

# Statement of Work

**City of Fontana, CA.**

10/21/2021

Version 1.3

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## DOCUMENT CONTROL

Date	Author	Version	Change Reference
8/18/21	JWinkel	1.0	SOW Created
9/10/21	ERobertson	1.1	Customer Redlines
9/24/21	JWinkel	1.2	Accepted redlines, additions and modifications
10/21/21	JWinkel	1.3	Changes Accepted and Deliverable Based Payments added.

## INTRODUCTION

This Statement of Work ("SOW") dated \_\_\_\_\_ sets forth the scope and definition of the project-based professional services (collectively, the "Services") to be provided by Accela, Inc., its affiliates and/or agents ("Accela") to City of Fontana, CA ("Agency" or "Customer").

This SOW is governed by the Subscription Services Agreement executed between the Parties on \_\_\_\_\_ (the "Agreement"). In the event of any conflict between the Agreement and this SOW, the terms of the Agreement shall govern.

## EXECUTIVE SUMMARY

This document outlines the configuration and onboarding activities that are included with the SaaS subscription, captures our understanding of what configurations the Customer will receive and provides visibility into how Accela will perform the onboarding of your solution.

## SOLUTION OVERVIEW

Your subscription includes the following SaaS products, as defined in the applicable Order Form:

- Civic Applications
  - Building
  - Public Works
  - Planning
  - Code Enforcement
  - Fire
  - Business Licensing
- Accela Citizen Access Public Portal (ACA)
- Accela Inspector Mobile Application (AMO)
- GIS
- Construct API

Integrations are implemented by leveraging Accela's Construct API and standard adapters. This implementation includes the following integrations:

- GIS
- PayPal
- Tyler Munis
- HDL
- LaserFiche
- QR Coding
- Bluebeam
- Selectron
- Salesforce
- California State Licensing Board (CSLB)

The implementation includes the migration of historic data in TrackIt to the Accela system.

## PROJECT METHODOLOGY

Accela's Services team will apply Accela's standard methodology throughout the life of the Agency's implementation. This is a proven methodology that ensures quality results and positions the Agency for success.

Accela and Agency will prepare a joint project plan and Accela will provide a project manager and key resources to complete implementation tasks alongside the Agency team. This service is delivered four stages (Define, Refine, Develop and Deploy) resulting in the Agency's production use of the solution.

The methodology is based on existing or pre-configured solutions – the existing configuration will be used as the starting point for the tailoring process. It is important for the Agency to adopt Accela's best practices, have their staff become familiar with how the system will work for their business processes, and to understand that over time the solution can evolve as the Agency implements standard practices or business changes.

A high-level of the methodology and associated activities and artifacts is defined in the table below. Details on the methodology is provided in Appendix D, which will serve as the basis for the parties' joint project plan and schedule. Deviations from the methodology, or agreed schedule, are handled via the change control and governance processes defined in the Project Management Plan.

Stage Title	Stage Overview	Activities and Artifacts
Stage 1: Define	The Define stage sets the framework for how the project will be managed throughout the project life cycle.	<ul style="list-style-type: none"><li>• Project Schedule</li><li>• Project Management Plan</li><li>• Project Kickoff</li><li>• Solution Provisioning</li></ul>
Stage 2: Refine	The Refine stage begins the knowledge transfer of the Agency's Accela Civic Platform solution and promotes adoption of the new system. This stage completes the Agency-specific tailoring of the configuration.	<ul style="list-style-type: none"><li>• Core Team Training</li><li>• Tailoring Sessions</li><li>• Review and Verification testing</li><li>• Conference Room Checkpoints</li><li>• Integration Designs</li><li>• Data Conversion Kickoff</li></ul>
Stage 3: Develop	The Develop stage builds upon the tailored solution from the Refine Stage adding automation, custom reports and integrations, and running the data conversion efforts. The result of this stage is a fully built solution ready for deployment.	<ul style="list-style-type: none"><li>• Business Automation Configuration</li><li>• Custom Report development</li><li>• Integration development</li><li>• Review and Verification testing</li><li>• Conference Room Checkpoints</li></ul>

Stage 4: Deploy	After all development work has been completed, the system is ready for User Acceptance Testing (UAT) and End User Training. The final data conversion and cutover activities support Go-Live.	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Test Plan and Test Cases</li> <li>• User Acceptance Testing</li> <li>• End User Training</li> <li>• Final extract for production</li> <li>• Final conversion load into Production</li> <li>• Go Live Support and Transition to Accela Customer Support</li> </ul>
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## GOVERNING PRINCIPLES

For Accela and Agency to successfully perform the onboarding described herein, there are several critical success factors that must be closely monitored and managed by the Accela and Agency stakeholders. These factors are critical in setting expectations between the Agency and Accela, identifying and monitoring risks, and promoting strong communication:

- **Clear Business Objectives** – The Customer has clearly documented their business objectives before the commencement of onboarding and shared those objectives with Accela.
- **Accept Civic Application Solution(s)** – The Customer acknowledges that a standard Civic Application package solution will provide end-to-end processing of an application or permit solution and may require some modifications to how the Customer conducts business today. Customer staff supporting the tailoring sessions should have an open mind to accept these standard solutions based on Accela’s many years of applying best practices to the implementation process. These solutions will allow for online processing, attaching documents, processing the application via a workflow, sending notifications based on workflow status, accepting payment, allowing to capture standard comments, and if required trigger inspections. The solutions will allow the Customer to process their applications and/or permits.
- **Agency-specific Tailoring Inputs Identified and Documented** – The Customer has documented and has a clear understanding of their processes to enable the Accela team to perform solution tailoring. For example, the Customer must have a clear understanding on how fees are calculated to support the solution. If there is an expectation that the Customer’s business processes expand the scope of the solution, Accela will raise this risk to the Customer prior to proceeding.
- **Dedicated Agency Participation** – Agency acknowledges and agrees, throughout the duration of the services, to have (i) its staff and/or agents Agency personnel actively involved in the Project, and (ii) its software, hardware and other technology performing (or available for performance), each as specified in the agreed upon Project Plan (such Agency personnel and technology, collectively the Agency resources). Accela will communicate insufficient participation of Agency resources through Project Status Reports and will indicate actual and potential impacts to the Project Timeline. Accela will work the Agency’s Executive Sponsors and department leaders to determine appropriate team member involvement. This could range from full-time, during early analysis meetings, to part-time during the technical development phase. Please see [Appendix E](#) for a full description of Agency resources.

- **Executive Sponsorship, Governance, and Change Control** – The initiative is supported by executive sponsors within the Agency who will drive the Agency staff participants towards overarching goals and standardization/adoption of the Civic Application Solution. The executives will remove roadblocks, quickly make decisions, support risk mitigation, and resolve escalated issues. Effective governance during the onboarding period and a tight change control processes for the subscribed solution requires alignment across Agency stakeholders. Throughout the project, the teams will encounter issues and decisions that require engagement of the joint Agency/Accela governance team. Invariably, changes to the identified solution will arise and the governance process must resolve these issues with urgency in order to avoid impacts to the schedule and scope.
- **Accela Standard Implementation Methodology** – Agency acknowledges that is willing to adhere to and will adopt Accela’s implementation methodology. Please see [Appendix D](#) for a full description of the Accela implementation methodology.
- **Knowledge Transfer** – Agency personnel must participate in all the implementation stages and activities for Accela to transfer knowledge to the Agency. Once Post-Production transition tasks are completed by Accela, Agency personnel will assume all day-to-day business operation of the solution, outside of the subscribed support and hosting services>.

## ADMINISTRATION

### PROJECT TIMELINE

The project is estimated to take **16 months**. The projected start date for the Project is forty-five (45) calendar days after mutual acceptance and signature of this SOW. A detailed schedule will be developed during the Define stage in collaboration with Accela and Agency Project Manager. If Agency determines they cannot meet the timeframes estimated in this SOW, this will be escalated at the start of the project as discussion for change order.

Upon completion of the work defined above, this contract will be closed.

Below represents the high-level timeline the estimate is based on:

Month 1	Define Stage
Months 2 - 9	Refine Stage
Months 10 – 13	Develop Stage
Months 14 - 16	Deploy Stage

### PROJECTS PUT ON HOLD AND AGENCY DELAYS

It is understood that sometimes Agency priorities are revised requiring the Agency to place the Accela implementation on hold. The Agency must send a formal written request to Accela to put the project on hold. Delays of two (2) weeks or more that have a tangible impact to Accela’s resource plan are subject to change order.

If an Agency-based or Accela delay puts the project on hold for more than 90 days or is non-responsive to Accela communications for a term of 30 calendar days, Accela or Agency reserves the right to terminate the contract and negotiate new terms. If either party’s delay puts the project on hold past the termination period, the other party reserves the right to terminate the contract at the time of the delay. After that



time, either party can choose to cancel the rest of the Statement of Work. To finish the project will require a new Statement of Work at new pricing.

When a Project is put on hold, at minimum, Accela will need to draft a Change Order to keep some of the Accela project manager's time engaged to monitor progress and to resource the project once it comes off hold. Other Change Order items may be needed as a result of the delay. When a project goes on hold, project resources will be re-deployed and Accela will need a forty-five (45) calendar day notice to re-staff the project. Accela cannot guarantee a Project Start Date until Accela resources are confirmed.

Should the Agency become non-responsive to Accela communications for a term of 30 calendar days regarding continuance of the project work, Accela can choose to cancel the remainder of the Statement of Work. To finish the project will require a new Statement of Work at new pricing at the current rates.

## PAYMENT TERMS

Accela will perform the Services on a Billing Milestone payment basis. Payments will be based on: (i) the nature and scope of the Services and associated Billing Milestones outlined, (ii) the expected staffing requirements, (iii) the Project Schedule, (iv) Accela's and Customer's roles and responsibilities, and (v) the other assumptions as set forth in this SOW. 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. After the Agency signs the Deliverable Acceptance Form, Accela will generate an invoice for the corresponding Deliverable payment.

For those deliverables denoted with an asterisk in the table below, please refer to these Deliverable-based Assumptions:

- Deliverables will be documented in Accela-based templates using the Accela methodology. There is no stated or implied promise that deliverables will be of a specified page length or comply to Agency formatting requirements. Sample templates are available to Agency upon request.
- Initial Review: For deliverables turned over to the Agency, Agency will have 5 business days to conduct review (or testing) of the deliverable. Upon delivery of feedback, Accela will complete the agreed upon updates. If no comments are provided at the end of the 5-day period, the deliverable will be submitted for final review and acceptance.
- Final Review and Acceptance: Upon completing any updates following the initial review period, Accela will deliver the final deliverable to the Agency for acceptance. Accela will provide the Agency with the Accela Deliverable Acceptance Form to formalize acceptance and completion of that piece of scope. The criteria outlined in the Services for the corresponding deliverable will be deemed accepted based on the acceptance criteria herein. The Deliverable Acceptance Form is subsequently signed by the appropriate Agency contact, as defined in the Project Management Plan, and delivered to Accela. The Agency has 5 business days to perform a final review (or test) on the deliverable and to sign off on the Deliverable Acceptance form. If no comments are provided at the end of the 5-day period, the deliverable is deemed approved.
- Agency agrees to assign a single designated approver for each 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. Agency may make changes to designated approvers with written notification to Accela a minimum of one month before a deliverable is due.

For those without asterisk, sign-off must be completed within 5 business days of delivering the acceptance form.

The following lists each deliverable associated with a payment, and its criteria for acceptance. The details for each deliverable, including Accela and Agency responsibilities, can be found in Appendix D (Accela Methodology).

Stage Title	Deliverable	Acceptance Criteria	Deliverable Amount
Stage 1: Define	Project Startup	<ul style="list-style-type: none"> <li>Delivery of the baseline project schedule reflecting Agency and Accela inputs*</li> <li>Delivery of the Project Management Plan reflecting Agency and Accela inputs*</li> <li>Delivery of Project Kickoff presentation and completion of meeting</li> </ul>	\$30,000
	Solution Provisioning	<ul style="list-style-type: none"> <li>Delivery of the Accela Civic Platform software and confirmation of Agency's ability to log in</li> </ul>	\$60,000
Stage 2: Refine	Core Team Training	<ul style="list-style-type: none"> <li>Delivery of Core Team Training</li> </ul>	\$25,000
	Tailoring Sessions	<ul style="list-style-type: none"> <li>Complete Tailoring Sessions for Groups 1-5</li> </ul>	\$130,000
	Refine Stage Conference Room Checkpoints	<ul style="list-style-type: none"> <li>Delivery of Configuration Report for each record type, serving as a snapshot of the tailored configuration for Groups 1-5</li> <li>Complete Conference Room Checkpoint</li> </ul>	\$65,000
	Tailoring Sessions	<ul style="list-style-type: none"> <li>Complete Tailoring Sessions for Groups 6-10</li> </ul>	\$130,000
	Refine Stage Conference Room Checkpoints	<ul style="list-style-type: none"> <li>Delivery of Configuration Report for each record type, serving as a snapshot of the tailored configuration for Groups 6-10</li> <li>Complete Conference Room Checkpoint</li> </ul>	\$65,000
	Tailoring Sessions	<ul style="list-style-type: none"> <li>Complete Tailoring Sessions for Groups 11-14</li> </ul>	\$110,000
	Refine Stage Conference Room Checkpoints	<ul style="list-style-type: none"> <li>Delivery of Configuration Report for each record type, serving as a snapshot of the tailored configuration for Groups 11-14</li> <li>Complete Conference Room Checkpoint</li> </ul>	\$55,000
	Report Inventory	<ul style="list-style-type: none"> <li>Delivery of Report Inventory list and identification of which reports Accela will develop</li> </ul>	\$25,000
	Standard Report Branding	<ul style="list-style-type: none"> <li>Delivery of Standard Reports updated with Agency logo and contact information</li> </ul>	\$40,000
	Integration Specification	<ul style="list-style-type: none"> <li>Delivery of final Integration specification for each integration per Appendix C scope</li> </ul>	\$40,000
	Automation Inventory	<ul style="list-style-type: none"> <li>Delivery of Automation Inventory list, identifying which automations Accela will develop</li> </ul>	\$25,000

Stage Title	Deliverable	Acceptance Criteria	Deliverable Amount
Stage 3: Develop	Integration Development*	<ul style="list-style-type: none"> <li>Delivery of completed Integration, based on approved specification</li> <li>Interfaces               <ul style="list-style-type: none"> <li>Tyler Munis</li> <li>HDL</li> <li>Laserfiche</li> <li>QR Coding</li> </ul> </li> </ul>	\$70,000
	Data Conversion Mapping	<ul style="list-style-type: none"> <li>Finalize legacy to target conversion mapping (Agency)</li> </ul>	\$55,000
	Data Conversion Mock Run 1	<ul style="list-style-type: none"> <li>Source data cleansing, extract, and transform to staging for mock run (Agency)</li> <li>Load from staging into target for mock run (Accela)</li> </ul>	\$40,000
	Data Conversion Mock Run 2	<ul style="list-style-type: none"> <li>Source data cleansing, extract, and transform to staging for mock run (Agency)</li> <li>Load from staging into target for mock run (Accela)</li> </ul>	\$60,000
	Automation Development*	<ul style="list-style-type: none"> <li>Delivery of completed Automations, based on approved specifications</li> </ul>	\$60,000
	Report Development	<ul style="list-style-type: none"> <li>Delivery of completed Reports, based on approved specifications</li> </ul>	\$165,000
	Integration Development	<ul style="list-style-type: none"> <li>Delivery of completed Integration, based on approved specification</li> <li>Interfaces               <ul style="list-style-type: none"> <li>Bluebeam</li> <li>Selectron</li> <li>Azure SSO</li> <li>CLSB</li> </ul> </li> </ul>	\$30,000
	Develop Stage Conference Room Checkpoints	<ul style="list-style-type: none"> <li>Conduct Conference Room Checkpoint demonstrating the final configured solution, business automation, and reports for Group X</li> </ul>	\$50,000
	Testing Plan*	<ul style="list-style-type: none"> <li>Delivery of the Testing Plan reflecting Agency and Accela inputs</li> </ul>	\$20,000
	Training Plan*	<ul style="list-style-type: none"> <li>Delivery of the Training Plan reflecting Agency and Accela inputs</li> </ul>	\$20,000
Stage 4: Deploy	UAT - Initial Test Support	<ul style="list-style-type: none"> <li>Support for Initial Test period</li> </ul>	\$45,000
	UAT – Remediation and Remediation Testing Support	<ul style="list-style-type: none"> <li>Support for Remediation and Remediation Testing period</li> <li>Resolution of critical and high punch list defects related to configuration or Accela custom development (sign-off is not dependent on resolution of product defects)</li> </ul>	\$30,000
	Train the Trainer	<ul style="list-style-type: none"> <li>Delivery of Train the Trainer</li> </ul>	\$40,000

Stage Title	Deliverable	Acceptance Criteria	Deliverable Amount
	Final Data Conversion	<ul style="list-style-type: none"> <li>Load from staging into production</li> </ul>	\$80,000
	Production Go Live	<ul style="list-style-type: none"> <li>Production system is available for daily use by the Agency</li> </ul>	\$90,000
	Transition to Customer Support	<ul style="list-style-type: none"> <li>Execution of post-go live support</li> <li>Official transfer from the Accela Professional Services project team to Accela Customer Support (sign-off is not dependent on resolution of defects that are transitioned to Customer Support)</li> </ul>	\$120,789
<b>TOTAL DELIVERABLES COST</b>			<b>\$1,775,789.00</b>

## EXPENSES

Accela will provide up to a total of **16 Weeks** of onsite Services. A “Week” is defined as one (1) person, for four (4) days or 32 hours, Monday through Friday, allowing for travel time on Monday morning and Friday afternoon. Accela may assign more than one person per Week. For purposes of clarification only, if Accela assigns one person for one Week, this assignment will count as one (1) onsite Services Week, if Accela assigns two (2) people simultaneously for a one (1) Week onsite assignment, this assignment will count as two (2) Weeks of onsite Services. The cost for each week of travel expenses is estimated at \$2,500. The travel expense budget estimate is **\$40,000**. Should the customer require more onsite trips than the included above, a Change Order will be required prior to additional travel commencing to cover the cost of those additional trips.

Actual amounts of any reasonable and customary travel expenses incurred during the performance of services will be billed to Agency, according to Accela expense policy. Accela will bill Customer 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). Accela will work with Customer to manage and control its expenses in accordance with Accela’s global travel policy guidelines and will not incur expenses in excess of the initial contracted budget below without Customer’s prior written consent. Expense receipts will be made available as requested by Agency. Total estimated expenses are based on past Accela engagement experience.

## CONTRACT SUM

The total amount payable under this SOW, as calculated for the above-mentioned fees and expenses, is **\$1,815,789** including travel expenses.

The estimated fees for this SOW are predicated on the timely completion of Project milestones. However, should completion of milestones slip due to actions or inactions of Agency, and should this slippage result in material effort to Accela in excess of the hours provided for in this document, Accela will produce a Change Order for additional hours in support of the scope and deliverables contained herein. Any change order will need to be approved by both Agency and Accela. If the project timeline exceeds the point where a change order is needed to be signed

## CHANGE ORDERS

In order to make a change to the scope of the Services in this SOW, and subject to the Disclaimers below, Agency must submit a written request to Accela specifying the proposed changes in detail. Accela will submit to Agency an estimate of the charges and the anticipated changes in the delivery schedule that will result from the proposed change in the Change Order, based on the standard rate for Accela resources of \$250 per hour. Accela will continue performing the Services in accordance with the SOW until the parties agree in writing on the change in scope of work, scheduling, and fees. If Accela's effort changes due to changes in timing, roles, responsibilities, assumptions, scope, etc. or if additional support hours are required, a change order will be created that details these changes, and impact to project and cost (if any). Any change order must be agreed to by Accela and Agency prior to commencing any activities defined in the change order.

## EXPIRATION

The scope and terms of this SOW must be executed within sixty (60) calendar days of the date of this SOW. If the SOW is not executed within that timeframe, the current scope and terms can be renegotiated.

## DISCLAIMERS

Accela makes no warranties in respect of its Services described in this SOW except as set out in the Agreement. Any configuration of or modification to the Product that can be consistently supported by Accela via APIs, does not require direct database changes and is capable of being tested and maintained by Accela will be considered a "Supported Modification". Accela's obligations and warranties in respect of its Services, Products, and maintenance and support, as set out the agreement between Accela and Agency, does not extend outside the Supported Modifications or to any Agency manipulation of implemented scripts, reports, integrations and adaptors.

In the event Agency requires work beyond the scope of the included configuration and onboarding services, Accela may request that Agency separately engages Accela's Services organization to complete the out-of-scope services. In such instance, a separate proposal and statement of work for the additional services will be drawn up and agreed between the parties.

## ASSUMPTIONS

### GENERAL SCOPE ASSUMPTIONS

- Any coding or integrations not specifically described in this document are not in scope.
- Development of test scripts are not in scope of Accela Services.
- Development of custom training materials are not in scope of Accela Services.
- Scope of the Project is based on discovery sessions with Agency prior to the SOW development.
- Any additional worked hours over the hours or scope stated in the SOW will require a Change Order.

### PROJECT RESOURCING ASSUMPTIONS

- Resources expected by the Agency and Accela are listed in Appendix E.
- Accela personnel will attend Agency executive steering committee meetings, either in-person or remotely.

- In the pricing, Accela has assumed the appropriate resourcing to ensure success for the scope outlined. Additional support requested by Agency over this level of resourcing would necessitate a Change Order that could impact the cost of the project.
- Accela personnel will not be required to provide Services on-site if doing so would put Accela personnel at actual or potential risk, as determined at Accela's sole discretion.
- Accela is not responsible for impacts to project timeline created by dependency on Agency third party consultants. Timeline changes will result in a Change Order for extension of Accela project resources caused by Agency third party consultant actions (including availability) resulting in additional time or scope.
- When the project team works onsite at an Agency facility, suitable workspace will be provided and equipped with appropriately functional network access to and connectivity with all systems, networks, and data as necessary to perform the project. Agency will also provide necessary security badges, parking passes as required.

### ACCELA TECHNICAL ASSUMPTIONS

- Agency will ensure that Accela resources have access to a Dev or Test version of the 3rd party system for integration development. All integrations will be developed against one (1) agreed upon version of the 3rd party system.
- Agency will select/purchase/acquire the appropriate third-party software prior to the Project Start Date. In the event third party software is not available and provisioned by Project Start Date, a change order may be needed to cover delays in project work.
- Agency is responsible for hosting any integrations.
- Agency is responsible for obtaining a code source repository prior to go-live, to maintain custom scripting code.

### SIGNATURES

This Statement of Work is agreed to by the parties and made effective upon the date of last signature. If undated by Agency, the effective date will be as of the Accela signature hereto.

**ACCELA, INC.**

**City of Fontana, CA**

\_\_\_\_\_  
*Authorized Signature*

\_\_\_\_\_  
*Authorized Signature*

\_\_\_\_\_  
*Name - Type or Print*

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*Name - Type or Print*

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*Title*

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*Title*

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*Date*

\_\_\_\_\_  
*Date*

## APPENDIX A: SOLUTION INVENTORY

This appendix lists the subscribed Solution Inventory. This inventory has been created based on consultation with the Agency. For solutions where there is a pre-built Accela Civic Application, solution type is denoted as “Civic Application”. This list represents all record types that are in scope for the implementation.

	Agency Process (Record Type)	Solution Type
1	Change of Contact Information – Permit	Building Civic App
2	Grading Permit	Building Civic App
3	Commercial Addition Permit	Building Civic App
4	Commercial Alteration Permit	Building Civic App
5	Commercial Demolition Permit	Building Civic App
6	Commercial Electrical Permit	Building Civic App
7	Commercial Foundation Permit	Building Civic App
8	Commercial Mechanical Permit	Building Civic App
9	Commercial New Construction Permit	Building Civic App
10	Commercial Plumbing Permit	Building Civic App
11	Commercial Pool/Spa Permit	Building Civic App
12	Residential Addition Permit	Building Civic App
13	Residential Alteration Permit	Building Civic App
14	Residential Demolition Permit	Building Civic App
15	Residential Electrical Permit	Building Civic App
16	Residential Foundation Permit	Building Civic App
17	Residential Mechanical Permit	Building Civic App
18	Residential New Construction Permit	Building Civic App
19	Residential Plumbing	Building Civic App
20	Residential Pool/Spa Permit	Building Civic App
21	Sign Permit	Building Civic App
22	Commercial Solar/PV Permit	Building Civic App
23	Residential Solar/PV Permit	Building Civic App
24	Commercial Roof	Building Civic App
25	Residential Roof	Building Civic App
26	Change of Scope	Building Civic App
27	Permit Extension	Building Civic App
28	Temporary Power	Building Custom
29	Fence and Wall	Building Custom
30	Combination	Building Custom
31	Onsite/Offsite Improvement	Building Custom
32	Paving	Building Custom
33	Comm/Ind. Tenant Improvement	Building Custom
34	Mobile Home Permit	Building Custom
35	Septic Tank/ Seepage Pit System	Building Custom
36	Title 24 Permit	Building Custom

37	Construction	Building Custom
38	Weed Abatement	Code Enforcement Custom
39	Case	Code Enforcement Civic App
40	Sewer Connection	Public Works Civic App
41	Sidewalk Use Permit	Public Works Civic App
42	Over-dimension Permit	Public Works Civic App
43	Traffic Control Permit	Public Works Civic App
44	Fiber Optic and Underground Cable Permit	Public Works Civic App
45	Zoning Verification	Planning Civic App
46	Pre-Applications Consultation	Planning Civic App
47	Appeal	Planning Civic App
48	Conditional Use Authorization	Planning Civic App
49	Home Occupation Permit	Planning Civic App
50	Zoning Variance	Planning Civic App
51	Rezoning	Planning Civic App
52	Site Plan – Major	Planning Civic App
53	Site Plan – Minor	Planning Civic App
54	Home Occupation Permit Renewal	Planning Civic App
55	Special Use Permit	Planning Civic App
56	Planned Unit Development	Planning Civic App
57	Street Name Change	Planning Civic App
58	Certificate of Appropriateness	Planning Civic App
59	Floodplain Development Permit	Planning Civic App
60	Tree Ordinance (NOI)	Planning Civic App
61	Administrative Deviations	Planning Civic App
62	Administrative Site Plan Review	Planning Civic App
63	Amendment to Approved Plans	Planning Civic App
64	Fence Violation	Planning Civic App
65	Home Occupation Violation	Planning Civic App
66	Illegal Sign Violation	Planning Civic App
67	Project	Planning Civic App
68	General Plan Amendment	Planning Civic App
69	Subdivision - Preliminary Plat	Planning Civic App
70	Subdivision - Final Plat	Planning Civic App
71	Lot Line Adjustment	Planning Civic App
72	Yard Sale Permit	Planning Custom
73	Annexation	Planning Custom
74	Revert to Acreage	Planning Custom
75	Environmental Review	Planning Custom
76	Building Relocation	Planning Custom
77	SFT Phasing	Planning Custom
78	Landscape	Planning Custom
79	Traffic Study	Planning Custom



80	Vendor	Planning Custom
81	Mobile Home	Planning Custom
82	Underground	Planning Custom
83	Film	Planning Custom
84	Adult Oriented Business	Planning Custom
85	Vending (Newsrack)	EH Civic App
86	ABC	ABC Custom
87	ABC Change of Ownership	ABC Civic App
88	Business License	Licensing Civic App
89	Fire Occupancy	Fire Civic App with renewal
90	Flammable Operational Permit	Fire Civic App
91	Conditional Operational Permit	Fire Civic App
92	HAZMAT Operational Permit	Fire Civic App
93	Fire Suppression Permit	Fire Civic App
94	Fire Complaint and Referral	Fire Civic App
95	Special Event Operational Permit	Fire Civic App
96	Same Day Operational Permit	Fire Civic App
97	Fire Modification	Fire Custom
98	State Fire Reg.	Fire Custom
99	New Hydrant	Fire Custom
100	Asset	Custom
101	Work Order	Custom
102	Water Quality	Custom
103	Contractor Permit	Custom with renewal
104	Circus Worker	Custom with renewal
105	Gun Dealers	Custom with renewal
106	Bike Permit	Custom with renewal
107	Pawn Broker	Custom with renewal
108	RV Permit	Custom
109	Parking Permit	Custom
110	Tow Truck Driver Permit	Custom with renewal
111	Temporary Use Permit	Custom
112	Blanket Permit	Custom
113	Block Party	Custom

An export of the legacy solutions records including permits, plan checks and sub-projects has been reviewed. Accela and the Agency agreed that significant consolidation should be made in the Accela system. Consolidation will reduce the complexity of the system. For records being consolidated, the Agency's subject matter experts will be expected to represent requirements in the tailoring sessions. The evaluation tables have been included for reference. See Fontana Permit Mapping 10-20-21.pdf

## APPENDIX B: TAILORING FRAMEWORK

The Agency's Solution Inventory is documented in [Appendix A](#). For those items in the Solution Inventory where there is a pre-built Civic Application, the subscribed service includes limited Agency-specific tailoring. For the processes that are marked "Custom", Accela will clone an existing process, where possible, and tailor it for the Agency.

Accela will categorize the record types into logical "Record Groupings" based on similar functions and the teams that perform them. This project assumes a total of 14 record groups (with approximately 8 records per grouping). This becomes the basis for project scheduling. The sections that follow describe how the project is scoped based on these groupings.

### RECORD GROUPINGS

The project assumes a total of 14 record groupings. Each record group will move through a 4-week tailoring process comprised of these high-level activities:

- One (1) week of Tailoring Sessions
- One (1) week to tailor the configuration based on information collected in the sessions
- One (1) week Agency validation of the configured solution
- One (1) week to finalize configuration and conduct Conference Room Checkpoint

The project timeline assumes that the tailoring activities across groupings will be performed in parallel. For example, once the Tailoring Sessions are completed for Group 1, sessions can begin the following week for Group 2 while configuration activities proceed for the Group 1.

Throughout the 4-week time-boxed duration, Accela will work closely with the Agency to iterate on the configuration. It is expected that all tailoring for the record grouping can be completed in the 4-week duration. With parallel work assumed, the total duration of the Refine Stage (Tailoring Framework) is estimated to be 8 months.

The following components make up the scope of the tailoring.

### TAILORING COMPONENTS

#### **Record-level**

For each record in the Solution Inventory, Accela will perform tailoring for these components:

- **Fee Configuration** – Accela will configure fee items for each record in the Solution Inventory. A fee item represents a fee with a distinct general ledger account and item description on the invoice. Accela will configure each unique fee item based on the native fee formulas in the Civic Platform, which include flat fees, fees based on a specific range, and fees using fee indicators. Examples include fee calculations based on the number of employees or based on the square footage for a building. The Agency must provide their current fee schedules and account codes prior to Tailoring Sessions.
- **Data Fields** – Data fields, represented as Custom Fields or fields in a Custom List in the Civic Platform, are used to track required data elements driven from Agency business processes or needed for reports, such as number of sinks or accessible ramp degree incline. The Agency can request or modify agency defined data fields per record type, above what is already provided in the Accela Civic Application. Accela will configure each new or modified agency defined data field

using one of the data types: text, date, y/n radio button, number, dropdown list, comment text area, time, money or checkbox. For each new or modified field, Accela will configure the field-level help text which will be displayed in Citizen Access.

- Historical data fields that are required for purpose of historical data conversion will be identified and configured separately as part of the Data Conversion effort.
- **Document Types** – Applicant, Licensed Professionals, Authorized Agent, and Agency Staff can upload documents associated to a permit application.

#### **System-level**

- **Condition Management** – A condition is a requirement applied to a record (or component of a record) that the applicant must fulfill to qualify for approval. Accela will configure new or modify conditions for the project, above what is already provided in the Accela Civic Application.
- **Inspection Configuration** – To support inspection processing, Accela will configure:
  - Inspection types associated to the records in the Solution Inventory
  - Up to 20 discrete checklists for use in the system
  - Associating the appropriate Accela users as inspectors in the system
  - Up to 30 inspection districts for use in the system
  - Up to 10 inspection disciplines for use in the system
  - Up to 2 calendars to support the inspection process
  - Note: the Civic Platform inspection configuration is also used by the Citizen Access (public portal) for citizens to schedule inspections. Advanced inspection setup such as conditional inspection schedule is not included in the subscribed service.
- **User Groups** – Accela's Civic Applications are deployed with a pre-defined set of role-based user groups, such as Admin, Agency Admin, Daily, Inspector, Public User, and Read Only. Accela will provide new user groups across the project. Accela will also work with the Agency to indicate which permissions need to be updated, as needed, for each user group. Accela expects permission updates to each user group. For example, if the Agency wants the inspector role to collect fees and payments, this will be a permission update to allow additional access to the current role defined.
- **Amendment Record** – Each Civic Application Solution is configured with one (1) Amendment record type. The following will be included in this implementation:
  1. Planning Amendment
  2. Building Amendment
  3. Fire Amendment
  4. License Amendment

Each amendment type will allow standard changes such as address and contact updates. Other updates, such as changes to custom fields, would require a custom amendment record type and is not included in the subscribed service.

- **Notifications** – Accela uses standard automation to notify applicants of common processes performed in the system. The Civic Applications are pre-built with standard notifications such as the following. Custom notifications, outside of those pre-built in the Civic Applications, are not included in the subscribed service.
  - Additional Information Required on an application
  - Permit/License Issued
  - Inspection Scheduled
  - Inspection Result

## CITIZEN ACCESS CONFIGURATION

Accela Citizen Access (ACA) is the Agency's public portal for citizens to submit applications and manage their information online. Included in your subscribed solution is:

- The ability for citizens to register and create an ACA account; this includes a registration complete notification and updating the online disclaimer text.
- Branding of your ACA site leveraging Accela's branding tools; this includes an Agency banner, logo, and color scheme
- Updating the online disclaimer text per module.

For each Civic Application record in the Solution Inventory, a pre-defined series of pages to submit the application online (i.e., the record's pageflow) is included. Each page in a pageflow can have its own instructional text. Accela will update up to **10 instances** of page-level instructional text and will train the Agency to update and maintain any further instructional text.

The following use cases are included in the subscribed solution:

- Submitting an online application for the records in the Solution Inventory that are deemed available online
- Ability for applicants to check on the status of a submitted application i.e., see where the application is within the workflow routed to a specific group
- Request an inspection
- Upload additional documents based on request from Agency
- Check the status of an issued license
- Renew a license

System will also provide shopping cart functionality, i.e., access the shopping cart throughout the order session, including:

- Changing items in the cart
- Removing items in the cart
- Adding items to the cart
  - Item descriptions
  - Item prices
  - Convenience fees
  - Total cost

## FEATURE ENABLEMENT

- **Standard Report Branding** – Reports are defined as anything that can be output from the system, including but not limited to, reports, permits, forms, documents, notices, and letters. The Civic Application includes a set of pre-built standard reports and documents. Accela will apply standard Agency branding (i.e., logo and letterhead) to the Civic Application pre-built reports and outputs related to the records in the Solution Inventory.
- **Standard Payment Processor** – Agency will implement an Accela standard payment adapter between Accela Citizen Access (ACA) and PayPal to accept payments. The user will be redirected to the one-time payment page of the processor site to pay associated fees and then redirected back to Accela once payment is complete. This integration will be configured against one (1) agreed upon version of the payment processor application.

- **Accela GIS** – Accela will install and configure Accela GIS (JavaScript) to link and leverage existing Agency GIS information, including assistance with integrating map services with Accela GIS. The following are the main objectives of Accela GIS implementation:
  - Look up permit information and parcel information from the Civic Platform.
  - 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 implementation, Accela's staff will work with Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the Accela GIS test and production environments. Accela staff will validate the proper configuration of the Accela GIS environment. The following will be executed for this task:
  - Configuration of map services within Accela GIS
  - Configuration of xAPO
  - Setup Attribute Mappings to Record Custom Fields
- **Accela Mobile** – Accela's subscribed solution includes the use of Accela's Mobile Application.
- **Document Upload** – Applicant, Licensed Professionals, Authorized Agent, and District Staff can upload documents associated to the permit application. Includes configuration: EDMS and Permissions for ADS + 5 custom document types

## APPENDIX C: CUSTOMIZATION

### AUTOMATION

Automation is time boxed at **(810) hours**. These hours include time for initial automation list estimation, analysis, design specifications, development, unit testing and QA. The team will document the process for managing to the time budget in the Project Management Plan.

### CUSTOM REPORTS

Accela will provide training to Agency staff on report writing. Additionally, Accela will provide **up to 960 hours** (timeboxed) of report writing. If there are any report writing hours remaining, those hours will not be used for other work without a Change Order delineating the scope. Any report writing hours remaining on the project when Accela has completed work will either terminate when the scope has been completed or expire on the term date of the Agreement, whichever is sooner. The Agency is responsible for providing report specifications prior to development. It is assumed that all reports required for the Agency to go live will be developed within the timeline of the project. The Agency reports will have no impact on the go live date.

Accela will leverage either SSRS and Accela Ad hoc reporting for report creation. Preference will be given to SSRS unless existing Ad hoc reports can be leveraged to save time.

### INTEGRATIONS

Our proposal includes an enablement model for integrations, with the Agency being responsible for the coordination and development of 3<sup>rd</sup> party integrations. Accela assumes the Agency will leverage Accela's standard adapters where available.

### FINANCIAL BATCH – TYLER MUNIS

Accela will provide a One-Way Real-Time interface between the Accela Civic Platform and the Agency's Tyler Munis system. To determine the Agency requirements for this interface, analysis sessions will be conducted as a portion of this deliverable. The findings will then be documented in the Interface Specifications Document(s) for use by Accela in building the interface code. The implementation of the interface is dependent on the assistance of the Agency's staff, specifically, interface analysis, data mapping, and data manipulation as required in the source system. Accela will provide a program to integrate Accela data into Tyler Munis.

#### Accela Responsibilities:

- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface specifications document.
- Build all aspects of the interface that will transfer data from the Accela Civic Platform to Tyler Munis.

#### Agency Responsibilities:

- 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
- Test integration to ensure that it is built and functioning as per signed specification.
- Agency staff must review and test the integration and provide feedback to Accela Delivery based on the agreed upon project plan timeline.
- Provide links and credentials for third party systems
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Work with Tyler to ensure data from Accela is in correct format.
- Updates to interface, post go-live, due to changes in 3<sup>rd</sup> party system or Agency business processes.

Acceptance Criteria:

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

**LASERFICHE**

The interface to LaserFiche would allow attachment of documents performed in Accela to be stored in LaserFiche and retrieval of those documents replacing the standard Accela Document Management (ADM) system.

Accela Responsibilities

- Develop interface specification document
- Develop interface per approved specification document
- Provide completed and demonstrate working interface
- Perform knowledge transfer to agency administrator
- Provide one round of defect resolution following agency review period
- Assist agency in deployment to one environment
- Provide source code for interface to Agency at conclusion of project

Agency Responsibilities

- Provide subject matter experts
- Provide source file for interface
- Participate in analysis and specification sessions
- Review, approve, or reject w/ comments the specification document within 5 business days or receipt
- Participate in demonstration sessions
- Participate in knowledge transfer session
- Perform acceptance testing and provide list of defects within 5 business days of receipt of interface
- Lead deployment efforts in Agency environment

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.

#### **PAYMENT PROCESSOR**

Accela will implement an interface redirect adapter between Accela Citizen Access (ACA) and PayPal to accept payments, redirecting the user to the one-time payment page of the payment site and paying associated fees in Accela (once payment is complete). This interface will be developed against 1 (one), agreed upon version of payment processor.

The Agency has indicated the following parameters of the project:

- Refunds handled manually
- Additional 5 fields of metadata from direct transaction/permit records sent to payment processor
- Single merchant account

Accela Responsibilities:

- Conduct Interface Analysis sessions
- Work with Agency staff to develop interface specifications document.
- Build all aspects of the interface that interact directly with the Accela Civic Platform.

Agency Responsibilities:

- 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.
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Validate interface through testing.
- Updates to interface, post go-live, due to changes in 3<sup>rd</sup> party system or Agency business processes.

Acceptance Criteria:

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

#### **BLUEBEAM**

Accela will provide a standard integration that covers the full lifecycle of plan review from application to permit closure.

1. Application Intake - Project Creation
2. Assign reviews - Create Session
3. Perform reviews
4. Deliverables
  - a. Revisions Required
  - b. Plans are approved

The Connector will allow the bi-directional sharing of data to include:

- Ability to review session that is already open and get added to the same session
- Ability to push and pull documents and comments
- Ability to add documents to an existing session



- Ability to view sessions
- Ability to send documents to sessions
- Ability to configure document security to include flattening

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.

#### CALIFORNIA STATE LICENSING BOARD (CSLB)

One way integration to validate and add/update License Professional information from the CSLB when a contractor is used in Accela.

Output, the following will be executed for each interface:

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

Accela Responsibilities:

- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface specifications document.
- Use an Accela web service or other tool to implement the interface functionality based on the specifications.
- Build all aspects of the interface that interact directly with the Accela Civic Platform.

Agency Responsibilities:

- Allocate the time for qualified business and technical experts for the testing sessions that are critical to the project success.
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Work with Third Party Data Sources to determine best methods of interfacing to Accela system.
- Validate interface through testing.
- Work with 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 Agency business processes.

Acceptance Criteria:

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

#### HDL

Accela will develop a nightly pull (one-way) integration with HDL to request business permit data for individuals and businesses. These include:

- Carnival/Circus Workers
- Gun Dealers
- Pawn Brokers
- Police and Fire departments obtaining owner information.

Output, the following will be executed for each interface:

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

Accela Responsibilities:

- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface specifications document.
- Use an Accela web service or other tool to implement the interface functionality based on the specifications.
- Build all aspects of the interface that interact directly with the Accela Civic Platform.

Agency Responsibilities:

- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Work with Third Party Data Sources to determine best methods of interfacing to Accela system.
- Validate interface through testing.
- Work with 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 Agency business processes.

Acceptance Criteria:

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

#### QR CODE GENERATION

Accela will leverage a third-party application for generating QR codes. Codes will be included on reports and notifications provided to citizens in the following scenarios.

- Citizen gets a PDF via email with the official Permit# with a QR code
- Ensure data is available in the field and office via QR code, Permit#, Owner, Address, Parcel # lookup
- Must allow Job cards and permits when issued to client to include a QR-code. This is anticipated to be used by the staff and client as a URL link to the record and its inspections. (i.e. scan the QR-Code and the inspector gets the corresponding records without having to type in a permit no.)
- The proposed system when implemented for mobile inspections must allow QR code on an agency issued document possessed by the customer to be scanned in order to open link to inspection list for the record.

Accela Responsibilities:

- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface specifications document.
- Build all aspects of the interface that interact directly with the Accela Civic Platform.

#### Agency Responsibilities:

- The Agency is responsible for licensing required QR code generation technology.
- Identify and coordinate any related tools used to implement the interface
- Test each integration to ensure that it is built and functioning as per signed specification.
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Updates to interface, post go-live, due to changes in 3<sup>rd</sup> party system or Agency business processes.

#### Acceptance Criteria:

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

#### SALESFORCE

The Salesforce integration will be built from the the Salesforce side leveraging the Accela API. Accela will provide up to (16) hours of support for the integration developer.

#### SELECTRON

The Selectron Standard Adapter integration is prebuilt and just needs configuration.

- Send request for Status check from IVR to Accela
- Respond with Status check from Accela to IVR
- Send inspection request from IVR to Accela

#### Acceptance Criteria:

- Demonstration and approval of the completed interface as per the requirements.

#### DATA CONVERSION

One of the most challenging aspects of the implementation of a new software system is the data conversion. The legacy system will have features and functions not found in the new system, maintains the data differently than the new system, and the overall user experience will not be the same. The data conversion process will take the data from the legacy system and extract it in a manner that will be useable for the new system. The extraction process is a very iterative process and requires the Agency to have staff who are familiar with the legacy system in order to be successful.

The Accela Civic Platform data conversion strategy is a very iterative and agile process that requires all parties to be flexible. The work effort will be broken into several groups based on similar types of data within the Accela Civic Platform that is being implemented. To guide the Agency in this effort, an Accela data conversion specialist will:

- Lead a data conversion training session
- Provide data requirements
- Provide a means for the agency to review the data in a conversion environment at the end of the session.

Appendix G outlines the different aspects of the data migration and provides the specific tasks for each. Specific content of each may vary based on the individual needs of the conversion.

## APPENDIX D: ACCELA METHODOLOGY

This Appendix further defines the specific activities, outputs, and roles/responsibilities for the four stages: Define, Refine, Develop, and Deploy.

During the Refine and Develop stages, the solution scope is approached incrementally in distinct groups of record types. The team will group the Agency's solutions based on similar processes. Each group will move through the Refine and Develop Stages in an iterative manner to identify tailoring, update configuration and demonstrate the updated solution. The key component of the methodology is having the Agency see their solution come together. Each group will undergo Refine and Develop tasks and culminate in a Conference Room Checkpoint that will demonstrate an end-to-end working solution for a representative sample of records.

As depicted below, the first (Define) and last (Deploy) stages of project delivery flow in a linear direction. The second (Refine) and third (Develop) stages have an incremental approach to deployment based on the record groupings. All requirements need to be incorporated into the configuration documents during the tailoring sessions. Any requirements requested after completion of the Refine Conference Room Checkpoint would be subject to change order.



### DEFINE

The Define Stage sets the plan and foundation for the Agency's Accela Civic Platform implementation. The stage will be initiated once the parties execute all contract documents. This stage defines how the project will be managed throughout its lifecycle. Accela will provide Agency with a Project Management Plan which documents key disciplines, processes, and standards for how the project will be managed from roles and responsibilities to risk management. Accela and Agency will collaborate on a Project Schedule to define the tasks with durations and resource assignments. Accela will provide a SharePoint site as the

primary repository for tracking all project related documentation, issues and risks. Accela will provision the Agency's non-production environments and install the subscribed Civic Application Solution.

#### PROJECT INITIATION

Prior to the formal project kickoff, a series of pre-kickoff activities will occur. The Accela and Agency Project Managers, along with key staff, will meet to confirm alignment between the parties prior to starting the process. Meetings will include a review of the overall approach and methodology, discussion of expectations, and commencing the detailed planning activities.

Accela will review with Agency the subscribed solution inventory through a facilitated orientation workshop. The Solution Inventory illustrates the Agency's subscribed Civic Application solution by mapping the Agency's record types to Accela Civic Application features (as shown in [Appendix D](#)). Accela will further categorize the record types into logical groups (Solution Groups) based on similar functions. The Solution Inventory is used as the basis for solution change control and workshop scheduling.

The following staff will be included in the pre-kickoff activities.

#### Agency Staff:

- Agency Project Sponsor
- Project Manager
- Organization Change Manager

#### Accela Staff:

- Regional Director
- Project Manager
- Solution Architect
- Implementation Lead

#### Accela Responsibilities:

- Communicate the Accela Implementation Methodology
- Create the project SharePoint site and provide access to the Accela and Agency teams.
- Review and begin elaborating the project schedule and project management plan.
- Facilitate Solution Inventory orientation workshop and determine solution groupings.

#### Agency Responsibilities:

- Provide responses to Accela's requests for project planning input and meeting logistics requests.
- Make available the appropriate key Agency users for the review.
- Confirm adherence to the Accela Implementation Methodology.
- Participate in the Solution Inventory orientation workshop.
- Gather and provide the following:
  - Paper applications
  - Fee schedules
  - Inspection checklists, inspection types and results
  - Communication standards (if applicable)
  - License and Conditional License samples

- Letterhead sample
- User list (including email addresses and department)
- Sample Warning Letter
- Sample Revocation/Suspension Letter
- Merchant Account information (if applicable)
- Hearing Calendars (if applicable)

#### PROJECT SCHEDULE

The purpose of this activity is to jointly elaborate the project schedule to enable the parties' management teams to drive and monitor progress throughout the implementation. Agency and Accela will review their responsibilities before work begins (prior to commencing the Refine Stage) to ensure tasks can be satisfactorily completed in the agreed upon timeframe and the appropriate resources will be made available. It's assumed the Agency has committed to the involvement of key resources and subject matter experts for ongoing participation in all project activities of the agreed upon project schedule.

The project schedule is managed using Microsoft Project. The project schedule assumes timely completion of Agency-led activities and tasks, availability of key Agency resources, and collaboration and availability of any third-party vendor resources. Late (per mutually agreed project schedule) Agency tasks may adversely impact overall project timeline. Material delays impacting the critical path by more than 10 business days of the baseline schedule are handled via the Change Control process defined in the Project Management Plan.

#### Output:

- Mutually agreed upon Project Schedule that will service as the baseline schedule.

#### Accela Responsibilities:

- Finalize staffing for the Accela project team.
- Finalize the project schedule that includes resource allocation for all tasks (in cooperation with the Agency Project Manager).

#### Agency Responsibilities:

- Provide input to tasks and duration in Project Schedule.
- Finalize staffing for the Agency project team. Guidelines and recommendations for the Agency project staffing are addressed in the Project Staffing section of this onboarding document.
- Review and commitment that tasks can be completed in the agreed upon timeframe and the appropriate resources will be made available.
- Sign-off on baseline Project Schedule milestone.

#### PROJECT MANAGEMENT PLAN

The Project Management Plan defines the management disciplines, processes, and standards the parties will adhere to during the project.

The following outputs are included:

- Project Management Plan – This document captures how the project will be managed covering disciplines such as change control, configuration management, quality assurance, and risk / issue management.
- Status Report Template – Accela will provide the Agency with a Weekly Status Report that outlines the tasks completed during the prior week, the upcoming tasks that need to be completed during the following week, a current version of the project schedule, risks that require mitigation, and a listing of any issues that may delay the project or jeopardize one or more of the production dates. The status report will be used for the on-going communication with the customer to ensure the Project teams are aware of the activities being completed and upcoming activities.
- Project Artifact Repository – Accela will provide Agency and Accela teams with a SharePoint repository to house project artifacts. Artifacts produced during the project use Accela based templates and the Accela methodology. There is no stated or implied promise that deliverables will be of a specified page length or comply to Agency formatting requirements.
- Governance Process and Committee Meetings – Established and scheduled, to include Accela participation.

Accela Responsibilities:

- Draft the Project Management Plan document (an Accela template) based on input from and collaboration with the Agency Project Manager.
- Finalize the Project Management Plan based on review comments from the Agency Project Manager.

Agency Responsibilities:

- Review the Project Management Plan.
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Make available the appropriate key Agency users for the review.
- Adherence to the Project Management Plan as a source document for managing the project.

#### SOLUTION PROVISIONING

Accela will setup the Accela Civic Applications provisioned based on the Agency's subscribed solution and Solution Inventory. After setup the Agency will be able to log into the system and verify that the software is available.

Accela Responsibilities:

- Provision the subscribed Civic Applications in the cloud non-production development and test environments.

Agency Responsibilities:

- Validate that the subscribed solution is available.

#### PROJECT KICKOFF MEETING

The final activity as part of the Define stage is a Project Kickoff Meeting with all key stakeholders. This will include, but is not limited to, the Agency Project Sponsor, Accela and Agency Project Managers, and the

implementation team members. The Kickoff Meeting is presented by both the Agency and Accela, and will cover topics such as project objectives, methodology and timeline.

**Accela Responsibilities:**

- Finalize Kickoff presentation.
- Co-Present with the Agency Project Sponsor and Project Manager on the project objective, methodology and timeline.

**Agency Responsibilities:**

- Provide input for the Kickoff presentation.
- Schedule and provide meeting facilities for Project Kickoff and other onsite activities.
- Co-Present with the Agency Project Sponsor and Project Manager on the project objective, methodology and timeline.

## REFINE

The Refine stage begins the knowledge transfer of the Accela Civic Platform and adoption of the new system. This stage is where tailoring of the Civic Application for the Agency is performed. Accela starts this stage with training the Agency's core team on the subscribed Accela solution, then conducts Civic Application Tailoring readiness sessions. Following these sessions, the Tailoring Sessions begin, using the Accela Civic Application non-production system real-time review of the provisioned Solution Inventory, reviewing each Solution Group incrementally. During the sessions, Accela will demonstrate the Civic Application solution components that pertain to the Agency's application/record type(s), identify areas available for tailoring based on Appendix A, and make real-time tailoring updates as appropriate. As the Tailoring Sessions continue for additional application/record types, the Accela team will evaluate points of integration and collaborate with the Agency on the concept design for these integration points. During the Refine stage the Accela team will also orient the Agency to the legacy data conversion tool, Accela schema, and associated activities. Upon accepting the configuration of each grouping, the Agency and Accela team will conduct a Conference Room Checkpoint where Agency stakeholders will be invited to an overview of the system at this point in the project.

## CORE TEAM TRAINING

Accela will provide remote instructor-led training for Agency core onboarding team members that focuses on the subscribed Civic Application solution and associated administration/tailoring toolsets. This training is an essential component to project success. Agency staff involved in the tailoring, testing, and validation of the solution must be trained prior to the tailoring sessions. This training will help the Agency onboarding team understand the Agency's subscribed Solution Inventory.

**Accela Responsibilities:**

- Coordinate with Agency and schedule the appropriate day/time and confirm the Civic Platform Core Training content outlined in the provided agenda.
- Provide experienced trainers with significant Accela knowledge to provide trainings
- Provide remote Civic Platform Core Training.
- Provide Agency access to the Accela Learning Management System (LMS), provide instruction on how to register and login, along with how to search for and find the online training content.



#### Agency Responsibilities:

- Select and prepare the onboarding team members who will participate in the training.
- Schedule appropriate Agency staff participants and meeting locations for training activities.
- Provide instructions on accessing the Accela LMS to the staff users who will require the online training content.
- Ensure that users have appropriate hardware/software for successfully viewing online video content.

#### ACCELA CIVIC APPLICATION SOLUTION TAILORING

Following the core team training, the team will begin tailoring the Agency's Civic Application Solution. Please refer to Appendix B for the estimated tailoring. Throughout the sessions, Agency staff will continue to learn how the Civic Application features are mapped to Agency record types and to their end-to-end processes.

#### TAILORING ORIENTATION

Prior to conducting the individual tailoring sessions, Accela will conduct a 1-day orientation. The key Agency staff that will participate in the sessions will all attend the orientation. During this session, Accela will:

- Review dates and times of all sessions, as well as required participants
- Describe expectations of the sessions and the format/agenda
- Review Appendix A (Solution Inventory), B (Tailoring Framework) and C (Customization)
- Review roles and responsibilities of the sessions and final goal (conference room checkpoint)

#### TAILORING SESSIONS

Accela will conduct sessions with agency personnel to review and tailor the solution components. Sessions are scheduled incrementally, per the identified record groups in the Solution Inventory. During the Accela-facilitated sessions, we will review a subset of the records. For records not reviewed in an Accela-facilitated session, the Agency will have access to the working software solution in order to perform the remaining reviews independently.

Tailoring sessions for each group generally cover the following topics:

- Review workflow(s) for records within the grouping
- Review Intake in public portal (Citizen Access) to validate items such as data elements, documents, disclaimer, and fees
- Review Intake from back-office (Civic Platform) to validate items such as data elements, documents, and fees
- Review agency level configuration of user groups and calendars

Sessions adhere to the following format:

- Accela and Agency teams will review the Accela Civic solution during the session, focusing on areas where solution tailoring is available (refer to Appendix B for the Tailoring Framework).
- For records that will be custom-built, Accela and Agency teams will review a similar record during the session and identify the configuration needs for the custom process (refer to Appendix C).

- Accela will take note of the tailoring requests during the sessions. As much possible, Accela will make real-time updates in the session. All remaining updates will be completed after the session.

It is imperative that the above process occurs within the Project Schedule timeframes to not delay subsequent activities and stages. Agency must commit all necessary SME's and IT personnel for the appropriate sessions as outlined by the Accela and Agency Project Managers.

Output:

- Solution Tailoring Sessions
- Document the Tailoring Punch List (items unresolved during the sessions to be closed prior to or during the subsequent Agency validation period)

Accela Responsibilities:

- Facilitate solution tailoring sessions per the agreed project schedule.
- Update solution configuration based on session decisions.

Agency Responsibilities:

- Designate and authorize the Responsible Expert for each session / record group who will make decisions and represent the department/business.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the sessions and verify the accuracy of the tailored configuration.
- Provide any documentation requested by Accela, including fee schedules; commonly used applications, reports and forms; and other relevant information.
- Schedule participants and meeting locations for session activities.
- Provide three to five Agency SMEs to test/review/confirm the tailored system prior to moving to the next scheduled project activity.

#### **FINALIZATION AND CONFERENCE ROOM CHECKPOINTS**

The purpose of the Finalization period for each grouping is to work down the open configuration gaps (the Tailoring Punch List - those items remaining after the Tailoring sessions), driving closure of the Tailoring activity for each group. The Finalization period is time-boxed (as defined in the Project Schedule) and require dedicated time from the Agency and Accela project teams to rapidly close the open gaps for each grouping. New items identified during the Finalization outside of the Punch List must be completed within the established time box for the Finalization period. If the new item cannot be completed within the established time box, the Change Control process is triggered.

When the Tailoring Punch List is resolved, this denotes finalization of the solution configuration.

To promote information sharing outside of the day-to-day project team and following the Finalization period, Accela and the Agency jointly conducts a Conference Room Checkpoint meeting. In this meeting the Agency's Responsible Expert will demonstrate the work-in-progress software to key stakeholders. The demonstration will cover 1-3 application types that demonstrates the solution from end-to-end.

Finalization expectations:

- Accela will run a Configuration Report from the Civic Platform showing the details of the record's tailored configuration.

- The Agency team will review, test and confirm the tailored solution, enabling the teams to move to the next scheduled project activity.
- Solution changes (requests for configuration or customization outside the available solution tailoring framework) are deferred for review as per the Change Control process defined in the Project Management Plan.

Conference Room Checkpoint expectations:

- Accela will collaborate with the Agency users to select scenarios that should be demonstrated to peers and executive sponsors in a Conference Room Checkpoint meeting.
- Agency staff will lead a Conference Room Checkpoint meeting, up to 1 day per record group, to demonstrate the completed solution configuration to peers and executive sponsors.
- Once the Conference Room Checkpoint is conducted and confirmed, the teams will move to the next scheduled project activity.

Output:

- Finalized tailored solution ready for the Develop stage

Accela Responsibilities:

- Close out agreed upon action items from the Punch List to support the Finalization of each grouping.
- Assist the Agency's Responsible Expert in identifying a scenario to support the Conference Room Checkpoint for each grouping.
- Produce the Detailed Configuration Report for all records within the grouping.

Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Make available the appropriate Agency key users and content experts to participate in an effort to learn about the system (knowledge transfer).
- Agency tests and confirms that the identified configuration Punch List items from the Tailoring sessions have been completed.
- The Agency (Responsible Expert) will facilitate the Conference Room Checkpoint.

If enhancements or new requirements are introduced during Conference Room Checkpoints, they will be managed through the Change Management process and subject to Change Order.

#### [AUTOMATION INVENTORY](#)

The Accela team will work with the Agency identify the automation required as part of the implementation, and prioritize per scope in Appendix C. Accela will document an inventory of the automation, which will be the final list used for development.

#### [REPORT INVENTORY](#)

The Civic Application solution includes a set of pre-built standard reports and documents. During the tailoring sessions, the Accela team will identify the reports provided as part of the subscribed Civic Application Solution. If the Agency requires additional reports these will be considered custom reports. Accela will assist the Agency to document a Report Inventory of the system outputs needed to support the

production system, including but not limited to, reports, forms, documents, notices, and letters that the Agency wishes to print as identified during tailoring sessions.

The purpose of the Report Inventory list is to document the Agency's reporting needs known at this time, and based on the scope in Appendix C, assign which reports the Agency wants Accela to own and develop. The inventory list can grow throughout the project, but any reports outside the scope of Accela would be owned by the Agency or be subject to a change order for Accela to develop.

#### Accela Responsibilities

- Perform standard/minor branding updates (e.g., Agency logo and contact information) for Agency's subscribed solution reports.
- Prepare/validate the standard report(s) for the group of records with the Agency.
- Document a Report Inventory of the Agency system output needs. This inventory will be in the format of a list only.

#### Agency Responsibilities

- Make available the appropriate key Agency users and content experts to participate in creating the report inventory.
- Provide Accela standard branding information (e.g., Agency logo and contact information) for all standard reports.
- For any custom reports identified, capture the custom report criteria and layouts.
- Designate Agency report writers to participate in report writing training for custom reports.
- Participate in the demonstration of the scenario from Refine stage and review the configurable reports included in the subscribed solution.

### REPORT SPECIFICATIONS

Based on the scope of reports identified in Appendix C (Customization) Accela will work with the Agency to document report specifications for each. The Agency is responsible for providing a mockup (sample report) of what the desired report should look like from the new system.

#### Accela Responsibilities

- Document the Report Specification for each report in Appendix C.
- Finalize each Report Specification based on one round of feedback from the Agency.

#### Agency Responsibilities

- For each custom report identified, provide to Accela the custom report criteria and layout.
- Provide to Accela a sample mockup of each report, as expected from the Accela Civic Platform.
- Review each Report Specification and provide one round of review comments to Accela.
- Review the final Report Specification to validate the comments are incorporated.

### INTEGRATION SPECIFICATIONS

Accela is responsible for the integrations on the Accela Civic Platform, with the Agency being responsible for the coordination and development of changes made to the 3<sup>rd</sup> party system.

Prior to development, Accela will work with the Agency to document integration specifications for each. Changes to the integration specifications after approval can negatively impact project progress and the overall schedule.

**Accela Responsibilities:**

- Conduct integration design sessions to review the interfaces in scope.
- Document the Integration Specification document for each integration in Appendix C.
- Finalize each Integration Specification based on one round of feedback from the Agency.

**Agency Responsibilities:**

- Make available the appropriate key users and system experts to participate in the integration analysis activities.
- Review each Integration Specification document and provide one round of feedback.
- Review the final Integration Specification document to validate the comments are incorporated.
- Provide links and credentials for third party systems.
- Handle all coordination with 3<sup>rd</sup> party vendors including review of specifications if deemed required.

## DEVELOP

The Develop stage takes the group of processes (records) from the Refine Stage and continues the process for building and unit testing the solution which will include integrations, running mini-conversion activities, and functional testing of data conversion efforts (or dry runs for the production).

The subscribed Civic Application Solution includes pre-defined business process automation/validation. For example, common business rules are included such as sending an email to an applicant when a record is submitted and preventing record issuance when a balance is due. There is no tailoring of the automations as part of the onboarding solution. If custom solutions are defined in the tailoring sessions, these components are built by the Agency, and unit tested during the Develop stage.

Another series of Conference Room Checkpoints will be conducted upon completing development for each grouping.

### AUTOMATION DEVELOPMENT

In this step of the process, the automation identified during the Refine stage is developed and tested. Automation will be developed per record grouping and demonstrated in the Final Conference Room Checkpoint for that grouping.

**Accela Responsibilities:**

- Develop and unit test automation per the user stories documented in the Automation Inventory.

**Agency Responsibilities:**

- Test automation to ensure it is built and functioning per the approved user stories.
- Make available the appropriate key users and content experts to participate in the development and validation activities.
- Request change order if changes to user stories are required.

## REPORT DEVELOPMENT

### Accela Responsibilities:

- Develop and unit test custom reports per signed specifications.

### Agency Responsibilities:

- Test each report to ensure it is built and functioning per signed specification and provide one round of feedback.
- 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.

## INTEGRATION DEVELOPMENT

It is expected all integrations will use Accela's Construct API, web services or batch engine. No custom or third-party integration tool will be used to accomplish input or output of data to/from the Accela system. In other words, data coming into Accela and data coming from Accela will use the existing integration technology. Agency is responsible for gaining appropriate system access to support the integration from appropriate application owners (including on premises or cloud/hosted, etc.) and handling all coordination with 3<sup>rd</sup> party vendors. All integrations will be developed against one (1) agreed upon version of the 3<sup>rd</sup> party system.

### If Accela is developing:

#### Accela Responsibilities:

- Develop and unit test integration per signed specifications.

#### Agency Responsibilities:

- Test each report to ensure it is built and functioning per signed specification and provide one round of feedback.
- Any additional changes identified during review and testing beyond the scope identified above may be subject to a Change Order request.
- Make available the appropriate key users and system experts to participate in the integration development and validation activities.
- Provide links and credentials for third party systems.
- Handle all coordination with 3<sup>rd</sup> party vendors including 3<sup>rd</sup> party licensing, and end to end testing between Accela Civic Platform and 3<sup>rd</sup> party system.

## ACCELA GIS CONFIGURATION

Accela will configure Accela GIS (JavaScript) to link and leverage existing Agency GIS information, including assistance with integrating map services 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 Civic Platform.
- View selection, location, and associated GIS information.
- Select one or more parcels and add new applications to the Civic Platform.
- Auto-populate spatial attributes for a property in forms (including Accela Citizen Access).

Accela's technical staff will work with Agency IT staff to ensure that the components for hardware, software, database, network, and internet are in place for the Agency's GIS services are available for Accela to consume. Accela technical staff will validate the proper configuration of the Accela GIS environment.

**Accela Responsibilities:**

- Configure Accela GIS and perform quality assurance checks on the configuration and performance.
- Demonstrate that the Accela GIS application is operational via successful communication between Accela Civic Platform and the Agency's ArcGIS.
- Conduct Accela GIS Administration training.

**Agency Responsibilities:**

- Arrange for the availability of appropriate staff for the system setup, testing, and quality assurance throughout the configuration process.
- Order and procure necessary hardware, non-Accela systems software, and networking infrastructure as specified by Accela.
- Prepare the hardware, software, and network in accordance with the specifications provided by Accela.
- Provide people and physical resources based on the dates outlined in the project schedule.
- Provide Accela with network access to ArcGIS service, or the public link.
- Provide information and data in the formats specified by Accela that will be needed for the GIS implementation.
- Test each GIS integration to ensure that it is configured and functioning.
- Agency staff must review and test the integration and provide feedback to Accela Delivery based on the agreed upon project schedule timeline. Any additional changes identified during review and testing beyond the scope identified above may be subject to a Change Order request.

## DATA CONVERSION

Converting historic/legacy data from the Agency's systems is a critical activity for the success of this project. Accela will train the Agency on our Data Conversion tool. The Agency will be responsible for Data Conversion activities and the timeline, including data cleansing and data integrity. It is critical that the Agency, specifically the business users, provide ample time to test the data conversion and ensure processing of converted records. Any additional services required to assist with Data Conversion will be negotiated separately.

**General Information and Requirements for Data Conversion:**

- The Civic Application solution tailoring must be finalized before Accela will support the data conversion mapping effort.
- The standard data conversion includes the conversion of transactional data to the Accela database when a configured destination exists. 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.
- Conversion of transactional tables, Address/Parcel/Owner (APO) data, Professional License data is executed "As-is" from the staging area into Accela. "As-is" means that the data will be transformed as mapped to existing configuration elements in Accela. The conversion process will not create

configuration data or alter the mapped data when processed into Accela. Additionally, this means if invalid, inaccurate, or incomplete data is provided, it will be loaded into Accela “As-Is”. All data cleanup must occur prior to load from staging area into Accela.

- The standard document conversion may be utilized to convert record/permit level attached electronic documents into the configured Accela Document Service (ADS). In the event a 3<sup>rd</sup> party EDMS is used by Accela Civic solution, it is still possible to convert documents if the 3<sup>rd</sup> party integration supports the create method.
- At a minimum the electronic document(s) to be converted must exist in a Microsoft Windows accessible file system (e.g., NTFS, FAT32) and have the ability to identify the associated Record ID in order to be converted. In the event files exist in a database they must be extracted into a windows file system prior to being evaluated for conversion.

#### Accela Responsibilities:

- Training on the Accela Data Conversion Tool
- Training on the Accela Civic Solutions database schema
- Office hours to support data mapping to Accela Civic Solutions up to **eighty (80) hours**.
- Setup of a staging area for the Agency to run migration scripts to cleanse the data as they map the data to the Accela Civic Solutions
- Load two mock run migrations from staging to test once the City has completed their data cleansing and data mapping process—once for data validation testing and a second time prior to or during User Testing. The final production load will occur during production cutover.

#### Agency Responsibilities:

- Perform data mapping and conversion of data from the staging area utilizing Accela’s Extract, Translate and Load (“ETL”) toolset. This tool will confirm the accuracy of the mapping. The data mapping tool ensures that the staging to Accela conversion is accurate and prevents data from failing to convert, enforces consistency in runs, and tracks statistics.
- Perform unit testing of the conversion program including spot checks of the data within Accela staging area to identify if data corruption issues exist.
- Agency is responsible for data cleansing at source, extraction and load to staging, data transformations, data enrichment, and business rules.
- Extensive quality assurance of legacy/historical data by the Agency is required to ensure accurate transfer of data.
- Extensive business user testing to ensure converted records can be processed in the Accela system.

#### ACCELA SYSTEM TESTING

System Test is performed by the Accela team. It is a high-level test to ensure that the solution is operational. It includes the following tests: system login, ability to create a new record, search, and integration connectivity.

#### FINAL CONFERENCE ROOM CHECKPOINTS

As items are completed throughout the Develop stage, the Agency will be responsible for testing items to ensure they function according to the scope above. Once development and unit testing for a group is completed, the Accela and Agency team will conduct a final Conference Room Checkpoint for each grouping.



The Agency would walk the participants through an actual scenario(s) where the record would be created in the Public Portal (ACA) and demonstrate the steps to record/application/permit closure. This walk through should support on the additional components on top of configuration which include points of integration, business automation, reports, and a preliminary view of converted data (if applicable) based on the scenario. At the conclusion of the Conference Room Checkpoint, the Agency will accept the solution for the particular group, and this will allow for the exit criteria for the particular group.

If enhancements or new requirements are introduced during Conference Room Checkpoints, they will be managed through the Change Management process.

## DEPLOY

Deploy is the final stage of the Accela Implementation Methodology. The Deploy Stage starts when all components of the system are developed and unit tested (including all components developed by the Agency), and the system is ready for User Acceptance Testing (UAT).

The Agency will prepare for UAT by creating test cases and a test execution plan. Agency will lead the test activities by executing test cases to validate the system is performing processes as defined in the solution inventory. The Accela team will address Civic Application solution defects as they are identified. The Agency team will address defects associated with custom development (reports, integrations, etc.). At the completion of UAT, Agency will conduct End User Training and the Agency and Accela will begin to prepare the cutover plan. Once training has completed, the cutover plan will be executed, and the Agency will Go-live on the Accela solution. Accela will provide post-production support to address bugs that are identified. The Accela team will then transition the Agency to the Accela Customer Support team for on-going support.

## TRAINING PLAN

Accela onboarding approach follows a Train the Trainer approach to training. The Accela Trainer will train the designated trainer for each business area in the operations of functions in Accela. Accela training is focused on use of the standard Civic Applications. The Agency will be responsible for training end users on how to use the system to accomplish agency-specific daily business activities. Customization of Accela's end user training material and end user training is also the responsibility of the Agency.

Accela will develop a Train the Trainer Plan. Agency will develop end user training plan.

The Training Plan for trainers will include:

- An overview of the strategy for training for the solution.
- The training subject areas, audience, objectives, approach, and milestones.
- Definition of minimum competencies for Agency trainers and super users including approach for remediation of deficiencies related to Agency personnel skills.
- Definition of components required in individual training plans, such as course outline, schedule, etc.
- High-level training schedule for all target audiences based on the logical sequence of how the content should be delivered, availability of the participants, and deployment timing.

#### Accela Responsibilities:

- Prepare Train the Trainer plan and material based on Accela standard Train the Trainer content/curriculum.

#### Agency Responsibilities:

- Prepare end user training plan and associated content.
- Make available the appropriate Agency resources to provide required information.
- Identify users who will participate in the Train the Trainer sessions and end user sessions.
- Schedule participants and meeting locations for training sessions.

#### USER ACCEPTANCE TEST (UAT) PLAN

Accela will provide a Test Plan template to support the Agency's implementation. Agency will amend the Test Plan based on the implementation. The Test Plan will focus on the following:

- UAT process
- High-level plan/schedule to conduct UAT
- Who should participate?
- What should be tested?
- How to report an issue?
- Retesting issues that were fixed
- Sign-off

The Agency will review and jointly participate in updates to the Test Plan to include:

- Specific resource names
- Sign-off that resources have been adequately trained to execute test cases
- A list of test cases to be executed
- Detailed schedule of their test execution plan

It is critical that the Agency devote ample time and attention to the development of their test cases. Accela recommends the Agency use this opportunity to update their Standard Operating Procedures (SOPs) and/or custom Training Materials and leverage these as test cases. The Agency is responsible for creating and verifying all the test cases meet specific business needs. Test cases should confirm record creation, automation, workflows, inspections, citizen access, reporting, etc. and any other specific integration or areas within Accela used in normal business. Accela recommends Agency leverage SOPs as the basis of test cases. Test cases must be validated by the Agency experts and within the scope of the Civic Solutions and tailored configuration. Based on the developed test cases, the Agency is responsible for staffing appropriately so that the UAT activities will fit into the agreed upon onboarding duration. At the conclusion of UAT, the Agency should identify which test cases should be used for future regression testing when upgrades are applied. Accela recommends Test Cases form the basis for the Agency's ongoing Training and User Guides.

#### USER ACCEPTANCE TESTING (UAT)

User Acceptance Testing is formal testing by the Agency to validate the system is working per the project scope. Throughout the project, the Agency is expected to test components of the system as they are completed (i.e., configuration, reports, integrations, etc.).

Prior to UAT, the teams will establish a configuration and development code freeze on the test environment. As all components should have already been tested and validated during the Define and Develop stages, UAT should focus on end-to-end testing of the Agency's full business processes as they would perform in production.

User Testing includes the following distinct phases:

1. Initial Test – a timeboxed phase where the Agency runs through every test script and logs all issues in the issue tracker.
2. Issue Remediation – a time for Accela to remediate all Critical and High issues found during Initial Test, related to the Civic Application solution or tailored configuration. During this time the Agency will remediate all Critical and High issues related to development of custom components (reports/integrations), as they are expected and encouraged to begin taking ownership of the solution in preparation for post go live.
3. Remediation Testing – the phase where the Agency validates that all Critical and High issues have been resolved.

The Agency will lead the UAT activities outlined in the UAT Plan. The Agency will test and validate the solution and its readiness to be migrated to production for active use. **All test scripts should be completed prior to UAT.** At completion of Initial Test, Accela and Agency will create a Punch List and agree to Critical and High issues required for remediation before go-live. The Punch List then becomes the focus of remediation and remediation testing. The Punch List will contain issues responsible by both Accela and the Agency, based on which party was responsible for the original configuration/development. If items are added to the punch list after the agreed upon pen down date, change management will be invoked.

The Agency and Accela has agreed to the following durations of **two rounds** of User Testing:

<b>Round 1</b>	
Initial Testing	3 weeks
Remediation	1 week
Remediation Testing	1 week
<b>Round 2</b>	
Initial Testing	3 weeks
Remediation	1 week
Remediation Testing	1 week
<b>Total User Testing Duration</b>	<b>10 weeks</b>

**It is critical that the Agency devote ample time and resources to this effort to ensure the system is operating per onboarding scope and ready for production. The testing effort will require a significant time investment by the Agency, and the commitment of resources is key to success.**

Any extensions to User Testing durations will require a change order. If the Agency does not devote adequate time and staffing to User Testing to completely test the solution, Accela may opt to postpone Go-live at the Agency's expense. Accela will work diligently with the Agency to ensure this does not occur and provide several opportunities for the Agency to add additional staff and time to this effort before recommending a postponement or delay. Additionally, if out of scope items are identified throughout

testing, a Change Order will be required based on the need for additional effort and/or extension of timeline.

Accela will ensure the appropriate test environment to be used for User Testing is setup and ready prior to the start of testing activities. This should include deployment of the approved configuration, automation, reports, integrations, and a full mock run of converted data. The Agency will ensure the appropriate Agency and/or 3<sup>rd</sup> party test environments are available to support integrations.

Accela will provide support for User Testing by answering questions and resolving Critical and High defects that are within the scope of the onboarding services. Medium and Low defects should be resolved by the Agency as they are expected and encouraged to begin taking ownership of the solution in preparation for post go live. These updates should be closely coordinated between the Agency and Accela teams so that no unexpected issues or changes are introduced with the resolution of these Medium and Low defects. Requested changes to the system must be managed through the Change Management process and should not be treated as defects.

At this point in the implementation process, the Agency should test individual components of functionality of the solution (i.e., functional), and test to ensure that the interrelated parts of the Accela Automation solution are operating properly (i.e., integration testing).

Based on the UAT Duration table above, the high-level schedule of User Testing would be as follows:

- **Initial Test:** Agency to execute all User Testing test cases. During this phase, Accela and Agency will also begin resolving Critical and High defects identified throughout the testing. At the end of Initial Test, the Agency and Accela will develop and prioritize a User Testing Punch List to include open Critical and High severity implementation issues that are required for go-live, as defined in Appendix E.
  - The punch list must be finalized at the end of the Initial Test phase. Accela will export the current open Critical and High issues from the User Testing issue tracker and review this with the Agency at the close of the phase. Only in-scope issues will be considered for punch list resolution. The Remediation Phase (punch list/defect resolution) will be delayed until the Agency and Accela agree upon the punch list. At this point the defect tracker is closed.
  - If the Agency has not completed execution of all their test cases at the end of the defined duration, then an extension to the project (and Change Order) would be required.
  - **User Testing is a time-boxed activity** so it is critical the Agency identifies all issues in the Initial Test timeframe. If the Agency identifies issues AFTER the Initial Test phase (i.e., after the Punch List is agreed upon), these would be an extension to the project and a Change Order will be required.
- **Issue Remediation:** Accela will remediate, build and implement configuration updates for the User Testing Punch List (Critical and High defects). In parallel, Agency will remediate Agency-owned development updates from the Punch List.
- **Remediation Testing:** Agency will perform testing to confirm the Punch List items are resolved. This period is for retesting issues found during the initial test period. It is not for performing additional User Testing. New issues go to the parking lot. The User Testing is deemed accepted when Agency has verified the Punch List and severity of Critical and High issues have been

addressed. Accepted deliverable will become the configuration code set that will be deployed to the PROD environment.

Output:

- Upon acceptance of User Testing, a configuration and development freeze on TEST environment. This environment will be used to move to production.

Accela Responsibilities:

- Support the Agency in up to **six (6) weeks** of User Testing execution, followed by 2 weeks to complete remediation and retesting of Critical and High punch list issues.

Agency Responsibilities:

- Identify resources who will participate in User Testing.
- Ensure that testers are adequately trained on the system to accurately execute test cases.
- Lead and manage the User Testing effort, including resources and test execution schedule.
- Execute the User Testing test cases developed by the Agency during the User Testing test plan activities.
- Make available the appropriate key Agency users and content experts to participate in User Testing as defined and managed by Agency.
- Resolve all issues related to Agency custom development (i.e., reports and integrations).
- Resolve Medium and Low severity defects related to tailored components.
- Determine which test cases will be used for ongoing regression testing.
- Leverage test cases as a basis for ongoing training and user guides.

### PRODUCTION CUTOVER “GO LIVE”

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

Output:

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

Accela Responsibilities:

- Lead the effort to transfer the system configuration and any required data from Test to Production.
- Assist in the development of a Cutover checklist that details the critical tasks that must be accomplished prior to moving to Production.

Agency Responsibilities:

- Provide technical and functional user support for pre and post Go Live planning, execution, and monitoring.
- Assist in the development of a Go Live checklist that details the critical tasks that must be accomplished prior to moving to Production.

**POST GO LIVE SUPPORT AND TRANSITION TO ACCELA SUPPORT**

This deliverable comprises the post go-live support assistance that Accela will provide to address issues and provide consultative advice immediately following Go-Live. Accela will work with the Agency to address issues identified during this period using a Post Go-Live Issues list. This list will comprise issues related to the defined deliverables listed in the onboarding package. Examples of issues the Agency is responsible for include training issues, functional changes beyond the scope of the onboarding services, cosmetic changes, and procedures related to using the Accela solutions. Accela will not be developing or creating additional reports, conversions, integrations, record types and workflow processes that were not included in the scope of this project during post deployment support.

Agency will take ownership of the production environment upon system go-live. To enable ownership of the production system, promote continued knowledge transfer, and provide the Agency with maximum flexibility to address not only high or critical defects not found during testing but also other desired incremental system changes, Accela will provide Tier 3 support to address issues and provide consultative advice. The Agency performs the functions of Tier 1 and Tier 2 support.

A formal meeting will be scheduled with the Agency, Accela Services Team, and Accela Customer Support for the purpose of transitioning support of future issues and questions from the Agency to the Accela Customer Support program.

Output:

- Accela will provide professional services support for **two (2) weeks, onsite or virtual to be determined** immediately following deployment (go-live).
- Accela will work with the Agency to identify and address issues identified during this period using a Post-Production Issues List. This list will be comprised of issues related to the defined deliverables listed in this SOW, which will be addressed by Accela.
- Finalized post-production copy of issues list.
- Transition of Agency from Services team to Customer Resource Center for ongoing support.

Accela Responsibilities:

- Provide post-production support for Accela developed configuration and components. For example:
  - Assistance with new UI or browser settings since not every user has accessed the new version of our software.
  - Issue research.
  - Escalation of issues that can't easily be resolved.
- Assist with the identification of issues for the Post-Production Issues List.
- Assist with issues that may arise related to the deliverables in this onboarding package.
- Transfer ongoing support of the Agency to the Accela Customer Support program.

Agency Responsibilities:

- Provide technical and functional user support for post-production support and monitoring.
- Examples of issues the Agency is responsible for include: training issues, functional changes beyond the scope of this onboarding package, cosmetic changes, and procedures related to the use of Accela Civic Platform.
- Develop and maintain a Post-Production Issues List.

**CIVIC PLATFORM TRAIN-THE-TRAINER TRAINING**

This course is intended to prepare identified Agency trainers to train their end users. Participants will first be taught the basic two-day end user course around the customer daily Civic Platform processes. Then participants will engage in workshop practice sessions where the students teach each other and the Accela instructor sections of the two-day end user course. Feedback will be given to help the customer trainers obtain the skills needed to effectively train their end users. By the end of this course, the Agency will have ability to train your end users in Civic Platform functions.

Output:

- Train-The-Trainer for Civic Platform End-User Training

Accela Responsibilities:

- Coordinate with Agency to schedule the appropriate day/time to deliver the training.
- Coordinate with Accela PM and Agency to identify trainee list and create event registrations.
- Manage the pre- and post-training event communication to ensure trainee participation and awareness.

Agency Responsibilities:

- Notify Accela trainer of selection of up to 3 record-types for training demonstration and workshops.
- Provide Accela trainer with access to Agency workflow/business process SME no later than two weeks prior to the scheduled Train-the-trainer event.
- Ensure that trainees have appropriate hardware/software for successfully participating in the online training.
- Staff participants have successfully read and completed any recommended online course content.
- Participant maximum is 12 trainees.

## APPENDIX E: PROJECT RESOURCES

### AGENCY RESOURCES

Agency must fill the appropriate roles with the appropriate Agency Personnel that will work together with the Accela Project Team for the Project. Agency will make available additional resources as needed for the Project to be successful. Agency roles can be filled by the same person. In addition, Agency will provide all necessary technical resources to make appropriate modifications within any Agency systems wishing to integrate with any Accela systems. These resources must be proficient in Agency coding/development environment and tools, to make the required changes to their software to enable integration and must be available during the timeframe of these Services.

The table below identifies the recommended Agency personnel to assist in the implementation. The “Full Time Equivalent” or overall percentage of time that an individual is suggested to commit to the period of implementation. For example, an FTE of 0.10 would indicate that the individual spend ten percent of his/her time after the project has been completed.

Agency Resources	Description	Estimated FTE
<b>Project Sponsor</b>	Responsibilities include: <ul style="list-style-type: none"> <li>• Represent the strategic and financial interests of the Agency within context of the project</li> <li>• Create an environment that promotes project buy-in</li> <li>• Stay informed and provide high-level oversight throughout the duration of the project</li> <li>• Serve as the primary escalation point to address project issues and remove obstacles in a timely manner</li> </ul>	.05
<b>Project Manager</b>	Agency will provide a dedicated Project Manager throughout the course of the engagement. Responsibilities include: <ul style="list-style-type: none"> <li>• Overall administration, coordination, communication, and decision- making associated with the implementation</li> <li>• Planning, scheduling, and tracking the implementation with Accela and across departments within the agency</li> <li>• Primary responsibility for the coordinating and scheduling of Agency employees and facilities in support of project activities.</li> <li>• Supervision of the Agency team members to ensure the project team stays focused, tasks are completed on schedule, and that the project stays on track</li> </ul>	1.0
<b>Product/System Administrator</b>	<ul style="list-style-type: none"> <li>• Participate in system configuration and build out as much as possible, working closely with Accela implementation team</li> <li>• Assist City end users with Acceptance Testing</li> <li>• Post go-live, take over internal administration of Accela system</li> </ul>	
<b>Departmental Business Leads</b>	A user representative for each affected department must be appointed to facilitate analysis and configuration and serve as a decision-making entity for that group. These critical appointments may well determine the success of the implementation for their respective areas.	1 FTE (minimum) superuser/liaison per department.



	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Attending tailoring sessions</li> <li>• Willing and able to gather data and make decisions about business processes</li> <li>• Participate in knowledge transfer opportunities in order to understand the solution</li> </ul>	<p>.5-.75 of 2-3 resources per department for Refine Phase.</p> <p>.5 of 2 resources during End-user training</p> <p>.8 of 2 resources during User Acceptance Testing and Go-Live</p>
<p><b>Departmental Subject Matter Expert (SME) –</b> <i>Can be the same person at the Departmental Business Lead</i></p>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Being trained on the Accela system and proactively learning the system as it is implemented</li> <li>• Being fully engaged in the sessions and system configuration activities</li> <li>• Provide expertise in their business area</li> <li>• Assist internal efforts towards the creation of reports, integrations &amp; conversions</li> <li>• Review and testing of the solution</li> <li>• Review and testing of the converted data</li> <li>• Actively participate in the full implementation of the Accela solution</li> </ul>	<p>0.75 (per Department) during Refine Phase</p> <p>.3 during Develop Phase for writing test cases</p> <p>0.5 (per Department) during User Acceptance Testing</p>
<b>Infrastructure Support</b>	Network configuration	.05
<b>GIS Administrator</b>	Help exposing GIS information, testing, configuration	.1

<b>Data Conversion Lead</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Lead efforts to cleanse the legacy data to be migrated</li> <li>• Attend Accela Data Conversion and Database Schema Training</li> <li>• Create data mappings</li> <li>• Write extraction scripts, transformation, business rule routines to move data from legacy data source to Accela staging area</li> <li>• Review and validation of the converted data</li> <li>• Perform mock data runs during the implementation and final production conversion</li> </ul>	<p>1.0 minimum (during Data Conversion Activities)</p>
<b>Trainer/Super User</b>	<ul style="list-style-type: none"> <li>• Primary responsibility for understanding the solution through attending the Train-The-Trainer sessions</li> <li>• Build the training materials for end users from the materials provided from Accela</li> </ul>	.25
<b>Organization Change Management Agent</b>	<p>Accela does not provide Change Management services as it relates to Organizational Change Management (OCM). Accela supports the OCM objectives by supplying technical training, content for awareness meetings, demonstrations to user groups during the project, but we find the most success for the Agency to own the OCM objectives and have a dedicated change agent with the organization.</p> <p>Responsibilities related to the Accela workstream:</p> <ul style="list-style-type: none"> <li>• Have a designated OCM representative attend the Accela analysis sessions and determine how best to align Agency operational process with technical solution workflow.</li> <li>• Access the Accela test environment to become more familiar with the solution.</li> <li>• Participate in verification of the solution and attend Conference Room Checkpoints.</li> <li>• An Accela trainer can work with the OCM representative on a plan on how the Accela end user training will be integrated with the OCM campaign.</li> </ul>	.5

## ACCELA RESOURCES

Accela will assign key resources for the onboarding project. Accela's Project Manager is responsible for coordinating the Accela team and its interaction with key Agency Resources assigned to the Project. The main roles are as follows:

Accela Resources	Description
<b>Regional Director</b>	The Regional Director provides executive oversight, oversees the project's progress and direction by working with the Project Manager. Primary goals are to ensure efficiency, consistency, and quality in delivery of Accela implementations. The Regional Director will be part of the project Steering Committee and have a role in escalation of risks and issues to drive the project forward.

<b>Project Manager</b>	<p>The Accela Project Manager works directly with the Agency Project Manager to manage, track, facilitate and plan for all project activities. The Project Manager works with the Project Sponsors, Subject Matter Experts and other stakeholders to ensure the timely delivery of a quality product. The Project Manager undertakes the project administration tasks including:</p> <ul style="list-style-type: none"> <li>• Develop and maintain project plan</li> <li>• Resource management and tracking</li> <li>• Risk identification and mitigation</li> <li>• Issue management and escalation</li> <li>• Status reporting</li> <li>• Provide direction and facilitate team meetings</li> </ul>
<b>Solution Architect</b>	<p>Accela's Solution Architect is responsible for the overall solution architecture and will:</p> <ul style="list-style-type: none"> <li>• Recommend standard and custom solutions for business requirements</li> <li>• Architect new custom solutions for City specific business processes</li> <li>• Provide Solution Architect oversight throughout the implementation</li> <li>• Guide the customer and project team with best practices and standards</li> <li>• Confirm delivered solutions follow best practices and standards</li> </ul>
<b>Lead Implementation Consultant</b>	<p>The Lead Implementation Consultant assigned to the project will have significant experience in the business process as well as the product functionality and is responsible for:</p> <ul style="list-style-type: none"> <li>• Lead tailoring sessions</li> <li>• Lead the tailoring/system configuration</li> <li>• Providing training/mentoring to City staff</li> <li>• Coordinate with technical team members through analysis and testing as it relates to City processes</li> </ul>
<b>Implementation Consultant</b>	<p>Implementation Consultant resources support the project as-needed and typically focus on the following tasks:</p> <ul style="list-style-type: none"> <li>• Provide support during tailoring sessions</li> <li>• Perform tailoring/system configuration</li> <li>• Unit and functional testing</li> </ul>
<b>Technical Consultant(s)</b>	<p>Accela Technical Consultants are involved in the project to perform the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Lead integration analysis, specifications and development</li> <li>• Lead report analysis, specifications and development</li> <li>• Provide data conversion expertise, training, mapping assistance, and execute data conversion runs</li> </ul>
<b>Training Consultant</b>	<p>Training Consultants are responsible for Accela Training classes with assistance from Implementation consultants, depending on the nature of the specific project.</p>

## APPENDIX F: DEFECT DEFINITIONS

### ISSUE TYPES

1. **Implementation Defect (Defect)** – Implementation Defects relate to elements configured or built as part of the project such as record configuration, workflow configuration, business rules/automations, custom integrations, and reports. An issue is considered an Implementation Defect when the software is not behaving as per the approved software version (e.g., development stage complete). Data Conversion issues are considered Implementation Defects if the data was available in the proper format via the source data file but is not converted as defined in the approved Data Mapping document and as executed in the previously approved final mock run.
2. **Product Defect** – Product Defects are errors due to unexpected behavior within the Accela Platform source code. A Product Defect cannot be resolved through configuration changes and requires a new product release or hotfix/patch.
3. **Non-Defect Issue Examples**
  - a. **Change** – Modifications or additions to the approved specification are considered changes. Examples include:
    - i. Changes to record configuration, new or changes to custom fields, changes to workflow configuration, new or changed expressions, new automation scripts, addition of business rules to existing automation script to account for previously un-documented exception cases or new requirements
    - ii. Addressing a Product Defect or product limitation via configuration changes (implementing a work around)
    - iii. New report or change to existing report format, queries, or business logic
    - iv. New integration or new transaction for existing integration or change to existing integration business logic
  - b. **New Requirement** – Previously undocumented business need driving additions or changes to the configuration is considered a new requirement
  - c. **Conversion Source Data Issue** – Data cleansing issues such as data that is incomplete, erroneously formatted, or misplaced due to data errors found in the source data set often lead to undesirable or unexpected product behavior or system errors
  - d. **3<sup>rd</sup> Party Product Issue** – Issues related to 3<sup>rd</sup> party system errors or results returned from a 3<sup>rd</sup> party system back to Accela through an integration. E.g., data in APO dataset is not up to date and causing errors in Accela or an error in the Financial system is leading to Accela transaction reconciliation problems
  - e. **Product Enhancement** – The Accela product does not currently include or support the desired feature
  - f. **Training Issue** – The end user reported a problem that is attributed to user error
  - g. **Infrastructure Issue** – The issue is rooted in Agency infrastructure or environment settings (such as server hardware/software, network infrastructure, security software/settings, end user hardware/software)

## DEFINITION OF DEFECT, DEFECT SEVERITIES

An Implementation Defect relates to elements configured or built as part of the project such as record configuration, workflow configuration, scripts/automations, custom integrations, and reports. An issue is considered an Implementation Defect when the software is not behaving as per the approved software version (Build stage complete). Data Conversion issues are considered Implementation Defects if the data was available in the proper format via the source data file but is not converted as defined in the approved Data Mapping document and as executed in the previously approved final mock run.

Severity Level	Description
Critical	<p>This is a “must fix” problem, a “showstopper.” The problem is causing a major system error, fatal error, serious database corruption, serious degradation in performance, major feature malfunction, or is preventing a major business goal from being realized. The problem does not have a workaround that is reasonably acceptable to the corresponding end-users.</p> <p>Examples:</p> <ol style="list-style-type: none"><li>1. The Address, Parcel, Owner search is not returning any results which means an Applicant or Staff cannot submit a record because the Parcel is required and requires validation with the Agency’s GIS system</li><li>2. An error is displaying when trying to select the submit button during Intake which is preventing the Record from being created. The error message is not providing any direction to the user other than contact your system administrator.</li><li>3. The Payment Integration is down which would not allow the online records from being created and the back-office staff would not be able to proceed with workflow due to business rules preventing the advance of workflow if there are outstanding fee due.</li></ol>
High	<p>This is a problem that is causing significant loss of feature functionality, but the system can recover from the problem and it does not cause total collapse of the system. The system does not meet a business goal or a portion of a business goal; performance degradation is minor, but not within established exit criteria; or minor database issues may exist (e.g., single rows or fields may be locked). The problem does have a workaround that is reasonably acceptable to the corresponding end-users.</p> <p>Examples:</p> <ol style="list-style-type: none"><li>1. Fees are wrongly being applied to records based on business rules or configuration. The workaround would require business rules (scripts) to be disabled and staff would manually apply fees or staff voiding fees or refunding fees if duplication is occurring.</li><li>2. Notification going to citizens where the URL for the online portal, the Record ID, Decision, or attachments are missing. The workaround, Staff would take more calls around the notification received by the citizen.</li></ol>

	<ol style="list-style-type: none"> <li>Notification being sent to an incorrect contact on the record. The workaround, Staff would take more calls around the notification received by the citizen.</li> <li>Incorrectly activating a workflow task status, for example where the task was not activated or based on business rules closing the workflow task. The workaround, Supervisor would need to override the workflow task status to activate the correct workflow task to proceed with the application life cycle.</li> <li>Workflow assignment is either not assigning to the correct department or is not assigning to a department (i.e. department would be blank). The workaround, Supervisors or Managers would need to use the Unassigned Reviews report for workflow assignment.</li> <li>A Notification going to one of the contacts identified as recipient, but not all (for example going to the Applicant, but not the Owner). The workaround, Staff would take more calls around the notification not received by the citizen</li> </ol>
Medium	<p>This is a problem that is causing minor loss of feature functionality. Optional workarounds are acceptable but causing significant efficiency loss. Problem is cosmetic, but public facing and deemed go-live critical.</p> <p>Examples:</p> <ol style="list-style-type: none"> <li>Notification going to citizens where Assigned Reviewer, Address, or Contact Types is missing. The workaround, Staff would take more calls around the notification received by the citizen.</li> <li>Notification going to one of the contacts identified as recipient, but not all (for example going to the Applicant, but not the Owner). MUST be going to Applicant to be considered medium. The workaround, Staff would take more calls around the notification not received by the citizen.</li> <li>Workflow assignment for the round-robin is incorrectly assigning staff users. The workaround, Staff assigned to the record would need to re-assign the workflow to the appropriate Staff</li> <li>Incorrectly setting due dates in the workflow based on defined business rules. The workaround, Staff would need to manually set the due date.</li> <li>Required element such as document types, contacts, or custom fields are allowing the user to proceed w/out having met the requirement. The workaround, Staff would need to validate all required elements and if one was missing use the workflow task status of "Additional Information Required" to have the user provide the required information to proceed with the application process.</li> </ol>
Low	<p>This is a problem that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available with minor efficiency loss. Minor issues, misspellings, cosmetic changes, etc.</p> <p>Examples:</p> <ol style="list-style-type: none"> <li>Misspellings on instructions, data elements, report content, or notifications content.</li> <li>Font inconsistencies, if data elements or online portal language is written in different fonts in different sections.</li> </ol>

	3. Inconsistency with Console configuration between departments, for example the record selection where there is the drop down rather than the decision tree or constraint within the defined filter is not displaying the entire defined criteria.
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## APPENDIX G: DATA CONVERSION APPROACH

### OVERVIEW

One of the most challenging aspects of the implementation of a new software system is the data conversion. The legacy system will have features and functions not found in the new system, maintains the data differently than the new system, and the overall user experience will not be the same. The data conversion process will take the data from the legacy system and extract it in a manner that will be useable for the new system. The extraction process is a very iterative process and requires the agency to have staff who are familiar with the legacy system in order to be successful.

The Accela Civic Platform data conversion strategy is a very iterative and agile process that requires all parties to be flexible. The work effort will be broken into several groups based on similar types of data within the Accela Civic Platform that is being implemented. To guide the agency in this effort, an Accela data conversion specialist will:

- Lead a data conversion training session
- Provide data requirements
- Provide a means for the agency to review the data in a conversion environment at the end of the session.

The below sections will outline the different aspects of the data migration and provide the specific tasks for each session. Specific content of each session may vary based on the individual needs of the conversion.

### DATA CONVERSION STRATEGY

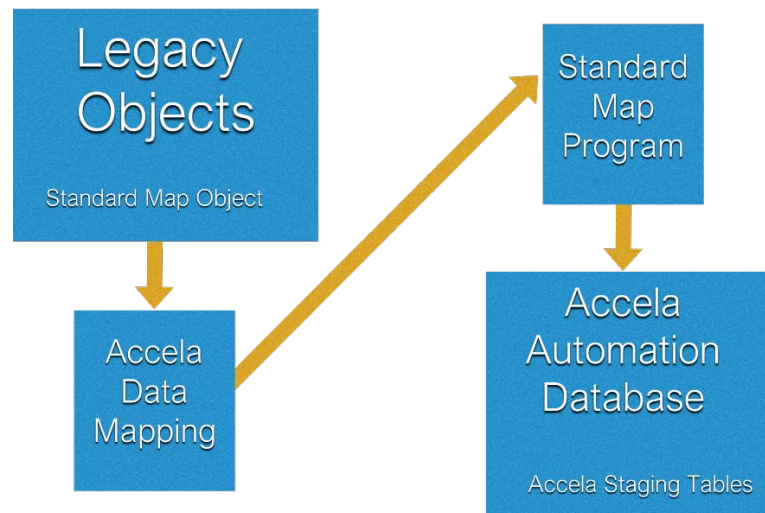
#### TERMINOLOGY

Term	Description
Standard Map Objects	Standard legacy side database objects, i.e. tables and views.
Legacy Objects	Includes the legacy database objects and the standard map objects.
Standard Map Program	A set of ETL (extract, transform, load) executables that incorporates the crosswalks created in the Accela Data Mapping tool and moves the data to the Accela Automation database
Standard History Program	Moves the data from the standard history staging table into the Accela Automation structure.
Accela Data Mapping Tool	A program that utilizes the standard map views that creates the cross walks for data translation. Some of the translation tables are: Record types, Record status, Inspections, Workflow and Fees.
Data Source	A single database table and the associated tables that are used to process the record.
Extraction Process or Extraction	The process by which the data is pulled out of the legacy data structure and loaded into the standard map objects.



## PROCESS FLOW

The diagram below illustrates the process for a standard data conversion with one data source. Agency staff will only be required to be familiar with the legacy side (which is the left side of the diagram below). With assistance and guidance from Accela staff, the Agency will be required to extract the data out of the legacy structure and put the data into the standard map tables. This requirement for the Agency is critical as they have the knowledge and understanding of the legacy system.



## SESSION 1

This work effort will first identify how the legacy record types will be translated into the Accela Civic Platform record types. This is the most important task as there are many subsequent tasks in the process that are dependent on getting this initial effort correct. The table below provides a high-level overview of each task. The duration of the cycle is approximately forty business days depending on the availability of the agency staff and their knowledge of the legacy system. This time estimate is based on at participation of at least **two (2)** knowledgeable resources from the Agency. These resources should have in-depth knowledge of the legacy system and be able to make decisions about the data that needs to be preserved for business functions in the future system.

Seq	Task	Responsible Party	Comments
1	Training overview	Accela	Training and assignment of tasks for this group.
2	Extraction of the base record	Agency	Base record extraction, which includes but is not limited to: Application Number, Application Date, Record Status and Record Type from the legacy system

3	Identification of the legacy attributes for the custom fields	Agency/Accela	Accela will provide an excel workbook with the custom fields for the current records types.  Agency will map out the data and provide any translation rules.
4	Extraction for the address and parcel	Agency	Identify parcel information on the record and identify the address elements. Agency may need to parse the address record/translate data like street direction, street suffix and other similar elements.
5	Extraction of the application comments	Agency	General application comments.  Note: These are not comments for Inspections, Payments, or other related data types.
6	Extraction of related records	Agency	This is the extraction of the Parent/Child relation between applications in the legacy system.
7	Extraction of people associated with the record	Agency	This is for the Contacts, Licensed Professionals, and Property Owners.
8	Extraction of basic workflow data	Agency	This is for the Issued Date and Closed Date of the application.
9	Extraction of the application status	Agency	This is the historical status information associated to the record.
10	Extraction of activities	Agency	Activities associated to the record, e.g. phone calls, general notes and other similar types of data.  Note: This data is not always found in the legacy system.
11	Creation of crosswalk	Agency/Accela	Using the Accela data mapping tool, create the cross walks for the appropriate data elements including: Record type, Record status, Contacts and Licensed Professionals.
12	Load the above data	Accela	Load data provided into the conversion environment
13	Review of data	Agency	Verify that the data loaded correctly. Alert Accela team of any items that did not convert correctly.

Once the above activities are completed, the Agency will provide a copy of the database that has the standard map tables to the Accela conversion team for upload into the conversion environment. The data should be reviewed by the Agency's staff who created the extraction logic.

## SESSION 2

The second session focuses on inspections and the associated checklist and conditions. In addition, the scripting of the custom fields and custom lists will be covered during this session. At least two Agency resources should work on custom field and custom list scripting tasks. One resource will complete the tasks listed below except for the task for custom fields and custom lists.

Seq	Task	Responsible Party	Comments
1	Training on the below activities	Accela	Overview of the data to be migrated in this session.
2	Creation of the custom fields and custom list migration process	Accela/Agency	Either party can do this task. If Accela does the work, this would impact the overall cost.
3	Extraction of the inspections	Agency	Extraction of the inspection data for the given record types.
4	Guide Sheets	Agency	Guide Sheet or Checklist associated to the individual inspection record.
5	Conditions/Condition of Approval	Agency	When Applicable
6	Mapping of the inspections in the Accela Data Mapping Tool	Agency/Accela	Creation of the crosswalks for the inspection types and inspection statuses.
7	Provide backup of the legacy database	Agency	Agency provides backup of the legacy database.
8	Load the data	Accela	Load the data into the conversion environment.
9	Review of the above data elements	Agency	Verify that the data loaded correctly. Alert Accela team of any items that did not convert correctly.

## SESSION 3

Session 3 outlines the requirements for the migration of fees and payments. A single resource is sufficient to complete these tasks.

Seq	Task	Responsible Party	Comments
1	Training for below activities	Accela	Provide requirements for the migration of fees and payments
2	Extraction of the fees	Agency	Extract legacy fee data.
3	Extraction of the payments	Agency	Extract legacy fee data.

4	Map fees in the Accela Data Mapping Tool	Agency	Create the cross walk of old fee codes to the new fee codes.
5	Load the data	Accela	Load the data into the conversion environment
6	Provide backup of legacy database	Agency	Agency provides backup of the legacy database.
7	Review the data	Agency	Verify that the data loaded correctly. Alert Accela team of any items that did not convert correctly.

#### SESSION 4

This session will cover the remaining items for workflow as well as the migration of the custom fields. This session will require two (2) resources: One to complete the workflow mapping and scripting while the other resource is going back over the issues found in the prior data loads to determine the resolution.

Seq	Task	Responsible Party	Comments
1	Training on the below activities	Accela	Overview of the data to be migrated in this session
2	Extraction of additional workflow data	Agency	Extract additional data from the legacy system.
3	Map legacy workflow tasks and statuses in the Accela Data Mapping Tool	Agency	Earlier Sessions the Issued Date/Completion Date was determined. Any additional data for the workflow will be captured in this task.
4	Provide backup of the legacy database	Agency	Creation of the crosswalks.
5	Load workflow	Accela	Migration task for workflow into the conversion environment.
6	Load Custom fields	Accela	Loading of the custom fields and custom list.
7	Review of the data	Agency / Accela	Verify all major data elements are now loaded. Notify Accela team of any issues.

#### FINAL STEPS

Once the four sessions have been completed, the data is reviewed and issues are recorded in the SharePoint Data Conversion Issue Tracker. At this point in the data migration life cycle, we address any remaining issues such as resolution of mapping issues in the Accela Data Mapping Tool, issue resolution and migration of any additional custom fields and custom lists. The Accela conversion specialist and the Agency technical staff who created the migration scripts will meet and discuss the remaining work and

report out to the project managers their findings. In most cases the remaining work is limited to performing additional unit testing, issue resolution and identifying and loading missing data elements.

## APPENDIX G: TRAINING

Accela will provide the following standard training courses for the project.

<b>Civic Platform 1: Core Team Training</b>	<b>COURSE SUMMARY:</b> This course is an overview of the Accela Civic Platform, to help you become familiar with the basic terminology, system navigation, and core functionality of the platform. You'll learn Accela best practices. You'll explore design concepts, advanced configuration options, and automation possibilities.
<b>Civic Platform 2: System Admin Usage</b>	<b>COURSE SUMMARY:</b> This course is designed to prepare you to take over managing your instance of Civic Platform following implementation. You will dive deeper into user experience design concepts and configuration options. You will learn how to create different record types. You'll study business analysis and process design. You'll build workflows with custom fields. You will design page forms, layouts, and learn how to develop and utilize expressions. You will explore user security and permissions.
<b>Civic Platform 8: Citizen Access - System Admin</b>	<b>COURSE SUMMARY:</b> This course focuses on implementing web strategies for citizen access and usage. You will learn to manage the look and feel of your site with CSS or the Brand Builder tool, turn on and off functionality, and edit your Citizen Access web pages, links and buttons. You'll learn how to create record page flows and deploy custom components. You'll explore management strategies for public user accounts and contact relationships. You'll also learn how to establish module-specific security, visibility, and access settings. This course will prepare you for implementing and managing the content, look and feel of your online citizen portals.
<b>Civic Platform 9: GIS Administration</b>	<b>COURSE SUMMARY:</b> This course is designed to help you use the GIS Admin tool for setup and connection to your existing map service. You will learn to create map integrations, and build map profiles by configuring map, geocoding and routing services. You'll also learn how to manage map settings, control map security and access, and create map user groups. Finally, you will learn to configure Accela Automation and Citizen Access integrations. This course will provide the skills you need to take full advantage of Accela's GIS Admin tool.
<b>Civic Platform 10: Mobile Office</b>	<b>COURSE SUMMARY:</b> The course is recommended to prepare you for implementing Mobile Office in your instance of Civic Platform. You will learn how to access job lists and records in the field and create new records in the field. You'll learn how to create, schedule, reschedule, cancel and reassign inspections. You'll learn how to establish settings for offline and online inspections. Finally, you will learn how to search records and inspections by creating and applying filters. This course will enable you to take full advantage of Accela Mobile Office.
<b>Civic Platform 14: Ad Hoc Reporting</b>	<b>COURSE SUMMARY:</b> This course is designed to prepare you to use reporting in the Civic Platform. You will learn how to use report tools to design and develop reports and create sub-reports. You'll learn to deploy reports in hundreds of places throughout the Civic Platform and ACA. You will practice creating expressions to concatenate or calculate at the field level. You'll also use the form designer to create forms and letters. This course provides practical knowledge in real use report setup using the Ad-Hoc Reporting tool.
<b>Civic Platform 17: Train the Trainer</b>	<b>COURSE SUMMARY:</b> This Civic Platform course is intended to prepare identified customer trainers to train their end users. As a Customer Trainer, you will first review the basic 2-day end user course around the customer daily Automation processes. You will then engage in workshop practice sessions where you will teach the Accela instructor and other participants sections of the 2-day end user course. Feedback will be given to help you obtain the skills needed to effectively train your end users. By the end of this course you will have ability to train your end users in Civic Platform.

## APPENDIX H: REQUIREMENTS

The attached requirements have been reviewed and are in scope.

- The SOW is the product of direct collaboration between Accela and the Agency and reflects the guidance and direction of the customer with regards to the solution.
- The attached spreadsheet is intended for use as a reference point in the implementation, the intent of which is to achieve the functionality listed. Accela tailoring sessions will result in configuration documents summarizing these requirements as they fit within the design of the Accela solution. The signed off configuration documents will represent system requirements within the Accela solution to fuel remaining phases of the project.
- Both Accela and the Agency understand that there are multiple ways to address requested items, and Accela makes no guarantee as to how each item will be addressed.
- Accela is not responsible for limitations in third party programs.
- Solutions for items listed have not been designed. It is understood that particulars in listed items may not be possible but that the objective of the listed item will be met by the solution.
- Accela and the Agency will work together to clarify and confirm the overall objective of each item and work together in designing solutions that limit customization.

For the list of system requirements see: System Requirements 10-20-21.pdf