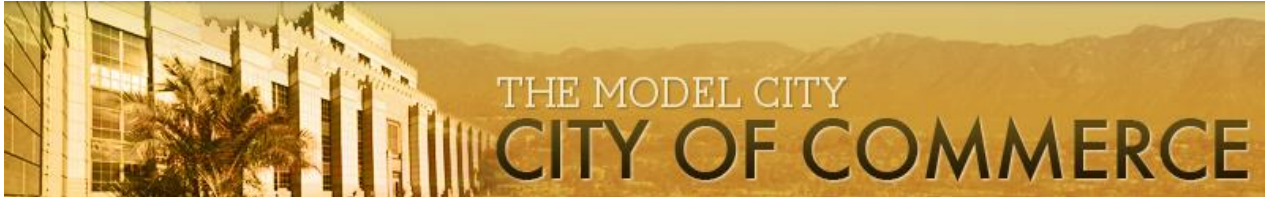# Statement of Work

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Version 2.0

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DOCUMENT CONTROL

Date	Author	Version	Change Reference
04/21/16	Cindy Sullivan	1.0	Initial Draft
07/25/16	Gerard McMahon	2.0	Final Draft Issued by Avocette Technologies

INTRODUCTION

Congratulations on your selection of Accela Civic Platform to drive operational efficiency and citizen engagement. The implementation is designed specifically to meet the specific requirements defined by The City of Commerce, California (herein referred to as "the City")

This Statement of Work ("SOW") sets forth a scope and definition of the consulting/professional services, work and/or project (collectively, the "Services") to be provided by Avocette Technologies (herein referred to as "Avocette") to the City. Capitalized terms not defined in this SOW are as defined in the Implementation Services Agreement. Scope not specifically defined within this document is excluded.

Avocette will utilize a best practice Implementation Methodology, based on previous client interactions and industry knowledge, to promote a successful project that will meet the City's objectives. The following Statement of Work will detail how Avocette Product Integration Team will implement the software you have purchased, including the major milestones and deliverables that will ensure your success.

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 Avocette and the City stakeholders:

- **Dedicated Agency Participation** – The City 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 the City 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** – The City has clearly documented their business objectives before the commencement of the project, and shared those objectives with Avocette

- **Requirements Identified and Documented** – The City 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 City and Avocette

- **Business Process Definition and Understanding** – City 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 City's business processes might be modified during the project, the City and Avocette must discuss this topic to determine what, if any, risks such an endeavor might introduce to the project.

- **Implementation Methodology** – This implementation has been scoped and planned around the Accela Implementation Methodology. It is imperative to the project's success that the City is willing to adhere / adopt to the Accela Implementation Methodology throughout the project

- **Knowledge Transfer** – It is critical that City personnel participate in the analysis, configuration and deployment of the software being delivered in order for Avocette to transfer knowledge to the City.

  Upon completion of the project implementation as detailed in this SOW - the Agency assumes all day-to-day operations of Accela Civic Platform. Depending on the scope of the project, key knowledge transfer areas could include:
  - Configuration
  - Interfaces
  - Business Rules
  - Reports and Forms
  - Release Management

IMPLEMENTATION METHODOLOGY

Avocette will deliver its Services to the City 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 implement. Project delivery through execution of this Implementation Life Cycle is described below.

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.

ANALYSIS

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, business rules, 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, business rules, 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. The CSC instructs the Agency on available communication channels (e.g., telephone, email, online tracking system) and usage of the Accela knowledge base.

SCOPE OF SERVICES

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

AGENCY DEPARTMENTS

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

- Planning
- Building
- Code Enforcement

ACCELA PRODUCTS

The following Accela products are in scope for this Project:

- Land Management
- Accela Citizen Access (ACA)
- Avocette GIS

PROJECT SCOPE

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
Initiation	Avocette project management oversight which includes the following activities: • Development of a Project Charter governance document • Development of a Project Plan • Create Project Website (SharePoint) • Issue Log Management and Escalation • Status Report Creation and Scheduling • Resource Assignment • Project Kick-Off • Core Training (up to 2 Days Max 15 attendees) Self-Directed/OnlineTraining & Kick-Off
Avocette Project Management	Avocette project management oversight which includes the following activities: • Development and Management of a Project Plan • Project Document Management • Project Website Management (SharePoint) • Issue Log Management and Escalation • Status Reporting • Change Control • Resource Management • Project Oversight and Quality Assurance
Accela Civic Platform – Environments	Maximum of 2 Accela Hosted environments: • Development • Production
BPT Analysis	Analysis of 10 Business Processes based on Accela Best Practice Template Record Configuration (BPT).
BPT Solution Foundation	Configuration Updates for 10 Accela Automation BPTs in accordance with Gap Analysis.
Data Conversion	Maximum of 2 sources of data. Sources are limited to the following: • Data Source #1 – APO, 2 Test loads, 1 Production Load • Data Source #2 – Permits Plus Historical Data, 2 Test loads o 3rd Data Conversion for Production
Interfaces	• Financial Interface – based on 1-time batch upload • California State Contractor Licensing Board –1-time batch upload • Accela Citizen Access for Payment Processing (Max. 4 Pageflows)

Scope Area	Scope Description
Business Rules	Conduct analysis sessions, document specifications and develop / unit test Business Rules for a maximum of items of the following category: • 4 Low/Medium Complexity Validation Scripts (EB) • 8 Low Complexity Fee Automation Scripts (EMSE)
Reports	Conduct analysis sessions, document specifications and develop / unit test reports for a maximum of: • 5 – Low Complexity Reports • 1 – Report Workshop (4 Days)
Avocette GIS	Setup and Configuration of Accela GIS including: • 1 - Proximity Alert
Training	Avocette's Training involvement encompasses: • Civic Platform Core Team Training – up to 2 days, 15 max attendees. • Civic Platform Admin Usage – up to 3 days, 10 max attendees. • Accela Citizen Access – up to 1 day, 12 max attendees. • Accela GIS – update to 4 hours, 12 max attendees. • Train the Trainer – up to 4 days, 7 max attendees. • Report Workshop – up to 4 days, 7 max attendees.
User Acceptance Testing Support	Support for 2 calendar weeks or 10 days of User Acceptance testing. *Note: This could be upto 4 weeks duration for client with maximum of 80 hours Avocette support; testing with 1 round of remediation and follow-up testing*
Deployment – Go Live Preparation	Avocette will perform the following activities in the weeks leading up to go-live: • Develop a Go Live Plan. • Migrate final version of system from Test/Dev to Production environment. • Final Production run of Data Conversions.
Deployment – Go Live	1 staff onsite for week of go-live (3 days) and remote support for 2 weeks following Go Live.

PROJECT TIMELINE

The term of this project is estimated at 10 months and 1 Phase.

Avocette and the City will jointly commit to a start date when resources are confirmed. Any City-requested delays after the start date is confirmed may require up to a thirty (30) business day lead time for Avocette to kickoff the project.

Upon initiation of these Services, the Avocette Project Manager will work with the City 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 City Project Manager to update, monitor, agree, and communicate any modifications within the Change Management process.

PROJECTS PUT ON HOLD

It is understood that sometimes Agency priorities are revised requiring the Agency to place the Avocette implementation on hold. In such a case, the Agency must send a formal written request sent to Avocette in order to put the project on hold. A project can be on hold for up to 90 days without invoking the termination clause (see Services Agreement). After that time, Avocette can choose to cancel the Statement of Work. If the Agency chooses to re-engage at a later date, Avocette will provide a new Statement of Work with revised pricing.

When a project is put on hold, a Change Management process will be invoked to:
- Manage the ramp off of resources and safe-keeping of project artifacts
- Pro-rate and invoice for partially completed deliverables
- Transition and re-engagement of resources at the end of the hold period

When a project goes on hold, project resources will be re-deployed and Avocette will need a forty-five (45) calendar day notice to re-staff the project. Resumption of the project will be dependent upon Avocette resourcing timelines.

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 City and Avocette.

GENERAL – ACCELA HOSTED
- 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. Constrained to a new release for regression and integration testing as scope increases will necessitate a Change Order Request.
- The City is responsible for the installation and maintenance of all third party products.
- The City 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.
- The City 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).
- The City shall be responsible for determining whether to use or refrain from using any recommendations made by Avocette.

- All deliverable documentation review during the implementation will be conducted electronically, whereby both Avocette and City staff will utilize document review tools such as track changes and comments to markup draft deliverables posted to the Project SharePoint site.

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 the City and Avocette Project Managers during the Initiation stage. Any material changes to the Project Plan will be reviewed and mutually agreed to by the City and Avocette Project Managers.
- The City 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 City 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 the City 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 the City will escalate according to the Escalation Plan in the Project Charter and invoke the change management process.
- Deliverables will be documented using the Accela implementation methodology and associated templates. Any changes to the templates must be agreed to by the Avocette Project Manager.

CITY RESOURCING

- City will provide a dedicated Project Manager throughout the course of the project.
- City Project Manager has primary responsibility for the scheduling of City employees and facilities in support of project activities.
- City 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.
- City 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 City desires that more than 1 (one) City resource be involved in the deliverable review and approval process, the City's single designated approver is responsible for coordinating with those resources.
- City 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 City employees or third party team members that result in a change in the project schedule will be addressed by the Change Management process.
- City 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.
- Avocette personnel will be a part of the City executive steering committee and will attend meetings per the schedule defined in the Project Charter.
- Avocette will plan appropriate resourcing to facilitate the success of the deployment for the scope outlined in this SOW. Significant additional support requested by the City 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 City, 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 the City 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".

SHARED IMPLEMENTATION

- City Project Manager will report weekly status on City assigned tasks to Avocette Project Manager.
- A unified project schedule will be jointly managed, with a critical path, for both the City and Avocette tasks.
- Any delays on City owned tasks will invoke the Change Management process.

PROJECT COMPLETION

- The project is complete once the transition to Support organization has been completed.

ACCEPTANCE

- For deliverable based payments agreements, the criteria outlined for each deliverable will be deemed accepted based on the Acceptance language in this Statement of Work. Upon completion of each deliverable, Avocette will provide the City with the Deliverable Acceptance Form to formalize acceptance and completion of that scope item. The number of days the City has to accept or reject the Deliverable Acceptance is delineated in the SOW. The Deliverable Acceptance Form is subsequently signed by the appropriate City contact, as defined in the Project Charter, and faxed / scanned / emailed / hand delivered to Avocette.

- The City understands and agrees that the City is responsible for determining whether the services and work product provided by Avocette hereunder, including any revised business processes implemented pursuant to this SOW, (i) meets the City's business requirements, (ii) comply with all applicable laws, ordinances, codes, regulations, and policies, and (iii) comply with the City's applicable internal guidelines, long-term goals and any related agreements.

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 City 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 data mapping tool and 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 City 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 City must extract documents into a Windows file system prior to being evaluated for conversion.

ADMINISTRATION

CHANGE MANAGEMENT

If a change is identified that impacts project timeline, resources, or scope, the City 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 the City 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. Should completion of milestones slip due to actions of the City, and should this slippage result in material effort to Avocette in excess of the hours provided for in this document, Avocette will produce a change order for additional hours in support of additional scope and deliverables associated.

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 the City 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.

PROJECT 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 fees 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. *Maximum 4 Pageflows/2 Departments
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, User Defined Fields, 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	

Avocette GIS

Type	
GIS Attribute Mapping	Associations between Avocette GIS objects and user defined fields can be created to extract information from map layer objects in Avocette GIS and display it in Civic Platform. Certain user defined fields automatically populate with GIS object attribute values when a user associates the record with an Avocette GIS object to an application intake form or adds an associated GIS feature to the form.
Dynamic Theme	The result of a query the runs against the Civic Platform and is applied to objects in the Avocette GIS map viewer. As the information in the record changes, the result of the queries change correspondingly so that the maps accurately reflect the information in the system. These queries are called dynamic because the information displayed changes with the information in the system. When a dynamic theme is defined, user parameters can be added or removed. These parameters are SQL Statements that query the database for date that is used in the dynamic themes. In addition, Avocette GIS users can apply predefined user parameters to dynamic themes.
Proximity Alert	Event based buffer that returns a message if certain GIS objects are within the proximity of a record in the Civic Platform. For example, upon submittal of a liquor license application, the system check for schools with 1000 feet of the establishment location and returns an Alert that schools are within the proximity.

PROJECT RESOURCES

CITY RESOURCES

The table below lists the primary roles for the City and the high-level responsibilities of each. Additional City roles may be added as the project progresses. In some cases, more than one City 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.

City Roles	Responsibilities
Project Sponsor	• Ensure project aligns with City strategy and goals • Provide high-level oversight throughout the duration of the project • Create an environment that promotes team work and user adoption • Garner support from all City stakeholders • Assist in removing execution obstacles • Resolve issues and risks escalated by the Project Manager • Act as vocal and visible Project champion
Project Manager	• Plan, schedule, coordinate and track the implementation with Avocette and across departments within the City • Ensure that the project team stays focused, tasks are completed on schedule • Identify and mitigate issues and risks, and escalate as needed in a timely manner • Collaborate closely with Avocette Project Manager • Enforce project governance and structure in regards to change control, communication and escalation management • Establishes project priorities
Division / Departmental Subject Matter Expert (SME)	• Fully engaged in the business analysis and system configuration activities • Gather data as necessary for the project and make decisions about business processes • Assist in the creation of to-be analysis documents, specifications for reports, automation, interfaces & conversions • Review and test the system configuration • Participates in test planning, test script development and user acceptance testing • Attend product training

City Roles	Responsibilities
Technical Lead	• Manage and maintain the technical environment during the software implementation • Ensure that servers, databases, network, desktops, printers, are available for system implementation and meet minimum standards • Manages integration and interfaces with other systems and serves as primary point of contact for all city interfaces • Work with Avocette technical personnel during implementation • Perform day-to-day maintenance of the system and install maintenance releases • Act as the primary technical resource for troubleshooting problems • Establish and maintain backup, archival, and other customary maintenance and housekeeping activities
Report Developer	• Understand the reporting needs of City • Build or amend reports as needed • Attend product training

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
Project Executive	• Partner closely with the City Sponsor and participate in Steering Committee meetings • Provide high-level oversight throughout the duration of the project • Assist in removing Project execution obstacles • Resolve issues and risks escalated by the Project Manager
Project Manager	• Plan, schedule, coordinate and track the implementation with the City • Ensure that the project team stays focused, tasks are completed on schedule • Identify and mitigate issues and risks, and escalate as needed in a timely manner • Collaborate closely with the City Project Manager • Enforce project governance and structure in regards to change control, communication and escalation management • Maintain project workspace and create weekly status reports

Avocette Roles	Responsibilities
Solution Lead	• Responsible for the Functional and Technical Consultants, working directly with client Subject Matter Experts (SMEs) and technical personnel throughout all aspects of the implementation • Manages and assists in Business Analysis activities • Manages and assists in Configuration activities • Manages and assists in Technical Configuration activities • Provide design oversight and direction to the team • Ensure quality of all deliverables • Ensure methodology is being adhered • Provide expertise and direction on best practices • Provide expertise and guidance on release/environment management • Assist with analysis of change requests
Functional Consultant	• Lead/participate in configuration analysis • Develop report specifications • Develop business automation/validation specifications • Aid in UAT issue resolution • Support Go-Live activities • Provide support to the Technical Consultant • Provide support to the Training Consultant • Configure the solution

Avocette Roles	Responsibilities
Technical Consultant(s)	Data Conversion Consultant • Review data conversion approach and deliverable expectations • Develop data conversion data map • Build and Unit Test data conversion program • Execute and support data conversion for testing and go-live Interface Consultant • Conduct Interface analysis sessions • Develop data integration specifications for importing or exporting data from Accela Civic Platform • Build and Unit Test data integration programs Report Consultant • Manage and assist in the development of report specifications • Manage and assist in the development of reports • Manage and assist in Unit Testing reports • Manage report deployment Business Rules • Manage and assist in the development of Business Rules specifications • Manage and assist in the development of Business Rules • Manage and assist in Unit Testing Business Rules • Manage Business Rules deployment Avocette Mobile • Manage and assist in the development of Mobile configuration • Manage and assist in Unit Testing Mobile configuration • Manage Mobile deployment GIS • Manage and assist in the development of GIS specifications • Manage and assist in the development of GIS configuration • Manage and assist in Unit Testing GIS configuration • Manage GIS deployment Environment Lead • Install and set up Accela Civic Platform
Training Consultant	• Deliver Accela Training classes

SCHEDULE OF DELIVERABLES

The following section describes the specific deliverables that will be executed to meet the business objectives and business requirements of the City. 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 City 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 City and Avocette after the signing of the Statement of Work.

In conjunction with the City 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.
- Finalize and document formal deliverable signoff procedures, identify team members that will be responsible for signoff from the City and Avocette.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in cooperation with the City 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 (1 day)

Avocette Responsibilities:
- Provide timely and appropriate responses to City'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 City resources.

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

SELF DIRECTED ONLINE TRAINING REQUIREMENTS

Based on past experience with client implementations we recommend the City of Commerce takes full advantage of the online resources to optimize their knowledge base of Accela's Civic Platform in advance to ensure success of the project The platform includes access to a large library of City staff administrator and City end user training materials in Accela's Success Community system, available online and self-paced. Each City staff user can request login credentials and gain access to the entire library of training materials which include video tutorials, how-to documents, administrator and end user guides. The online training content focuses on the administration, maintenance and augmentation of the Civic Platform configuration.

Avocette has defined a self-paced / self-directed online training program for the City's project team to complete before the project commences. The training program ensures the City of Commerce team has the foundational understanding of the Accela software and all of its components.

The program includes:
1) Interactive eLessions where participants are prompted for responses or asked to complete exercises inside the learning module
2) Video tutorials
3) Course Guides (PDF)

Content is organized such that clients can easily navigate through the modules. The following is a sample outline for the Getting Started course:

Subject	Topic	eLesson	Video	Course Guide
Getting Started	Getting Started	🖥️	🖥️	📖
	Logging In and Out			📖
	Setting Preferences			📖
	Navigating the User Interface	🖥️		📖
	Global Searching		🖥️	
	Searching for Records	🖥️	🖥️	📖
	Using the My Tasks Portlet			📖
	Glossary			📖

It is estimated that each project team member will need to dedicate 40-60 hours over a 2-4 week period to complete the prescribed training, review the provided best practice data sheets and advise Avocette of the configuration changes needed for their system. Hours and duration are estimates only and may vary by City.

In terms of specific output, the following will be executed for this deliverable:
- Access to Success Community online training content

Avocette Responsibilities:
- Provide the City with access to the Success Community website, demonstrate how to register and login, along with how to search for and find the online training content
- Provide list of online training courses to be completed

City Responsibilities:
- Identify all City project team members that will be involved in the project
- Select and provide the Success Community website to the staff users who will require the online training content.
- Ensure that users are proficient in using PC's as a prerequisite before accessing the online training content.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.
- Ensure that users have appropriate hardware/software for successfully viewing online video content.
- Ensure that users are successfully reading and completing the recommended online course content throughout project implementation.
- Schedule the necessary time to complete all course work in the identified time frame
- Confirmation of the completion of all courses outlined in the Avocette Course requirement by all City Project team members.
- Schedule appropriate City staff participants and meeting locations for training activities

Acceptance Criteria:
- Access Accela Success Community online training

DELIVERABLE 2: ACCELA CIVIC PLATFORM SETUP – ACCELA CLOUD

This Deliverable is defined as the setup of the Accela Civic Platform software in the Accela Cloud environment, such that the City 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 the City's request for information.
- Consult with the City resources to provide technical input and answer technical questions related to the requirements for Accela Civic Platform.

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

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

STAGE 2 – ANALYSIS

DELIVERABLE 3: BEST PRACTICES ANALYSIS SESSIONS

In order to develop the content for the To-Be Fee Analysis Documents, Avocette will work closely with designated City Staff to conduct analysis sessions that capture and align with best practice business processes. A part of the process mapping is to group "like" processes together to assist in streamlining the analysis and minimize redundancy in documentation.

The City will be allowed to select the 10 (ten) Best Practice Templates they want to deploy from the Accela library of templates. The following list provides examples of the types of updates that may be required;

- Add or rename existing fields in order to account for City 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 City specific fee schedules
- Updates and creation of City specific inspection types and guide sheets/checklists
- Others areas as defined

In conjunction with the City representatives, Avocette will perform the following tasks:
- Review the collected document fees, fee schedules, and collection procedures for each process.

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

- ➢ Best Practice Business Process Gap Analysis Review with Building, Planning and Code.
- ➢ To-Be Fee Analysis data gathering activities for fees.

Avocette Responsibilities:
- Provide timely and appropriate responses to the City's request for information.
- Conduct to-be analysis sessions to capture the required fees to be configured within the system.
- Conduct meetings via email, web conference, and phone to validate against provided fee schedules.

City Responsibilities:
- Provide timely and appropriate responses to Avocette's requests for information.
- Provide any existing fee schedules.
- Schedule participants and meeting locations for analysis activities.

Acceptance Criteria:
- Completion of Fee analysis against BPT's.

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 City specific business processes where needed, based on the Best Practice Analysis Sessions. The City will be allowed to select the 10 Best Practice Templates they want to deploy for the Accela library of templates.

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

- ➢ Completion of 10 Best Practice Template record types

Avocette Responsibilities:

- Provide timely and appropriate responses to the City'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.

City 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 Avocette 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 City. Similar to the Configuration Stage, it is critical that appropriate City representatives are involved in each step of the process to ensure success.

DATA CONVERSION

Data conversion of historic/legacy data from City 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 the City staff to ensure a successful transition of data. Specifically, the Avocette team will work with the City 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 the City 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 City 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 City. Once the data mapping has been defined, Avocette will ask that a representative of the City 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 AVOCETTE '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 Avocette within the scope of this implementation.

Deliverable	System Name	Description
5 and 6	Permits Plus	Historical Data Conversion Analysis and Development

DELIVERABLE 5: HISTORICAL DATA CONVERSION ANALYSIS

Upon receipt of the City's Legacy data, Avocette will create a Data Conversion Mapping Document detailing the data conversion process, mutually agreed upon requirements and mapping of the City'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 City 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.

City 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 6: HISTORICAL DATA CONVERSION DEVELOPMENT

Upon City approval of the Historical Data Conversion Specifications document, (Deliverable 5), Avocette will provide a program(s) to migrate appropriate historical data into Accela Civic Platform. Upon receipt of the conversion from Avocette, the City 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 City'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 City's test environment.

City 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:
Upon completion of this Deliverable, should the City fail to formally acknowledge its acceptance by signing the Deliverable Acceptance form, after 14 days Avocette will consider work for the Deliverable complete and invoice the City accordingly.

DELIVERABLE 7: APO DATA UPLOAD

Avocette will provide an initial, one-time load of the City reference property data set. This means, that upon go live and when the data is provided by the City, staff will have an initial reference property data set loaded in the system ready for use, with updates to that data handled by City staff using Accela screens. When changes occur regarding property, such as ownership changes or a new set of addresses are added to the City, staff would manually enter those changes directly within the solution. The City must provide the valid property data set in the acceptable pipe delimited text file format. The conversion effort will occur a maximum of **three (3)** times.

Avocette Responsibilities:
- Provide timely and appropriate responses to the City's request for information.
- Convert the provided acceptable pipe delimited text file format into Civic Platform, maximum of up to 3 times.
- Provide and explain the Accela APO Conversion Guide document

City Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information.
- Arrange for the availability of appropriate City staff to review the Accela APO Conversion Guide document
- Provide property data in acceptable pipe delimited text file format
- City staff must review property data conversion and provide feedback to Avocette based on mutually agreed upon project plan timeline
- Schedule appropriate City staff participants and meeting locations for activities.

Acceptance Criteria:
- Successfully search for and retrieve loaded Address Parcel and Owner information by logging into the Civic Platform with valid credentials

DELIVERABLE 8: INTERFACE ANALYSIS

In order to determine the City 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 City's staff, specifically, interface analysis, data mapping, and data manipulation as required in the source system. Avocette will provide a program to integrate 3rd 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 the City's request for information.
- Conduct Interface Analysis sessions.
- Work with the City 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.

City 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 (3rd 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 Avocette system.
- Validate interface through testing.
- Work with 3rd party to ensure data from Accela is in correct format.
- Updates to interface, post go-live, due to changes in 3rd party system or City 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:
Upon completion of this Deliverable, should the City fail to formally acknowledge its acceptance by signing the Deliverable Acceptance form, after 14 days Avocette will consider work for the Deliverable complete and invoice the City accordingly.

DELIVERABLE 9:   INTERFACE DEVELOPMENT

For each interface, the Avocette technical lead will work together with the City'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 and coming from Accela will use the existing integration technology. City responsibility includes obtaining permission for level/type of integration from appropriate application owners (including on premises or cloud/hosted, etc.). Further, City will ensure that Avocette resources have access to a Dev 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.

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

Deliverable	Description
9A	Financial Interface, Batch Export (One Way)
9B	Payment Processor *(1-Way Batch)*
9C	California State License Board *(Assumes 1-Way Extract)*

DELIVERABLE 10:   BUSINESS RULES

During the configuration Analysis stage of the implement6ation 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 the City 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 City 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)

Avocette has included 4 Validation Scripts and 8 Fee Automation Scripts in the scope of this Deliverable. Script Definitions can be found in Appendix C.

Prior to the development, the City will approve a design specification document that will be created jointly by the City 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 City staff to identify potential uses of scripting
- Assist with development of list of desired functionality
- Aid the City in prioritizing which scripts will be developed by Avocette
- Develop scripts based on the specifications
- Demonstrate functionality of scripts per specifications

City 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 City
- Demonstration of all developed script within the system to the City

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 City wishes to print as identified during configuration analysis. The

Configuration Document will define the reports and documents that are required by the City 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, City 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 City'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 11: REPORT SPECIFICATIONS

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

Avocette will develop reports based on the following breakdown:
- 5 Low Complexity Reports

Prior to the development of a report the City will approve report design specification documents that will be created jointly by the City 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 the City, 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

City 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 City will not unreasonably withhold acceptance if the City requests changes to the reports specifications after the initial signoff of the specification by the City
- City 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 City.

DELIVERABLE 12:   REPORT DEVELOPMENT

Avocette will develop custom documents/letters/reports per the specifications developed and approved in Deliverable 10, Report Specifications. 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 5 documents/letters/custom reports per the Report Specification Documents

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

City 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 13:   REPORT WORKSHOP

Avocette will provide training and onsite support in a "hand's on", report development workshop. Our aim is to educate City resources on all aspects of report writing in Accela Civic Platform in an effort to ensure the City is self-sufficient. This allows the City to best react to changing requirements and ongoing maintenance, which can allow the City to be proactive and significantly reduce system maintenance costs over time. Up to seven (7) City staff may attend the Report Workshop.

Please note, Avocette does not train on the use of 3rd party tools, specifically, report development tools. Avocette assumes that City staff have appropriate training and/or experience with the 3rd party report development tool of choice. (Example: Crystal Reports, Microsoft SQL Reporting Services, etc.)

In terms of specific output, the following will be executed for this deliverable:
> 4 Day Report Workshop

Avocette Responsibilities:
- Coordinate with the City to define training schedule and logistics.
- Deliver training per the specific requirements listed above.

City Responsibilities:
- Select and prepare the power-users and/or admin staff who will be participating in the workshop
- Provide suitable City facilities to accommodate 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:
- Completion of Report Workshop

DELIVERABLE 14: AVOCETTE GIS DEPLOYMENT

Avocette will install and configure Accela GIS to link and leverage existing City 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 City 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 City server(s)
- ➢ 1 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 City
- Demonstrate that the Accela GIS applications are operational in the City computing environment thus communicating with the Accela Civic Platform system
- Assist the City in identifying and developing Proximity Alerts and Dynamic Themes

City Responsibilities:
- Arrange for the availability of appropriate staff for the system installation, setup, testing, and quality assurance throughout the setup process
- 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 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 Avocette GIS in test environment

DELIVERABLE 15:   ACCELA CITIZEN ACCESS DEPLOYMENT

This deliverable includes setup and configuration of Accela Citizen Access (ACA) on the City Dev or Test site per the Requirements gathered in the To-Be Analysis Stage. Avocette will work with the City representatives to 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 for 2 departments, and a maximum of 4 pageflows: Specifically, the following items will be configured:

- ➢ Integration into existing City website
- ➢ User registration settings
- ➢ User rights and permissions

In terms of specific output, the following will be executed for this deliverable:
- ➢ Deployment of ACA
- ➢ Accela Citizen Access Admin Training

Avocette Responsibilities:
- Setup Accela Citizen Access in Dev and Test environments
- Assist the City in set up and validation of merchant account integration
- Work with the City to determine which services to expose to the public via Accela Citizen Access

City Responsibilities:
- Obtain a merchant account, and deploy an internet-enabled payment engine
- Perform testing of all Online Record types for purposes of validating the configuration

Acceptance Criteria:
- The base configuration of Accela Citizen Access is configured as reviewed in the Best Practice Configuration Analysis.
- Demonstration of the operational Accela Citizen Access functionality

Acceptance Review Period:
Upon completion of this Deliverable, should the City fail to formally acknowledge its acceptance by signing the Deliverable Acceptance form, after 14 days Avocette will consider work for the Deliverable complete and invoice the City accordingly.

STAGE 5 – READINESS

DELIVERABLE 16:   ADMINISTRATIVE TRAINING

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

In terms of specific output, the following will be executed for this deliverable:
- 3 Day Administrative Training Course
- 1 Day Citizen Access Training Course
- ½ Day GIS Training Course

Avocette Responsibilities:
- Coordinate with the City to define training schedule and logistics.
- Deliver training per the specific requirements listed above.

City 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 City 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 17:   TRAIN THE TRAINER

This Deliverable includes the Delivery by Avocette of a 4-day "Train-the-Trainer" course. Our 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 City if a class size needs to be modified to ensure a successful instruction outcome.

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

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

City Responsibilities:
- Identify the City resources who will receive the training and who have the skills to perform as "trainers", if required.
- Provide a training room at the City 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 18:   USER ACCEPTANCE TESTING (UAT)

This deliverable is comprised of the assistance Avocette will provide to allow the City to accept that the solution meets the requirements as documented in all the deliverables. Avocette will assist the City 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 City 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 City, and coordination of resources is critical. At this point in the implementation process, the City 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 City 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 City staff executes testing activities. Avocette will work with the City to develop a test plan and deliver 1 sample test script, as well as an issue log to track the progress of testing. It should be noted that Avocette will plan for a **total of 2 weeks to complete this deliverable**, and provide upto 80 hours of support during UAT.

If the City 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 City's expense. Avocette will work diligently with the City to ensure this does not occur and provide several opportunities for the City 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 City 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 City 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.

City Responsibilities:
- Provide timely and appropriate responses to Avocette's request for information.
- Make available the appropriate City key users and content experts to participate in user acceptance testing as defined and managed by the City.
- 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 19:   PRODUCTION SUPPORT

Production date is defined as the official date in which Accela Civic Platform moves from the test environment to production for daily City usage. This date will be agreed to by both Avocette and the City 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 City daily use

Avocette Responsibilities:
- Provide on-site resources to support the move to Production effort
- With assistance from the City, 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

City 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 City key users and content experts to participate in user acceptance testing as defined and managed by the City

Acceptance Criteria:
- Deployment support prior to moving to Production
- Production system is first used by the City for daily use

DELIVERABLE 20: POST DEPLOYMENT TRANSITION TO 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 2 weeks immediately following deployment (go-live).

Avocette will work with the City 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 City wishes to track (outside of scope, stage 2, etc.). Examples of issues the City 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 copy of the issue tracker to the customer and disable the list. Additionally a formal meeting will be scheduled with the City, Avocette Product Integration Team, and Support. The purpose it to transition support of future issues and questions from the City to Customer Support.

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

- 1 staff onsite for go-live (2 days), and remote support up to two weeks thereafter
- Transition of the City from Avocette Product Integration 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

City 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 City key users and content experts to participate in user acceptance testing as defined and managed by the City

Acceptance Criteria:
- Execution of 2 weeks of post-Production support
- Official transfer from the Avocette Product Integration project team to the Accela Customer Support

SUMMARY OF AVOCETTE DELIVERABLES & COSTING

	Deliverable Description	Approximate Hours	Cost
Deliverable 1:	Project Initiation	Max.100	13,500
Deliverable 2:	Accela Civic Platform (Accela Cloud)	40	5,400
Deliverable 3:	Best Practice Template Analysis	Max.100	13,500
Deliverable 4:	Updates to Best Practice Configuration	Max.100	13,500
Deliverable 5:	Historical Data Conversion Analysis	Max.100	13,500
Deliverable 6:	Historical Data Conversion Development	Max.180	24,300
Deliverable 7:	APO Data Standard 1x Upload	80	10,800
Deliverable 8:	Interface Analysis	80	10,800
Deliverable 9:	Interface Development	80	8,100
Deliverable 10:	Business Rules	88	11,880
Deliverable 11:	Report Specifications	20	2,700
Deliverable 12:	Report Development	40	5,400
Deliverable 13:	Report Workshop	40	5,400
Deliverable 14:	Accela GIS	57	7,830
Deliverable 15:	Accela Citizen Access	40	10,800
Deliverable 16:	Administrative Training	75	10,125
Deliverable 17:	Train the Trainer	40	5,400
Deliverable 18:	User Acceptance Testing	80	10,800
Deliverable 19:	Go-Live Support	40	8,100
Deliverable 20:	Post Deployment Support	40	10,800
10 Month PM	Avocette Project Management	400	54,000
TOTALS		**1820**	**$245,700**

COST SUMMARY & PAYMENT TERMS

Avocette will perform the Services on a fixed price per deliverable basis, and Avocette will invoice upon acceptance of each deliverable from the City. Project Management will be invoiced in 10 equal monthly installments of $5,400 over the project duration.

The nature and scope of the Services and associated Deliverables are outlined in this SOW. This SOW describes the expected staffing requirements, project schedule, Avocette's and the City's roles & responsibilities and other assumptions are set forth in the SOW. Avocette's total price to perform the Services and provide the Deliverables described is $*245,700.00* exclusive of taxes and expenses (the "Fixed-Fee").

The Fixed-Fee 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. The Fixed-Fee price will be invoiced per deliverable and is due within 30 days from invoicing. Should there be changes to the scope, timeline or resources that increases the hours or costs needed to complete the project, a mutually agreed to Change Order may be required prior for project continuation. Please see Change Order details below

EXPENSES

Actual amounts of any reasonable and customary travel expenses incurred during the performance of services under this SOW will be billed to the City, according to Avocette's expense policy. Avocette will only bill the City 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 the City 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 the City's prior written consent. Expense receipts will be provided to the City with the expense invoices. Total estimated expenses are based on past Avocette engagement experience. Based on the assumption that the project will require approximately 12 onsite trips at an estimated $2.200.00 each, the travel expense budget estimated at $26,400.00.

Acceptance:

Accepted By: Accepted By:

<u>Avocette</u>   <u>City of Commerce</u>

_____   _____
Authorized Signature   Authorized Signature

_____   _____
Name - Type or Print   Name - Type or Print

_____   _____
Title   Title

_____   _____
Date   Date

APPENDIX A – DELIVERABLE ACCEPTANCE FORM

Please acknowledge acceptance by:

A

Sign and fax this document to:

Avocette
YOUR NAME
YOUR TITLE
Tel:
Fax:

OR

B

Email this document as an attachment to:

YOUR EMAIL

Date:	
Agency Name:	
Approving Agency Manager:	
Avocette Manager:	
Project Name / Code:	
Contract / Agreement #:	

Agency agrees that Avocette has successfully completed the following Deliverables:

Deliverable #	Source / Reference Details	
	Service Agreement	

Agency agrees that Avocette has successfully completed the Deliverables described above in accordance with the terms of the related Contract/Agreement.

APPROVALS:

Agency Name

Signature

Title

Date

APPENDIX B – 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

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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:

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 system. 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.

Accepted By: Agency	Accepted By: Avocette, Inc.
By:	By:
Print Name:	Print Name:
Title:	Title:
Date:	Date:

APPENDIX C – BEST PRACTICE TEMPLATE LIST

Accela Best Practice Templates Record List v6

Land Management

Permitting and Inspections

Commercial Addition	Commercial Re-Roof	Residential Plumbing	Residential Pool-Spa
Commercial Alteration	Residential Addition	Residential Re-Roof	Temporary Sign
Commercial Demolition	Residential Alteration	Multi-Family Addition	Permanent Sign
Commercial New	Residential Demolition	Multi-Family Alteration	Grading
Commercial Electrical	Residential New	Multi-Family Demolition	Fence Permit
Commercial Mechanical	Residential Electrical	Multi-Family New	Solar Permit
Commercial Plumbing	Residential Mechanical	Commercial Pool-Spa	Street Cut
Right of Way			

Planning and Zoning

Subdivision	Design Review	Pre-Application Meeting	Annexation
Preliminary Map	Variance	Appeal	General Plan Update
Final Map	Rezoning	Time Extension	Specific Plan
Planned Unit Development	Plan Amendment	Modification to Prior Approval	Zoning Text Amendment
Conditional Use	Home Occupation Permit	Confirmation Letter	Lot Line Adjustment
Revocable Permit	Site Plan – Major	Site Plan – Minor	Final Plat
Subdivision – Major	Subdivision – Minor	Preliminary Plat	

Code Enforcement

Complaint	Abandoned Vehicle Violation	Working W/O Permit Violation	Home Occupation Violation
Animal Violation	Overgrown Weeds Violation	Garbage Service	Illegal Sign Violation
Graffiti Removal	Grading Violation	Junk on Property Violation	Tree Violation
Noise Nuisance	Illegal Occupancy Violation	Vacant Building Violation	Fence Violation
Sub-Standard Property Violation			

Licensing

Local Licensing

Retail License with application and renewal	Amusement License with application and renewal	Home Occupation License with application and renewal	Dog License with application and renewal
Restaurant License with application and renewal	Entertainment License with application and renewal	General Contractor License with application and renewal	Garage –Yard Sale License
Nightclub-Bar License with application and renewal	Service License with application and renewal	Electrical Contractor License with application and renewal	
Wholesaler License with application and renewal	Hotel-Motel-Lodging License with application and renewal	Mechanical Contractor License with application and renewal	
Manufacturer License with application and renewal	Vehicle for Hire License with application and renewal	Plumbing Contractor License with application and renewal	
Professional License with application and renewal	Street Vendor License with application and renewal	Special Event Licenser License with application	

APPENDIX D – PROJECT TIMELINE & CITY RESOURCING
Timeline and Staff Involvement

Project Tasks	Timeline	Involvement
Initiation	October 2016	Medium
To-Be Analysis	Nov – Dec. 2016	High
Solution Foundation	Dec. 2016 – Jan. 2017	High
Business Process Review	Feb – March 2017	High
Interfaces	March – April 2017	Medium
Admin –End User Training	May –June 2017	High
System – User Acceptance	May – June 2017	High
GO – Live	July 2017	High

Note: Actual Hours required of City Resources to be finalized during Project Initiation Phase when project plan is formulated and mutually agreed agenda is set prior to kickoff. Avocette will work with the City to accommodate competing IT priorities which may impact project timeline. Naturally, the higher the level of commitment-engagement will result in better outcomes for stakeholders.

Targeted Timeframe to Deployment