Statement of Work

City of San Antonio
Development Services Department (DSD)

May 30, 2017

Version 1

Table of Contents

1.0 Introduction

1.1 Project History and Background

1.1.1 Stakeholder Overview

1.1.1.1 Development Services Department

The City of San Antonio Development Services Department (DSD) is responsible for protecting the health, safety, and quality of life of the citizens of San Antonio through regulation of land and building development and through enforcement of property maintenance and quality of life related codes. DSD is responsible for assisting customers in the development process and granting authority to develop land and occupy buildings within the City and limited permitting in the Extraterritorial Jurisdiction (ETJ).

DSD's mission is to partner with the community to build and maintain a safer San Antonio, and the department's goals and objectives include the following:

- Protect the health, safety, and quality of life of the citizens of San Antonio
- Improve cycle time
- Ensure consistency and quality of services provided
- Promote customer service philosophy to facilitate development and maintenance of property
- Enhance use of online services
- Enhance employee development

Development Services is composed of various divisions who provide permitting, platting, zoning, GIS, inspections and other services in order to achieve the goals of the department. These include the following divisions:

- Land Development Division
  - Land Entitlements Section
  - Development Engineering & Environmental Section
  - Zoning Section
- Plan Review Division
  - Plan Review Section
  - Customer Advocate Section
  - Training and Special Projects
- Field Services Division
  - Building Inspections Section
  - Code Enforcement – Field Operations Units Sections
  - Code Enforcement – Special Operations Units Sections

1.1.1.2 Stakeholder List

The following organizations will be primary stakeholders of BuildSA project:

- DSD Plan Review
- DSD Customer Advocate
- DSD Land Development
- DSD Building Inspections
- DSD Field Services
- DSD Code Enforcement
- San Antonio Fire Department (SAFD)
- Office of Historic Preservation (OHP)

The following stakeholders are associated with the project, but BuildSA is not replacing their primary system as part of this scope of work.

- Transportation & Capital Improvement (TCI)
- San Antonio Metro Health Department (SAMHD)
- San Antonio Police Department (SAPD)
- Aviation
- Information Technology Services Department (ITSD)
- Department of Human Services (DHS)
- Center City Development & Operations
- Department of Planning and Community Development
- DSD Finance
- Downtown Ops
- Parks and Rec
- Animal Care Services (ACS)
- Council District Offices
- San Antonio Water Systems (SAWS)
- CPS Energy
- 311
- Bexar County
- AT&T
- Time Warner Cable

1.1.2 BuildSA Project History

For years, DSD has utilized disparate systems to deliver permit, inspection, land development and code enforcement services to their customers. These systems became outdated and were unable to easily adapt to DSD's changing business needs. In 2012, a business need to replace

the outdated systems was identified, and BuildSA, formerly known as “Hansen/ECCO Replacement Project” was formally initiated.

The City of San Antonio partnered with Gartner Consulting to develop a Request for Competitive Sealed Proposal (RFCSP) to replace the City’s legacy systems, with the objective of allowing Development Services’ core business operations to be delivered using one system. The RFCSP was published in September 2014, and evaluation of the proposal responses started January 2014 and concluded by May 2015.

In June 2015, the City Council awarded a contract to Accela Inc., to provide the City a comprehensive land development, permit, inspection, and compliance management system leveraging Accela’s Civic Platform solution (Version 8). The contract with Accela included software licenses, system implementation and integration, training, testing, maintenance, data assessment and migration, subscription and product support services. The “Hansen/ECCO Replacement Project” was renamed and officially became known as “BuildSA.”

Accela kicked off the project, and the Functional Group 1 phase, in July 2015. Functional Group 1’s implementation stages, and current status, are outlined below:

- Initiation – Completed 09/30/2015 (*on schedule)*
- To-Be Analysis – Completed 03/31/2016 *(~2 months overdue*)
- Solution Foundation – Completed 05/31/2016 (*~2.5 months delayed*)
- Build – Started, incomplete
- Readiness – Started, incomplete
- Deploy – Not started, incomplete

Implementation of Functional Group 2 was originally planned to kick-off in May 2016 (overlapping with the Functional Group 1 implementation), but minimal progress was made on Functional Group 2.

1.1.3 Functional Groups

Originally, the BuildSA implementation was envisioned to take place in an ~~iteratively~~ waterfall approach across 3 distinct functional groups:

- Functional Group 1: LDS and TPLT Replacement – Land Development focus, including MDP, PUD, Plats, Rights, and other Land Development processes
- Functional Group 2: Hansen Replacement – Trade licensing, permitting, plan review, and inspection processes
- Functional Group 3: ECCO Replacement – Complaint and Code Enforcement processes, and Business Licensing

As described in the previous section, Functional Group 1 was started, but not completed by Accela. No substantial work was completed by Accela on Functional Groups 2 and 3.

Since the publication of the RFCSP and development of Accela’s SOW, which both prescribed 3 functional groups, the City deemed that it was possible and beneficial to combine Functional Groups 2 and 3 into a single implementation phase. Therefore, going forward as part of this SOW, these functional groups will be consolidated.

The implementation phases for BuildSA are now as follows:

- Release 1: Land Development (originally known as Functional Group 1)

- Release 2: Building & Code Enforcement is differed to a future procurement. (originally known as Functional Group 2 and 3, respectively)

Additional information regarding the current status of Release 1 is provided in Section 2 of this document.

1.2 Project Objectives

The City's vision for the BuildSA project is:

> "To enhance the customer experience with land management, development and code enforcement services as well as other permitting and licensing functions of the City."

The mission of the project is to:

- Improve online services and increase information transparency with outcome measures and evidence-based practices
- Streamline business processes to improve consistency and reduce cycle times
- Provide a single point of information for all land management, permitting, inspections, licensing, and violation enforcement information related to a City location thereby maximizing communication between reviewing authorities and Agencies
- Adopt a modular, scalable and configurable solution that can easily adapt to changing business and technology needs
- Improve operating efficiencies by consolidating or integrating multiple systems to support development and code enforcement processes
- Provide a scalable solution which can be leveraged across the City to realize potential synergies across City business services

Key Features Expected in BuildSA:

- All transactional data in one system (one address search)
  - ❑ Better sharing of information across City departments and outside agencies
  - ❑ Customers, Citizens, and City Council have real-time access to transactional information
- All transactions available on-line
- Customer alerts by email
- Permit Wizard (very important for Building Development customers)
- Electronic Document Review

2.0 Project Status as of May 2017, Accela Services Roll off

This section documents the status of scope delivered and scope outstanding by the outgoing implementation vendor (Accela Services). The products and scope of services to be delivered under this statement of work between the City and GCOM is described in Section 5 Project Requirements and Section 7.

Functional Group 1 scope status is organized by the Accela implementation approach and contract deliverable.

2.1 Functional Group 1 – Land Development

The scope of Functional Group 1 (now Release 1) is to complete the replacement of the LDS/TPLT systems, and address the gaps in delivery and known issues/defects that have resulted from the previous implementation work.

Accela's implementation approach included six stages of implementation, illustrated in the figure below. The last three stages of the implementation are incomplete and multiple deliverables from those stages are outstanding.

Figure 1. Incomplete Stages of Implementation

The sections below describe the outstanding deliverables from the Accela contract, and provide an overview of the remaining work to be completed by GCOM for each deliverable.

2.1.1 Build Stage – Incomplete

2.1.1.1 Deliverable 14 – Data Conversion

The bulk of data conversion work has been performed by Accela/GCOM under the previous SOW with Accela (Deliverables 11 – 14), and focused primarily on TPLT and LDS.

- However, data was only validated to the extent of mapped fields, records with converted data were not fully tested during system test to ensure open cases could continue without interference, records display the latest cleansed contact information, and system users converted over correctly. Therefore, further testing of converted records should be performed as part of future system testing efforts under this SOW due to lack of evidence that Accela comprehensively conducted testing of converted records during system test activities. Corrections may be needed if issues are found.
- 2 conversion issues are awaiting validation when data is converted at go live, which are documented in the current state inventory (see Appendix D).
- Conversion of the global contacts did not provide any data quality improvements as promised and needs to be revaluated / reengineered

2.1.1.2 Deliverable 17 – Interfaces

Phase 1 interfaces include the following:

- SAP
- Cashiering System
- Online Payment Gateway
- GIS
- FileNet
- Remedy
- Legistar

While the SAP interface will require additional analysis sessions and additional development, the other interfaces are generally regarded as mostly complete – however validation of their completeness has not been performed as the City has not received demonstrations of the interfaces from Accela. Summary of the current state is provided below:

- Additional testing is needed on the interfaces to ensure they are working (in all environments), and development/defect remediation may be needed to correct any issues found

2.1.1.3 Deliverable 23 – Online Portal

The Online Portal is provided through the Accela Citizen Access (ACA) functionality. A summary of its current state is provided below:

- Configuration of the online portal screens are relatively complete, however there are a number of defects and enhancements that have been discovered by the City that need to be resolved. These are identified in the Current State Inventory.
- Additionally, there are some online portal components that need to be developed and/or validated to ensure completeness, such as MyLiveChat, and the GIS Select a Service feature (however Accela has reported these are mostly complete and ready for testing)

2.1.1.4 Deliverable 25 – Electronic Document Review

The City has purchased ePlanCheck software as part of the contract with Accela; however some fundamental issues with the existing configuration and the software itself have been identified. The current state is described below:

- Completed items include identifying and capturing the various plan review business rules and workflow by record type (i.e. plan reviews that will be generated, assigned plan reviews, etc. are documented in Deliverable 8 – To-Be Analysis)
  - Initial Submittal – Built per Requirements
  - Completeness Review – Built per Requirements
- Current issues/gaps include:
  - No swim lanes established for the Resubmittal Process. If a customer uploaded a document to respond to one agency's comments, all agencies with "Additional Information Required" status will have a review triggered. Customers should be able to have discrete review cycles with one or more agencies.
  - Document list is unmanageable. Difficult to identify the re-submittal documents for review. No association/linkage between a workflow task and the document.

- ❑ Reviewing Agencies Comments - Limited information is available on-line for the Customer

2.1.2 Other Items

2.1.2.1 Accela Automation (AA) – Application, Workflow, and Scripting Defects

There are known issues with the current configuration, scripting, and workflow of various record types in the system that must be resolved. These are documented in the current state inventory and need to be resolved by GCOM.

2.1.2.2 Reports

Current Phase 1 reporting includes a combination of management performance reports as well as letter outputs to be mailed to customers or used to process Development Services applications. Some letter reports require attachments that are part of the application to be included. The invoice report is mapped to Accela functionality whenever an invoice is printed out.

- Current Issues (to be resolved by GCOM in this SOW, and are documented in the Current State Inventory):
  - ❑ 6 letter reports need to be combined down to 3 to provide clarity and ease of use
  - ❑ 1 Report needs to be confirmed that it will handle all decision statuses
  - ❑ All reports need to be functionally tested against structured data
  - ❑ Many reports that were promoted to Test and Staging environments are not the final approved report, named correctly, or in the right folder structure
  - ❑ Financial reconciliation reporting is not currently developed
  - ❑ Currently the .rpt files for approved report versions deployed to the dev report server are not found in TFS

2.1.2.3 Environment Realignment Plan / Platform Management

The City currently uses seven environments to support the BuildSA project:

Table 1. Current Environments

Environment	Purpose
Sandbox	An environment that may be used to prototype configuration, business processes, and modifications to the environment. Configuration from this environment is typically not migrated to other environments.
Development	An environment that is used to develop configuration interfaces and business processes.
Test	An environment where integration and report development activities will take place. This environment will support system testing with no data conversion activities. The configuration in this environment will be upgraded as needed to support business validation activities and any changes to the configuration.
Staging	This environment is a mirror image of Production. This environment will support data conversion mock runs and an end-to-end validation. This environment will support User

	Acceptance/Regression Testing activities. This environment will be migrated to production as part of a release cycle. This environment will be used to support the multi-phase implementation based on the 6 month overlaps of Functional Groups 2 and 3.
Training	This environment is dedicated for end user training activities. This environment is based on configuration migrated from Staging.
Production	This environment will be the production environment and will support the migration from Staging. This environment will support data conversion into production with each release. Changes to the environment should only be made as part of a scheduled release.
Production Support	This environment will be similar to Production where break/fix of production defects will take place post go live. This environment will be used to support the multi-phase deployment while development is taking place on the lower levels, testing will take place to migrate into production once the break has been fixed.

There is currently no consistent development landscape with predictable code promotions from Development through Production.

2.1.3 Readiness Stage – Incomplete

2.1.3.1 Deliverable 31 – Train the Trainer

While a curriculum has been defined for Train the Trainer by Accela as part of the overall Training Plan developed that can be leveraged, this will need to be executed by GCOM once the Training Stage is reached.

2.1.3.2 Deliverable 32 – System Testing

Accela's approach to system did not provide full end-to-end coverage. The City documented a high volume of defects after Accela completed system testing (provided in the Current State Inventory).

- After development on outstanding Phase 1 features is complete, a System Testing period will need to be conducted that provides:
  - Comprehensive test scenarios to cover all process flows for all record types
  - End-to-end testing to cover all external interfaces, reporting
  - Additional Test scenarios targeted towards converted live data from legacy systems
  - Traceability of coverage between scenarios and configuration/scripts
- Additional test case development will be needed. Test cases executed could be a combination of test cases executed to-date, plus the UAT test scripts developed by the City that are much more comprehensive than those developed by Accela. However, additional test case development is needed:
  - There are no test cases related to testing online help features
  - There are no test cases related to GIS testing / validation the interface is working correctly

- There are no test cases related to Legistar, the hearing process, and validation the interface is working correctly
- System did not contain enough consistent data to test functionality in terms of accuracy of reports
- System did not contain enough consistent data to test functionality in terms of validity of converted live cases from legacy systems

- As previously mentioned certain aspects of the system have not been demonstrated to or validated by the City, including all the interfaces, Permit Wizard, Live Chat, etc. that must be system tested for the first time.

2.1.3.3 Deliverable 33 – User Acceptance Testing (UAT)

The City is responsible for leading and executing UAT; however support is expected in various aspects of the process.

- UAT scripts are continuing to be developed by the City, and the City will own this task, however the test scripts will need to be reviewed for accuracy on expected system behavior
- The City will need assistance in identifying any additional test scripts from system testing that may beyond the scope of the current City UAT scripts
- The City will need assistance in UAT preparation and execution, and performing associated defect resolution.

2.1.4 Deploy Stage – Incomplete

2.1.4.1 Deliverable 34 – Deployment Plan

- Accela did not complete this deliverable.

2.1.4.2 Deliverable 35 – Post-Production Support

- Accela did not complete this deliverable.

2.2 Functional Group 2 and 3 (Building & Code Enforcement)

Functional Group 2 and 3 (now Release 2) will be focused on the replacement of the Hansen and ECCO legacy systems, and other ancillary systems, related to Building Development and Code Enforcement. This release is differed to a future procurement.

- Building Development (permitting, inspections, contractor licensing)
  - Hansen Replacement: The stakeholder groups using Hansen today focus on Building Development (e.g., vertical construction) and associated trade licenses. This group is focused on replacing Hansen and ancillary systems that provide functional capabilities to both public and internal users. This group includes all essential permitting and inspections functions such as permitting, plan review, inspections, online inspection requests, inspection routing, finance, licensing, and core enterprise interfaces for document management, payments, finance, and GIS. Additionally, this group seeks to improve the customer self-service portal with the wizard.
- Code Enforcement (business licenses and property maintenance cases)

- ECCO Replacement: The stakeholder groups using ECCO today focus on code enforcement activities, including enforcement (case/complaint management) functionality, and an interface with the 311 system.
- Hansen Replacement: Business licenses

No significant work was begun on FG2/3 (Release 2) by Accela.

3.0 Project Management

3.1 Project Management Approach

GCOM will provide project management services for the BuildSA project throughout the life of the project, and follow project management methodologies consistent with the City's standards and guidelines, and Project Management Body of Knowledge (PMBOK) principles. GCOM shall provide a dedicated project manager for the BuildSA project, who will work closely and collaboratively with the City's project manager.

Project Management Methodology

Underlying GCOM's past performance and implementation capabilities is the development and investment in a strong project management methodology supported by consistent, disciplined project management processes, shared tools, and detailed execution plans. For the BuildSA implementation, GCOM has integrated its project management and application lifecycle methodologies to leverage the strengths of the methods which resulted in our consistent track record of success. The project management thread of our GCOM Execution Methodology for Aware (GEM) provides structures and processes to rigorously help manage results—maintaining scope, issues, and risks daily, using established tools and accelerators.

The following figure summarizes the key tasks and activities making up the Project Management discipline.

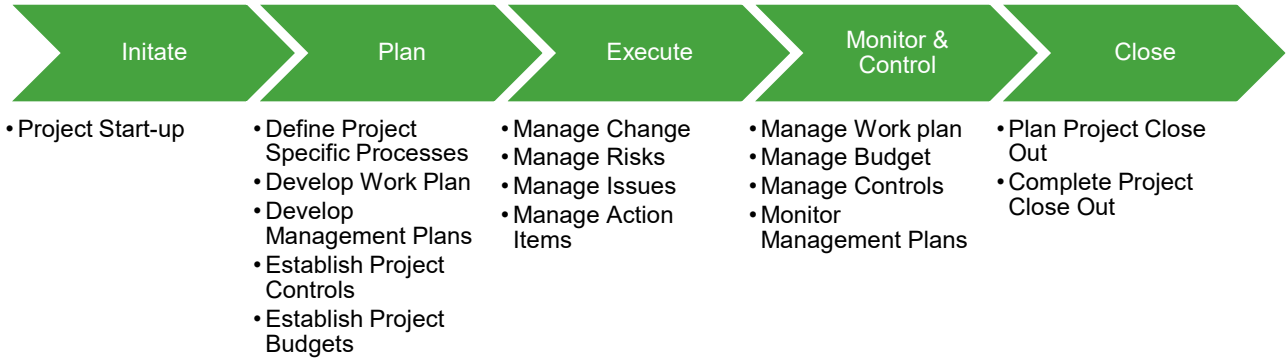


Figure 2. GCOM Project Management Discipline

GEM project management processes, tools, and templates provide a consistent, efficient, and integrated approach for managing successful projects. GCOM's project management work stream is aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) and the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI), Level 3. The GCOM Execution Methodology Project Management work stream delivers well-tested strategies, control mechanisms, quality assurance protocols, risk mitigation plans, and more with our approach to project management. The project management work stream of GEM is inclusive of the PMBOK areas of knowledge and process areas. These and process areas are summarized below:

Table 2. GEM Project Management Process Areas

GEM Project Management Process Areas	Descriptions
Integration Management	Integration Management defines and coordinates the various project processes and activities to deliver a comprehensive, integrated solution.
Scope Management	Scope Management enables the project to focus on the scope of work required to successfully complete the project, and validates change control procedures and tools are in place to manage changes, enhancements, and additions once the scope is signed off.
Time Management	Time Management helps achieve on time project delivery by defining a feasible, detailed project schedule, and then performing the proper monitor and control activities to effectively manage the project schedule.
Cost Management	Cost Management contains activities related to budgeting and controlling costs, so the project can be completed within the approved budget.
Quality Management	Quality Management defines the tasks to plan and monitor project quality, control, and confirm work products, and assess project processes and standards.
HR Management	HR Management supports the acquisition of the appropriate talent needed to perform the work, and also provides the on boarding programs and training needed to get new project team members acclimated and productive as quickly as possible.
Communications Management	Communications Management involves the tasks to effectively collect, produce, distribute, and archive key project information, and manage stakeholder expectations.
Issue and Risk Management	Issue and Risk Management assist project management in identifying and mitigating project issues and risks. Risk management includes minimizing the effect of potentially adverse events through proper risk identification, quantification and analysis, response strategies, and monitor and control activities. Risk management is an iterative process occurring throughout the project life cycle, and enables the project team to anticipate, prevent, and/or mitigate potential problems. Issues are realized risks that are impacting project scope, schedule or resources. Issues are managed at the lowest level of the project team. Unresolved issues are escalated in accordance with the project management plan. Issues and risk are tracked in JIRA.
Procurement Management	Planning, administering, and managing all project work performed by subcontractors and third-party vendors.

The project management approach is supported by a robust set of tools and accelerators, referred to as GEM Application Lifecycle Management (GEM ALM) Tools. The GEM ALM is web-based and metrics driven for a transparent delivery approach, enabling the BuildSA to use

the same view of project information as the GCOM team. Highlights of the GEM ALM toolset to be used on the BuildSA implementation project includes:

Table 3. Highlights of the GEM ALM Toolset

Tool	Our Approach	Benefits to the City
MS Project	Microsoft Project is a project management software program with version control techniques, allowing an initial baseline to be established and project activities tracked and monitored. **GCOM** uses it to document and maintain the Integrated Work plan which includes our detailed work plan.	• Manages the progress of work effectively including tracking milestones and resource management. • Use of the integrated set of applications within Microsoft Office enables the project to develop high-quality standardized documents consistent with industry standards, and compatible with other widely used office automation software products. • Bring standards and templates based on our past experience in implementing marketplaces. • Additional standards can be developed as needs arise throughout the project.
JIRA	**GCOM** uses Atlassian JIRA to document, track and resolve project management and test management work items across each of the **GEM** project phases.	• Tracks and provides logging of project issues, risks, action items, decisions, and project change requests. • Tracks and logs quality management, compliance findings, and lessons learned across the SDLC. • Improves transparency and accountability of defects. • Reduces overall defects and improves the overall software quality. • Visibility on project activities and assignments. • Drive down the cost of quality by minimizing risks, addressing issues earlier and identifying low-value, high-cost activities in our SDLC tasks. • Enhances end-user satisfaction and adoption. • Manages change effectively. • Minimizes rework. • Enables cost-effective delivery. • Enhances end-user satisfaction and adoption. • Lowers project risk. • Enables knowledge transfer by increasing client interaction. • Accelerates the deliverable review process while increasing deliverable quality.
Team Foundation Server (TFS)	**GCOM** will use the City ITSD TFS as the BuildSA Source Code Repository	• **GCOM** uses TFS for maintaining configuration management and code version control of BuildSA Custom Extensions, such as system to system interfaces, data migration scripts, ESME Scripts, Reports, and Portal Code
SharePoint	**GCOM** will use the City SharePoint repository as an online content management and sharing tool which is used by the City and the **GCOM** team.	• Project's content management. • Deliverable archiving repository.

3.2 Schedule Management

GCOM will be responsible for developing and maintaining a project schedule. The project schedule will be in MS Project format, and will minimally include the following key components:

- Work breakdown structure
- Tasks and activities required to successfully complete the Project
- Realistic task durations
- Schedule / milestone tracking and resource allocation for both City and GCOM resources
- Critical path identification and dependencies
- Built-in and clearly identifiable slack time

The GCOM Project Manager is responsible for working closely with the City Project Manager to develop a baseline Project Schedule that is mutually agreed upon by both the City and GCOM.

Given the fact that the project schedule is a working document that changes over the course of the project, GCOM's Project Manager will work closely with the City Project Manager to update, monitor, agree on, and communicate any modifications. Any changes to the baseline project schedule must be approved by the City prior to implementation using the approved change control process.

The GCOM Project Manager will deliver an updated Project Schedule to the City Project Team on a bi-weekly basis that clearly tracks actual progress against planned progress. The updated schedule will be posted to the SharePoint site and reviewed with the team as part of the project status report meeting. The project status report and meeting shall clearly capture any changes made to the project schedule, as well as review any upcoming risks to the project schedule that could potentially extend or shorten the project's duration. In short, management of the project schedule shall be proactive rather than reactive.

Project resources should be aligned with project tasks in the project schedule, and over commitment of resources should be proactively identified. The project schedule should support the proactive planning of meetings and workshops, discussed in the section below, to enable proactive resource management activities.

Detail work activities will be identified and tracked either in the project plan or JIRA. City and GCOM project team members will be required to status work and project control items on a daily basis in JIRA. Project plan updates for actuals will be aligned with JIRA task status updates.

3.3 Meeting and Workshop Management

3.3.1 Planning for Project Meetings & Workshops

GCOM will work closely with the City Project Team to plan for and conduct a project meeting. The City will work with GCOM to provide adequate meeting locations and reserve conference rooms, and assist in scheduling meetings with City resources.

The purpose and schedule of the meetings will be reviewed and discussed with the BuildSA Project Manager prior to the meetings. All Key Project Meetings will be scheduled in coordination with the City Project Manager (or designee) at least five (5) business days in advance of the proposed meeting. GCOM is required to provide an agenda for the meeting when it is scheduled that clearly identifies the objective of the meeting and the activities, tasks, deliverables, issues,

etc. to be discussed to ensure the proper attendees are invited. Updates may be made to the agenda up to 2 days in advance of the meeting. Meeting agendas will be logged/stored in JIRA.

A 4-6 week "look ahead" will be provided as part of the weekly status report that provides a high-level outline of the meeting schedule for the BuildSA project. Additionally, a project calendar will be created and maintained by GCOM that identifies all scheduled project meetings, that is accessible by all project team members (GCOM and City). The meeting look ahead schedule, meeting agendas, and meeting calendar will be available in JIRA. The following level of standards shall apply to meetings planned in JIRA:

Table 4. Meeting Standards

Meeting Calendar Windows	Level of Confidence guidelines.
Meeting – 2 Days	Draft meeting materials published to attendees.
Next 1 Week	No changes to meeting dates, attendees confirm outlook notice.
Next 2 Weeks	No changes to meeting dates
Next 4 Weeks	80% meeting scheduled.
Next 8 Weeks	60% meetings accurately scheduled within 1 week variance.

A JIRA Meeting Dashboard is illustrated below[1]. For BuildSA, GCOM will configure a meeting calendar widget in JIRA in addition to this dashboard.

[1] Note. This project is completing in the next 4 weeks, so there are not many open meetings in the dashboard.

3.3.2 Project Meeting Material/Documentation

GCOM's Project Manager (or designee) will be responsible preparing and delivering the following documentation associated with each project meeting:

1. Meeting Agenda: A Meeting Agenda outlining the key objectives and topics will be documented and distributed to all meeting participants when the meeting is scheduled.
2. Meeting Materials: If applicable, all meeting related documents or artifacts to be reviewed or discussed during meeting will be distributed at least 3 business days in advance of the meeting to ensure all meeting participants are given time to review them material.
3. Meeting Minutes: Meeting minutes will be documented and distributed to all meeting participants within two business days after the meeting. At a minimum, this will include: 1) attendees, (2) action items, and (3) key decisions made during the meeting. GCOM will also be responsible for updating the meeting minutes based on any feedback provided by the meeting participants.

3.4 Status Reporting

3.4.1 Bi-Weekly Project Status Reports

To monitor and control the project schedule and issues, the Bi-Weekly Project Status Reports will be delivered on a mutually agreed day and time covering the end of the bi-weekly period. These documents will be used as a guideline for the discussion during the weekly status meetings.

These reports must at minimum include:

- Project progress against project plan
- Deliverable status (planned vs. actual status)
- Activities performed during the current reporting period (by deliverable)
- Activities planned for the next reporting period (by deliverable)
- Activities planned for this reporting period, but not completed (by deliverable)
- 4-6 week look ahead of project activities and meeting schedule
- Critical risks or issues, and escalation items for City review and/or discussion at the meeting
- Current status (red/yellow/green) of key project status metrics – deliverables, resources, schedule, budget

The status report must be shared with the City project manager at least one day before formal distribution or presentation of the status report at the weekly project status meeting. The City project manager and GCOM's Project Manager will review and discuss any feedback the City project manager has, which may include updating the report accordingly.

3.4.2 Bi-Weekly Status Meetings

GCOM will work closely with the City Project Team to plan for and conduct Bi-Weekly Status Meetings on a day, time, and location mutually agreed to by the City and GCOM. The agenda of the meetings will be reviewed and discussed with the BuildSA Project Manager prior to the meetings.

The City Project Manager and the GCOM Project Manager will be responsible for inviting the appropriate personnel from their respective teams to attend the project status meetings, as appropriate.

GCOM's Project Manager will update Status Reports based on the Bi-Weekly Status Meetings and provide Status Meeting Minutes along with the updated Status Reports to the City Project Manager no later than one business day after the Status Meeting.

3.4.3 Governance/Steering Committee Meetings

GCOM will be responsible for attending and preparing material for the BuildSA Governance/Steering Committee meetings as necessary, as directed by the City Project Manager.

3.5 Risks and Issues Management

GCOM will be responsible for risk and issues management throughout the life of the project, and will work collaboratively with the City Project Manager to identify, manage, and report on risks. Risk and Issue Management will be proactive and leveraged as a critical tool to help ensure the project stays on track.

3.5.1 Periodic Risk and Issue Logs

To monitor and control the project schedule and issues, the Project Risk and Issue Logs will be updated on a weekly basis and maintained on the project collaboration site. These logs will be used as a guideline for any related discussion that must occur in the required weekly status meetings, or other dedicated meeting to review risks and issues.

These reports must at minimum include:

- ID#
- Owner(s)
- Associated deliverable(s)
- Risk mitigation updates
- Issue resolution tracking
- Next steps

The risk and issue log will be maintained in JIRA.

3.5.2 Risk and Issue Management Methodology

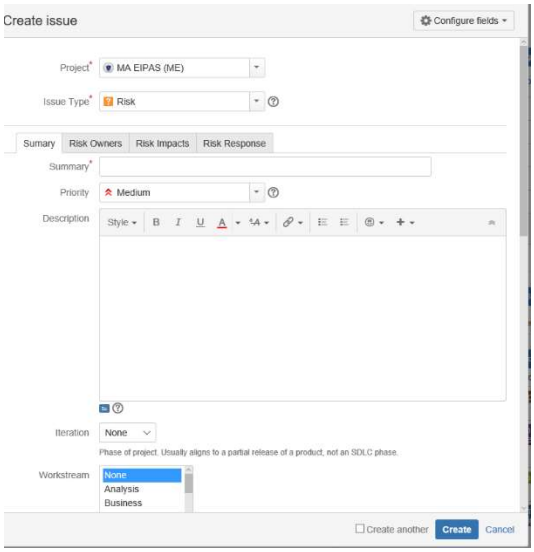
Project Risk Management

Risk identification and analysis involves determining the risks that could affect the project and performing qualitative and quantitative analysis on the risks. Risk response planning and risk monitoring focus on establishing procedures for mitigation of future risks to the project. Our approach provides the JIRA Application Life Cycle Management tools to track BuildSA project risks. In addition, it also provides processes for controlling and resolving current risks, through the establishment of a risk mitigation plan, as well as a risk resolution plan and control process.

For each risk identified, the projected likelihood and impact factors of the risk determine its priority of High, Medium, or Low according to a risk evaluation formula and severity rating is assigned. A High risk requires the Project Management team to prepare a risk handling plan. A Medium risk allows the Project Management team latitude to decide whether the risk should be managed by a risk-handling plan or whether it should be monitored. A Low risk should be monitored. The Project Management Team, however, has ultimate authority to determine risk ratings.

Risk handling begins with the selection of a risk approach or strategy – whether to accept the risk or whether to mitigate its consequences. Then risk handling actions are planned around the selected strategy. The Project Management team assigns risk owners to manage the implementation of risk handling actions. The risk approach is one of the following strategies:

- Mitigation
- Acceptance



GCOM JIRA has Risk Management tools including templates and dashboard to manage risks mitigations and action plans to confirm their potential impact to the BuildSA project.

Once these actions are determined, they are entered into the JIRA Risk Management Tracker for tracking and monitoring.

Project Issue Management

An issue is defined as a situation, problem, or an activity that has happened or is happening that impacts the approved Project Plan. Issues can be raised BuildSA project leadership or team member that needs to be addressed, either immediately or during the project in stakeholder functional and technical areas.

Our approach to issue management involves documentation and tracking of project issues across the life cycle of the project and identifying the importance of specific issues with regards to its priority, and potential negative impact on the project. We will work with the BuildSA State Project Team to determine the priority and criticality of an issue. An issue with high severity and priority is an urgent and critical issue that needs to be escalated and resolved. Resolution might involve change to scope, schedule or cost to the project. A thorough change management process must be followed to control and implement the resolution.

Project issues are tracked and managed in JIRA.

Project Risk and Issue Escalation Process

The tables below provide a guideline for escalating risks and issues.

Table 5. Risk & Issue Escalation Guidelines

Risk Profile		**Risk Severity**		
		Low	**Medium**	**High**
Risk Probability	Low	Logged, but not escalated.	Publish after 30 calendar days if risk is unmitigated.	Publish after 14 calendar days if risk is unmitigated.
	Medium	Publish after 30 calendar days if risk is unmitigated.	Publish after 14 calendar days if risk is unmitigated.	Publish after 14 calendar days if risk is unmitigated.
	High	Publish after 14 calendar days if risk is unmitigated.	Next Status Report Next Advisory Meeting Next Governance Meeting	

Issue Priority Level	Escalation Level			
	Work Stream	PMO Level	Advisory Level	Governance Level
Low	@ inception	10 days	30 Days	NA
Medium	@ inception	5 days	15 days	30 days
High	@ inception	@inception	5 days	10 days

3.6 Defect Management

GCOM will identify, manage and track the resolution of defects in the BuildSA System identified during Release 1.

GCOM is responsible for the following:

- Use and provide a Defect Tracking System to initiate, track, and report all testing defects (e.g., integration, end-to-end, and user acceptance testing)
- Track all test defects including the tracking of identification, prioritization, resolution, and re-testing
- Correct all defects found as a result of all testing efforts
- Perform re-testing of associated test scripts or test cases after fix has been implemented
- Perform Regression Testing as needed
- Provide evidence of testing / testing reports

The Defect Management Lifecycle will be managed in JIRA. All defects reporting by the City and GCOM will be sourced from JIRA.

Defect mitigation prioritization will be based on a combination of defect severity and City requested prioritization ranking. The city will use the following criteria to rate defects severity:

Table 6. Defect Severity Definitions

Severity Level	Rating Criteria
SEV1	**Critical - This is a "showstopper" issue. 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 issue does not have a workaround that is reasonably acceptable to the corresponding end-users.** Examples: i. 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 City's GIS system

	ii. 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. iii. The Payment Interface 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.
SEV2	**High - This is an issue 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 issue does have a workaround that is reasonably acceptable to the corresponding end-users and/or if there is legal ramification associated to the defect.** Examples: i. Fees are wrongly being applied to a 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. ii. 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. iii. Notification being sent to an incorrect contact on the record. The workaround, Staff would take more calls around the notification received by the citizen. iv. 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. v. 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 ID 143) report for workflow assignment. vi. vi. (9/16 - Moved from Medium to High where the email notification needs to at least go to the applicant as medium, but if the applicant is NOT receiving the email then this would be High) 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

SEV3	**Medium - This is an issue that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available.** Examples: i. 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. ii. 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. iii. 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 another member within their department or to a Supervisor. iv. Incorrectly setting due dates in the workflow based on defined business rules. The workaround, Staff would need to manually set the due date. v. 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.
SEV4	**Low - These are minor issues, misspellings, cosmetic changes, etc.** Examples: i. Misspellings on instructions, data elements, report content, or notifications content. ii. Font inconsistencies, if data elements or online portal language is written in different fonts in different sections. iii. 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.

For each defect entered in JIRA, the City will provide a prioritization rating indicating the relative sequence defects needs to be fixed. Priority rankings are used to prioritize defect mitigation release planning for SEV2, SEV 3 and SEV4 defects. All SEV1 defects are assumed to be priority 1.

Priority Level	Priority Description
Critical	This must be fixed within 24 hours (to be decided in collaboration with the City). This generally occurs in cases when an entire functionality is blocked and no testing can proceed.

Priority Level	Priority Description
High	Once the critical defects have been fixed, a defect having this priority must be resolved to meet the “exit” criteria.
Medium	Defects with this priority can wait to be fixed until all Priority 1 and Priority 2 defects have been addressed.
Low	A defect with low priority indicates there is an issue, but it doesn’t have to be fixed to match the “exit” criteria.

3.7 Quality Management

GCOM will be responsible for the overall quality of the solution components and deliverables throughout the project and will adhere to the prescribed Quality Management Process as described below.

3.7.1 Quality Gate Framework

GCOM will utilize a Quality Gate Process to facilitate schedule compliance and delivery quality to measure quality of services and products delivered. This Quality Gate framework is comprised of the following Quality Gates that correspond to the implementation stages identified in Section 6.1:

- Quality Gate 1: Initiation
- Quality Gate 2: Planning and Assessment, System Level Design (Global Items)
- Quality Gate 3: Configuration Sprints
- Quality Gate 4: System Test
- Quality Gate 5: UAT
- Quality Gate 6: Deployment
- Quality Gate 7: Post Go-Live

3.7.2 Entrance and Exit Criteria

Each of the above-mentioned quality gates has a defined set of entrances and exit criteria that both GCOM and the City will strive to meet to verify that all parties have completed their assigned tasks and activities and are ready to move on to the next gate. In some cases, certain stages of the project will be executed in parallel due to GCOM GEM Hybrid Agile Approach.

To demonstrate the entrance and exit criteria have been met, GCOM will prepare documentation listed below in connection with the deliverables for each gate, and facilitate a quality stage gate review meeting with the project team prior to proceeding to the next stage to justify meeting the entrance/exit criteria. GCOM and the City recognize that the quality stage gate process is for quality assessment only, and is not intended to be a precondition of starting work in subsequent project phases. The GCOM Quality Partner will attend these meetings.

Summary of Quality Gate documentation that may be reviewed at the Go/No-Go meeting:

- Status of activities planned for the Quality Gate (completed, in work, not completed)
- Open Items and Issues

- Approved Deliverables
- Summary of Project Budget Financial Status and Issues
- Work Plan and Schedule Status and Issues
- Exit Criteria Met (or status) for the approved exit from the current Quality Gate
- Entrance Criteria Met for the approved entrance into the next Quality Gate
- Lessons Learned

The following table lists the entrance and exit criteria for each phase gate:

Table 7. Quality Gates - Entrance & Exit Criteria

Quality Gate	Entrance and Exit Criteria
Quality Gate 1: Initiation	Entrance Criteria: ▪ Signed contract and SOW between GCOM and Accela. ▪ City Product Owners identified. City Product Owners empowered and willing to make product requirement decision are service levels defined in the project management plan. Usually 2 days for tactical decisions, 5 days for strategic decisions, and 10 days for decisions that need steering committee approval. Exit Criteria: ▪ BuildSA City SharePoint Site Established ▪ JIRA PMO Core Configuration Complete ▪ Release 1 Project Plan Complete ▪ Release 1 PMP Updates ▪ Release 1 Go-Forward Plan Approved ▪ Release 1 8 Week Look Ahead Schedule ▪ Release 1 4 Week Meeting Schedule Approved ▪ Kick Off Meeting and Minutes Distributed
Quality Gate 2: Planning and Assessment, System Level Design (Global Items)	Entrance Criteria ▪ Quality Gate 1 Closed ▪ Access to City System for GCOM BuildSA Team ▪ City Product Owners identified. City Product Owners empowered and willing to make product requirement decision are service levels defined in the project management plan. Usually 2 days for tactical decisions, 5 days for strategic decisions, and 10 days for decisions that need steering committee approval. Exit Criteria ▪ Environment

	○ System Test Environment Stabilized ○ Prod Support-Test Environment Design Accepted, Released for Procurement ▪ System Architecture and Global Configuration ○ Updated to System Architecture Document ○ Fit/Gap for Global Configuration and Interfaces Complete. Global Technical Design Updates Complete ▪ Technical Management Plans and Tools ○ Environment Realignment and Management Plan ○ Build and Release Plan ○ Configuration Management Plan ○ JIRA Configured for Release, Sprint Development & Defect Management ○ Updates to TFS Configuration for multiple branch management ○ JIRA and TFS Integration, pending feasibility assessment ○ Deliver Agile Scrum Training to Joint Team, includes relevant JIRA Training for Configuration Sprints. ○ Test Strategy Plan Updated
Quality Gate 3: Configuration Sprints	Entrance Criteria – Global ○ Gate 2 Completed ○ City Product Owners identified. City Product Owners empowered and willing to make product requirement decision are service levels defined in the project management plan. Usually 2 days for tactical decisions, 5 days for strategic decisions, and 10 days for decisions that need steering committee approval. Entrance Criteria (Per Sprint) ○ Four Week Sprint Plan & Scope Accepted, Meetings Scheduled ○ Formal product backlog and scope impact statements accepted. ○ City Product Owners identified. City Product Owners empowered and willing to make product requirement decision are service levels defined in the project management plan. Usually 2 days for tactical decisions and 5 days for strategic decisions Exit Criteria (per Sprint) ○ Four-week sprint duration completed, accepted. ○ Sprint completion report accepted.

	○ Sprint backlog, technical debt and scope impact statement submitted. ○ Product based progress invoice submitted and accepted. Exit Criteria – Global ○ Phase Configuration Complete and Ready for GCOM System Test Execution. Configuration is loaded to Test Environment ○ 5 End to End Scripts prioritized for automated regression test development as a release validation tool.
Quality Gate 4: System Test	Entrance Criteria (Dedicated 4-week System Test Execution) ○ Quality Gate 3 Complete Exit Criteria ○ 100% Test Execution ○ No SEV1 Defects ○ No SEV 2 Defects – City and GCOM will discuss open SEV 2 Defects, but <15 Defects is expected. Impact on UAT will be considered in final decision. ○ <50 SEV 3 Defects ○ <75 SEV 4 Defects ○ A minimum of 5 automated regression scripts completed (total of 10) as a release validation tool.
Quality Gate 5: UAT	Entrance Criteria (Dedicated 4-week System Test Execution) ○ Quality Gate 4 Complete ○ BuildSA 1 Release deployed to Stage Environment. Exit Criteria ○ 100% Test Execution ○ 85% Test Case Pass ○ No SEV1 Defects ○ No SEV 2 Defects – City and GCOM will discuss open SEV 2 Defects, but <10 Defects is expected. Impact on Go-Live will be considered in final decision. ○ <25 SEV 3 Defects ○ <75 SEV 4 Defects ○ City developed training materials ready for end use training delivery

	○ End of Phase UAT Report Accepted A minimum of 10 automated regression scripts completed for a total of 20 as a release validation tool.
Quality Gate 6: Deployment	Entrance Criteria ○ Quality Gate 5 Complete ○ BuildSA Training Release Deployed and Populated with Training Data Exit Criteria ○ Performance Testing Complete/Pass ○ Security Penetration and Vulnerability Test Complete/Pass (By City) ○ Training Delivery Complete to 80% of impacted internal users ○ External training assets deployed for public consumption. ○ Detailed production cut over plan approved ○ Formal Go for Production Launch Decision entered and accepted in the project record. ○ Production Support Plan Accepted, Plan Processes in Operations ○ Production Support Simulation Conducted ○ Cut over war room established and operational. Exit Criteria (Post Production Support Period Only) ○ Transition and Knowledge Transfer Plan Execution Complete
Quality Gate 7: Post Go-Live	Entrance Criteria ○ Build SA in Production Exit Criteria (Release 1) ○ All application configuration defects resolved discovered within the first 60 days of production support operations.

It is mutually agreed that overdue deliverable reviews will not delay the start of the subsequent BuildSA Sprint or Project Phase. If required, City will make critical decisions or approvals within 2 business days and may request additional time to review submitted deliverables where deliverable review comments are overdue, particularly when many deliverables have been submitted at the same time and/or deliverables are very large.

3.7.3 Deliverable Expectation Documents (DEDs) & Kickoffs

With the GCOM GEM lean methodology, deliverable expectation documents are limited to project and technical management plans. For deliverables where GCOM will use the deliverable expectation document process, the process will include:

GCOM will provide a draft deliverable outline and acceptance criteria

- Documents will be submitted in advance to the City to for a draft review
- A meeting will be facilitated to review the deliverable and any key concept to be articulated in the deliverable
- Following the DED review meeting, the City will have 3 days to provide comments on the DED.
- GCOM will review and confirm acceptance of City comments; or alternate other solutions. DED should be approved after one review comment cycle to meet the deadlines

The following deliverables will undergo the DED process (*Note – for deliverables not listed in table below, GCOM will provide sample deliverables for City to review prior to commencement of deliverable work*):

Table 8. Deliverables with DED's

Del. #	Deliverable Name	Type	Release 1
7	Environment Realignment Plan	Create	✓
8	Release Management Plan	Create or Update to be Determined	✓
9	Configuration Management Plan	Create or Update to be determined	✓
10	User Research Report	Create	✓
24	Production Support Plan	Create	✓
25	Transition and Knowledge Transfer Plan	Create	✓

3.7.4 Deliverable Review and Acceptance Process

Deliverables prepared by GCOM shall be subject to the review and approval of the City project manager, and/or his or her designee. GCOM must be prepared to provide walkthroughs of deliverables in order to facilitate the City deliverable reviews, in accordance with Section 3.3 – Meeting and Workshop Management of this SOW. The City may review, approve, or require modification to GCOM's deliverables. There is no limit to the number of review cycles that may be required to resolve issues. After the first-round deliverable review, City may only raise comments on 1) City comments made in the first-round deliverable review and/or 2) GCOM counter comments to City comments. Approval shall be granted if the deliverable conforms to the requirements of the Contract, this SOW, and the DED.

The following table describes deliverable review timelines by the parties:

Table 9. Deliverable Review Timelines

Deliverable Size	City Review – Round 1	GCOM Response	City Comment Close-out Review
Less than 20 Pages	4 Days	2 Days	2 Days
Less than 50 Pages	6 Days	2 Days	2 Days
More than 50 Pages	10 Days	3 Days	5 Days

In the event GCOM submits more than one deliverable for review, the page counts of each deliverable will be added together to determine the number of days for review. Days for review will be the City's Business Days.

City shall enter comments in JIRA defect comment review tickets.

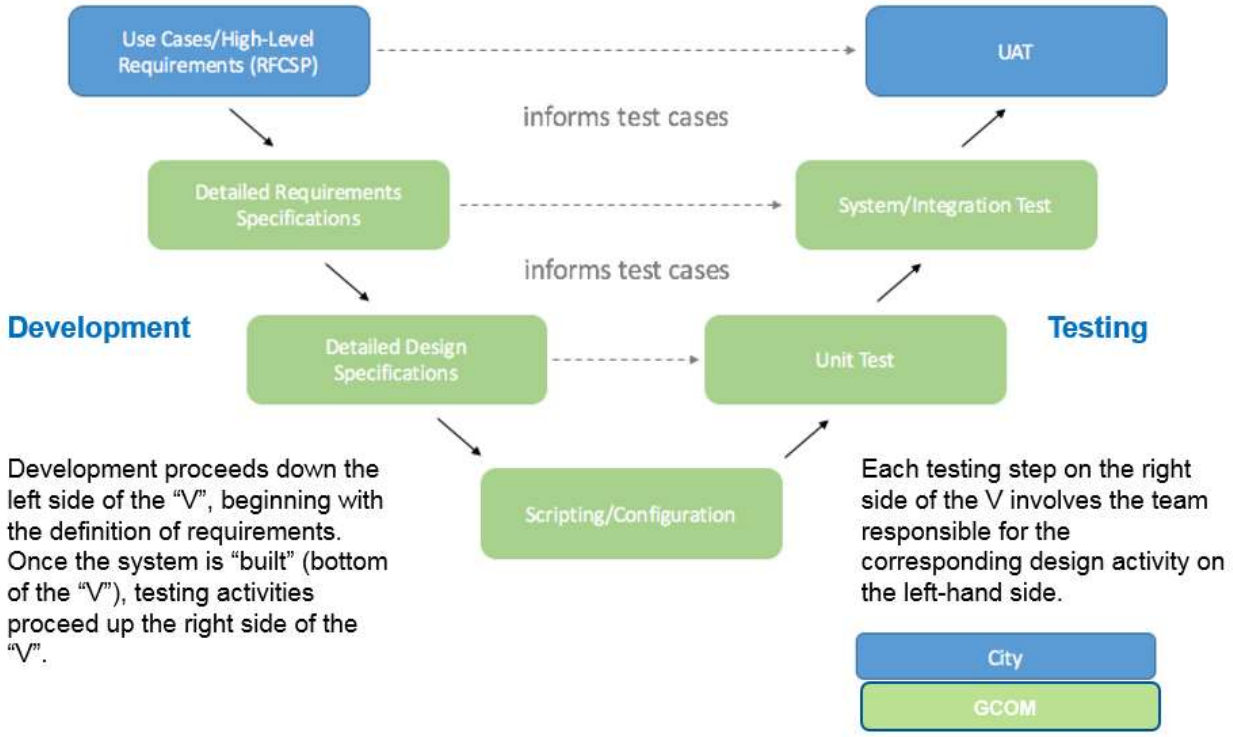
For selected deliverables, inflight and post submission deliverable review meetings will be held. The purpose of the meetings will be to collaboratively review deliverables, review comments and mitigations, and reach agreement on deliverable concepts and content. Deliverables review meetings will be called for at the discretion of the GCOM and City project managers. The number of deliverable review meetings will vary based on the complexity and collaboration requirements of the deliverable.

The City reserves the right to waive the review and approval of GCOM's work products. The City approval of GCOM's work product will not relieve GCOM from liability for defects, errors or omissions in the work product that may be discovered after such approval.

3.7.5 Testing Quality

To ensure the quality of testing, GCOM will follow the V-Model approach, a standard used in software development that illustrates how project artifacts created during development are leveraged later for various testing phases (illustrated below).

Figure 3. Testing Quality: Use V-Model



3.7.6 Configuration Change Management Strategy & Plan

During the BuildSA Project Implementation Phase, we will collaborate with the City to develop a Configuration Management Plan that supports the success of the project. Our configuration management plan will cover the technical and administrative processes and procedures that will be executed during the life of the project. Our plan will also include the involvement of City staff in the administration of project configuration management.

GCOM Approach Encompasses the Complete Set of Configuration Items

As depicted in the figure below, the configuration management process requires infrastructure, application and operational changes such as network, server, database, and batch operations to be discussed and agreed to by the Configuration Management Team (consisting of both GCOM team and City staff) and accepted by the appropriate City Change Control Board (CCB) before implementation. The CCB meets monthly to review and accept configuration changes to hardware, software and major application changes as required by the BuildSA project. This streamlines the configuration management process and helps channel communication of configuration changes to BuildSA stakeholders.

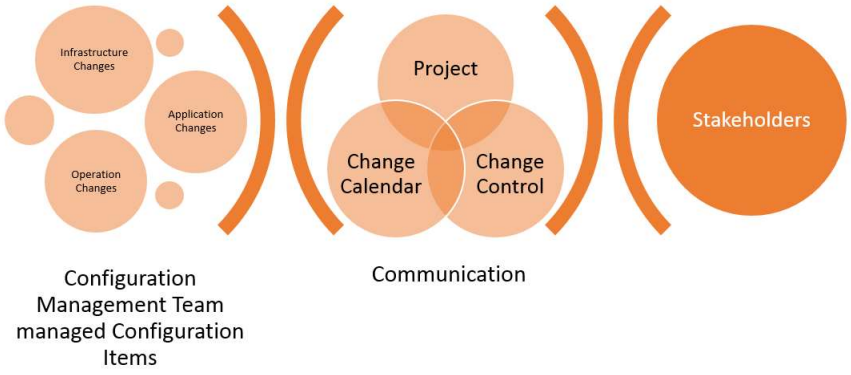


Figure 4. Elements of GCOM's Integrated Change and Configuration Management Process

GCOM Configuration Management Tools

Our Configuration Management approach uses JIRA for tracking configuration items and code defects. We will use the City's TFS Server for software versioning, hardware configuration versioning, and operation changes/checklists and other code-related artifacts. With the automated tools, we:

- Track code related changes to project artifacts that occur during the entire system development life cycle
- Manage changes systematically, not in an ad hoc manner
- Enforce policies and procedures to manage the project environments and artifacts
- Allow team members to consistently work with the recommended version of a given artifact
- Manage the primary and secondary code branch's
- Assign BuildSA version numbers with all configuration items and defects.

SharePoint will be used to manage and version control BuildSA product documentation.

BuildSA Configuration Items

The following table lists the known configuration items for the BuildSA implementation.

Table 10. Configuration Items

ID	Configuration Item	Configuration Tool	Build & Release Tracking Tool	Responsible
1	Accela Database Configuration	Accela DB	JIRA	GCOM
2	Accela ESME Scripts	TFS	JIRA	GCOM
3	JAVA Servlet Plugins for AA	TFS	JIRA	GCOM

4	Accela Civic Platform Product Releases – One Major release a year and two minor releases a year	Accela Software	JIRA	City
5	Crystal Report Files	TFS	JIRA	GCOM
6	Integration Code	TFS	JIRA	GCOM
7	Conversion Code	TFS	JIRA	GCOM
8	Drupal Code	TFS	JIRA	GCOM
9	Project Documents	SharePoint	JIRA	GCOM
10	Release Notes	SharePoint	JIRA	GCOM
11	Hardware Change Log	Word	JIRA	City
12	Software Infrastructure Patches/Releases	Word	JIRA	City

GCOM Approach to the Configuration Management Plan

For the project to achieve its goals and ongoing benefits, a strong Configuration Management Plan will be established and maintained throughout the new development and maintenance phases of the project. During the Project Implementation Phase, we will collaborate with the City Project Management Team and other project stakeholders to define the Configuration Management Plan. This deliverable will establish the framework for managing and performing configuration changes throughout the implementation and operations phase of the City project.

The Configuration Management Plan will document the methods and tools we will use to identify project configurable items, control and implement changes, and record and report change implementation status. The plan will address the following:

- The management organization to be implemented to control the configuration
- Specific tasks, techniques, and tools needed to perform configuration management
- Individual responsibilities for configuration management
- Minimum standards for the definition of configuration items
- Processes to control changes to the configuration and conduct audits and reviews
- Management of third-party configuration items

The table below summarizes the task activities and the key roles for both the GCOM team and City participants.

Table 11. Key Roles

Activity	GCOM's Key Roles	City Key Roles
Identify Configurable Items	• Identify project deliverables and technology components subject to the Configuration Management process	• City Project Management Team will participate in the definition of the deliverables and technology components subject to document management standards

Activity	GCOM's Key Roles	City Key Roles
Create Configuration Management Plan	• Outline, draft and submit for review the Configuration Management Plan deliverable • Address City comments and issues identified during the deliverable review. • Publish the final, accepted Configuration Management Plan deliverable	• City Project Management Team will review and accept the Configuration Management Plan • City staff will confirm consistency of the project Configuration Management Plan with existing City configuration management processes
Control Changes to Project Configuration	• Update the Configuration Management Plan to address emerging issues related to software components, infrastructure, and other elements of the configuration management process	• City stakeholders and City project team members participate in the configuration management process • City Project Management Team will review and accepted modifications to the Configuration Management Plan
Communicate Configuration Changes to Stakeholders	• Work with the CCB and the City Project Management team to identify affected stakeholders • Include stakeholder representatives in Configuration Management and release meetings • Provide other configuration-related communications as defined within the Communication Management Plan	• Assist with the identification of affected stakeholders for releases and other configuration management activities • Participate in release planning and other meetings/events required for configuration management
Maintain Integrity and Traceability of Configuration Changes	• Maintain a configuration management log/database of pending, accepted and completed configuration changes for the BuildSA project	• City Project Management Team and/or designated stakeholders will review and accept configuration changes related to BuildSA releases

3.7.7 Release Management

Release management is the process of planning, executing and closing a software build through different stages and environments; including testing and deploying software releases. GCOM describes its release management processes and procedures in the sections below:

3.7.7.1 Release Management Team and Release Management Cycle.

The release management team is responsible for all phases of release management. The release management team consists of representatives from each of the following stakeholder's groups:

- BuildSA Product/Business Owner
- City ITS Infrastructure and Network Team
- GCOM Application Manager
- GCOM Release Manager
- BuildSA Project Team

The composition of the release management team is designed to keep key stakeholders and IT organizations informed of upcoming major and minor release.

During the Release Planning activity, the release management team executes the following tasks and activities:

- Define a release scope and schedule
- Define release testing requirements
- Develop release plan document
- Update the release calendar and validate that the calendar does not conflict with City DSD and ITS operations.
- Seek and gain approval of release plan from the BuildSA CCB.
- Communicate release plan and release calendar in accordance with the BuildSA Communication Plan.

During the Release Execution, the release management team receives progress updates from the GCOM and City Project Managers. Major, Minor and emergency releases follow a defined software development lifecycle which includes requirements, design, development, test and deployment activities. The BuildSA Software Development Lifecycle is described in Section 6 of this SOW. During the release management phase, the release management team maintains the release calendar and plans/approves the detailed release cut over plan. Upon end user acceptance, ITS non-functional testing acceptance and BuildSA CCB approval, a release is completed and implemented in the production environment. The Release Management Team oversees the release deployment and pre/post communications including:

- Preparation and distribution of release notes
- Release communications to technical and business stakeholders
- Execution of the Release
- Update to JIRA and TFS Release configuration and release ticket items status
- Logging of release check list in JIRA

During Release Closeout, the Release Management Team facilitates the following close-out activities:

- Deployment review and lessons learned
- Updates to deployment check lists
    - Confirmation of production deployment validation test results.

3.7.7.2 Release Version Taxonomy

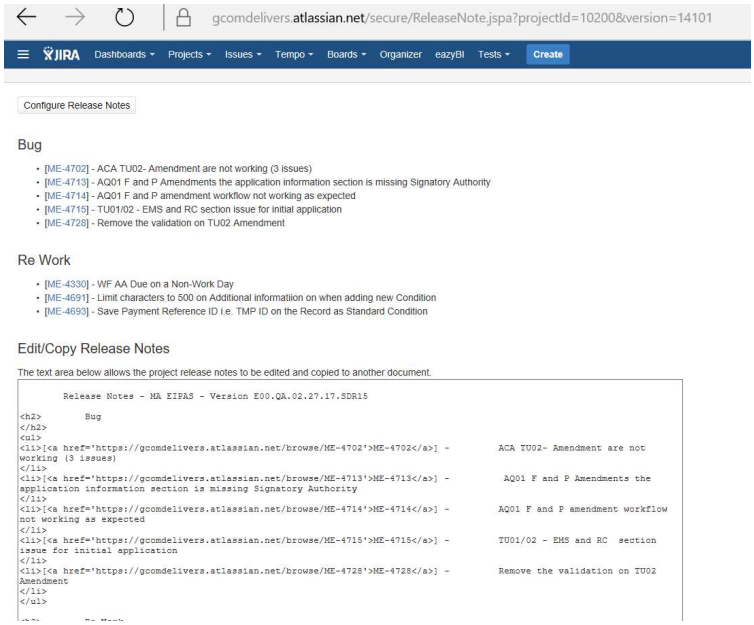
GCOM will implement the following release versioning taxonomy for the BuildSA project.

"XX.YY.ZZ" where

- XX represents a major version that is deployed to production. For example, the BuildSA Functional Group 1 Release will be designated BuildSA 01.00.00.
- YY represents a minor version. Minor releases can be either iterative development releases during the BuildSA Project Design, Development and Implementation Phase or a "Planned" Production Support Maintenance
- ZZ releases are reserved for patches or" unplanned" maintenance releases.

Version numbers will be reflected in JIRA and TFS across configuration items and code related defects. This enables GCOM to deliver release notes for all major, minor and patch releases as an output from JIRA. All configuration items and defects associated with a release will be included on the release notes. GCOM can produce release notes at various level of detail.

Image below illustrates summary level release notes.



3.7.7.3 Release Production Paths

The following promotion paths will be used as the BuildSA project progresses:

The primary release promotion path for major and minor development releases will move from development, to test, to staging to production. All development, software infrastructure and defect mitigation will be managed using this primary promotion path.

During Release 1 Post Production Support Activities, production support releases will follow the following release path.

Upon a maintenance release promotion to production, the maintenance release code branch will be merged with the development code branch in the development, test and staging environments. Each promotion of the maintenance release in the development branch will undergo validation testing by the application support team.

3.7.7.4 Build Deploy Tools

The following build deploy tools will be used to support the deployment process.

Table 12. Build Release Tools

ID	Configuration Item	Build Release Tool
1	Accela Database Configuration	Accela Data Manager or Manual
2	Accela ESME Scripts	GCOM TFS Migration Script
3	JAVA Servlet Plugins for AA	GCOM TFS Migration Script
4	Accela Civic Platform Product Releases	Per Accela Release Instructions
5	Crystal Report Files	Deploy from TFS
6	Integration Code	Deploy from TFS
7	Conversion Code	Deploy from TFS
8	Drupal Code	Deploy from TFS
9	Hardware Changes	ITS Tools and Process
10	Software Infrastructure Patches/Releases	ITS Tools and Process

3.7.7.5 Accela Product Patches and Releases Upgrade Policy

As a policy, the CCB will be presented with Accela Product patch and releases by the release management team within 60 days of Accela Release. The joint BuildSA team will deploy patch and upgrade releases in the BuildSA Development Environment as soon as practical, as approved by the CCB. This release strategy will help to mitigate large product patch and release upgrade efforts.

3.8 Collaboration Site

GCOM will utilize a Collaboration Site for City and GCOM resources to collaborate and manage project documents and artifacts.

The Collaboration Site will include the following tools:

- City SharePoint Project Document Repository to store all project documents including draft or initial proposals project documents, work in process documents to manage revisions between GCOM and City and final documents. GCOM will provide recommendations for the project document repository folder structure, file naming taxonomy, and version control policy. The project repository will be used for managed and controlled documentation that are either in progress or complete. The City will provide hosting, application support and maintenance for the BuildSA SharePoint Site.
- GCOM configured JIRA Application Life Cycle Management Portal (JIRA). JIRA will be used as the central repository and current status for each of the following project control items:
- Risk and Issue List
- Action Item Log

- Test Plan and Execution Log
- Test Scripts
- Defects
- Meeting Log
- Requirements
- Configuration Item Log
- Release Mgmt Reports and Logs
- Deliverable Review Comment (DCR)

The JIRA Application Life Cycle Management Portal will be hosted on premise. JIRA will be registered, licensed and procured by the City. GCOM will maintain the configuration and City will be responsible for application administration. All project team members (GCOM and City) will log report and update project control items assigned to them on a daily basis. Daily, decentralized updates, provides near real time status to the joint GCOM and City project leadership team.

GCOM will provide JIRA training pertinent to each project delivery phase to GCOM and City project team members at the start of each project phase gate.

4.0 BuildSA FG1 Current State and Known Issue List Inventory

The current state inventory contains FG1 Application Record Types, Configuration Scripts, and Reports partially implemented by Accela under its services contract with the City for FG1. Referenced source documents provide development status for each configuration item (e.g., complete or open issue/defect). These configuration items are acknowledged to be partially complete.

A summary of the current state inventory and reference source documents is provided in the table below.

Deliverable Work Stream	List Count	Source Document	Source Document Location	Description of Source Document
Application Record	34	Data Element Document	BuildSA Project Library > Home >Accela SharePoint Site Copy>List>Record Tracker>Attachments	Folder corresponding to the Application record ID in the Inventory log which contains all drafts of the Data Element record configuration requirement excel document and Visio work flow requirements.
		Work Flow		
Configuration Scripts	283	Scripts	BuildSA Project Library > Home >Accela SharePoint Site Copy>List>Script Tracker>Attachments	Folder corresponding to the Script record ID in the Inventory log which contains the scripts and associated document for the corresponding script
Reports	109	Report Requirements	BuildSA Project Library > Home >Accela SharePoint Site Copy>List>Report Tracker>Attachments	Folder corresponding to the Report record ID in the Inventory log which contains the Report templates and/or specifications document
TOTAL	**460**			

The Re-Procurement Scope Inventory list found in Appendix D – Current State and Re-Procurement Inventory FG1 contains 420 line items of known issues to date, but should not be considered a full inventory of defects or the basis of determining remaining scope to complete FG1, as more issues likely exist. The purpose of this list is to provide a baseline and magnitude of known remaining scope as an input to estimating Project cost and schedule. GCOM and the City will validate this list, incorporate validated items into the Release 1 requirement baseline, and then mitigate those validated items that are incorporated into the requirement baseline as part of the GCOM Release 1 implementation defined by this statement of work.

Deliverable Work Stream	Issues Count	Source Document	Source Document Location	Description of Source Document

Application Record	289	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes list of defects and changes recorded against the current scripting, and workflow of various record types in the system that must be resolved.
Data Conversion	2	Data Conversion Issues List	http://itportal/sadev/Strategy/BuildSA/Lists/Data%20Conversion%20Issues/AllItems.aspx	2 conversion issues have been identified and purportedly resolved, but cannot be validated until data is converted at go live
Global Configuration	17	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes list of defects and changes recorded against the current configuration of various record types in the system that must be resolved.
Interface	52	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes list of defects and changes recorded against the current interface configuration of various record types in the system that must be resolved.
		Interfaces Open Items	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Interfaces	Includes list of defects and changes recorded against the current interface configuration of various record types in the system that must be resolved.
Mobile Application	14	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes list of defects and changes recorded against the current configuration of the Mobile Application that must be resolved.
Online Portal	32	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes issues recorded against the current configuration, scripting, and workflow of various record types in the system that must be resolved.

		Deliverable 23 Comments Summary	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment>AA-ACA>Deliverable 23 - Online Portal	
Platform Management	4	Platform Management Reference	BuildSA Project Library > Home >Accela SharePoint Site Copy>Project Management Library>Project Initiation> Deliverable 6....	Includes issues recorded against the current environment landscapes, configuration management and release management.
Reports	10	BuildSA Functional Gap Tracking Log	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Readiness>Deliverable 33 - User Acceptance Testing>Readiness Assessment	Includes issues recorded against the current configuration, scripting, and workflow of various record types in the system that must be resolved.
		Reports Inventory	BuildSA Project Library > Home >Accela SharePoint Site Copy>Implementation Library>Reports	Contains a Reports Inventory list will the Open Items.
TOTAL	**420**			

5.0 Project Requirements

The scope of work to be performed as well as the system functional and non-functional requirements is completed inventoried in this section.

5.1 Transaction/Record Volume Requirements

5.1.1 Annual Statistics

Currently, the City annually:

- Issues 65,000 permits
- Reviews ~682 zoning board of adjustment, plan amendments and use authorization cases
- Processes ~1,326 plat, MDP, PUD, and rights determination applications
- Manages ~3,300 commercial building projects
- Manages ~1,900 new residential projects
- Issues over 50,000 trade permits
- Conducts over 200,000 inspections
- Maintains over 200,000 code enforcement records

5.1.2 Future State User Counts

- Approximately 100 to 150 mobile users for inspection management
- Approximately 400 to 500 reviews for Electronic Plan Review
- Approximately 500 City users for the future state Land Development, Permitting, Licensing, and Code Enforcement system.
- Future state users will also include the general public and customers accessing the online portal for general information inquiries on MDP, PUD, Plat and other project activity.

5.2 Performance Requirements

GCOM shall assist the City in delivering a system that meets the following performance metrics, including availability, responsiveness, and utilization.

- All performance requirements documented in the Technical Requirements Matrix (Appendix B), under General Technical Requirements G-189 through G-195 as part of the System Capacity & Performance section, a subset of which are identified below:
  - ❑ Have a response time where the average transaction on the server needs to occur on average in less than 3 second. The response time for the most common request to reach a user shall not exceed 6 seconds.
  - ❑ Track and display the number of online users, system uptime, and transaction response times in order to demonstrate operation within acceptable levels.
  - ❑ Complete 99% of simple, single-screen online inquiry transactions in under three second, during peak usage.

- ❑ Complete an average of 95% of all online/mobile update transactions in under 8 seconds over any 60-minute period, during peak usage.
- ❑ Take no more than 10 seconds to complete complex queries or opening of very large documents.

GCOM will support performance testing during the implementation period. GCOM will optimize the Accela Configuration for performance. GCOM will assist with the triaging performance issues in partnership with ITSD resources. ITSD will be responsible for mitigating performance issues related to hardware infrastructure, network infrastructure, worker desktop and mobile hardware, and software and/or browser configurations.

5.3 Functional and Technical Requirements

GCOM is responsible for compliance with Appendix B with the exception of:

1. Any requirements that have been retired as part of the initial phase of BuildSA,
2. Any requirements retired or deferred by the City at their discretion throughout this project.
3. Any GCOM exceptions made to requirements listed in Appendix B

5.4 Technology Standards

The City's technology standards that GCOM shall adhere to are included in Appendix E.

5.5 GCOM Scope of Services for Release 1

GCOM's scope for Release 1 is addressed in the following sections, as well as in the deliverables section of this document.

5.5.1 Current State Inventory

GCOM shall work with the City to validate and incorporate into the requirement baseline documents known defects and other gaps identified in the Current State Inventory in Appendix D. The requirement baseline document will be an output of the system design and configuration sprints. Testing effort shall be aligned with the requirements baseline. GCOM shall also:

- Review existing FG1 code base to gain understanding of the existing FG1 scripts, interfaces, reports, data conversion scripts, etc.
- Provide existing current state assessment of record types previously developed.

5.5.2 Data Conversion

- GCOM shall conduct further testing of converted records as part of system testing efforts under this SOW due to lack of evidence that Accela comprehensively conducted testing of converted records during system test activities. GCOM shall fix any needed corrections if issues are found.
- GCOM shall fix the 2 conversion issues that are awaiting validation when data is converted at go live, which are documented in the current state inventory (see Appendix D).
- Additionally, GCOM shall perform the following tasks as part of this SOW:
  - ❑ Global reference contacts were not converted with any improvements as expected. Assess the global reference contact conversion and recommend and execute an appropriate solution.

- ❑ Complete the final go live data cleansing and conversion
- ❑ Provide post go live support to the two open conversion issues and any defects found post go live

5.5.3 Interfaces

GCOM shall conduct additional analysis sessions and additional development for SAP interface. GCOM shall provide demonstrations of all Accela and GCOM scope interfaces for FG1. GCOM shall provide the below:

- Additional testing is needed on the interfaces to ensure they are working (in all environments), and development/defect remediation may be needed to correct any issues found
- Additionally, GCOM shall perform the following tasks as part of this SOW:
  - ❑ Financial Interfaces
    - — Assess and fix Accela SAP interface to fully support all financial transactions. An overview of the issues with the SAP interface is provided in the Current State Inventory. *(Note: any changes to the Active Net interface will be handled through the Active net vendor, but GCOM will be responsible for explaining required changes).*
    - — Evaluate current error handling capability and complete as necessary
    - — Design and produce a working interface between Accela and SAP that will allow for all financial transaction types, error handling, and will fully support reconciliation reporting data requirements.
  - ❑ Build interface under the Electronic Document Review work to enable the use of the selected EDR tool

5.5.4 Online Portal

- GCOM shall perform the following tasks as part of this SOW:
  - ❑ Critical Components Requiring Corrections:
    - — Permit Wizard: GIS Validation Corrections (GIS validates on the address and not on the parcel. As such, wrong information could be conveyed to customers. Example, a parcel could be partially in the flood plain but the address point is not) and Fee Estimator (Incomplete Development)
    - — Record Amendments: Need to be properly displayed (details available in Current State Inventory)
    - — Live Chat (Incomplete Development)
    - — Multiple Parcels (Reported as a product limitation by Accela - The portal will only allow an applicant to add one parcel to their application, however a plat could be located in the City limits, which requires review by DSD, as well as in the County which requires review by Bexar County. If the applicant cannot enter all parcels at the point of application, not all of the required reviews will be triggered. Accela suggested a workaround to have staff enter this information in the back office, which is not acceptable to the City.)
    - — Availability of Status Information Online (Customers require all technical review information to be posted online, including comments and status, and historical

information, to be available online. The Accela solution only has the latest review information available on-line.)

- EDR Solution (Needs to be coordinated with portal development to ensure plan review information is posted online and available to Customers)
- Contact Search (At the transactional level, customers should be able to search the reference contact database to add contacts to a record. Currently customer must create a new contact.)
- Reference Contacts (Customers should be able to update their contact information on-line. The reference contact update should update all of the transactional contact information.)

- Minor Components Requiring Corrections:
  - Display Order (Included in the Current State inventory)
    - Custom List/Custom Fields – related information should be group together
    - Help text missing (text to be provided by the City)
    - Disclaimer language missing or incorrect (language to be provided by the City)
    - Helpful links missing
  - Testing is needed on Permit Wizard and Live Chat
  - Training is needed on Accela Citizen Access and Drupal Administrative

5.5.5 Electronic Document Review

- GCOM shall resolve the following gaps.
  - No swim lanes established for the Resubmittal Process. If a customer uploaded a document to respond to one agency's comments, all agencies with "Additional Information Required" status will have a review triggered. Customers should be able to have discrete review cycles with one or more agencies.
  - Document list is unmanageable. Difficult to identify the re-submittal documents for review. No association/linkage between a workflow task and the document.
  - Reviewing Agencies Comments - Limited information is available on-line for the Customer
- Additionally, GCOM shall perform the following tasks as part of this SOW:
  - If performance testing of ePlanSoft surfaces issues that cannot be corrected to an acceptable level for the City and the City decides that an alternative solution for EDR is needed, then evaluate EDR applications: Likely new candidates include Avolve (Project Dox), Bentley, Sages
  - Evaluate Use of existing Brava Software and FileNet – Will require the building of an interface
  - Design and produce a working interface between Accela and selected EDR application.
  - Assess and fix Accela workflows and scripts to support multiple lanes and Re-submittals per originally intended requirements.

5.5.6 Accela Automation (AA) – Application, Workflow, and Scripting Defects

GCOM shall improve the script quality of the solution, specifically:

- Audit scripts for consistency and ease of maintenance, make improvements with City approval after cost/impact/benefit analysis performed by GCOM. City will make decision depending on impact and budget costs.
  - Scripts intended to achieve the same purpose were not built in a uniform manner (i.e. different developers)
- All the scripts need to be aligned with the TFS.

Scripts with defects need to be fixed in Development environment and Code checked into TFS then Migrated to higher environments as per the Release management procedure.

5.5.7 Reports

GCOM shall be required to resolve the gaps identified in the Current State Inventory (See Appendix D for additional context) that are validated with the City and added to the requirement baseline as part of the Gap Assessment activities, and deliver the following:

- 6 letter reports need to be combined down to 3 to provide clarity and ease of use
- 1 Report needs to be confirmed that it will handle all decision statuses
- Assess and promote the correct reports to the test / staging environments with the proper names and into the correct folders
- With the help of the City conduct system test on all reports with staged data
- Correct any errors found during system test
- Currently the .rpt files for approved report versions deployed to the dev report server are not found in TFS and need to be

5.5.8 Environment Realignment Plan / Platform Management

GCOM shall perform the following tasks as part of this SOW:

- Establish a Baseline or Golden Copy of the source code that is properly source controlled using the City's source control software (Team Foundation Server)
  - GCOM will take the code from staging as the golden copy and propagate that to all other environments as the baseline
- Establish a repeatable development process and code promotion path between environments
- Certify the existing installations across environments to ensure that all tools and utilities used to maintain and manage the systems are in place and functioning

5.5.9 Training

Additionally, GCOM shall perform the following tasks as part of this SOW:

- Training on Accela Citizen Access and Drupal Administrative as part of knowledge transfer efforts
- UAT Training for those performing UAT. (2 session, approximately 4 hours)

5.5.10 System Test

- After development on outstanding Phase 1 features is complete, GCOM shall conduct a system testing phase that implements a testing methodology that provides:
  - The estimated timeline is based on 200 end-to-end test scenarios to cover all process flows for all record types. If additional test scenarios are required, this may increase the timeline for Release 1.
  - End-to-end testing to cover all external interfaces, reporting
  - Additional Test scenarios targeted towards converted live data from legacy systems
  - Traceability of coverage between scenarios and configuration/scripts
- Every attempt to reuse existing test cases will be made to minimize new test case development. Test cases executed could be a combination of test cases executed to-date, plus the UAT test scripts developed by the City that are much more comprehensive than those developed by Accela. However, additional test case development is needed:
  - There are no test cases related to testing online help features
  - There are no test cases related to GIS testing / validation the interface is working correctly
  - There are no test cases related to Legistar, the hearing process, and validation the interface is working correctly
  - System did not contain enough consistent data to test functionality in terms of accuracy of reports
  - System did not contain enough consistent data to test functionality in terms of validity of converted live cases from legacy systems
- As previously mentioned certain aspects of the system have not been demonstrated to or validated by the City, including all the interfaces, Permit Wizard, Live Chat, etc. that must be system tested for the first time.

5.5.11 UAT

The City is responsible for leading and executing UAT; however GCOM shall support various aspects of the process.

- UAT scripts are continuing to be developed by the City, and the City will own this task, however GCOM shall review the test scripts for accuracy on expected system behavior
- GCOM shall identify and provide any additional test scripts to the City for UAT from GCOM's system testing that may beyond the scope of the current City UAT scripts
- GCOM shall support UAT preparation and execution, and perform associated defect resolution.

5.5.12 Deployment Plan

- GCOM shall develop this deliverable, and deploy the BuildSA solution to Production, and provide Go Live support.

5.5.13 Post-Production Support

- GCOM shall need to develop this deliverable and provide support.

5.6 GCOM Execution Method (GEM) Overview:

GCOM brings a mature enterprise delivery method that combines industry best practices, business and people domain experience, and our experience delivering system integration projects. Our GCOM Execution Methodology (GEM) can be decomposed into the following two distinct layers:

- **Layer 1**: People, Project and Technical Management provide the strategic management, technical processes, and stakeholder engagement processes needed to deliver an enterprise solution across large and diverse City business units. GCOM's GEM management layer enables an integrated delivery strategy and quality stakeholder communications across the program/project releases and work streams. Our GEM management layer is built using industry best practices from the Project Management Institute (PMI) and the Information Technology Infrastructure Library (ITIL).
- **Layer 2**: Our second layer embodies our experience and standards first approach to the software development and release lifecycle. Our methodology aligns with industry leading standards from the International Institute of Business Analysis, the Institute for Electronic and Electrical Engineers, and the Agile SCRUM Alliance. Our methodology is formed after delivering numerous enterprise case management and regulatory management systems. The methodology enables GCOM incremental approach to delivering enterprise regulatory systems where initial phases of the project seek to establish user experience, data, process and output standards which is followed by enterprise system level design and configuration. Once the enterprise standards are documented, configured and demonstrated to client stakeholders, the next phases of the project focus on using the standards and the solution infrastructure to deliver program area configuration items (BuildSA applications, interfaces, and output documents). Program area configuration items are implemented in a number of 4 to 8-weeks, with each sprint resulting in product demonstration and usability testing by program users to certify BuildSA configuration items are near UAT ready. Once the Design/Configure/Test Sprints are complete for a given release and usability testing results are acted on by GCOM, the release is moved into pre-implementation, deployment and post-implementation readiness actives that prepare the system, program workforce and post production operations team for production cut-over and post-production operations.

The GCOM integrated GEM delivery methodology is illustrated above in the figure below.

In the table below, we introduce key activities and delivery risk reduction features of the GEM Methodology that GCOM believes are critical to the successful delivery of the GCOM BuildSA Solution for the City that meets customer service, business and technology goals.

GEM Phase	GEM for COSA	Key Activities
Plan & Access	**Initiate**	Collaborate and document of BuildSA Project Plan and Project Management Processes. Initiate, configure and implement JIRA for project management and selected work management processes. Key deliverables produced during this phase include: 1. updating the existing Project Management Plan 2. Planning and Executing a Project Kick-Off Meeting 3. Collaboratively developing an integrated Master Project Schedule 4. Developing a project status report template for use on the bi-weekly project status report
	Plan & Asses	During the plan and assess phase, GCOM plans and executes the following work packages: 1. Requirements Validation, a validate RTM and Widget control list is produced as the Requirements Validation Report Deliverable. 2. Complete JIRA implementation for project management activities 4. Asses and stabilize existing BuildSA environment and propagate a single version of the BuildSA code base to all environments. 5. Collaboratively build the configuration management and release management plans. 6. A specification will be developed for a new BuildSA Production Support test environment.
Design (System Level)	**Design (System Level)**	Focus is on requirements elaboration of system level functional and nonfunctional requirements, user experience prototypes and out of the box product demonstrations.

		RTM is updated on a rolling basis as requirements are demonstrated and gaps strategies defined. Functional and technical system level designs with emphasis on socializing, documenting and prototyping reusable/common experience, data standards, processes and outputs. Infrastructure design and requirements. Support systematic infrastructure builds. The following key work product and deliverables are included in this phase: 1. Technical specifications for enterprise services such as interfaces and global components. 2. Complete configuration of JIRA for technical management and test management processes. 3. Develop a build deploy plan and migration tools assess by GCOM and City to add value and efficiency to the Build/Deploy Process.
Configuration Sprints	**Configuration Sprints**	Most system level components and configuration items (BuildSA record types, reports, conversion programs, and interfaces) are realized in four to eight- week sprints. For system level components, user interface and technical designs from the design phases are configured as reusable enterprise components, data, process and output standards. These system level products ensure that the BuildSA Solution Foundation is delivered in the initial set of Design/Configure/Test Sprints. In Release 1, first four week focus on establishing a requirement baseline for previously configured items. The second four -week sprint includes tasks and activities to elaborate requirements, execute design and development, unit test, and end user product demonstration and prototype usability testing.
	System Test	Following completion of design and development sprints, GCOM begins functional and non-functional system testing inclusive of System and Integration Testing, performance and load testing, system and security testing
Implementation – Preparation	**User Acceptance Testing, Non-Functional Testing**	Conduct user acceptance testing
	Deployment, Production Readiness	Create Detailed cut over and post-production plans The City will execute organizational change management readiness activities and communications. (). This includes defining help desk procedures, provide help desk briefings, and help desk staff training on functional and non-functional FAQs and escalation procedures. Provide technical knowledge briefings, shadow and reverse shadow to City technical staff to help prepare them for production operations. • Deliver super users and end user training. • Define Go Live Criteria • Finalize value realization metrics and collection metrics. • Obtain go live customer approval. • Perform final mock conversion and data reconciliation runs, obtain customer signoff. Develop detailed production support plan and transition plan. Obtain approval for production cutover
Implementation – Go Live	**Deployment – Go Live**	Cut over execution across people, processes, technology, and information work streams. Startup and operations of post-production support functions

		Start enhanced go-live command center, change and training support. For Release 1, we typically operate the go-live command center for +/-4 weeks. For subsequent release, we operate the go live command center for approximately 2 weeks.
Implementation – Post Go Live	**Production Support**	For the first six months of Release 1 Production Operations, GCOM provides post production application operations and maintenance support inclusive of product upgrades, incident and problem management, configuration defect resolution, and assistance prioritizing enhancement releases for City programs that are in production. During this period, we will execute a 6 more transition and knowledge transfer program culminating with the transition of production support to City Staff at the start of month 7. For the first two months of BuildSA Release 1 Production Operations, GCOM and City will Administer the system in either a shadow or reverse shadow mode. After Release 1 production deployment, GCOM provides a two-month warranty. All defects identified during the warranty period and prior to go-live will be fixed.

Table 13. Key activities and delivery risk reduction features of the GEM Methodology

GCOM's GEM Methodology integrates key tasks, activities and work products across work streams. The Figure below illustrates how GCOM organizes its project team across the enterprise delivery work streams and planned peer level communication channels to the City BuildSA Project Team. The figure below illustrates communication and collaboration channels to be used in the project.

[1]

The table below describes how implementation activities are organized by work stream.

[1] OCM and Training Lead/Staff to be provided by City. Leads will be part of GCOM PMO and receive support from GCOM Project Manager and Sr. Business Analysis.

GCOM BuildSA Work stream	GCOM Work stream objectives that reduce delivery risk
Project Management	GCOM delivers a robust, data driven, collaborative and transparent PMO team. The PMO maintains master and tactical project work plans that are resource loaded to support a six-month rolling wave planning process. The PMO also maintains staffing plans that align to the master project plan. The PMO ensures that master and detailed work plans are actualized across each work stream on a bi-weekly basis. GCOM is committed to maintaining timely, accurate and collaborative project control logs (risks, issues, action items, decisions, lessons learned, compliance logs and deliverable logs) using the City's PMO SharePoint. The PMO works with the City to manage the project overall quality management program ensuring quality planning, management and compliance activities are consistently executed, findings reported and compliance items resolved. GCOM also circulates lessons learned to the joint project team as part of a monthly project newsletter. The PMO provides project level and executive level status reporting and communications, and is responsible for project and leadership level escalation management.
People	GCOM's enterprise project delivery experience helps us appreciate that delivering the BuildSA solution does not require only a great technical solution; delivering the GCOM BuildSA requires great people, business and management solution as well as a great technology solution. The people work stream includes organization change management and training tasks, activities and deliverables. This work stream will be staffed and executed by the City. The following GCOM OCM Methods are provided for reference only; and are not included in GCOM Scope of Services for BuildSA. GCOM's people Work Stream also includes knowledge transfer and capability building for City BuildSA technical resources that are tasked with supporting the system. Our approach to building technical capacity to support and maintain the system includes 1) a role based technical curriculum delivered by Accela's corporate training team and 2) project based activities where City technical staff receive opportunities to shadow and reverse shadow relevant project design, development and implementation activities and Release 1 production support activities. GCOM's knowledge transfer approach for City technical resources is designed to be systematic and gradual allowing City technical resources to "crawl" then "walk" and then "run". Our approach to developing City technical resource capacity to support the system is designed to enable City to "co-source" application maintenance and operations activities after Release 1 (mostly in a shadow capacity). GCOM's implementation approach recognizes organizational change management and technical knowledge transfer to City key resources as critical successors to the BuildSA Project.
Process	GCOM's approach to the process work stream starts by leveraging the existing business process improvement plan, requirements, and use case artifacts to identify and prioritize experience, data, process and output standards. In addition, we will conduct end user research to inform and drive our system architecture configurations and the underlying experience and these standards. The resulting standards will be modeled in Accela as common components and prototype records. Socializing BuildSA standards and user experience prototypes across the agency early in the project will provide City key staff the opportunity to influence the experience and begin to share ownership in ultimate success of the BuildSA. Thus, they can advocate for the system well in advance of design, development, and implementation activities starting in their specific program divisions and bureaus.
Technology	GCOM puts a lens on technical management and governance processes in addition to realizing the solution architecture's hardware infrastructure, software infrastructure and system level configuration and enterprise interfaces. In Release 1, GCOM works with City to charter, document and operationalize the following technical management and governance processes: release management, software configuration and change management, test and defect lifecycle management, incident and problem management, COTS product upgrade and patch management, infrastructure and network management, and batch operations management.

	Also in Release 1, GCOM configuration and development teams are organized to configure and customize system level components and program level configuration items over the course of numerous four to six-week sprints. Our configuration and development resources are tightly coupled with our people and process team during the detailed requirement elaboration. During Release 1 Post Production, the GCOM application operations team is responsible for BuildSA application support and facilitating technical knowledge briefings, operation shadow and operations reverse shadows. Our technical teams are organized into the following groupings: • information - reports, analytics, data governance and data conversion, • development - configuration and customization, • integration - interfaces, web services, and batch configurations, • operations - application maintenance and operations and, • Infrastructure - networks and hardware layer support. Technical team leadership owns the technical management and governance processes (release management, software configuration and change management, test and defect lifecycle management, incident and problem management, COTS product upgrade and patch management, infrastructure and network management, and batch operations management).

Table 14. Implementation activities organized by work stream

5.6.1 GEM Method Tasks and Activities for BuildSA

5.6.2 Stage 1: Initiate, Plan and Assessment

Planning (Initiation)

Objective	**Activities**
Update FG1 Project Plan and initiate project.	This will include GCOM meeting with the City to finalize the project schedule, initiating the project management methodologies and activities called for in Section 3 – Project Management, conducting a kick-off meeting with BuildSA stakeholders, and beginning the delivery of weekly status reports. Implement JIRA Release 1 for Project Management Work Item Management. Develop quick reference guides for project team.
Entrance Criteria	**Exit Criteria**
■ Contract has been signed and project resources are available based on project needs. ■ City has reviewed and approved the key personnel assigned by GCOM to the BuildSA project. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All required City and GCOM personnel are available to support this phase of the project.	■ Proper project planning has been performed ■ GCOM has produced a final version of the deliverable(s) for this Stage. ■ City has approved all deliverables for this Stage including the Project Schedule and the form and format of the initial Weekly Status Reports. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

■ Quality Gate Entrance Documentation has been created. Go/No-Go meeting results in agreement from the team to enter this stage.	■ JIRA Release 1 complete.

Assessment

Objective	**Activities**
The objective is to set a baseline of understanding of the scope of work to be completed during that phase. Requirement validation will focus on system level design items; record level configuration item requirements validation will be reviewed in the Design/Development/Test Sprints.	The objective of Stage 2 is to validate the system level Functional and Technical Requirements (documented in Appendix B), along with all relevant current state artifacts (Appendix D) provided by the City, which will act as a blueprint for a successful implementation of the BuildSA Solution. This may include artifacts developed by the City, as well as Accela. During this stage, GCOM and City stakeholders will discuss and validate the details of the requirements and all relevant current state documentation to establish a baseline and common understanding of the scope of the project and expected benefits of the BuildSA system.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team.	■ All system level validation sessions have been held and business needs documented by GCOM ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

5.6.3 Stage 2: System Level Design

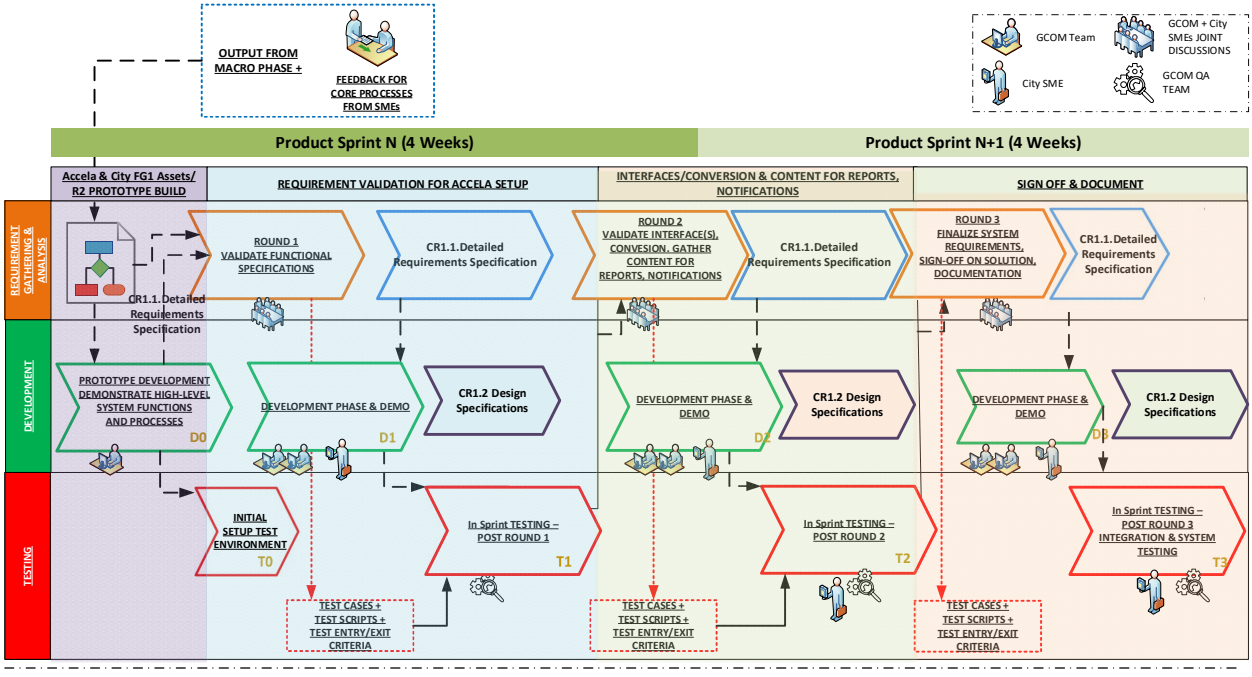
Objective	**Activities**
The objective is to determine how to design the BuildSA system global configuration items to meet the business needs and requirements identified during Stage 2 - Analysis.	GCOM is expected to present design option(s) to the City and achieve approval of the design approach from the City prior to initiating any development work. GCOM and City will collaborate on the format of design documentation. For example, the City may allow some features to be designed leveraging written documentation, and other features to be developed using prototyping. JIRA Phase II is implemented inclusive of release management, test management, and defect

	management. Quick reference guides are delivered.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team. ■ Quality Gate Entrance Documentation has been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ The City has approved of GCOM's system design and configuration standards, practices and principals. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ All design sessions have been held and design decisions approved by the City ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

5.6.4 Stage 3: Configuration Sprints, System Testing

Record level configuration will be designed, developed and tested in eight groups. Each group will consist of approximately 4 record types. With each group, related reports, interfaces and conversion data mappings will be reviewed, gapped, mitigated and tested. Each group is worked over two four-week sprints. Our detailed sprint process is illustrated below:

Configuration Item Design, Development and Test Sprints



In the first configuration item group sprint (sprint n), the following objectives, activities, entrance and exit criteria will be used.

Objective	**Activities**
The objective of the first four-week configuration item sprint is to review record group requirements, fit-gap the current implementation to the requirements, and present a product demonstration of the enhanced configuration items.	Conduct requirement validation and fit gap sessions. Create and approve re-baselined configuration item requirement documents. Mitigate/Enhance configuration item code. Demo updates to client Create/Update system test case GCOM in sprint testing. Product preview with City.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ Four-week sprint calendar has elapsed. ■ Requirements validation and fit-gap document completed for Accela Records is updated. ■ An inflight product demonstration has been conducted ■ A sprint review, inclusive of technical debt and product backlog is documented.

In the second configuration item group sprint (sprint n+1), the following objectives, activities, entrance and exit criteria will be used.

Objective	**Activities**
The objective of the second four-week configuration item sprint is to update impacted reports, interfaces and conversion code	Conduct requirement validation and fit gap sessions for in scope interfaces, conversion programs and reports. Conduct City in-sprint testing for configured Accela Records, Log defects in JIRA and mitigate. Create and approve re-baselined requirement documents (interface, reports, conversion programs). Mitigate/Enhance configuration item code Create/Update system test cases GCOM in sprint testing. Product preview with City. Configuration items accepted for end of phase system test phase.
Entrance Criteria	**Exit Criteria**

■ Exit of the previous Sprint has been approved by the project team. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ Four-week sprint calendar has elapsed. ■ Requirements validation and fit-gap document completed for in scope interfaces, reports and conversion mapping is updated. ■ A product demonstration has been conducted ■ Requirement and design documents for the configuration items are approved by City. ■ A sprint review, inclusive of technical debt and product backlog is documented.

GCOM performs system testing in parallel with the design, development and test sprints. At the conclusion of the design, development and test sprints, GCOM conducts a standalone four-week system test phase. The following table describes the end of phase standalone system test effort performed by GOCM.

Objective	**Activities**
The objective is to conduct end-to-end system testing of BuildSA system.	This stage includes the identification and execution of a comprehensive system testing approach that provides full test coverage across all functionality of the BuildSA system in a methodical and repeatable manner. Includes test script development, test script execution, performance and security testing, and defect resolution of identified SEV1 and SEV2 defects prior to UAT (unless otherwise agreed to by the City on a case-by-case basis).
Entrance Criteria	**Exit Criteria**
■ Configuration sprints are complete. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ GCOM has completed all Development activities, including configuration, scripting, data conversion mapping, and unit and subsystem testing. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ All system testing has been successfully completed ■ All SEV1 and SEV2 defects have been resolved (unless otherwise agreed to by the City on a case-by-case basis). As many SEV3 and SEV4 defects as possible have been resolved. ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

5.6.5 Stage 4: Implementation – Preparation

The implementation preparation phase includes UAT, Training, Production Support Planning, Transition Planning and Production Deployment Planning. Objective, activities, entrance and exit criteria are provided for each set of activities.

User Acceptance Testing

Objective	**Activities**
The objective is to conduct User Acceptance Testing (UAT) where the system is tested by a group of end users who have not been involved in detailed development work to test the system's configuration and setup.	The City will own and execute UAT during this stage, however GCOM will provide some assistance in UAT and perform defect resolution.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ GCOM has completed all testing activities. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ All UAT has been successfully completed ■ Defects have been resolved (unless otherwise agreed to by the City on a case-by-case basis) in accordance with Section 3.7 Quality Management. ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

Training, Production Support Planning, and Production Deployment Planning

Objective	**Activities**
The objective is to prepare for and execute the deployment of the system into production.	GCOM will work with the City to determine the training and deployment schedule that will best align with City personnel and operations. City will conduct Train-the-Trainer activities and City will conduct all other Training activities. GCOM will document all planning for Deployment. GCOM will document the post production support plan. GCOM will conduct a Go/ No-Go meeting, and lead the Deployment of the system into production. GCOM executes transition and KT activities during Release 1 Post Production Support.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team.	■ City has completed training delivery activities.

■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ GCOM and the City have completed all testing activities, and defect resolution, resulting in a solution that can be used for Training that will be similar to Production. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

5.6.6 Stage 5 Implementation – Go Live

Objective	**Activities**
The objective is for GCOM to provide support after the successful deployment of the BuildSA System, and assist with the transition of ownership of the system to the City and the Accela support and maintenance agreement.	Product Cutover
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ Prescribed amount of time has passed since Go Live that dictates when the Post-Go Live Support period begins. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ System, is in Production Operations ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

5.6.7 Stage 6 Post Go Live

Objective	**Activities**
The objective is for GCOM to provide support after the successful deployment of the BuildSA System, and assist with the transition of ownership of the system to the City and the Accela support and maintenance agreement.	Following Release 1 – GCOM provides post production support for a 6-month period (included in Release 1 Post Production Support Staffing Plan). GCOM executed transition execution activities over the six months following Release 1

	Production Deployment. Formal production support transition to City team happens at the start of month 7 of production operations. GCOM provides a two month period of co-operation for shadow, reverse shadow and transition support to facilitate a smooth transition handoff of production operations.
Entrance Criteria	**Exit Criteria**
■ Exit of the previous Stage has been approved by the project team. ■ Quality Gate Entrance Documentation have been created. Go/No-Go meeting results in agreement from the team to enter this stage. ■ Prescribed amount of time has passed since Go Live that dictates when the Post-Go Live Support period begins. ■ GCOM's project team comprises personnel that meet the skill level, expertise and experience necessary to complete this quality gate. All City and GCOM personnel required are available to support this phase of the project.	■ GCOM has provided prescribed amount of Go-Live support. ■ All in-scope defects have been resolved, and no major issues are preventing successful use of the system by BuildSA users. ■ GCOM has produced a final version of any deliverables associated with the stage, and they have been approved by the City. ■ Quality Gate Exit Documentation has been provided and Go/No-Go meeting results in agreement from the team to proceed to next stage.

6.0 Release 1 Deliverables

The following sections outline the deliverables for Release 1. The deliverables for Release 1 include updates and new project management and technical management plans. In cases where GCOM intends to update existing documentation, GCOM has designed the deliverable type as update. In cases where GCOM will create a new deliverable, GCOM has designated the deliverable type as create. Recurring deliverables are such as status reports are designed as recurring.

The deliverables for Release 1 are listed below.

Stage	Del. #	Deliverable Name	Type	Release 1
1 - Initiation	1	Project Kickoff	Create	✓
	2	Project Schedule	Create	✓
	3	Project Management Plan Update	Update	✓
	4	Status Report	Recurring, Biweekly	✓
2 – Plan & Assess	5	Requirement Validation Report	Create	✓

	6	Business Requirement Document (BRD) (Enterprise Services – By Product)	Update – Release 1	✓
	7	Environment Realignment Plan	Create	✓
	8	Release Management Plan	Create or Update to be Determined	✓
	9	Configuration Management Plan	Create or Update to be determined	✓
	10	User Research Report	Create	✓
	11	Content Strategy	Create	✓
	12A	JIRA Phase I Implementation	Create	✓
3 - Design	12B	JIRA Phase II Implementation	Create	✓
	13	Wireframes	Create	✓
	14	UI Design	Create	✓
	15	Technical Specification (Enterprise – By Product)	Update – Release 1	✓
	16	Build-Deploy Plan	Create or Update to be determined	✓
4 – Configuration Sprints	17	BRD (By Product)	Create or Update to be determined by Product	✓
	18	Product Demo & First Round Comments	Create or Update to be determined by Product	✓
	19	Technical Specification (Enterprise – By Product)	Create or Update to be determined by Product	✓
5 – System Test	20	System Test Report	Create	✓
6 – UAT, NFT	21	Performance Test Report	Create	✓
	22	UAT Report	Create	✓
	23	Train the Trainer	Not in GCOM Scope	NA

7 – Deployment	24	Production Support Plan	Create – Release 1	✓
	25	Transition and Knowledge Transfer Plan	Create	✓
	26	Production Deployment Report	Create	✓
8 – Post Go Live	27	Monthly Production Operations Report	Recurring	✓
	28	Warranty Completion Report	Create	✓

The figure below demonstrates the relationships among the Release 1 deliverables, identifying the flow and dependencies between deliverables. These dependencies represent the logic flow of the deliverables and related work. Many dependent deliverables will be executed in parallel and are built incrementally across project multiple sprints. GCOM also may change the order of deliverable execution based on project execution requirements. This approach is recognized as industry standard on system implementations that use the SCRUM Agile Methodology.

Figure 5. Release 1 Deliverable Relationship Diagram

6.1 Stage 1 - Initiation Stage

The following sections outline the deliverables to be provided during the Plan & Assess Stage of Release 1.

6.1.1 Project Kickoff

Stage 1 – Initiation	
Deliverable 1 – Project Kickoff	***Deliverable(s) and Time Frame***
Objective: ■ Provide a presentation to familiarize project team members with the project, GCOM's methodology and approach, and set expectations for upcoming activities. **Activities performed by GCOM:** ■ Develop presentation ■ Facilitate kickoff meeting **City responsibilities:** ■ Provide feedback on the presentation ■ Schedule project kickoff and invite participants ■ Attend and participate in the kickoff *Note: a formal DED will not be used with this deliverable. GCOM PM and City PM will collaborate on kick off deck content and presentation.*	**Deliverable:** ■ Project Kickoff Presentation that covers: ❑ Project Overview ❑ Project Schedule (high level) ❑ Objectives and Definitions ❑ Process ❑ Artifacts ❑ Roles and Responsibilities ❑ Keys to Success ❑ Next Steps ❑ Questions and Answers (Q&A) ❑ Resources **Release 1 Time frame:** ■ Sprint 1

6.1.2 Project Schedule

Stage 1 – Initiation	
Deliverable 2 – Project Schedule	***Deliverable(s) and Time Frame***
Objective: ■ Provide a Project Schedule in MS Project format that documents the baseline planned schedule and will be used on an ongoing basis to track actual progress, and proactive planning and management. **Activities performed by GCOM:** ■ Develop a project schedule in MS Project format that includes: ❑ Work breakdown structure	**Deliverable:** ■ Project Schedule **Release 1 Time frame:** ■ Sprint 1

Stage 1 – Initiation	
❑ Tasks and activities required to successfully complete the Project. Task will be defined at the 8 to 80 hour level of detail. ❑ Realistic task durations ❑ Schedule / milestone tracking and resource allocation for both City and GCOM resources ❑ Critical path identification and dependencies ❑ Built-in and clearly identifiable slack time using the MS Project Float Field. ■ Work with City Project Manager to develop a baseline project schedule that is mutually agreed upon by both City and GCOM ■ Work with City Project Manager to update, monitor, agree on and communicate any modifications after approval by the City prior to implementation ■ Deliver updated Project Schedule on a bi-weekly basis that tracks actual progress against planned progress ■ Proactively manage the schedule to capture any needed changes and identify risk that could extend the project's duration ■ Identify personnel and resource allocations in the project schedule or JIRA ■ Proactively identify resource over commitments in the project schedule or JIRA **City responsibilities:** ■ Work with GCOM Project Manager to develop a baseline project schedule that is mutually agreed upon ■ Identify needed project schedule changes, approve them as needed, communicate any modifications ■ Provide visibility into City resource commitments for the purposes of proactive project resource management *Note: a formal DED will not be used with this deliverable. GCOM PM and City PM will collaborate on Project Plan Template and level of detail to form basis of acceptance criteria.*	

6.1.3 Status Reports

Stage 1 – Initiation	
Deliverable 4 – Status Reports	***Deliverable(s) and Time Frame***
Objective:	**Deliverable(s):** ■ Bi-Weekly Status Reports

Stage 1 – Initiation

- Communicate activities to monitor and control project schedule and issues through a bi-weekly Project Status Report. Provide these status reports in advance of project status meetings and use them as a guideline for discussion in weekly status meetings.

Activities performed by GCOM:

- Develop Bi-Weekly Project Status Reports that include:
  - Project progress against project plan
  - Deliverable status (planned vs. actual status)
  - Activities performed during the current reporting period (by deliverable)
  - Activities planned for the next reporting period (by deliverable)
  - Activities planned for this reporting period, but not completed (by deliverable)
  - 4-6 week look ahead of project activities and meeting schedule
  - Critical risks or issues, and escalation items for City review and/or discussion at the meeting
  - Current status (red/yellow/green) of key project status metrics – deliverables, resources, schedule, budget
- Provide the weekly status report to the City Project Manager at least one day prior to distribution or presentation of the weekly status in project status meetings.
- Receive and discuss feedback from the City on updates to the weekly status report(s).
- Plan and conduct Weekly Status Meetings
- Discuss agenda of status meeting with City Project Manager prior to status meetings
- Provide any agreed upon updates to the Bi-weekly Status Report and Status Meeting Minutes no later than one day after the Status Meeting.
- Prepare and attend material for BuildSA Governance/Steering Committee meetings as necessary, as directed by the City Project Manager

City responsibilities:

- City PM to review draft status report and agenda prior to meeting and provide feedback
- Invite appropriate City personnel to attend project status meetings as needed.
- Attend and participate in Bi-Weekly Status Meetings
- Provide feedback on Bi-Weekly Status Reports & Meetings

Please Note:

1. The DED for the Bi-Weekly status report will be submitted as a template. The format, content and metrics provided on the
   - Includes agendas to precede meetings
   - Includes meeting minutes to follow meetings

Release 1 Time frame:

- Submitted on a bi-weekly basis through project completion.

Stage 1 – Initiation	
Bi-Weekly status report will vary to meet the current delivery phase of the project. 2. GCOM Project Manager will review status report with the City PM prior to submission to build alignment. In circumstances where GCOM view of project status differs the City's, a section of the status report will be provided to note the City's point of view. In such circumstances if the disagreement is of significance, the issue management process will be used. 3. Status reports do not go through the deliverable approval process. They are submitted as point in time documents. 4. The status report may consist of one or more documents including: Status narrative, bottoms up project status, supporting presentation.	

6.1.4 PMP Update

Stage 1 – Initiation	
Deliverable 3 – PMP Update	***Deliverable(s) and Time Frame***
Objective: ■ Provide a comprehensive update to the existing project management plan describing what has to be achieved by the project, how it is to be achieved, who will be involved, how it will be reported and measured, and how information will be communicated. This document will be used for reference on any decision made on the project and for clarification when areas are unclear. Our update to the PMP will focus to changes to the project management processes, procedures and tools to be implemented. **Activities performed by GCOM:** ■ Coordinate meetings with City PM to discuss and agree on any changes that are needed to the PMP ■ Publish Updated Project Management Plan to City SharePoint site **City responsibilities:** ■ City PM to review, discuss and decide upon changes to the PMP	**Deliverable(s):** ❑ Updated Project Management Plan **Release 1 Time frame:** ■ Sprint 1

6.2 Stage 2 – Plan & Assess

The following sections outline the deliverables to be provided during the Plan & Assess Stage of Release 1.

6.2.1 Requirement Validation Report

Stage 2 – Plan & Assess	
Deliverable 5 – Requirement Validation Report	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Requirement Validation Report is to identify and establish a common understanding of the ❑ Business and Technical Requirements ❑ Widget Control List ❑ City Current Issue and Gap Report **Activities performed by GCOM:** ■ Develop schedule to conduct requirements and current state inventory validation sessions by topic ■ Use all functional and technical requirements and current state inventory artifacts as a basis for analysis. ■ Facilitate validation sessions to conduct Fit Gap analysis of remaining development needed to finish Release 1 for system level functionality (enterprise services) ■ Load the resulting current, approved requirements and widget control list into JIRA as Requirement Management Work Items. This enables GCOM and the City to manage the RTM in JIRA going forward. ■ Update functional and technical requirements matrices, and current state inventory, with validation discussion information (i.e. discussion notes, change in status [e.g., retired]) ■ Where possible, associate gap, issues and requirements with BuildSA Product List for traceability **City responsibilities:** ■ Provide all current state artifacts for GCOM review ■ Identify City attendees for the sessions and send out meeting invitations ■ Collaborate and coordinate with GCOM to plan and schedule validation sessions ■ Attend and participate in validation sessions ■ Review and provide feedback on draft Gap Analysis Report deliverable ■ Work with GCOM to achieve an accurate, validated business and technical requirements list, and widget control lists. Work with GCOM to validation establishment of RTM in JIRA. ■ Work with GCOM to identify solution strategies to enterprise level components to address gaps. These gaps will be entered into the RTM log in JIRA.	**Deliverable(s):** ■ Current, validated requirement traceability matrix. ■ Deliverable will be presented as an Excel Spreadsheet, downloaded from JIRA. **Release 1 Time frame:** ■ Sprint 1 and 2

6.2.2 Business Requirements Document (BRD) (Enterprise Service – By Product)

Stage 2 – Plan & Assess	
Deliverable 6 – BRD (Enterprise Service – By Product)	***Deliverable(s) and Time Frame***
Objective: ■ Identify set of recommendations/solutions to close specific gaps in current state of Release 1 delivery and meet the City's business needs and expectations for Release 1 ■ Explain in business terms how the solution will meet the business need/requirement that has been identified as a gap for the online portal as part of the gap analysis. ■ Allow DSD users who do not have a technology background to understand how the system will be configured to support their business processes through the use of one or more proven tools and methodologies, such as: ❑ Business process flows (e.g., Visio) ❑ Screen mockups ❑ User stories ❑ Use cases ❑ Prototypes ❑ Activity diagrams ❑ Text-based requirements documents and/or checklists that describe the changes to be made to the system in non-technical language **Activities performed by GCOM:** ■ Facilitate sessions to discuss and document requirements to close gaps found in the Gap Analysis ■ Update existing product requirements document provided by previous vendor. **City responsibilities:** ■ Assist in scheduling and inviting attendees for sessions ■ Prioritize ■ Participate in sessions ■ Provide all relevant documentation and artifacts to GCOM to support discussions ■ Providing an empowered and willing decision maker to serve as the Product Owner. Product owner must make detailed requirement decisions with a service level of	**Deliverable(s):** ■ BRD – By Product, to include: ❑ Product Functionality ❑ Associated Product Workflows ❑ Gap configuration, scripting, and development ❑ Gap Data Conversion work outside of Data Conversion testing ❑ Associated Reports **Release 1 Time frame:** ■ Sprint 1-3 for Enterprise Services (interfaces, portal, etc) ■ Sprint 3-9 for Configuration Items (records, reports, etc.)

Stage 2 – Plan & Assess	
no more than 2 business to keep the project on schedule. ■ Review BRD to confirm all items in the Gap Analysis Report are validated and included in the requirement baseline for the project. **Note:** This deliverable is built iterative over 4 to 8 week periods for each product. Development of product prototypes and technical as configured documents is not dependent on approval of this deliverable. Once approved, this deliverable become the requirement baseline for subsequent product testing. Based on product type, BRD detail and content will vary. For enterprise components, BRDs will be fully documented. For configuration items, BRDs will be scaled to support business, development and post production support requirements.	

6.2.3 Environmental Realignment Plan

Stage 2 – Plan & Assess	
Deliverable 7 – Environment Realignment Plan	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Environment Realignment Plan is to document and execute a plan to 1) synchronize the BuildSA Code Base across environments. The plan will include steps to check in and version the current code base into the ITSD TFS instance. TFS is the planned Configuration Management System. 2) Validate that each existing BuildSA environment is properly configured, and each solution component is functioning consistent across environments. 3) Support development a specification for a BuildSA Production Support Test environment. 4) assess and stabilize the System Test Environment ■ This deliverable represents a one-time plan to validate the environment installations and establish a code configuration baseline across the existing BuildSA environment.	**Deliverable(s):** ■ Environment Realignment Plan **Release 1 Time frame:** ■ Sprint 1 and Sprint 2

Stage 2 – Plan & Assess	
■ Deliverables 8, 9 and 16 will establish the enduring release management, configuration management and build/deploy processes respectively. **Activities performed by GCOM:** ■ Develop a reference transaction(s) that can be used to assess current state of environment installation. Identify gaps and execute mitigations with City ITSD. ■ Promote the BuildSA code base currently in staging to all BuildSA Environment ■ Establish, Load BuildSA code base in the TFS Repository. Implement/establish version controls in TFS and base level check-in/check-out procedures. **City responsibilities:** ■ Provide access to environments and City tools (e.g., TFS) ■ Provide information regarding the existing environments to the best of the City's knowledge. ■ Provide City development standards, guidelines, and policies (as appropriate). ■ Plan and execute performance and network testing on the BuildSA environments at GCOM Request ■ Analysis and implement network, infrastructure, server operating system, and database system. ■ Designate the environment which contains the most update code base. City has indicated on 5/26 that Staging would be used as the Golden Copy. ■ Provide an environment realignment product owner empowered and willing to make decision regarding this deliverable. ■	

6.2.4 Release Management Plan

Stage 2 – Plan & Assess	
Deliverable 8 - Release Management Plan	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Release Management Plan is to document the process of planning, executing and monitoring a release. The plan will define: ❑ Criteria for emergency, major and minor releases ❑ Version numbering standards	**Deliverable(s):** ■ Release Management Plan **Release 1 Time frame:** ■ Sprint 2

Stage 2 – Plan & Assess	
❑ Code promotion path and testing requirements including design/development/implementation releases and production maintenance releases. ❑ Define strategy and policy guidelines for implementing COTS product vendor software releases. ❑ maturation through the development lifecycle, with specific attention to the promotion of new or repaired assets to the production environment. ❑ Release software development lifecycle for production support releases (major, minor, product updates and emergency) ❑ Procedures to include provisions for emergency roll back plans. ❑ Develop JIRA based template for release notes. ❑ Develop JIRA based ticket for release deployment reports ❑ Develop processes for integration of release management and application change control stage gates. **Activities performed by GCOM:** ■ Conduct services of session to walk through enterprise Accela release management best practices and alignment with ITSD policies. ■ Develop release management plan deliverable **City responsibilities:** ■ Review and provide feedback of the Release Management Plan ■ Provide a release management product owner empowered and willing to make decision regarding this deliverable. ■ Provide City development standards, guidelines, and policies (as appropriate).	

6.2.5 Configuration Management Plan

Stage 2 – Plan & Assess	
Deliverable – 9 Configuration Management Plan	***Deliverable(s) and Time Frame***
Objective: ■ Establish baseline for configuration management to establish consistency across development resources. ■ Define the process for establishing and maintaining consistency of performance and function through the	**Deliverable(s):** ■ Configuration Management Plan **Release 1 Time frame:** ■ Sprint 2-3

Stage 2 – Plan & Assess	
control and tracking of changes within the configuration. ■ Establish standards, taxonomy and procedures for managing system documentation artifacts. **Activities performed by GCOM:** ■ Development of the Configuration Management Plan ■ Ensure planned activities conform to City's development standards, guidelines, and policies. **City responsibilities:** ■ Review and provide feedback of the Configuration Management Plan. ■ Provide City development standards, guidelines, and policies (as appropriate).	

6.2.6 JIRA Phase I Implementation

Stage 2 – Plan & Assess	
Deliverable 12A JIRA Phase II Implementation	***Deliverable(s) and Time Frame***
Objective: ■ Prepare JIRA to meet the workflow, issue, and task management needs of Phase I of the project **Activities performed by GCOM:** ■ Configure JIRA to the specific needs of the BuildSA project, including: ❑ Custom ticket workflows (if necessary) ❑ Updates to Field Values to remain consistent with BuildSA terminology and product names ■ Demonstrate workflow and usability to City team ■ Build dashboards and filters to facilitate various reporting needs **City responsibilities:** ■ Provide comprehensive of Phase I City users for account creation ■ Assistance with scheduling and coordination of JIRA demonstrations to the user community **Specifically excluded:** no legacy project management control item data is planned to be migrated to JIRA. The City and BuildSA will benefit from a fresh start, on this new engagement.	**Deliverable(s):** ■ JIRA Configured and live for project management control items ■ Quick Reference Guides to assist City BuildSA Core team adopt JIRA – approximately 10 pages ■ Up to 4ea 30-minute training sessions for City project team members. **Release 1 Time frame:** ■ Sprint 1

6.3 Stage 3 – Design

6.3.1 JIRA Phase II Implementation

Stage 3 – Design	
JIRA Phase II Implementation	***Deliverable(s) and Time Frame***
Objective: ■ Tailor GCOM JIRA implementation to support the following BuildSA project and technical management process: ❑ Test Management ❑ Defect Management ❑ Release Management ❑ Scrum/Work/Development Management **Activities performed by GCOM:** ■ Configure and test JIRA for project and technical management processes ■ Align JIRA tickets processes with approved project plans ■ Develop job aides for project staff. Approximately 10 pages ■ **City responsibilities:** ■ Assist in scheduling and inviting attendees for sessions ■ Participate in sessions ■ Provide all relevant documentation and artifacts to GCOM to support discussions ■ Select EPR solution based on GCOM analysis ■ Review BRD to confirm all Electronic Plan Review items in the Gap Analysis Report have been addressed	**Deliverable(s):** ❑ Complete JIRA Implementation for reference items ❑ Delivered Job Aides ❑ Up to 4 JIRA training sessions on new processes – 30 minutes each. **Release 1 Time frame:** ■ Sprint 3-4

6.3.2 Technical Specification (Enterprise – By Product)

Stage 3 – Design	
Deliverable 15– Technical Specification (Enterprise – By Product)	***Deliverable(s) and Time Frame***
Objective: ■ To document the as configured/as-built technical detail of how requirements defined within the BRD document	**Deliverable(s):** ❑ Technical Specification Document, By Product

Stage 3 – Design	
for a Product are met and configured, making it an essential artifact for on-going maintenance and operations efforts. ■ Technical specifications are built iteratively throughout the product sprint process. **Activities performed by GCOM:** ■ For Accela Configuration: Detailed capturing and explanation of the configuration, scripting, and/or other development deployed to meet. ■ For Data Conversion: Detailed capturing of field mapping from source systems to target system ■ For Interfaces: Detailed capturing and explanation of interface control and technical design. ■ For Reports: Report summary information, fields and calculations/groupings. ■ Listing of requirements met from the Approved RTM and Widget Control List **City responsibilities:** ■ Mid-sprint feedback, during product demo, of the meeting of business requirements ■ Review and approval of technical design document is expected by the end of the Sprint. ■ Participate in sessions	**Release 1 Time frame:** ■ Sprint 4-11

6.3.3 Build-Deploy Plan

Stage 3 – Design	
Deliverable 16 - Build-Deploy Plan	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Build-Deploy plan is to document the process of maturation through the development lifecycle, with specific attention to the promotion of new or repaired assets to the production environment. **Activities performed by GCOM:** ■ Define process for configuration movement using Data Manager ■ Define process for deployment of controlled TFS code ■ Define schedule, and process, for maturation between environments ■ Document any manual migration process step requirements.	**Deliverable(s):** ■ Build Deployment Plan ■ Demonstrated process for promoting configuration code from one environment to another **Release 1 Time frame:** **Sprint 3 and Sprint 4**

Stage 3 – Design	
City responsibilities: ■ Review and provide feedback of the Configuration Management Plan. ■ Provide City development standards, guidelines, and policies (as appropriate).	

6.4 Stage 4 – Configuration Sprints

6.4.1 Deliverable 17 - BRD (By Product)

Reference deliverable requirements for Deliverable 6: BRD for Enterprise Service – By Product

6.4.2 Product Demo & First Round Comments

Stage 4 – Configuration Sprints	
Deliverable 18 – 1.4.2 Product Demo & First Round Comments (By Product)	***Deliverable(s) and Time Frame***
Objective: ■ Provide product based demonstrations of Accela Record Configuration, On Line Portal, Reports, and Interface Transaction. ■ During and after the demonstrations, City provides comments on the products. During the first product demonstration, the City gets the opportunity to make minor updates the product baseline requirements. After these comments are received, the product requirements are finalized. **Activities performed by GCOM:** ■ Plan and facilitate product review demonstration with City staff ■ Deliver demonstrations ■ Update business and technical product documents to reflect City comments. **City responsibilities:** ■ Attend product demonstrations ■ A Product Owner shall be designed, empower and willing to make user experience design decisions on a timely basis.	**Deliverable(s):** ■ Product Demo & First Round Comments (By Product) Deliverable **Release 1 Time frame:** ■ Sprint 3-10

6.4.3 Deliverable 19 -Technical Specification (Configuration item – By Product)

Reference deliverable requirements for Deliverable 15: Technical Specification (Enterprise – By Product)

6.5 Stage 5 – System Test

6.5.1 System Test Report

GCOM will be responsible for conducting system testing for the BuildSA solution.

Stage 5 – System Test	
Deliverable 20 – System Test Report	***Deliverable(s) and Time Frame***
Objective: ■ Perform end-to-end test of the BuildSA system as a whole, inclusive of testing record-level configuration, interfaces, data conversion and reports. Converted data will be tested if available at the time of the system test phase. **Activities performed by GCOM:** ■ Conduct Integration and End-to-End testing ■ Identify and conduct any needed Regression Testing ■ Track test cycles and versions/environments tested on. ■ Fix defects per the Section 3.6 - Defect Management of this SOW. ■ Develop approximately 200 end to end test scenarios, or whatever amount necessary to ensure complete test coverage ■ Provide an update RTM illustrating defect to test case to requirement traceability. This report will be exported from JIRA in MS Excel Form ■ Track details and provide summary reporting on testing plans, progress, issues, and interim results during test execution. This information will be available in the JIRA Test Management Views **City responsibilities:** ■ Assist with Integration and End-to-End testing and Regression Testing ■ Update UAT test scripts as needed ■ Review testing results for compliance with policies, procedures, plans, and test criteria and metrics (e.g., defect rates, progress against schedule) ■ Assist with prioritization of defects	**Deliverable(s):** ■ System Test Report, including; ❑ Test cases executed ❑ Defects identified and current status ❑ Defect open and plan/timeline to mitigate. **Release 1 Time frame:** ■ Sprint 10

6.6 Stage 6 – UAT, NFT

6.6.1 Performance Test Report

Stage 6 – UAT, NFT	
Deliverable 21A – Performance Test Report	***Deliverable(s) and Time Frame***
Objective: ■ Report on testing activities to verify the performance of the system in production under a range of conditions **Activities performed by GCOM:** ■ Utilized GCOM resources that are independent of the GCOM Development Stage resources ■ Conduct system Performance Tuning and Debugging ■ Conduct system testing that minimally includes performance, reliability, volume, stress, and load balance testing **City responsibilities:** ■ Review and provide feedback of the results of the testing ■ Provide performance testing tool licenses such as HP Load Runner or equivalent. ■ Provide infrastructure, network, and other ITSD resources to assess ITSD infrastructure and desktop defects.	**Deliverable(s):** ■ Performance Testing Report ❑ Test cases executed ❑ Defects identified and current status ❑ Defect open and plan/timeline to mitigate. **Release 1 Time frame:** ■ Sprint 11-Sprint 12

6.6.2 Security Test Report

Stage 6 – UAT, NFT	
Deliverable 21B – Security Test Report	***Deliverable(s) and Time Frame***
Objective: ■ Report on security testing activities to verify security criteria has been meet **Activities performed by GCOM:** ■ Utilized GCOM resources that are independent of the GCOM Development Stage resources ■ Conduct security Performance code updates and Debugging ■ Conduct security testing that minimally includes confidentiality, integrity, authentication, authorization, availability	**Deliverable(s):** ■ Security Testing Report ❑ Test cases executed ❑ Defects identified and current status ❑ Defect open and plan/timeline to mitigate. **Release 1 Time frame:** ■ Sprint 11-Sprint 12

Stage 6 – UAT, NFT	
City responsibilities: ■ Review and provide feedback of the results of the security testing ■ Provide security testing tool licenses such as IBM AppScan or equivalent. ■ Provide infrastructure, network, and other ITSD resources to assess ITSD infrastructure and desktop defects.	

6.6.3 UAT Report

Stage 6 – UAT, NFT	
Deliverable 22– UAT Report	***Deliverable(s) and Time Frame***
Objective: ■ The objective of UAT activities will be to support the City in the City's execution of UAT and resolve all defects identified in UAT. **Activities performed by GCOM:** ■ Provide on-site support during the planning and execution of UAT, including: ❑ Establishing an adequate test environment based on user acceptance criteria ❑ Troubleshooting reported UAT issues ❑ Supporting users to progress through scenarios (no more than 2 GCOM resources is planned for this level of support) ❑ After City completes one round of UAT without converted data, GCOM will update the conversion environment with converted data for a secondary round of UAT. ■ Communicate information about any problems encountered during earlier test phases ■ Provide system training for the UAT Testers ■ Extend the use of the Defect Tracking System provided by GCOM ■ Respond to and fix defects per the Section 3.6 - Defect Management of this SOW. ■ Determine any workarounds to be used during test scenario execution to avoid known existing defects ■ Track details and provide summary reporting on testing plans, progress, issues, and interim results during test	**Deliverable(s):** ■ UAT Report ❑ Test cases executed ❑ Defects identified and current status ❑ Defect open and plan/timeline to mitigate. ❑ Certification that the BuildSA system is ready for Training **Release 1 Time frame:** **Sprint 11-13**

Stage 6 – UAT, NFT	
execution using JIRA Dashboards and JIRA exports to Excel. ■ Provide JIRA training (2ea) for City testing resources. **City responsibilities:** ■ Develop UAT test scripts ■ Coordinate the scheduling of UAT (e.g., gain user involvement, establish and define acceptance criteria, set high-level test objectives, establish high-level test scenarios) ■ Preparing data to support test scenarios within modified system as well as managing the relationship with all interfaced systems necessary to conduct test ■ Perform and conduct UAT ■ Enter all test cases and test plans in JIRA ■ Use JIRA Test Management Features to execute test cases. ■ Enter all defects in JIRA. All entered defects must be linked to a test case. ■ Planning, staffing, and managing UAT execution to be completed in the planned 8-week period. ■ Report defects to GCOM following defect management procedures ■ Review defects to GCOM following defect management procedures ■ Review testing results for compliance with policies, procedures, plans, and test criteria and metrics (e.g., defect rates, progress against schedule) ■ Ensure the participation of City technical and business resources ■ Ensure all City testers are trained in JIRA test execution and defect management in JIRA.	

6.7 Stage 7 – Deployment

6.7.1 Production Support Plan

Stage 7 – Deployment	
Deliverable 24 – Production Support Plan	***Deliverable(s) and Time Frame***
Objective: ■ Defines the transition of the project's product deliverable to operations. The document is built incrementally over the during the Design, Build, Test	**Deliverable(s):** ■ Production Deployment Report

Stage 7 – Deployment

and Deploy phases of BuildSA as the project develops its knowledge and understanding of the operations and support required for the finished product.

- The document outlines plan for end user support, operations support and technical support/maintenance for the BuildSA System

Activities performed by GCOM:

- Develop the production support plan incrementally
- Plan and facilitate production support planning design sessions
- Prepare production support plan with the following subject areas:
  - Introduction
  - End User Support
    - Objectives
    - Strategy
    - Development Schedule
    - Communication Plan
    - Effort and Cost Estimates
  - Operation Support
    - Objectives
    - Strategy
    - Development Schedule
    - Communication Plan
    - Effort and Cost Estimates
  - Technical Support and Maintenance
    - Objectives
    - Strategy
    - Development Schedule
    - Communication Plan
    - Effort and Cost Estimates
  - Attachments
    - Operational Support Manual
    - Technical Support Manual
- Technical Support Manual

City responsibilities:

- Collaborative build the production support plan and appendix
- Lead/own development of the end user support manual appendix
- Provide a Production Support Product Owner that is empowered and willing to make decisions for the City on production support planning with a 5-business day service level.

Release 1 Time frame:

- Sprint 8-12

6.7.2 Transition and Knowledge Transfer Plan

Stage 7 – Deployment	
Deliverable 25 – Transition and Knowledge Transfer Plan	***Deliverable(s) and Time Frame***
Objective: ■ The transition and knowledge transfer plan defines the following: ❑ Transition goals and objectives ❑ Transition milestones ❑ Transition Methodology, Tasks and Activities ❑ Transition Team Roles and Responsibility ❑ Transition in Team identification and Time Commitments, Skill set requirements ❑ Transition/Knowledge Transfer assessment methods by key activities. ❑ Knowledge transfer inventory ❑ Detailed MPP of transitions and knowledge transfer activities, synchronized with JIRA **Activities performed by GCOM:** ■ Preparation of list of assets being deployed to the Production environment as part of the Release 1 Go Live. This will be in the form of JIRA generated release notes. **City responsibilities:** ■ Attend transition planning sessions ■ Identify transition in team ■ Identify and execute a training plan to assure that the transition in team meets the skill level entry criteria to start transition and knowledge transfer activities. ■ Transition in team member will allocate initially 50% and then 100% of their time to transition and knowledge transfer activities.	**Deliverable(s):** ■ Transition Plan **Release 1 Time frame:** ■ Sprint 10

6.7.3 *Monthly Transition Status Report*

Stage 7 – Deployment	
Deliverable 27 –Monthly Transition Status Report	***Deliverable(s) and Time Frame***
Objective:	**Deliverable(s):**

Stage 7 – Deployment	
■ Provides a monthly. Metric based status of transition and knowledge transfer execution and effectiveness. ■ Provide independent assessments by GCOM, City and IV&V vendor of City readiness to assume responsibility for BuildSA production support maintenance and operations. **Activities performed by GCOM:** ■ Prepare and distribute the monthly status report. **City responsibilities:** ■ Provide feedback and assessment of effectiveness of transition activities. ■ Provide dedicated transition in team as agree in the transition plan. ■ Provide a dedicated release manager to work as the BuildSA Release Manager during the transition period; and to lead City transition in team. The release manage will server a Transition Product Owner and will be empowered and authorized to make transition planning and execution decisions. ■ Provide objective and subjective assessment of whether City will achieve operational readiness for production operations. ■ Provide City resources with the baseline skillsets for the transition in team to support the effective transfer of technical knowledge across work streams.	■ Monthly Status Report during the transition in period. **Release 1 Time frame:** ■ NA

6.7.4 *Production Deployment Report*

Stage 7 – Deployment	
Deliverable 26 –Production Deployment Report	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Production Deployment Report is to provide an exhaustive list of assets being introduced into Production as a part of the deployment, and to obtain the authorization and agreement of the City to do so. **Activities performed by GCOM:**	**Deliverable(s):** ■ Production Deployment Report **Release 1 Time frame:** ■ Sprint 13

Stage 7 – Deployment	
■ Preparation of list of assets being deployed to the Production environment as part of the Release 1 Go Live. This will be in the form of JIRA generated release notes. **City responsibilities:** ■ Review, agreement, and approval of the assets tagged for deployment for the Release 1 Go Live.	

6.8 Stage 8 – Post Go Live

6.8.1 Warranty Completion Report

Stage 8 – Post Go Live	
Deliverable 21 – Warranty Completion Report	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Warranty Completion Report is to create a comprehensive view of the issues reported within the first 60 days after Release 1 go live and their associated closure details. **Activities performed by GCOM:** ■ Develop and provide a comprehensive report using details captured within the JIRA issue tracking system, including: ❑ Issue severity ❑ Issue ID ❑ Issue creation date ❑ Issue closure date ❑ Resolution detail ❑ Root cause of reported issue ❑ Others ■ Prepare a draft report at the end of the 60-day warranty period that includes issue status and proposed timeline for closing all warranty defects. ■ Prepare a final warranty report after warranty defects are closed. **City responsibilities:** ■ Review and validate the details within the report.	**Deliverable(s):** ■ Warranty Completion Report **Release 1 Time frame:** 4 months after Release 1 Go Live.

6.8.2 Monthly Production Operations Report

Stage 8 – Post Go Live	
Monthly Production Operations Report	***Deliverable(s) and Time Frame***
Objective: ■ The objective of the Monthly Production Operations Report is to provide a summary of the issues during the GCOM supported production operations period. **Activities performed by GCOM:** ■ Develop and provide a summary report using details captures within the JIRA issue tracking system. ■ Develop and provide a roll-up chart defining: ❑ Number of issued opened, by product, by severity. ❑ Number of issues closed, by product, by severity. ■ Develop and provide a report of all critical and major issues using details captured within the JIRA issue tracking system, including: ❑ Issue severity ❑ Issue ID ❑ Issue creation date ❑ Issue closure date ❑ Resolution detail ❑ Root cause of reported issue **City responsibilities:** ■ Review and validate the details within the report.	**Deliverable(s):** ■ Monthly Production Operations Report **Release 1 Time frame:** ■ Sprints 13-19

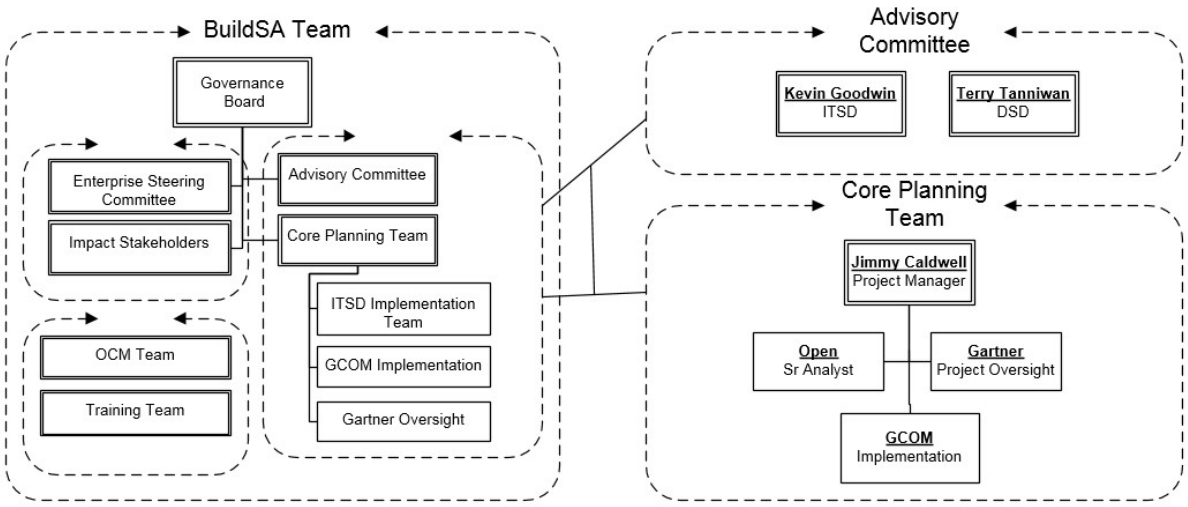
7.0 Project Resources

7.1 City Project Team

7.1.1 Organizational Chart

The City's project team organizational chart is provided below.

Figure 6. City Project Team Organizational Chart



7.1.2 Identified Key Personnel

The list below includes a list of key project resources, role description, and percentage of time commitment.

Table 15. City Key Personnel

Resource	Role Description	Primary Location	Team	Allo-cation
Roderick Sanchez	Project Sponsor	CMO	Core Planning Team	5%
Michael Shannon	Interim Director of Development Services	DSD	Core Planning Team	10%
Terry Kannawin	DSD Assistant Director for Plan Review	DSD	Advisory Committee	75%
Kevin Goodwin	ITSD Director	ITSD	Advisory Committee	10%
Jimmy Caldwell	Project Manager	PMO	Implementation Team	100%
Naji Tabet	ITSD Manager	ITSD	Implementation Team	80%
Michael Tran	ITSD - Business Intelligence	ITSD	Implementation Team	100%
Abigal Dodson	ITSD - Application solution Lead	ITSD	Implementation Team	100%

David Kowen	ITSD Manager	ITSD	Implementation Team	40%
Michael Ferro	ITSD - Application solution Lead	ITSD	Implementation Team	100%
Namrata Singh	ITSD - Application solution Lead	ITSD	Implementation Team	100%
Patricia Cavazos	Organization Change Management	DSD	Implementation Team	100%
Caryn Moore	Organization Change Management	DSD	Implementation Team	100%
Patricia Rosa	Organization Change Management	DSD	Implementation Team	100%
Larry Odis	Land Entitlement-SME	DSD	Impacted Stakeholder	20%
Eddie Torres	Land Entitlement-SME	DSD	Impacted Stakeholder	20%
Melissa Ramirez	DSD Assistant Director for Land Development	DSD	Impacted Stakeholder	20%
Catherine Hernandez	Zoning Manager	DSD	Impacted Stakeholder	20%
Logan Sparrow	Zoning Princle Planner - SME	DSD	Impacted Stakeholder	20%
Richard Chamberlin	Plan Review - SME	DSD	Impacted Stakeholder	20%
Ursula Perez	Management Analyst-Admin Support	DSD	Core Planning Team	100%
Jenny Ramirez	Code Enforcement-SME	DSD	Impacted Stakeholder	20%
Amanda Esparza	Building Standards Board-SME	DSD	Impacted Stakeholder	20%
Dale Russel	Code Compliance and Dangerious Premises-SME	DSD	Impacted Stakeholder	20%
Martin Ruiz	Code Enforcement Management	DSD	Impacted Stakeholder	20%
Lisa McKenzie	Graffiti-SME	DSD	Impacted Stakeholder	20%
Michael Uresti	Zoning and Permitting-SME	DSD	Impacted Stakeholder	20%
Michael Constantino	Manager of Field Services - Building	DSD	Impacted Stakeholder	20%
Frank Yang	ITSD Manager-GIS/GEO Fencing	ITSD	Implementation Team	20%
Olga Bennet	ITSD Manager-Finance	ITSD	Implementation Team	20%
Pablo Martinez	Engineering & Environmental Manager	DSD	Impacted Stakeholder	20%

Kevin Collins	Senior Engineer Streets -SME	DSD	Impacted Stakeholder	20%
Mark Bird	City Arborist	DSD	Impacted Stakeholder	20%
Jose Delgado	Call Center Supervisor - SME	DSD	Impacted Stakeholder	20%
Jaclyn Corona	Customer Advocate- SME	DSD	Impacted Stakeholder	20%
Amin Tohmaz	Assistant Director - Field Services	DSD	Impacted Stakeholder	20%
Danny Liguez	Code Enforcement Management	DSD	Impacted Stakeholder	20%

7.2 GCOM Project Team

The following sections provide an overview of GCOM's team structure and staffing plan for the BuildSA project. Key Personnel may not be re-assigned or transferred to other duties or positions such that the Key Persons are no longer available to provide the City of San Antonio with their expertise, experience, judgment, and personal attention, without first obtaining the City of San Antonio's prior written consent. In the event that GCOM requests that the City of San Antonio approve a re-assignment or transfer of a Key Person, the City of San Antonio shall have the right to interview, review the qualifications of, and approve or disapprove the proposed replacement(s) for the Key Person.

7.2.1 Organizational Chart

GCOM BuildSA Delivery Team is illustrated below. The team is organized into manage, people, process and technology work stream teams. Each work stream works at the direction of the GCOM Project Manager, who is authorized to make project level decisions on behalf of GCOM.

The GCOM BuildSA Project Manager reports to Riyaz Ladkhan, GCOM Technical Director and Managing Partner in Charge. Riyaz is supported by GCOM Executives David Butter and Rahul Bhosle, who also serve as GCOM Quality Partners and Point of Escalation. GCOM Technical Director and Executive Sponsors support both the project team and provide executive level collaboration with the BuildSA Advisory and Governance Boards. GCOM executive and quality sponsorship model is illustrated below.

7.2.2 Identified Key Personnel

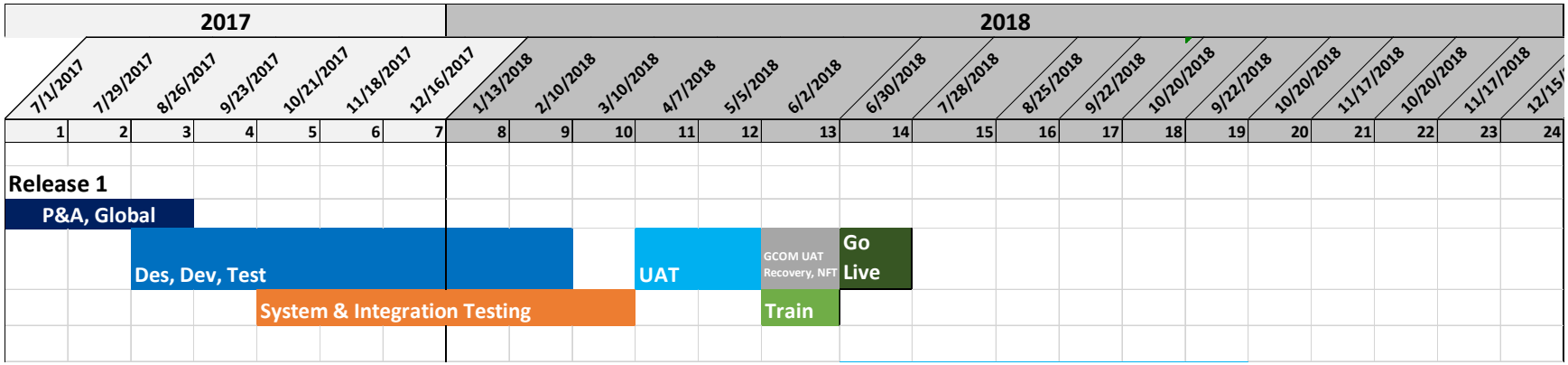
This includes a list of all key project resources, role description, and percentage of time commitment.

Resource	Role Description	Primary Location	Team	Allocation
Riyaz Ladkhan	Project Director/ Managing Partner	Albany	PMO	25%
David Butter	Quality Partner	Albany	PMO	5%
Rahul Bhosle	Technical Advisory Partner	Albany	PMO	5%
Don Schier	Project Manager	San Antonio	PMO	100%
Lalit Gawad	Architect	Albany	TECH	100%
Laxmikant Bondre	Configuration/Scripting Lead	San Antonio	TECH	100%
Jesse Langford	Sr. BA - APP Lead	San Antonio	APPDEV	100%

8.0 Project Schedule

8.1 Release 1 Project Milestone Schedule and Detailed Sprint Plan

The Release 1 implementation schedules results in the Land Development Programs in production in July 2018. The high-level schedule is illustrated below.



Release 1 Stage Milestones are described in the table below:

Stage	*Start*	*End*
1 – Initiation	*Jul 1, 2017*	*Jul 29. 2017*
2 – Plan & Assess	*July 30, 2017*	*September 22, 2017*
3 – Design	*July 30, 2017*	*September 22, 2017*
4 – Configuration Sprints	*August 25, 2017*	*March 9, 2018*
5 – System Test (Dedicated GCOM Cycle)	*March 10, 2018*	*April 6, 2018*
6 – UAT, NFT	*April 7, 2018*	*June, 29, 2018*
7 – Train, Deployment	*June 1, 2018*	*June 29,2018*
8 – Post Go Live	*July 13 – Jul 16*	*July 13 – Jul 16*

A detailed sprint plan is illustrated below. The sprint plan is included as Appendix G to this statement of work. A detailed project plan and updated sprint plan will be delivered as part of the Release 1 Initiation activities and deliverables.

	7/1/2017	7/29/2017	8/26/2017	9/23/2017	10/21/2017	11/18/2017	12/15/2017	1/13/2018	2/10/2018	3/10/2018	4/7/2018	5/5/2018	6/2/2018	6/30/2018
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	P&A, Global Configuration					SIT							Train	
		Des, Dev, Test									UAT			Go Live

Workstream	Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5	Sprint 6	Sprint 7	Sprint 8	Sprint 9	Sprint 10	Sprint 11	Sprint 12	Sprint 13	Sprint 14
PMO	Kick Off Deck													
PMO	PMP Update													
PMO	Master Project Schedule R1													
PMO	JIRA Phase 1 & Quick Reference Guide		JIRA Phase 2 & Quick Reference Guide											
TM	Valdiate Environments,	Stablize Test Environment												
TM	Infrastructure assessment and finalization plan		Build and Deployment Plan										Detailed Cut Over Plan	
TM	Configuration and Change Plan Update	Release Management Plan Update	Build Migration Scripts								Production Support Plan	Production Readiness	Production Readiness	Production Readiness/Production Cut Oover
Test			Master Test Strategy		System Test Plan			System Test	System Test	System Test	UAT	UAT	UAT Recovery, NFT	
Test											Automated Test Scripts (5)	Automated Test Scripts (5)	Automated Test Scripts (5)	
Test										End of Phase Test Report			End of Phase UAT & NFT Test Report	
Requirements	Requirement Validation	Fit Gap Analysis												
APP	Code Review	Code Review												
APP	Audit Report Files	Coding Standards												
APP	Prepare for Global Requirements Sessions	Accela Global Configuration Requirements	Accela Global Configuration Requirements	Accela Global Configuration Requirements										
APP	EDR Performance Test	EDR Architecture and Solution	EDR Implementation											
INT		Global R-FG1 Interface Requirements	Global R-FG1 Interface Requirements	Global Interface Build	Global Interface Build									
UX	User Research & Stakeholder Engage,emt	Research Report	Wireframing & UX Design	Wireframing & UX Design	Visual Design	Visual Design								
UX		Content Strategy	Visual Design	Visual Design	HTML	HTML	HTML	HTML	HTML	HTML	HTML			
DDI Sprints			Permit Wizard S1	Permit Wizard S2										
DDI Sprints			Certificate of Determination**	Certificate of Determination**										
DDI Sprints			Consent Agreement	Consent Agreement										
DDI Sprints			Rights Determination	Rights Determination										
DDI Sprints			Zoning Verification**	Zoning Verification**										
DDI Sprints				Nonconforming Use Application/ Registration**	Nonconforming Use Application/ Registration**									
DDI Sprints				Nonconforming Use Application/ Renewal**	Nonconforming Use Application/ Renewal**									
DDI Sprints				Preliminary Plan Review Meeting	Preliminary Plan Review Meeting									
DDI Sprints				Add Board of Adjustment	Board of Adjustment	~~Board of Adjustment~~								
DDI Sprints				Add Street Name Change	Add Street Name Change									
DDI Sprints					Change of Zoning	Change of Zoning								
DDI Sprints					Future Land Use/Plan Amendment	Future Land Use/Plan Amendment								
DDI Sprints					Land Development - Add/Remove Contact	Land Development - Add/Remove Contact								
DDI Sprints					~~Street Name Change~~	~~Street Name Change~~								
DDI Sprints					Land Development - Withdrawal or Refund Request	Land Development - Withdrawal or Refund Request								
DDI Sprints														
DDI Sprints						Master Development Plan (MDP)**	Master Development Plan (MDP)**							
DDI Sprints						Planned Unit Development (PUD)**	Planned Unit Development (PUD)**							
DDI Sprints						Building Setback Line Replat**	Building Setback Line Replat**							
DDI Sprints						Address Verification and Assignment**	Address Verification and Assignment**							
DDI Sprints														
DDI Sprints							Major Plat (including Replat)**	Major Plat (including Replat)**						
DDI Sprints							Minor Plat (including Replat)**	Minor Plat (including Replat)**						
DDI Sprints							Amending Plat**	Amending Plat**						
DDI Sprints								Rescind a Plat	Rescind a Plat					
DDI Sprints								Plat Deferral**	Plat Deferral**					
DDI Sprints								Bond Application	Bond Application					
DDI Sprints								Bond Release (Ad Hoc)	Bond Release (Ad Hoc)					
DDI Sprints								Site Improvement Time Extension	Site Improvement Time Extension					
DDI Sprints								Vacate a Plat**	Vacate a Plat**					
DDI Sprints								Traffic Impact Analysis**	Traffic Impact Analysis**					
DDI Sprints								Out of Sequence Recordation	Out of Sequence Recordation					
Conversion							Conversion Maintenance	Conversion Maintenance	Conversion Maintenance	Conversion Maintenance/Test	Conversion Maintenance/Test	Conversion Maintenance/Test		

9.0 Project Assumptions and Risks

9.1 Assumptions

- City will be responsible for installation, configuration and maintenance of the software, hardware environments, load balancers, firewall for the BuildSA project. This includes procuring and building a BuildSA Production Support Test environment.
- City will be responsible for infrastructure and hardware tune ups
- City will be responsible for backup and restore of the databases those will be used for BuildSA project
- City will be responsible for building, configuring and switch over of disaster recovery environment
- City will be responsible for managing all the City resources those will be working on BuildSA project
- City will be responsible for providing required workstations, network connections to GCOM team that will be working on BuildSA project
- City will be responsible to assign sufficient resources levels required to perform UAT of the BuildSA project within an 8 week scheduled period.
- City will be responsible to conduct training for various user groups.
- City is responsible to implement data archiving and data retention policies.
- City, GCOM and Gartner will follow agreed governance model.
- All requirements those are marked as “Optional” in the functional requirement document are out of scope.
- This SOW takes precedence over any other documents those were developed (e.g. RFP and supporting documents) by the COSA as a part of BuildSA project.
- GCOM will meet ADA compliance standards for BuildSA project as per Accela Automation product documentation.

9.2 Project Risks

- Non-availability of SMEs based on agreed schedule between GCOM and the City can delay overall project schedule.
- Non-availability of City resources who have full understanding of mainframe systems can put a limit on migrating data elements.
- Non-availability of IT resources can delay overall project schedule.

- Plan review software not meeting City's requirement can delay overall project schedule to validate additional software's. It may also put some limit on how overall plan review should work.
- Incomplete defined scope and change in requirements delay overall project schedule and can impact on overall quality of the software.
- Day-to-day operational activities might hamper due to improper process implementation, conflicting priorities, or a lack of clarity in responsibilities.
- Noncompliance to follow agreed schedule can delay overall project schedule.
- Lack of change management can delay overall project schedule.
- Lack of change control board can delay overall project schedule.
- Under communication can delay overall project schedule.
- System outages can delay overall project schedule.
- Software stack chosen not meeting requirement can impact on overall quality of the software.

10.0 Change Request Process

A “change” is defined as a new, additional feature or function not currently included in this SOW, including any content in all SOW appendices. In the event that a potential “change” is identified by a member of the project team, including GCOM or the City, the change request process outlined below shall be initiated.

- Notify GCOM and City Project Manager
- GCOM and City Project Manager assess impact of the change; may require consultation with technical or business personnel to understand impacts of the solution from one or more perspectives.
- If the change is straightforward with a minor level of effort, the change can be determined to be made by the GCOM and City Project Manager, with input from the project team. If the change is more significant, then the formal change management process should be invoked, which includes the steps below.
- Upon request by the City, GCOM shall develop an estimate that identifies the level of effort of the change, including any cost and impact to the project schedule and resources, in a draft Change Order document.
- The City Project Manager and associated project team members shall determine if the business and/or technical justification for the change warrants potential inclusion in the project. If so, the City Project Manager shall present the change for review and approval/rejection by the City’s Governance Board.
- Upon approval, the Change Order shall be finalized between the City and GCOM, and executed.

11.0 Invoicing Process & Cost Assumptions

11.1 Payment Schedule Summary:

The total cost to complete services as identified are inclusive of all fees to perform the scope of services as identified in this Statement of Work including all materials, supervision, direct or indirect labor, travel, transportation and any related cost to complete the scope of this project. Any changes to this payment schedule will be made using the Change Order Process

Retention: The City will retain 10% of the cost for each deliverable (or Sprint) for Release 1 and Release 1 Post Production Support.

Pricing Summary				
	Cost Summary Line Items	Based Bid ACA, Accela Implementation	Enhanced Customer Portal ***Option (add)***	Total
1	Release 1	$4,473,238	$-	$4,473,238
2	Release 1 Warranty, Production Support & Transition Execution	$730,000	$-	$730,000
	Total Solution Costs	**$5,203,238**	**$-**	**$5,203,238**

11.2 Payment Schedule for Release 1

The total estimated budget of **$5,203,238** is inclusive of all fees to perform the scope of services as identified in this SOW including all materials, supervision, direct or indirect labor, travel, transportation and any related cost to complete the scope of this project. Payments will be made at the end of each sprint and will be invoiced based on actual time and material. See estimated staffing levels in Appendix F – GCOM Pricing Schedule.
Release 1 Retainage will be released 90 days after Release 1 Go Live and resolution of Sev1 and/or Sev2 Defects identified prior to the 60th day after Release 1 Go-Live.

Payments for Release 1 will be made as follows – See Appendix F for additional details:

Planning & Assessment, System Level Design (Stage 1 & 2)	Planned # Hours	Based Bid ACA, Accela Implementation	Retention Amount	Planned Total Amount (Minus Retention)	Date Start	Date End	Payment #
Stage 1 - Initiation & Project Plans	1,120	$ 168,392	$ 16,839.20	$ 151,552.80	July 1, 2017	July 29, 2017	1
Stage 1 - Requirements Validation Report, Stage 2 - Customer Portal Research Report and Content Strategy	1,480	$ 200,725	$ 20,072.50	$ 180,652.50	July 30, 2017	August 27, 2017	2
Stage 2 - Enterprise Component BRD and Technical Designs, Technical Management Plan Group 1, Stage 3 - Customer Portal Wireframes and User Experience Design - Group 1	1,960	$ 262,353	$ 26,235.30	$ 236,117.70	August 28, 2017	September 25, 2017	3
Stage 3 - Technical Management Plans - Group 2, Software Product Group 1 - Prototype	2,440	$ 310,961	$ 31,096.10	$ 279,864.90	September 26, 2017	October 24, 2017	4
Software Product Group 1 - Approved Requirements & Technical Design Document, Software Product Group 2 - Prototype	2,920	$ 360,437	$ 36,043.70	$ 324,393.30	October 25, 2017	November 22, 2017	5
Software Product Group 2 - Approved Requirements & Technical Design Document, Software Product Group 3 - Prototype	3,560	$ 440,293	$ 44,029.30	$ 396,263.70	November 23, 2017	December 21, 2017	6
Software Product Group 3 - Approved Requirements & Technical Design Document, System Testing, Software Product Group 4 - Prototype	3,560	$ 440,293	$ 44,029.30	$ 396,263.70	December 22, 2017	January 19, 2018	7
Software Product Group 4 - Approved Requirements & Technical Design Document, System Testing, Software Product Group 5 - Prototype	3,720	$ 460,257	$ 46,025.70	$ 414,231.30	January 20, 2018	February 17, 2018	8
Software Product Group 5 - Approved Requirements & Technical Design Document, System Testing	3,720	$ 460,257	$ 46,025.70	$ 414,231.30	February 18, 2018	March 18, 2018	9
End of Phase System Test Report, Production Support Plan	3,720	$ 460,257	$ 46,025.70	$ 414,231.30	March 19, 2018	April 16, 2018	10
UAT Support - Month 1, Transition & Knowledge Transfer Plan	2,520	$ 317,037	$ 31,703.70	$ 285,333.30	April 17, 2018	May 15, 2018	11
UAT Support - Month 2	2,360	$ 302,281	$ 30,228.10	$ 272,052.90	May 16, 2018	June 13, 2018	12
UAT Support, End of Phase UAT Report - Month 3, Cut Over, Production Deployment Report	2,280	$ 289,695	$ 28,969.50	$ 260,725.50	June 14, 2018	July 12, 2018	13
Total Release Functional Group 1 (FG1) Costs Subtotal		**$ 4,473,238**	**$ 447,324**	**$ 4,025,914**			

To ensure fiscal responsibility by both parties, a budget and scope authorization process will be used on a quarterly basis. Fifteen days prior to the start of the subsequent quarterly sprints, GCOM and City will agree on a product roadmap (scope) and a resource budget. During sprint execution, the City and GCOM may make minor adjustment to product scope based on 1) elaborated City requirements, 2) revised City priorities, 3) complexities discovered by GCOM in the existing code base or 4) City requested enhancements and/or new features. After such adjustment or made, GCOM and City will reprioritize go-forward sprint scope noting

any major variances in the go-forward sprint plan and the product backlog. If resources adjustments are agreed to by GCOM and the City, these will be noted in the sprint plan as well.

During Release 1, GCOM will invoice on a time and material basis at the end of each sprint. Variances of up to 10% will permissible in scope delivered or cost in a given sprint without detailed variance descriptions. Variances of more than 10% will be reviewed by the City and GCOM, with remediation plan put into place to verify GCOM and the City are trending to overall Release 1 budget and timeline. If a cumulative change of scope or budget for Release 1 of more than 10% is anticipated, a formal change order to the T&M budget will be documented, approved or rejected by the City. This scope and cost management strategy is intended to avoid scope, schedule and resource/cost variance of more than 10% in the delivery of Release 1.

11.3 Post Production Support for Release 1:

GCOM will provide Production Support in accordance with this SOW. Release 1 Production Support Retainage will be released at the end of the production support period and the cooperation period is completed.
Monthly fixed price payments will be made as follows:

Month (4 week periods)	Planning & Assessment, System Level Design (Stage 1 & 2)	Based Bid ACA, Accela Implementation	Enhanced Customer Portal Option (add)	Retention (10%)	Retention Amount	Planned Total Amount (Minus Retention)
1	Production Support and Transition Support, Report - Month 1	$ 150,000	NA	10%	$ 15,000	$ 135,000
2	Production Support and Transition Support, Report - Month 2	$ 150,000	NA	10%	$ 15,000	$ 135,000
3	Production Support and Transition Support, Report - Month 3	$ 85,000	NA	10%	$ 8,500	$ 76,500
4	Production Support and Transition Support, Report - Month 4	$ 85,000	NA	10%	$ 8,500	$ 76,500
5	Production Support and Transition Support,Report - Month 5	$ 85,000	NA	10%	$ 8,500	$ 76,500
6	Production Support and Transition Support, Report - Month 6	$ 85,000	NA	10%	$ 8,500	$ 76,500
7	Production Support and Transition Support, Co-Operation - Month 7	$ 45,000	NA	10%	$ 4,500	$ 40,500
8	Production Support and Transition Support, Co-Operation - Month 8	$ 45,000	NA	10%	$ 4,500	$ 40,500
	Total Release Functional Group 1 (FG1) Costs Subtotal	$ 730,000	$ -		$ 73,000	$ 657,000

* All travel within the scope of this agreement is included in the estimates.
**Additional travel outside of the scope of this agreement will be previously authorized by the City and will be in accordance with the allowable travel and per diem charges governed by the GSA Schedule and governed by Pub .L. 99-234 and FAR Part 31. Only allowable charges, as deemed by this clause, are reimbursable by the ordering agency.

11.4 Pricing Assumptions

Item #	Description	Rationale	Cost Impact If The Assumption Turns Out Not To Be Valid
1	Release I Production Support & Transition Period is provided for 6 months, starting upon Release 1 Go Live.	6 months of production support and transition execution has been agreed to by GCOM and the City. In the event more time is requested by the City, GCOM will charge a flat monthly rate for support.	$45,000-$75,000 per additional month
2	2 months of production co-operation is included following the completion of the above Release I transition period.	This feature provides addition shadow and reverse shadow period to ensure that the transition of production support is complete. Additional GCOM staff are on hand to provide Level 3 and Level 4 support.	$45,000 per additional month.
3	GCOM Execution Methodology, aligned with Agile Scrum, will be used to plan, manage and execute the project.	Emphasizes software product quality, cost effectiveness and continuous demonstration of value and progress, over rigorous, documentation and phase gate reviews.	NA - would results in a change order.
4	During Release 2, GCOM and COSA will develop a balanced sprint plan that results in software products slotted to sprint plans such that each sprint cycle results in a similar number of software products delivered with each sprint.	Allows staff leveling for both GCOM and the City. Promotes a more predictable workload for all parties.	If certain sprints are more loaded than others, GCOM and City may reallocate sprint based accordingly. In most cases this type of reallocation will not results in a scope change or change in the Release 2 fixed price.
5	Labor Rates do not include Expenses. Expenses will be billed as a pass-through.		Expenses to include travel are included in the cost summary.

6	Release 1 Retainage will be released 90 days after Release 1 Go Live and resolution of Sev1 and/or Sev2 Defects identified prior to the 60th day after Release 1 Go-Live.		NA
7	Release 1 Production Support Retainage will be released at the end of the production support period and the cooperation period is completed.		NA
8	Release 2 Retainage will be released 90 days after Release 1 Go Live and/or resolution of Sev1 and Sev2 Defects identified prior to the 60th day after Release 1 Go-Live.		NA

12.0 Document Approval

The undersigned acknowledge they have reviewed the Statement of Work Document and agree with its contents. Changes to this document will be coordinated with and approved by the undersigned or their designated representatives.

APPROVALS:

Approving Manager – Kevin Goodwin

_____
Signature

City of San Antonio, CTO *(Interim)*
Title

_____
Date

Approving Manager – Roderick Sanchez

_____
Signature

City of San Antonio, Assistant City Mgr
Title

_____
Date

Advisory Member - Naji Tabet

Initials: _____

Advisory Member – Terry Kannawin

Initials: _____

Approving Manager – David Butter

Signature

GCOM Software, Executive Vice President
Title

May, 31, 2017
Date

13.0 Appendices

13.1 Appendix A - Business Use Cases

13.2 Appendix B - Functional and Technical Requirements

13.3 Appendix C - Record Types, Forms and Reports

13.4 Appendix D – Current State and Re-Procurement Inventory FG1

13.5 Appendix E – City Technical Standards

13.6 Appendix F - Pricing Workbook

13.7 Appendix G - Sprint Plan