
- Configure Accela Civic Platform to use the reporting technology selected by the Agency (Crystal Reports, Oracle Reports, or SRSS).

#### Avocette Responsibilities:

- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Civic Platform.
- Deliver and install the Accela Civic Platform software on the Agency server.
- Provide hardware and installation documentation to Agency in order to facilitate procurement.

#### Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Procure and configure necessary hardware, non-Accela systems software, and networking infrastructure as specified by Avocette.
- Provide/purchase/acquire the appropriate hardware, software and infrastructure assets to support the reporting technology.
- Prepare the non-Accela hardware, software, and network in accordance with the specifications provided by Avocette.
- Make available the appropriate Agency key IT users to participate in any non-Accela hardware, software, environment, and infrastructure meetings.
- Arrange for the availability of appropriate people for the system installation, setup, testing, and quality assurance throughout the setup process.

Acceptance Criteria:

- Confirmation of ability to log into the Accela Civic Platform software that has been installed on Agency computer systems.
- Demonstrate core Accela Civic Platform system is operational in the Agency environment.

**DELIVERABLE 28: ADMINISTRATIVE TRAINING**

Avocette will provide training for Agency staff that focuses on the administration, maintenance, and augmentation of its Accela Civic Platform configuration. Our aim at Avocette is to educate Agency resources on all aspects of Accela Civic Platform in an effort to ensure the Agency is self-sufficient. This allows the Agency to best react to changing requirements and ongoing maintenance, which can allow the Agency to be reactive and significantly reduce system maintenance costs over time.

In terms of specific output, the following will be executed for this deliverable:

- Administrative Training of 5 users over 3 days

Avocette Responsibilities:

- Coordinate with the Agency to define training schedule and logistics.
- Deliver training per the specific requirements listed above.

Agency Responsibilities:

- Select and prepare the power-users who will be participating in the training and subsequently training end users.
- Arrange the time and qualified people for the training who are critical to the project success.
- Provide suitable Agency facilities to accommodate various training classes.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

Acceptance Criteria:

- Execution of listed training courses

**DELIVERABLE 29: TRAIN THE TRAINER**

This Deliverable includes the Delivery by Avocette of a 2-day "Train-the-Trainer" refresher course. Accela best practices have proven that class sizes no larger than 7 participants are more successful with students who meet the pre-requisites of the course. The Avocette Trainer will work with the Agency if a class size needs to be modified to ensure a successful instruction outcome.

End User Training should be coupled with the Agency delivering supplementary user training to its staff using the core Use Cases documented in each To-Be Analysis Document. Avocette recommends the Agency adopt the "80/20 rule" for training, focusing the majority of their training on 80% of what the Agency normally does operationally. The recommended supplementary training conducted by the Agency can utilize business experts from each area to train

on all aspects of their configuration. Avocette will deliver current and comprehensive training documentation in a format that can be customized by the Agency.

In terms of specific output, the following will be executed for this deliverable:

- Avocette on-site instructor-led 2 day Train-the-Trainer refresher course sessions delivered per the agreed-to schedule.

Avocette Responsibilities:

- Coordinate with the Agency to define training schedule and logistics.
- Provide 2 day Train-the-Trainer refresher course session.
- Perform post-training evaluation(s) to ensure Agency staff has the necessary information to perform their train-the-trainer duties.

Agency Responsibilities:

- Identify the Agency resources who will receive the training and who have the skills to perform as "trainers", if required.
- Provide a training room at the Agency facilities to conduct the training classes.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

Acceptance Criteria:

- Execution of 2 day Train-the-Trainer refresher course sessions and verification that individuals have the information required to perform their train-the-trainer duties.

### DELIVERABLE 30: USER ACCEPTANCE TESTING (UAT)

This deliverable is comprised of the assistance Avocette will provide to allow the Agency to accept that the solution meets the requirements as documented in all the deliverables. Avocette will assist the Agency in the testing and validation of the solution and its readiness to be migrated to production for active use and will assist in transferring the solution and any required data from Support to Production.

Avocette will provide of support for training, oversight, answering questions and addressing issues discovered in User Acceptance Testing. It should be noted that it is critical that the Agency devote ample time and resources to his effort to ensure that the system is operating per signed specifications and ready for the move to production. The testing effort will require a significant time investment by the Agency, and coordination of resources is critical. At this point in the implementation process, the Agency should test individual components of functionality of the solution (i.e., functional and/or unit testing), and also test to ensure that the interrelated parts of the Accela Civic Platform solution are operating properly (i.e., integration testing).

Avocette will provide assistance to the Agency as needed by providing User Acceptance Testing (UAT) support and a defined testing process. Avocette will address and rectify issues discovered during the UAT process as Agency staff executes testing activities. Avocette will work with the Agency to develop a test plan and deliver up to 5 sample test scripts, as well as an issue log to track the progress of testing. It should be noted that Avocette will plan for a **total of 4 weeks to complete this deliverable**.

If the Agency does not devote adequate time and staffing to UAT in order to completely test the solution, Avocette may opt to postpone go-live at the Agency's expense. Avocette will work diligently with Agency to ensure this does not occur and provide several opportunities for the Agency to add additional staff and time to this effort before recommending a postponement or delay.

In terms of specific output, the following will be executed for this deliverable:

- Resolution of issues resulting from Agency User Acceptance Testing
- Fully tested system that is ready to move to production for go-live

Avocette Responsibilities:

- Provide recommendations on testing strategy and best practices.
- Lead the Agency in up to 4 weeks of User Acceptance testing effort and the validation of the system configuration and its readiness to be migrated to production for active use.
- Resolution of issues as a result of User Acceptance Testing activities.

Agency Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information.
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency.
- Develop the User Acceptance test scripts.
- Utilize the use cases documented in each Configuration Document Deliverable as the basis for the acceptance of this Deliverable.

Acceptance Criteria:

- Completion of up to 4 weeks of UAT

## STAGE 6 – DEPLOY

### DELIVERABLE 31: PRODUCTION SUPPORT

Production date is defined as the official date in which Accela Civic Platform moves from the test environment to production for daily Agency usage. This date will be agreed to by both Avocette and the Agency at project inception. It may be altered only by Change Order agreed to by both parties. In the weeks prior to moving to Production, Avocette will assist in final data conversions, system validation, staff preparation assistance and training, and coordination of deployment.

In terms of specific output, the following will be executed for this deliverable:

- Deployment support prior to moving to Production
- Setup of Integration points in Production
- Final Conversion run during cutover
- Accela Civic Platform used in Production environment for Agency daily use

Avocette Responsibilities:

- Provide on-site resources to support the move to Production effort

- With assistance from the Agency, lead the effort to transfer the system configuration and any required data from Support to Production
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production

Agency Responsibilities:

- Provide technical and functional user support for pre and post Production Planning, execution, and monitoring
- Provide timely and appropriate responses to Avocette's request for information
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

Acceptance Criteria:

- Deployment support prior to moving to Production
- Production system is first used by the Agency for daily use

**DELIVERABLE 32: POST DEPLOYMENT SUPPORT AND TRANSITION TO CUSTOMER SUPPORT**

This deliverable is comprised of the post- Production support assistance that Avocette will provide to address issues and provide consultative advice immediately following the move to Production for daily use. Avocette will provide support for 12 weeks immediately following deployment (go-live).

Avocette will work with the Agency to identify and address issues identified during this period using a Post Production Issues List. This list will be comprised of issues related to the defined deliverables listed in this SOW, which will be addressed by Avocette, as well as any other issues that the Agency wishes to track (outside of scope, stage 2, etc.). Examples of issues the Agency is responsible for include training issues, functional changes beyond the scope of this Statement of Work, cosmetic changes, and procedures related to the use of Accela Civic Platform. Specifically, Avocette will not be developing or creating additional reports, conversions, interfaces, records types and workflow processes that were not included in the scope of this project during post deployment support.

At the end of the support period, Avocette will provide a final a final copy of the issue tracker to the customer and disable the list. Additionally a formal meeting will be scheduled with the Agency, Avocette Services Team, and Accela Customer Support. The purpose it to transition support of future issues and questions from the Agency to Accela Customer Support.

In terms of specific output, the following will be executed for this deliverable:

- 1 staff onsite for week one of go-live (4 days)
- Transition of Agency from Services team to Customer Support for ongoing support

Avocette Responsibilities:

- Provide post-production support for Avocette developed configuration and components
- Assist with the identification of issues for the Post Production Issues List
- Assist with issues that may arise related to the deliverables in this SOW

- 
- Transfer ongoing support of the client and to the Customer Support to address any post Production issues that require remediation

Agency Responsibilities:

- Provide technical and functional user support for post-production support and monitoring
- Develop and maintain a Post Production Issues List
- Provide timely and appropriate responses to Avocette's request for information
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

Acceptance Criteria:

- Execution of 12 weeks of post-Production support (80 hours)
- Official transfer from the Avocette Services project team to the Customer Support



APPENDIX E – CHANGE ORDER TEMPLATE

SAMPLE CHANGE ORDER – PAGE 1

Agency: \_\_\_\_\_ CO #: \_\_\_\_\_  
Project Code: \_\_\_\_\_ Date: \_\_\_\_\_  
Contract #/ PO #: \_\_\_\_\_  
Initiating Department: \_\_\_\_\_  
Initiated By: \_\_\_\_\_  
Change Category:  Product  Project  Contract  Maintenance

PROJECT CHANGE DESCRIPTION/TASK SUMMARY:

1. <title of issue / cause of change>  
Issue details / scope impact:  
• Schedule impact:  
• Resource impact:  
• Cost impact:

2. <title of issue / cause of change>  
Issue details / scope impact:  
• Schedule impact:  
• Resource impact:  
• Cost impact:

Total Project Schedule Impact:  
Total Project Resource Impact:  
Total Project Cost Impact:

DISPOSITION COMMENTS:

Disposition:  Approved  Rejected  Closed  See Comments  
Date: \_\_\_\_\_

SAMPLE CHANGE ORDER – PAGE 2

The above Services will be performed in accordance with this Change Order / Work Authorization and the provisions of the Contract for the purchase, modification, and maintenance of the Accela systems. The approval of this Change Order will act as a Work Authorization for Avocette and / or Agency to perform work in accordance with this Change Order, including any new payment terms identified in this Change Order. This Change Order takes precedence and supersedes all other documents and discussions regarding this subject matter.

<b>Accepted By:</b> <b>Agency</b>	<b>Accepted By:</b> <b>Carahsoft Technology Corp</b>
By:	By:
Print Name:	Print Name:
Title:	Title:
Date:	Date:

**APPENDIX F – SCOPE OF PROCESSES**

These processes constitute the scope of the implementation.

➤ Best Practice Template record types

- AX05 ANNEXATION
- CB05 COMMERCIAL NEW BUILDING
- CB10 COMMERCIAL ADDITIONS
- CB15 COMMERCIAL ALTERATIONS
- CB25 COMMERCIAL FIRE ALARM
- CB30 COMMERCIAL FIRE SPRINKLER
- CB31 COMMERCIAL FIRE SPRINKLER TI
- CB40 COMMERCIAL NEW TRIPLEX
- CB45 COMMERCIAL NEW FOURPLEX
- CB50 COMMERCIAL NEW MULTI FAMILY
- CS10 CITY PRELIMINARY PLAT
- CS15 CITY FINAL PLAT
- CS45 CITY SUB APPEAL
- DE05 FULL DEMOLITION RES/COMM
- DE05 FULL DEMOLITION

---

	INTERIOR/PART DEMOLITION
DE10	RES/COMM
ES20	ETZ MINOR SUBDIVISION
ES25	ETZ LARGE LAND AREA SUB
ES50	ETZ APPEAL
License	Home Occupation Business
License	Commercial Business
License	Special/Temporary
License	Door to Door
License	Non-Profit
OC30	REROOF
OC45	FENCES
OC50	SWIMMING POOL
OC51	COMM SWIMMING POOL
OC55	PLUMBING
OC60	MECHANICAL
OC65	ELECTRICAL
RB05	RES NEW SINGLE FAMILY
RB10	RES NEW TOWNHOUSE
RB15	RES NEW DUPLEX
RB20	RESIDENTIAL ADDITIONS
RB25	RESIDENTIAL ALTERATIONS
SP05	SIGN PERMIT
Z015	SUP MAJOR AMENDMENT
Z020	SUP MINOR AMENDMENT
V005	VARIANCE SINGLE FAMILY
V010	VARIANCE COMMERCIAL
V015	VARIANCE APPEAL
V020	VARIANCE ADMINISTRATIVE
SU05	NEW SUBDIVISION
Z005	ZONE CHANGE REQUEST
Z010	SPECIAL USE PERMIT
Z045	ZONING APPEAL

➤ To-Be Analysis and Documentation will be created for the following processes.

CB20	ACCESSORY BUILDING RES/COMM
CB35	COMMERCIAL HOOD
CS05	CITY MASTER PLAN
CS20	ALTERNATE SUMMARY

---

CS25	CITY ADMIN REPLAT
CS30	CITY NON ADMIN REPLAT
CS35	CITY VACATION
CS37	CITY DEDICATION PLAT
CS40	CITY WAIVER (P&Z/COUNCIL)
DE10	INTERIOR/PART DEMOLITION
ES05	ETZ SKETCH PLAN
ES10	ETZ PRELIMINARY PLAT
ES15	ETZ FINAL PLAT
ES30	ETZ VACATION
ES35	ETZ ADMIN REPLAT
ES40	ETZ NON ADMIN REPLAT
ES45	ETZ WAIVER REQUEST
MH10	MOBILE HOME PARK
MI05	SITE IMPROVEMENT ONLY
MI10	COMMUNICATION STRUCTURES
MI10	COMMUNICATION STRUCTURES
MI15	VERTICAL STRUCTURES
OC10	LATH/STUCCO
OC15	WINDOW/DOOR REPLACEMENT
OC20	CONCRETE/SLAB/DRIVE/SIDE/CURB
OC25	PAVING
OC35	RET ROCKWALL
OC36	ROCKWALL
OC40	CINDERBLOCK WALL
OC41	RETAINING WALL
PU05	PRIVATE UTILITIES
RB30	RESIDENTIAL MOBILE HOME INSTAL
RW05	ROW UTILITIES
RW06	ROW UTILITIES NON PARCEL
RW10	ROW ROAD EXTENSION
RW11	ROW ROAD EXTENSION NON PARCEL
RW15	ROW DRAINAGE
RW16	ROW DRAINAGE NON PARCEL
RW20	ETZ UTILITIES
Z025	PUD CONCEPT PLAN
Z030	PUD FINAL SITE PLAN
Z035	PUD MAJOR AMENDMENT
Z040	PUD MINOR AMENDMENT

Z050	INFILL DEVELOPMENT PROPOSAL
Z055	OVERLAY DISTRICTS
Z060	UNIVERSITY AVENUE CORRIDOR
Z065	SOUTH MESQUITE DESIGN REVIEW
Z075	STATEMENT OF ZONING



# City of Las Cruces<sup>®</sup>

PEOPLE HELPING PEOPLE

## COUNCIL ACTION AND EXECUTIVE SUMMARY PACKET ROUTING SLIP

For Meeting of \_\_\_\_\_  
(Ordinance First Reading Date)

For Meeting of February 2, 2016  
(Adoption Date)

TITLE:

A RESOLUTION AUTHORIZING THE PURCHASE AND CONTRACT FOR ACCELA LAND MANAGEMENT SOFTWARE SERVICES INCLUDING THE CONFIGURATION AND IMPLEMENTATION FROM CARAHSOFT TECHNOLOGY CORPORATION OF RESTON, VIRGINIA VIA STATE OF NEW MEXICO PRICE AGREEMENT NO. 30-000-13-00060 AND TO AMEND THE FY2016 BUDGET.

Purchasing Manager's Request to Contract (PMRC) {Required?} Yes  No

DEPARTMENT	SIGNATURE	PHONE NO.	DATE
Drafter/Staff Contact	<i>[Signature]</i>	528-3067	1-13-16
Department Director	<i>[Signature]</i>	528-3067	1-13-16
Other			
Assistant City Manager /CAO Management & Budget Manager	<i>[Signature]</i>	x2028 x2104	1/19/16
Assistant City Manager/COO	<i>Daniel Acila</i>		1/20/16
City Attorney	<i>[Signature]</i>	EXT 2126	20 Jan 2016
City Clerk	<i>[Signature]</i>	x2115	1-21-16