EPERMITHUB

Gray Quarter

FINAL

Statement of Work

BuildSA Project Release 2
Version .7 May 9, 2019
ePermitHub & Gray Quarter

INTRODUCTION: Statement of Work

The template content starts on the following page.

DO NOT DELETE THIS PAGE

What This Is

Template for creating a document to officially identify the work associated with a project from a vendor. The Statement of Work is a comprehensive document for the vendor to detail their offering to satisfy the project goals and objectives communicating the Deliverables and structure for the implementation. It briefly defines:

- Project Summary
- Project Management
- Implementation of Work
- Software and Hardware
- Project Assumptions / Risks
- Payment Milestones
- Recurring Costs

Why It's Useful

The Statement of work defines the expectation of the vendor's interaction with the City of San Antonio while providing the IT Governance Board information for internal approval. The document will be the guide for future project documentation as to what products, customization, and services will be provided. The signed document provided authority to move forward with the project.

How to Use It

1. When a vendor has been chosen based on the procurement process, the vendor will be responsible to complete the Statement of Work. A team approach is recommended to capture the intent of the project within the vendor's work as understood by the IT Governance Board.

2. Use the template as a guide. The existing language is meant to assist all parties in creating a thorough SOW that covers all work to be accomplished.

3. Use information from the early project proposal, project charter, any business case information created during the proposal investigation, any costs identified and other information gleaned from early feasibility analysis to assist the vendor in developing the Statement of Work.

4. Use the Requirements Appendix as a way to organize all tasks listed in the SOW. This product will assist with building the project schedule and Project Management Plan.

5. Get official executive sign-off on the Statement of Work. Ensure the SOW is communicated to functional executives whose people will be needed for the project.

6. Officially kick off a team to move forward with this project.

7. Have the team review the SOW together and discuss the goals and constraints and assumptions to ensure that everyone starts the project with a common understanding.

8. Keep the SOW visible and review it during the Initiation and Planning work of the project, to ensure further project definition work stays true to the original business goals.

VERSION: **REVISION DATE:**

Document	Change Description	Author	Date

Version #			
0.1	Initial draft	Tosh Tamantini	4/23/2019
0.2	ePermitHub / Gray Quarter comments added	Tosh Tamantini	4/25/2019
0.3	Minor edits	Larry Cooper	4/25/2019
0.4	Minor edits	John Schomp	4/25/2019
0.5	CITY Edits	CITY Team	4/29/2019
.5.1	GQ Updates	Larry Cooper	5/1/2019
.5.2	ePermitHub/GQ	Seth Axthelm/Tosh	5/1/2019
0.6	Final Updates	CITY/GCOM/GQ/ePermit Hub	5/2/2019
0.7	Final Updates based meeting with ePermitHub on 5/7/19 and email 5/8/2019	CITY	5/9/2019
0.7.1	Updates per email 5/9/2019	CITY	5/10/2019
1.0	Final Version	CITY	5/23/19

Approval of the Statement of Work indicates an understanding of the purpose and content described in this Deliverable.

Approver Name	Title	Signature	Date
Michael Shannon	Executive Sponsor, City Department Director		
Craig Hopkins	Executive Sponsor, City ITSD		
Seth Axthelm	ePermitHub, Director-Co-Founder Axthelm		
John Schomp	Gray Quarter, Managing Partner		

Sign off by Sponsors and/or Stakeholders

Table of Contents

1.0 Project Summary

The City of San Antonio (the "**City**"), Development Services Department ("**DSD**") has requested the services of PermitRocket Software, LLC ("**ePermitHub**") and Gray Quarter, Inc ("**sub-contractor**") to assist in implementing the ePermitHub Digital Plan Room components into the Accela Civic Platform, including the Accela Citizen Access public portal. Upon completion, the City's staff will have access to integrated digital review capabilities including automated digital signature validation, automated document and sheet versioning, collaborative issue management, and 2D electronic markups completely from within the Accela Civic Platform User Interface. In addition, the DSD's customers will have the ability to easily submit plans and manage the corrections process, including adding resolution comments and uploading subsequent resubmittals, from the ePermitHub public portal seamlessly embedded within the City's Accela Citizen Access portal. This project will part be of the BuildSA Release 2, which may include primary stakeholders and secondary stakeholders (Plan Reviewers, Architects, Engineers, Contractors, and Owners) and their intertwined workflows that includes "Swim Lanes." The project is expected to be completed by December 2020, with the expectation that the ePermitHub software will be installed as soon as July 2019.

1.1 Project Scope

The following describes the specific activities and tasks that will be executed to meet the business objectives and business requirements of the City's BuildSA Release 2 project. In support of the effort described above, ePermitHub will provide the following detailed implementation services:

1. Installation, implementation, documentation, training, and testing support, including, but not limited to. the following:

   - Full installation of Digital Plan Room components and software integrations in the City's eight environments.
   - Install and set up a Digital Plan Room database for all eight environments.
   - Provide documentation on the installed Digital Plan Room components.
   - Provide comprehensive Digital Plan Room End User training to the City's staff through implementation and start-up and provide End User training documentation.
   - Support User Acceptance Testing to ensure compliance with the system design requirements.

2. All activities required to support the Deliverables and activities described above, including, but not limited to the following:

   - Project management
   - Quality management
   - Executive oversight
   - Internal (Unit) Testing
   - Technical support
   - Go-Live Support

3. Electronic Plan Review configurations for the City record types listed in **Appendix A,** attached hereto and incorporated herein for all purposes.

1.2 Out of Scope

Anything not included in the Agreement for Electronic Plan Review software between the City of San Antonio and PermitRocket Software, LLC (the "**Agreement**") to which this Statement of Work ("**SOW**") is attached to, this SOW, or the Requirements Traceability Matrix ("**RTM**") that is attached as Attachment B to the Agreement is considered out of scope. This may change based on the discovery meetings when additional functionality is identified. Any future changes that are approved by the City will be documented in an updated SOW. Additional functionality not represented in the abovementioned documents will result in a Change Order and potential additional costs.

All required tasks listed in this SOW are organized in **Appendix B**, attached hereto and incorporated herein for all purposes.

2.0 Project Management

2.1 ePermitHub Responsibilities

ePermitHub's Project Manager is the City's primary point of contact for this engagement. ePermitHub's Project Manager is accountable for ensuring resource availability, managing communications across project teams, monitoring project progress at the macro level against the project timeline and ensuring that the work items included in each release are appropriately developed based on the scope and requirements of the project.

ePermitHub's Project Manager and other key personnel shall support overall project objectives and work effectively with the BuildSA Engagement Management Team, project team and project stakeholders, and shall function as the liaisons between the City's Engagement Management Team and ePermitHub on all matters relating to the project.

When ePermitHub employees are on-site, ePermitHub shall provide, as required, its own hardware/computer equipment and software to fully satisfy all operational requirements within the scope of the Agreement, this SOW, and the RTM..

ePermitHub shall continuously coordinate with the City's Engagement Management Team. In doing so, ePermitHub shall maintain, and make available to the City, a detailed directory of the team and contact points, including, but not limited to, the contact's company, name, and title.

ePermitHub shall coordinate implementation activities included under the various sections within the scope to assure the efficient and orderly installation of each part of the project.

ePermitHub shall have sole responsibility to coordinate ePermitHub 's work to meet project requirements and to notify the City of all conflicts that cannot be accommodated through proper coordination of the project.

ePermitHub shall submit for review and evaluation by the City, copies of each major Deliverable and work product.

Submitted items, found unsuitable, rejected, or returned for revision by the City, shall be reworked by ePermitHub and resubmitted. Payment will not be made until submitted items are found suitable and accepted by the City.

Unless noted otherwise, one (1) hardcopy and one (1) electronic copy of all documentation shall be provided.

ePermitHub shall keep accurate and detailed computerized/written records of progress on the project during all stages and maintain frequent contacts by telephone, site visits, meetings, etc., with all parties involved in the project.

ePermitHub will rely on the City's Engagement Team to provide all information necessary for satisfactory performance of the required tasks. ePermitHub will direct all communication to, and take direction from the City's Engagement Management Team. Project meetings should be scheduled regularly and will serve as a means of identifying emerging issues and reporting on progress.

2.2 City Responsibilities

The City's Engagement Management Team shall be the point of contact for ePermitHub to resolve any issues pertaining to work performed and warranty work. The City's Engagement Management Team will also be responsible for facilitating all communications between the City and ePermitHub. The timeliness of communication and reviews of various project artifacts will directly affect ePermitHub's ability to meet agreed upon schedule deadlines. All project Deliverables must be signed-off on within ten (10) business days of notification that the Deliverable is complete. The City's Project Manager and project team will be responsible for contributing to and reviewing weekly progress reports, reporting project issues, and updating the project plan.

The City's Engagement Management Team shall consist of:

- The City's Product Owner(s)
- The City's Project Manager(s)
- GCOM's Engagement Manager
- GCOM's Project Manager

The BuildSA Project Team Organizational Structure is further represented in **Appendix C**, attached hereto and incorporated herein for all purposes.

The City will make available the necessary technical, business, testing, and training personnel to support the deployment throughout the project. Failure to provide appropriate personnel in a timely manner, as defined in the approved Project Management Plan (Deliverable Milestone), may cause delays in delivery of the solution.

The City's leadership will continue to support the project with the necessary resources and commitment to transition and change that this project will entail; the City will provide needed departmental liaisons and access as needed.

An appropriate work environment will be provided to ePermitHub personnel working on-site. The location should be co-located or near the locations of the work to be performed. ePermitHub's personnel will require access to the City's network and installed software components, Internet, and telephone service (to include teleconference compatible telephones). ePermitHub agrees to follow applicable policies and/or guidelines of the City for appropriate use of the City's infrastructure (e.g., Internet, network, etc.). The City will be responsible for the scheduling of meeting rooms, training

facilities, and requisite equipment. The City will provide the following in support of ePermitHub 's system implementation:

- If required, secured physical space onsite for equipment storage and staging.
- If required, secured physical space onsite for a test lab environment.
- Access to IT staff to support configuration.
- Access to staff for configuration testing.
- Timely approval of the technical design.
- Internet access for the deployment team.
- Trash disposal of workstation and peripheral packaging material.
- Review and approval of system tests.
- If required, assistance in receiving deliveries of equipment to the site.
- Assistance in scheduling staff for testing and training.

The City will be responsible for ensuring that all discovery, discussion, workshop, and training sessions are attended by the City's personnel, as scheduled.

The City will maintain non-ePermitHub software licenses and provide infrastructure and middleware needed for this project, based on the ePermitHub Software Subscription Agreement and the agreed Systems/Architecture Design.

The City will be responsible for the installation and configuration of all non-ePermitHub hardware required for this project based on the agreed System/Architecture Design. The typical on-premise deployment shares the Accela servers with the Digital Plan Room software and database. There is usually no need for additional hardware beyond what Accela requires. Software prerequisites for a deployment are .NET 4.6, IIS 7 or later, MS SQL Server 2008 or later. The figure below is an example of the on-premise Digital Plan Room Architecture.
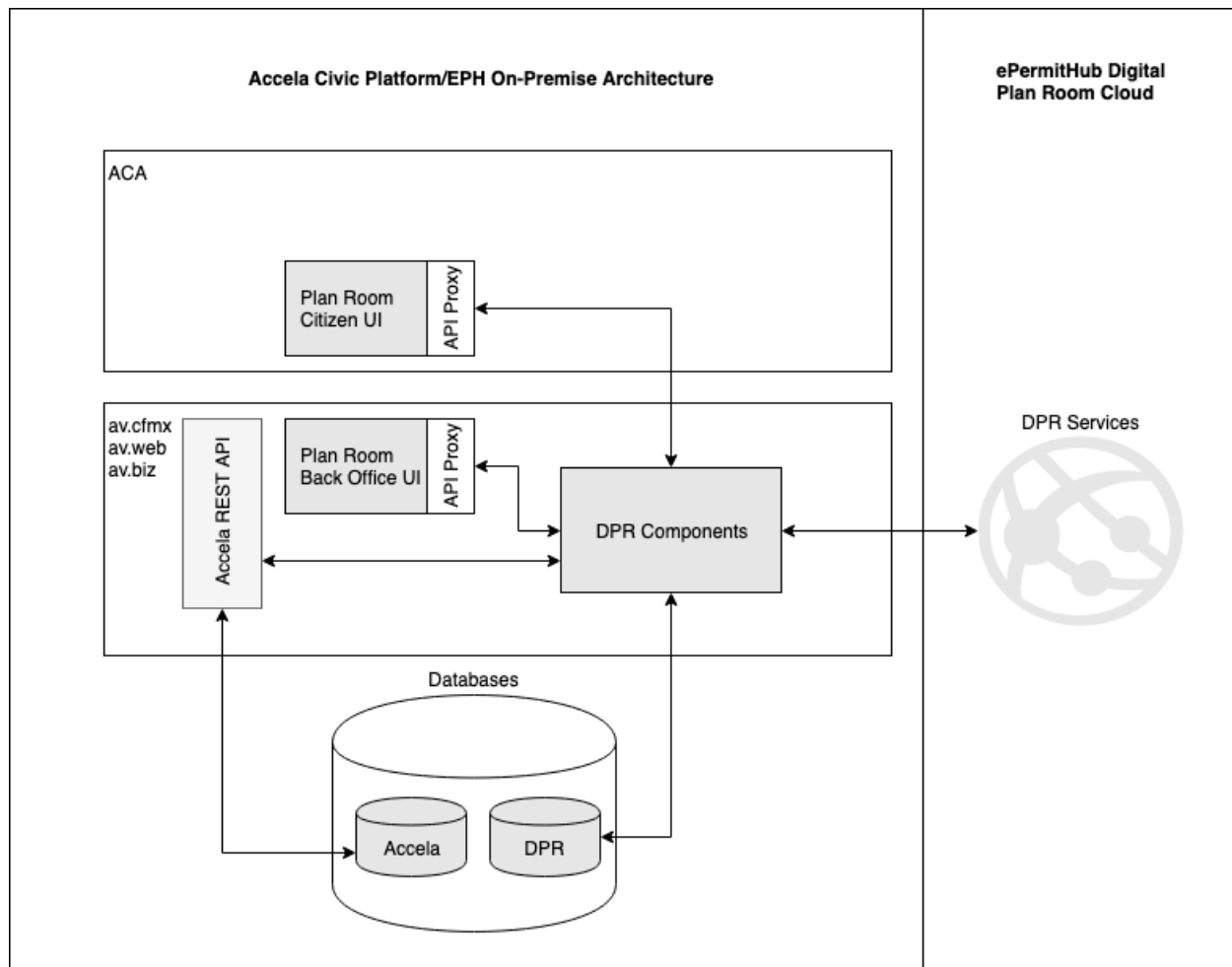
Ownership of and responsibility for the software environment is by the City or their contractor and not ePermitHub. All necessary access, including remote privileges, will be provided to ePermitHub personnel working on this project. ePermitHub agrees to follow applicable policies and guidelines of the City for appropriate use of the City's infrastructure (e.g., Internet, network, etc.).

The City will establish a User-Acceptance Testing plan, and schedule and perform User Acceptance Testing ("**UAT**").

2.3 RACI Diagram

The RACI diagram below depicts the major tasks of the project and responsible parties.

Major Tasks and Responsible Party

RACI matrix

Role / Major Tasks	EPH	City	GCOM
Project Kick-Off	R	A	C
Digital Plan Room Installation * GCOM will assist with Resource Scheduling, Meeting Scheduling, etc.	R	C/I	*A
Server Access	A	R	C / I
Digital Plan Room Configuration Analysis	R	C	I
Digital Plan Room Configuration	R	I	*A
UAT	A	R	C
Training	R	I	C

Responsible

Accountable

Consulted

Informed

2.4 Agile Methodologies

The ePermitHub implementation approach incorporates best practices from Agile methodologies. This framework, which is based upon the processes of continuous product backlog elaboration and construction phases, is aligned to our iterative approach for defining requirements and planning Sprints. ePermitHub will be responsible for installing and configuring the software based upon the Sprints defined by GCOM and agreed to with the City. ePermitHub will tailor the approach to meet the unique needs of the BuildSA Release 2 project, key stakeholders, and organizational culture. A defined Agile/Iterative Software Development Life Cycke (SDLC)will be followed to ensure that incremental progress can be demonstrated and targeted tools are put in place to track these value-added services as they are deployed.

The Agile methodology consists of the following steps:

1. Build the Backlog - We build the backlog based on record types implemented by GCOM in the previous Sprint.
2. Estimate the Effort - ePermitHub estimates the size of each story that is added to the backlog.
3. Sprint - ePermitHub develops and deploys Digital Plan Room using an Agile development process to deliver a Minimum Viable Working Product as soon as possible.
4. Support - ePermitHub assists with issues identified.
5. Monitor - ePermitHub continuously monitors the health of the configuration deployed to support the implementation of Electronic Plan Review.

ePermitHub's day-to-day project management processes and activities shall include:

- Monitoring and facilitating progress through meetings and open communication.
- Managing project resources by effectively balancing project needs with ongoing operations.
- Resolving issues and risk proactively with team involvement and insight.
- Ensuring product quality through organic and overt risk management and ongoing customer engagement and feedback.
- Communicating appropriate information to all stakeholders in a timely manner.
- Utilizing JIRA for reviewing assigned tasks and updating status of work completed.

The ePermitHub implementation will consist of the five (5) six-week Sprints depicted in the diagram below.

Sprint Schedule

Assumes 4 week sprints and at Go-Live we will provide transition support
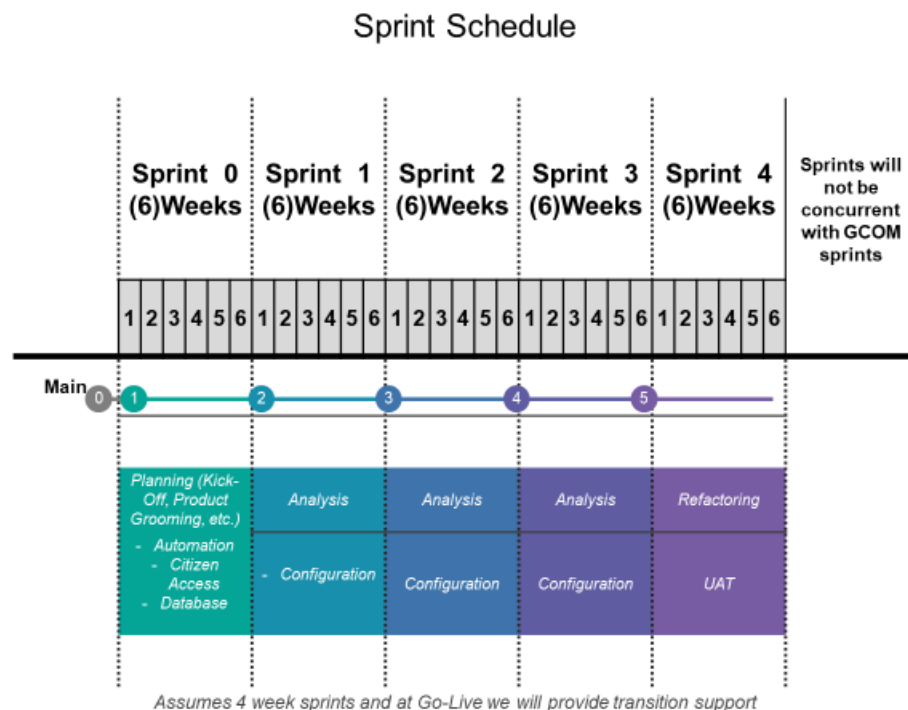
The development and delivery phase begins with Sprint planning (Sprint 0). Sprint planning sessions are focused on functional criticality and Product Owner priority as defined in the Product Backlog. The City's Product Owner determines which user stories should be developed during the Sprint, keeping in mind that functional criticality is the best path. During the Sprint planning and throughout the Sprint process, the City's Product Owner will clarify the acceptance criteria of a user story to the team and will provide additional information sufficient for the project team to identify the necessary tasks and level of effort for each story to be included in each Sprint. This collaboration allows for iterative and incremental feedback sessions for refinement of the solution during the Sprints. Short feedback loops are critical to the success of the Sprint process. During the Sprint, ePermitHub will demonstrate the functionality developed to the City's Product Owner and Department Subject Matter Expert ("**SMEs**") to receive immediate feedback.

At the end of each Sprint, a formal Sprint review will be conducted to demonstrate to a broader stakeholder audience the working software and work products. The audience during Sprint reviews typically consists of the City's Product Owner(s), Project Manager(s), and Business SMEs. The

configuration is then pushed to the test environment that the City can use to further review the system and provide feedback and to allow end users to prepare for UAT. These feedback cycles and the Agile approach allow ePermitHub to develop a solution that not only meets current needs, but that also adapts and evolves with the needs of the City.

ePermitHub will coordinate with GCOM and the City Engagement Management Team to determine when and how the ePermitHub team will be integrated into meetings. ePermitHub will participate in daily meetings when engaged in the current Sprint and weekly meetings when not involved in the current Sprint.

2.5 Project Status Reporting

ePermitHub's Project Manager and the City's Engagement Management Team will agree on a template in order to provide project statuses to the project sponsorship. The communication plan will reflect the timing, the attendance list, the roles of the attendees, and the medium of the meeting for each status meeting. ePermitHub will facilitate the status meetings throughout the project.

The project management teams attend this meeting along with various staff from the City and GCOM and ePermitHub teams who are involved in that week's activities. This meeting generally lasts no longer than one (1) hour and gives an overview of the week's accomplishments and challenges. It also discusses strategies and plans for the following week. ePermitHub will review and follow up on issues and action items from the previously held meeting. In addition to monitoring project performance, this meeting facilitates the identification and monitoring of project risks, which is the most effective way to keep a project on schedule.

ePermitHub is required to submit a monthly summary report for the City to release payment of the payment Milestones.

2.5.1 Coordination Meetings

There may be need of either the City, GCOM, or ePermitHub to call for a coordination meeting. In such event, the following rules shall apply:

- Coordination will be considered necessary by either, both, or all parties.
- The subject of the meeting will be an item or event under the control of the party calling the meeting or the control of others with which the City, GCOM, and/or ePermitHub must coordinate.
- Attendees will be as determined by the City, GCOM, and/or ePermitHub.
- The meeting agenda will be determined by the City, GCOM, and/or ePermitHub, and the determining party will make the agenda accessible to all parties prior to the start of the meeting.

The City and ePermitHub will coordinate on the required attendees for each meeting based on the topic(s) and decisions needing to be made. The City and ePermitHub (and GCOM as applicable) will work together to ensure that each meeting will include topics to be discussed and desired outcomes.

No later than three (3) days after each coordination meeting, the City, GCOM, or ePermitHub will distribute minutes of the meeting to each party present and to other parties as considered appropriate. Included will be a brief summary, in narrative form, of the meeting and its results.

2.6 Project Management Plan Documentation

Within fifteen (15) calendar days after execution of the project kickoff meeting, ePermitHub shall develop a Project Management Plan ("**PMP**") to be reviewed by the City's Engagement Management Team. The PMP should fully describe the project and include risk requirements for executing the work planned for each phase of the project. The PMP will provide a comprehensive plan for assisting the City to control, direct, coordinate, and evaluate the work performed during each project task. Within ten (10) calendar days after receiving the draft PMP, the City will hold review sessions and provide feedback to ePermitHub.

At a minimum, the PMP shall include the following:

- Project Characteristics (described in general terms that reflect the requirements of the City)
- Change Management Plan
- Project/Sprint Dependencies
- Risk Management Plan
- Work Breakdown Structure
- Project Schedule
- Project Organization

"**Risk Management**" is the process used to define possible events within the project that could impact the scope, schedule, budget, or quality of the delivery. ePermitHub shall develop a Risk Management plan that describes how risk identification, qualitative and quantitative analysis, response planning, monitoring, and control will be structured and performed during the project life cycle.

Anticipated risks shall include the following:

- Events altering the project scope
- Delays in schedule
- Modification in the cost or budget
- Quality of delivery or acceptance

ePermitHub shall develop a "**Project Schedule**" to define the sequence of events for the project. ePermitHub is solely responsible for the scheduling of the contract scope of work. The City's Engagement Management Team will review and approve the final tasks that appear in ePermitHub's Project Schedule. The critical path will then be generated to identify the shortest amount of time the project can complete while defining the tasks that are not expected to cause project delays if they are late. The critical path report includes a computer generated model known as a Critical Path with Milestones of all project activities identified. The level of detail that is satisfactory shall be at the sole discretion of the City. The Project Schedule begins upon the effective date of the ordinance awarding the contract or date specified in the award letter, whichever is later, and ends on the date of final acceptance of the last Deliverable or the last day of the 90-day warranty period, or any extension thereof, whichever is later. The Project Schedule should be updated monthly, as necessary.

"**Change Management**" is the process used to manage changes in scope, schedule, budget, and quality within the project. Changes within the execution phase are taken to the Change Control Board within the City's Project Management Office to fully define the impact to the project and the City's portfolio, including the City's resource commitment. Upon the City's review and subsequent

agreement with ePermitHub, the impact of the initiating event shall be incorporated into the next monthly Project Schedule update. Updates to the contractual documents are then initiated based on the change in scope, schedule, budget, and quality within the project is approved.

2.6.1 Deliverable Review Process

The Deliverable and Deliverable Expectation Document ("**DED**") review process consists of the following steps:

1. ePermitHub shall deliver document per agreed project task timeline.
2. ePermitHub shall conduct a document walkthrough session with appropriate team members of the City and answers questions.
3. The City's reviewers shall review and request/provide clarifications and comments within the document itself.
4. Document should be setup to allow multiple people to edit at the same time to avoid someone having to manually merge inputs from multiple people. The City's reviewers shall complete these steps in the agreed upon number of business days based on document size per the below table.

Document Review Cycle

# of Pages in Deliverable	The City's Initial Review	ePermitHub's Comment Response	The City's Closeout
Less than 20 Pages	4 Business Days	2 Business Days	2 Business Days
Less than 50 Pages	6 Business Days	2 Business Days	2 Business Days
More than 50 Pages	10 Business Days	3 Business Days	5 Business Days

5. ePermitHub shall respond to the City's team input within the agreed upon number of business days (See Document Review Cycle table above).
6. ePermitHub's answers and clarifications may spawn another round of questions, clarifications, and comments on related topics. In this event, steps 3 and 4 above may be repeated for a second iteration with the expectation that the document is fully reviewed and agreed upon at the end of the second iteration of the review cycle.
7. Once the City has completed their final review and accepted final changes, the Deliverable (DED not included) shall be signed-off on within five (5) business days.

3.0 Implementation Work & Deliverables

3.1 Project Management Plan Documentation

As a minimum, the PMP shall include the following (see Section 2.6 of this SOW for full details):

• Project Characteristics (described in general terms that reflect the requirements of the City)

- Change Management Plan
- Project/Sprint Dependencies
- Risk Management Plan
- Work Breakdown Structure
- Project Schedule
- Project Organization

<u>Acceptance Criteria:</u>

- The City's approval of the PMP

3.2 Project Kickoff

ePermitHub will begin this project with an on-site project kickoff meeting in San Antonio designed to introduce the teams from ePermitHub to the City and GCOM and provide a foundation for communications and collaboration. ePermitHub shall coordinate with the City for the scheduling of the project kickoff meeting after issuance of contract award. The purpose of the meeting is to review responsibilities and understand ePermitHub 's personnel assignments.

Authorized representatives of the City, ePermitHub, ePermitHub's Project Manager, and other concerned parties shall each be at the meeting. All attendees shall be persons familiar with and authorized to conclude matters relating to the project.

The meeting agenda will be set by ePermitHub and approved by the City. ePermitHub shall submit a draft agenda to the City at the time of notification of the meeting, at least one week before the kickoff meeting date.

As part of this Deliverable, ePermitHub will provide a communication and project tracking plan that documents the type of communication, the initiator, receiver, method (email, JIRA posting, teleconference, etc.), and frequency of known communications. Status meeting agenda templates and call schedules shall also be discussed and agreed upon during the project kickoff meeting.

<u>Acceptance Criteria:</u>

- The City's approval of the project kickoff meeting/presentation
- The City's approval of the communication and project tracking plan
- The City's approval of the meeting agenda and ePermitHub execution the kickoff meeting

3.3 Software Installation

The following tasks shall be completed by ePermitHub as a part of the implementation effort:

- Review infrastructure requirements and preparation (with GCOM and the City's technical staff)
- Install Digital Plan Room components into the City's DEV Environment
- Install and setup Digital Plan Room database
- Digital Plan Room Citizen User Interface - deployed to the Customizations folder within Accela Citizen Access

- Digital Plan Room Components - deployed to either existing Accela servers or a separate Windows server
- Provide documentation on the installed components

Acceptance Criteria:

- The City's written acknowledgement that all relevant components of the Digital Plan Room software installed on the City's infrastructure
- The City's confirmation of the ability to log into Digital Plan Room software
- The City's approval of installation architecture design document provided to the City

3.4 Software Configuration

The following activities shall be performed by ePermitHub after successful installation of the base software components:

Digital Plan Room Configuration Analysis:

- Digital Plan Room configuration analysis
- Define configuration for each plan review record type
- Determine all needed document types
- Plan document upload configuration
- Plan digital signatures validation configuration
- Plan Accela workflow integration configuration points
- Design final approved set cloning business logic
- Determine Accela to Digital Plan Room role mappings
- Determine Digital Plan Room disciplines configuration
- Determine required approval stamps

Acceptance Criteria:

- Completion of To-Be Analysis Sessions
- The City's approval of configuration documents

Digital Plan Room Configuration:

- Design final approved set cloning business logic
- Determine Accela to Digital Plan Room role mappings
- Determine Digital Plan Room disciplines configuration
- Configure Accela Civic Platform standard choices
- Configure new Accela document types and associated business rules
- Configure Digital Signature validation
- Configure Digital Plan Room EMSE library and required scripts
- Implement custom EMSE scripting as determined during configuration analysis
- Design, create, and configure approval stamps as determined during configuration analysis

Acceptance Criteria:

- The City's approval of final configuration documentation
- Successful completion of the testing plan

3.5 Testing

System Integration and Regression Testing will be performed by ePermitHub. Testing will include all installed and configured ePermitHub software (including integration code) to be used. Specific tests may be reassigned as the responsibility of either ePermitHub or the City, as determined after discussion and agreement of the plan and schedule. The City shall be responsible for the validation of system testing prior to UAT.

All Critical and High defects shall be resolved prior to the start of UAT. The following describes the definitions of Critical, High, Medium, and Low that will be used by the City in identifying categories of defects.

Critical – Major test case(s) are blocked from successful execution with no workaround available. During the conduction of dry-runs and formal test executions, a Critical defect must have an acceptable workaround or fix as soon as possible.

High – Significant degradation in primary operational functions or performance/stability with no workaround available. During the conduction of dry-runs and formal test executions, a defect categorized as High requires a fix or acceptable workaround as soon as possible.

Medium – Workaround available for total or partial loss of major operational functions. The marginal impact on major operational functions.

Low – A system problem that does not prohibit the successful completion of a test. No significantly noticeable impact on system operations.

ePermitHub will be responsible for developing the test plan for testing that will be conducted by ePermitHub. The City shall approve the test plan prior to the start of ePermitHub test plan execution.

The City shall be responsible for developing a test plan for the UAT phase, for which ePermitHub will provide assistance and recommendations. ePermitHub will work with the City to develop and validate UAT test scripts, which will describe the expected functionality.

The City will document the test results of UAT. Defects will be logged in a defect tracking system (JIRA). Defects will be reviewed, prioritized, assigned to responsible parties for resolution, assigned an expected resolution date, and re-tested when resolved.

3.5.1 User Acceptance Testing

UAT will be completed to ensure compliance with the system design requirements. Testing will consist minimally of functional requirements and to demonstrate the methods and processes for performing daily activities. The test plan is built based on the decisions and requirements for this project. The City will develop the plan to customize the approach and details. Then a collaborative work session will be held to review and approve test scripts.

During the UAT, ePermitHub will provide leadership and active oversight via collaborative UAT webinar sessions that will span the full life cycle of UAT. It is expected that during the UAT sessions, the team will identify anything that does not function as per in-scope requirements.

ePermitHub will resolve issues resulting from UAT and provide recommendations on testing strategy and best practices. ePermitHub and the City will agree on UAT completion dand Go-Live dates. Critical and High defects shall be resolved for UAT Acceptance.

Acceptance Criteria:

- The City's approval of the ePermitHub System Integration test plan
- The City's Acceptance of the City's UAT test plan

Testing Roles and Responsibilities			
Type of Testing	**Test Description and Expected Outcomes**	**ePermitHub**	**CITY**
System Integration Test Plan	The test plan Deliverable will contain the test approach, method, and strategy that will be used for the BuildSA Release 2 project. With each Sprint and release, ePermitHub will create test cases and test scripts specific for each Sprint, SIT testing, and non-functional testing cycle. Detailed test cycle plans, test cases, and test scripts will be delivered as work products during the incremental delivery Sprints.	R	S
System & Integration Testing	SIT is conducted by the ePermitHub project team. This testing is performed at the end of a release cycle, prior to the start of UAT. System testing builds on in-Sprint product reviews and component testing by executing a suite of test cases designed to confirm that the specific solution requirements, configurations and customizations are working as expected. JIRA is used to manage test plans and test cases. JIRA also provides a test execution tool to capture, manage, and trace test defects.	R	S
User Acceptance	The UAT plan will contain the test approach, method and strategy, and	S	R

Test Plan	exit and entrance criteria that will be used for the BuildSA Release 2 project and acceptance criteria for Go Live. The City will create the UAT test plan, test cases and test scripts specific for UAT.		
User Acceptance Testing	ePermitHub supports the City's testers as they follow the City's provided scripts and validate that the system functionality matches the expected results of script execution. ePermitHub fixes necessary defects prior to exiting UAT as defined by the exit criteria, based on defect severity and business priority. Upon migration of fixes to the City test environment, the City's testers retest failed scripts. During the UAT, ePermitHub fixes non-scripted Critical and High defects identified by the City. ePermitHub provides fixes per an agreed upon schedule. The City will provide a centralized test facility to execute UAT. ePermitHub will provide representation from its people and process work stream teams to support the City UAT testers via Webinar. All UAT defects will be entered by the City with supporting details in JIRA. Prior to proceeding to the final deployment Sprint of a stage, UAT test phase exit criteria, such as signoff of the UAT tasks, must be met.	S	R

Regression Testing	ePermitHub will work with GCOM to verify that the performance of the ePermitHub solution does not adversely impact the performance of the Accela application. Any external network components of the ePermitHub solution should be responsive to the City's network mutually agreed to by ePermitHub and the City. The automation of this testing and associated scenarios will be considered on a case-by-case basis due to the per usage license agreement with ePermitHub.	R	S

R= Responsible
S= Support

3.4 Training

The ePermitHub Team provides a Train-the-Trainer approach for End User Training. The team will complete all the necessary training to run Electronic Plan Review operations across applicable departments. Training materials and required training sessions will be created and conducted. ePermitHub will provide Train-the-Trainer on-site training to users with non-administrative roles. The training curriculum consists of two separate classes with the following focuses:

- Intake Specialists/Permit Technicians - A two-hour class with a focus on plans intake and processing
- Plan Reviewers/Managers - A four-hour class with a focus on plan review, markup and approval

For administrators, ePermitHub 's approach is to provide staff training that is focused on the technical setup, as well as the Digital Plan Room administration and configuration. The goal is to educate City staff in all aspects of the Digital Plan Room solution and ensure the administrators are self-sufficient before the Go-Live date.

ePermitHub will provide on-site administration training sessions that span four (4) hours. The City's staff is responsible for the selection of the qualified users for the training, who are critical to the project's success. The following topics shall be covered as part of the training session:

- Accela workflow integration
- Plans and Documents upload
- Digital Plan Room roles and mapping to Accela roles
- Digital Plan Room Standard Choices

- Digital Signatures validation
- Approval stamps creation and deployment

Training Courses	Quantity	Number of Students per Course	Number of Hours per
Intake Specialists/Permit Technicians - Focus on plans intake and processing	1	15	2 Hours
Plan Reviewers/Managers - Focus on plan review, markup and approval	1	15	4 Hours
ePermitiHub Digital Plan Room Administration Training & Administration Training Documentation	1	15	4 Hours

Intake Specialists/Permit Technician Curriculum

	Description
ePermitHub Digital Plan Room embedded into Accela Citizen Access	• Plan submittal from the customer perspective ◦ Understanding the process, a customer will follow to submit an application and submit plans and supporting documents ◦ Review the types of file validation occurring during submittal and how to interpret any errors ◦ Walkthrough file processing and reviewing the automated sheet numbering.
	• Resubmittal process from the customer perspective ◦ Reviewing & answering issues from a rejected plan set ◦ Completing the resubmittal of plan addressing the answered issues.
ePermitHub Digital Plan Room embedded into Accela Civic Platform Back Office	• Plan submittal from a staff perspective when done in-house • High-level review of Plan Reviewer activities ◦ Learn at a high-level the steps a plan reviewer will perform and how they affect what the customer will see in Accela Citizen Access

Plan Reviewers/Managers Curriculum

	Description
ePermitHub Digital Plan Room embedded into Accela Civic Platform Back Office	• Accela workflow and the Digital Plan Room ◦ Learn how the digital platform interacts with the Accela workflow

	• Completing a plan review
	  ◦ Navigating the Digital Plan Room
	  ◦ Overview of the viewer and available tools
	  ◦ Creating issues & markup
	  ◦ Reviewing issues and filtering tools
	  ◦ Sheet versioning
	  ◦ Comparison tools
	  ◦ Stamping
	• Rejecting plans & requesting revisions
	• Resubmittals & approving plans
	• Create print set

	• Overview of Intake Staff usage of the Digital Plan Room ◦ Plan submittal from a staff perspective when done in-house

ePermitHub Digital Plan Room embedded into Accela Citizen Access	• Overview of customer usage of Digital Plan Room
	  ◦ Plan submittals and file validation & processing
	  ◦ Reviewing and answering issues contextually from the plan markup

Acceptance Criteria:

- Execution of End User training course to the City
- Execution of administrative and technical training courses

ePermitHub requires a minimum of twelve (12) individuals to be identified by the client as the in-house experts, as well as being the points of contact for support.

Training schedules are built based on staff availability. Additional training will be provided at no charge if the cause of delay is ePermitHub's.

3.4.1 Agency Customer Enablement

During Agency Customer Enablement, ePermitHub produces contextually relevant public-facing web-based training videos and a User Guide for the City's customers on how to use the ePermitHub Digital Plan Room embedded in Accela Civic Access. The City will publish the videos and User Guide to a dedicated Digital Plan Room information page at the City's website.

ePermitHub Responsibilities:

- Produce the following five (5) public-facing videos:
  - Uploading Plans & Supporting Documents
  - Finalizing & Submitting Review Packages
  - Accessing Review Issues & Conditions
  - Submitting Revised Plans
  - Downloading Approved Plans
- Produce User Guide in editable format

City Responsibilities:

- Creating a dedicated public facing information web page for related Digital Plan Room videos and User Guide
- Adding City branding in the beginning and end of each video
- Adding City branding to User Guide
- Adding Digital Plan Room videos and User Guide to the City's Digital Plan Room information web page

Acceptance Criteria:

- The following five (5) videos are produced by ePermitHub and delivered to the City:
  - Uploading Plans & Supporting Documents
  - Finalizing & Submitting Review Packages
  - Accessing Review Issues & Conditions
  - Submitting Revised Plans
  - Downloading Approved Plans
- User Guide produced and delivered to the City in editable format

4.0 Warranty & Support

If during the project engagement the Accela or ePermitHub system experiences performance issues, ePermitHub will collaborate with the appropriate City & GCOM resources to analyze and troubleshoot the existing issue. Should the issue be found to be application configuration related, ePermitHub will be responsible for the resolution of that issue. Should the issue be found to be outside of the scope of ePermitHub's responsibility, ePermitHub will help support the resolution with any associated testing that is needed.

As the final Milestone, ePermitHub will provide a 90-day warranty support, which starts from the Go-Live date. Any deficiencies found and accepted by ePermitHub during this 90-day warranty period will be considered warranty items and will be the responsibility of the ePermitHub team to resolve. Resolution acceptance of a warranty fix is completed when the deficiency is migrated into Production. All Critical and High defects shall be fixed before the 10% retainage can be released (defined in Section 3.5 of this SOW).

ePermitHub support can be extended beyond the 90-day warranty period by the request of the City using the change control process.

5.0 Project Assumptions/Risks

To identify and estimate the required tasks and timing for the project, certain assumptions and premises were made. Based on the current knowledge of the project, the project assumptions are listed below. If an assumption is invalidated at a later date, the activities and estimates will be adjusted accordingly.

1. ePermitHub assumes the City will have the proper resources to implement the software.
2. ePermitHub assumes all requirements and functionality were accurately portrayed in the City RFP and ePermitHub RFP response.
3. ePermitHub assumes all costs and work have been identified in this SOW and RTM. Any additional cost or work required for this project will be identified and requested through a Change Order process.
4. All equipment needed to run the software is identified or known to be available at the City at this time.
5. ePermitHub assumes the City will provide the appropriate staff to be trained on the software during the training periods outlined in the project timeline.
6. ePermitHub assumes the GCOM is responsible for all configuration of said Accela record types and workflows.
7. ePermitHub assumes it will provide recommendations for record and workflow statuses most appropriate for the ePermitHub Digital Plan Room to GCOM for plan review related record types.
8. ePermitHub assumes all standard choices required to integrate the GCOM configuration and ePermitHub software will be done by ePermitHub.
9. ePermitHub assumes GCOM will collaborate with ePermitHub on delivery of scripts for the Digital Plan Room.
10. ePermitHub assumes the City will setup remote access to the City's environment.
11. ePermitHub assumes the City will verify that all Accela Civic Platform prerequisites are in place.
12. ePermitHub assumes Digital Plan Room Back Office User Interface – will be deployed to the server(s) where the Accela av.web Windows service is running.

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect on the project or the quality of its Deliverables. Known risks identified with this project have been included below. A plan will be put into place to mitigate the impact of each risk to the project.

1. Current process as-is documentation details are not enough to understand differences in future software state.
2. The gap analysis may identify additional functionality not represented in the RFP causing an increase in scope and/or budget.
3. Integration scope is altered and extended causing Go-Live issues.
4. Test plans not detailed enough to handle all business needs.
5. Equipment needed to run the software is not identified or available at the City.
6. The City staff availability for UAT.
7. The City staff availability for training.
8. The City organizational change management not thorough enough to gain acceptance of new software.
9. Dependency on a GCOM implementing Accela configuration that is required for the

ePermitHub solution (i.e., configured base record types including fees, workflows, intake forms, etc.).

6.0 ePermitHub/Gray Quarter Resources

Staff	Role	Responsibilities
John Schomp	Director	- Oversight of project team - Point of escalation, as needed, for risk and other issues - Conduct peer review of configuration and scripting with Technical Team Leader and Lead Consultant
Larry Cooper	Project Manager	- Resource management - Risk management - Status Reporting - Sprint support - Installation of software including the base configuration
Natosha Tamantini	Lead Consultant	- Participate in and lead analysis sessions as required - Quality control of all work products - Identify and report risks and status to City and ePermit Hub Project Managers - Documentation of requirements, process, and meetings as needed
Dane Quatacker	Technical Lead	- Ensure configuration and development is in line with best practices and standards - Validation of system installation - Provide oversight and direction to all aspects of development/configuration
Deanna Hoops	Technical Consultant	Creation of required system scripts

		▪ Update and add required system settings ▪ Participate in analysis sessions
Maykel Martin	Customer Success/Oversight	▪ Customer Success ▪ Oversight of project team
Lourdes Rodriguez	QA Lead	▪ Quality Assurance Lead
Seth Axthelm	Customer Success/Oversight	▪ Customer Success ▪ Oversight of project team

7.0 Payment Milestones

7.1 One Time Costs

ePermitHub will provide this service and associated goods to the City on a fixed fee with Deliverables-based payments. The estimated <u>one-time</u> project cost is $229,810.50.

The City will be billed on the invoice schedule below. The Milestone value is full value for each Deliverable payment. The net due at each payment Milestone is the net of Milestone value minus the 10% retention holdback. The cumulative total of the retention holdback amounts will be paid at the time of the final payment which is at the conclusion of the 90-day warranty period or when all Critical and High defects are fixed, whichever occurs last. Notwithstanding anything else in this Section 7.0, the City will reimburse ePermitHub for travel and expenses in full as incurred according to Article 10 of the Agreement to which this Attachment A is attached.

7.2 Recurring Expenses

The ePermitHub Digital Plan Room software service is priced based on a usage model. For a detailed explanation of the ePermitHub usage-based pricing model and the pricing usage table, see the Software Subscription Service Agreement at **Attachment D** of the Agreement. The estimated <u>recurring</u> cost of this project is $923,927.34.

Milestone (One Time Costs)

One Time Costs				
Description	**Qty**	**Cost**	**Retainage**	**Estimated Schedule Date**
Project Management **(Each invoiced at conclusion of Sprint)**	**480**	**$115,440.00**	**$11,544.00**	
Sprint One	80	$19,240.00	$1,924.00	8/23/2019
Sprint Two	80	$19,240.00	$1,924.00	10/18/19
Sprint Three	80	$19,240.00	$1,924.00	1/10/20
Sprint Four	80	$19,240.00	$1,924.00	4/3/20
Sprint Five	80	$19,240.00	$1,924.00	5/29/20
Sprint Six	80	$19,240.00	$1,924.00	8/21/20
Testing	**105**	**$25,252.50**	**$2,525.25**	8/23/19
Configuration	**211**	**$50,745.00**	**$5,074.50**	
DPR Install	40	$9,620.00	$962.00	8/23/19
Analysis	100	$24,050.00	$2,405.00	8/21/20
Configuration	71	$17,075.50	$1,707.55	9/18/20
Training-System Admin	**27**	**$6,493.50**	**$649.35**	10/16/20
Training-Train the Trainer	**39**	**$9,379.50**	**$937.95**	10/16/20
Total Deliverables	**$207,310.50**		**$20,731.05**	
Travel & Expense Estimate**	**$22,500.00**		**NA**	**As required**
Total Estimated One Time	**$229,810.50**		**$20,731.05**	

**Project assumption is all implementation services will be conducted remotely, except for UAT, System Admin and Train the Trainer Training, and Go-Live Support. Travel & Expenses for UAT, Training and Go-Live Support are estimated as follows:

Travel & Expense Estimate	
UAT Trip Units	2
Training Trip Units	5
Go-Live Support Trip Units	2
Per Trip Unit Estimate	$2,500.00
UAT Trip Estimate	$5,000.00
Training Trip Estimate	$12,500.00
Go-Live Support Trip Estimate	$5,000.00
Total Travel & Expense Est.	**$22,500.00**

Appendix B – Record Types

Development Services Records					
Record Type	**Concurrent Plan Review Required**	**Estimated Annual Volume**	**Iterative**	**Basic**	**Adoption Rate**
Residential – New Building Permit (including manufactured home on a private lot)	Yes	3,882	3,882		100%
Commercial – New Building (complete submittal package – not phased)	Yes	3,734	3,734		100%
Residential – Addition/Remodel to an Existing Building	Yes	1,106	277		25%
Photovoltaic	No	2,077		1,558	75%
Demolition	No	382		96	25%
Pedestrian Protection	No	4		1	25%
Fire – Sprinkler	No	701	701		100%
Fire – Underground Fire Sprinkler Line	No	236		236	100%
Fire – Alarm	No	1,087	1,087		100%
Fire – Fixed Pipe Extinguishing System	No	203		203	100%
Fire – Gaseous Suppression Extinguishing System	No	6		6	100%
Fire – Paint Spray Booth	No	10		3	25%
Fire – Floor Plan Assembly Review (Special Event Permit)	No	172		43	25%
Fire – Storage Tank	No	348		87	25%
Fire – Hazardous Materials	No	483		121	25%
Tree	No	1,422		356	25%
Sign – Certification (Non-Conforming)	No	0		0	25%

Sign – On Premise (Including Non-Conforming)	No	1,962		491	25%
Mechanical Permit	No	587		147	25%
Electrical – General Permit	No	574		144	25%
Plumbing Permit	No	751		188	25%
Plumbing – Irrigation	No	385		96	25%
Residential – Accessory/Additions Permit (under 1 story & <1000 sq. ft.)	No	232		58	25%
Residential – Carport (under 1000 sq. ft.)	No	67		17	25%
Residential – Swimming Pool	No	345		86	25%
Residential – Patio Covers and Decks	No	19		5	25%
Residential – Fence	No	7.38		2	25%
Residential – Minor Building Repairs (windows, doors, siding, sheet rock, structural repairs to floors, interior demolition only)	No			0	25%
Commercial – General Repairs	No			0	25%
Residential and Commercial Foundation Repairs	No			0	25%
Residential and Commercial Sidewalk and Curb Permit	No			0	25%
Residential and Commercial – Roof Repair – Change of Pitch or Weight Change	No			0	25%
Sign – Inflatable	No			0	25%
Sign – Temporary Weekend	No			0	25%
Sign – Feather	No			0	25%
Sign – Event	No	4		1	25%
Sign – Relocated Billboards	No	1		0	25%

Manufactured Home (In a Park) (Combined Permit)	No	79		20	25%
Occupant Load Request	No	12		12	100%
Total		20,878	9,681	3,973	
Volume Discount Price			$ 27.02	$ 11.68	
Total			**$ 261,567**	**$ 46,409**	**$ 307,975.78**

Appendix B– Requirements

| Number	Category	Requirement
1	Project Management	ePermitHub shall provide regularly scheduled PM coordination meeting to be set by ePermitHub and the City's assigned Engagement Management Team.
2	Project Management	ePermitHub shall maintain a communication plan to include but not limited to, and make available to the City, a detailed directory of the team and contact points, including, but not limited to, company, name, and title.
3	Project Management	ePermitHub shall prepare and submit reports of any significant accident at the work site and security breach to the City. Record and document data and actions; and comply with industry standards. For this purpose, a significant accident is defined to include events where personal injury is sustained, property loss of substance is sustained, or where the event posed a significant threat of loss or personal injury.
4	Project Management	ePermitHub shall coordinate implementation activities included under the various sections of the Scope of Work to assure the efficient and orderly installation of each part of the project.
4.1	Project Management	ePermitHub shall have sole responsibility to coordinate ePermitHub 's work to meet project requirements and to notify the City of all conflicts that cannot be accommodated through proper coordination of the project.
5	Project Management	ePermitHub shall submit for review and evaluation by the City, copies of each major product and item.
5.1	Project Management	Submitted items, found unsuitable, rejected or returned for revision by the City, shall be reworked by ePermitHub and resubmitted. Payment will not be made until submitted items are found suitable and accepted by the City.
5.2	Project Management	Contract submittals shall be submitted for a minimum of one round of review and comment by the City. ePermitHub shall be responsible for incorporating all comments and resubmitting as directed by the City.
5.3	Project Management	Unless noted otherwise, one (1) hardcopy and one (1) electronic copy of all documentation shall be provided.
6	Project Management	ePermitHub shall coordinate with the City for the scheduling of the project kickoff meeting after issuance of contract award.
6.1	Project Management	ePermitHub shall submit a draft agenda to the City at time of notification of the meeting, at least one week before the kickoff meeting date.
7	Project Management	ePermitHub's Project Manager shall provide regular written status reports and will facilitate status meetings throughout the company's partnership with the City.
8	Project	ePermitHub shall set and conduct by phone or agreed upon

	Management	location a weekly progress meeting; if a City facility is agreed upon, the City PM will coordinate the facility.
8.1	Project Management	Progress meetings shall include but not limited to the following: 1. Review and correct or approve minutes of the previous Progress Meeting. 2. Review other items of significance that could affect progress. 3. Include topics for discussion as appropriate to the status of the project. 4. Review the Project Schedule for progress since the last meeting. 5. Determine where each activity is in relation to the Project Schedule, whether on time, ahead, or behind schedule. 6. Determine how implementation behind schedule will be expedited; secure commitments from parties involved to do so. 7. Discuss whether schedule revisions are required to ensure that current and subsequent activities will be completed within the Contract Time. 8. Review the present and future needs of each entity present.
8.2	Project Management	No later than three (3) days after each progress meeting date, ePermitHub shall prepare and submit meeting minutes to the City. Included will be a brief summary, in narrative form, of progress since the previous meeting and report.
9	Project Management	ePermitHub shall prepare and deliver a weekly progress report, risk and issues log, and project plan update as required. ePermitHub must use applicable City forms and procedures.
9.1	Project Management	ePermitHub shall revise the City-approved ePermitHub 's Project Schedule after each progress meeting where revisions to the schedule have been made or recognized and issue the revised schedule concurrently with the report of each meeting.
9.2	Project Management	The Tracking Project Status Report shall include, but not be limited to, the following: 1. the percentage of work completed 2. a description of the physical progress achieved during the period 3. plans for the forthcoming period 4. problem areas and proposed solutions 5. delaying factors and their impacts 6. an explanation of corrective actions taken or proposed 7. other analyses necessary to compare actual performance with planned performance.
10	Project	ePermitHub shall submit a Summary Project Status Report

	Management	with a progress cutoff to be established by the City.

10.1	Project Management	The Summary Project Status Report shall consist of the following:
		   1. Narrative Report
		   2. Progress Schedule

10.1.1	Project Management	The Narrative Report shall include, but not be limited to, the following:
		   1. percentage of work completed
		   2. a description of the physical progress achieved during the period
		   3. plans for the forthcoming period
		   4. problem areas and proposed solutions
		   5. delaying factors and their impacts
		   6. an explanation of corrective actions taken or proposed

10.1.2	Project Management	Progress Schedule shall be updated through the current period to show actual progress against the baseline activities in the Progress Schedule.
10.2	Project Management	ePermitHub shall prepare and submit a special report listing chain of events, persons participating, and response by ePermitHub's personnel, evaluation of results or effects, and similar pertinent information.
10.2.1	Project Management	ePermitHub shall advise the City in advance at earliest possible date of any major events within the project.
11	Project Management	ePermitHub shall develop and submit to the City a detailed draft PMP addressing all aspects of implementing and accomplishing the services set forth in the Contract Documents.
11.1	Project Management	ePermitHub shall work closely with the City's Engagement Management Team to complete the PMP.
11.2	Project Management	ePermitHub shall rework the PMP to incorporate the City's comments, and issue a final PMP within ten (10) days from receipt of comments.

11.3	Project Management	At a minimum, the PMP shall include the following:
		   1. Project Characteristics (described in general terms that reflect the requirements of the City)
		   2. Change Management Plan
		   3. Project/Sprint Dependencies
		   4. Risk Management Plan
		   5. Work Breakdown Structure
		   6. Project Schedule
		   7. Project Organization

11.3.1	Project Management	Project Characteristics shall address the following:
		   1. Physical, technical, and other objectives for the Project
		   2. User acceptance
		   3. Risk assessment
		   4. Quality standards
		   5. Controls affecting access to and use of proprietary

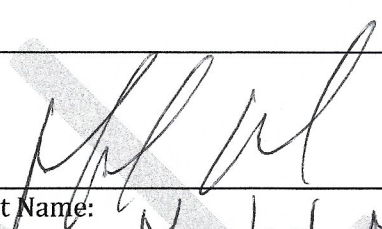|		
		information 6. Security requirements
11.3.2	Project Management	ePermitHub shall develop, maintain, and review a risk management plan with the City project team.
11.3.3	Project Management	ePermitHub shall develop a work breakdown structure to fully define the work packages within a project.
11.3.3.1	Project Management	The Work Breakdown Structure (WBS) shall be reviewed by the City project team and link back to the payment Milestones.
11.3.4	Project Management	ePermitHub shall prepare and submit the Project Schedule as a part of ePermitHub 's PMP Deliverable using Microsoft Project or approved equal.
11.3.5	Project Management	ePermitHub 's management personnel shall actively participate in the development of the Project Schedule so that the intended sequences and procedures are clearly understood by ePermitHub 's organization. ePermitHub is solely responsible for the costs of fulfilling the requirements.
11.3.5.1	Project Management	The Project Schedule shall identify, but not be limited to, the following: 1. Activities 2. Scheduling 3. Show relationships between activities (predecessor, successor) 4. Milestone activities
11.3.5.2	Project Management	The Project Schedule shall include a ten (10) working day City review cycle for all major Deliverables.
11.3.5.3	Project Management	ePermitHub shall follow the Change Management process for schedule revisions due to one or more of the following conditions: 1. When an event or change order impacts any intermediate Milestone dates or the substantial completion date. 2. When ePermitHub elects to change any sequence of activities affecting the critical path or significantly changes the previously reviewed Project Schedule.
11.3.5.4	Project Management	ePermitHub shall update the Project Schedule to reflect actual progress and the update is not be considered a revision to the Project Schedule.
11.3.5.4.1	Project Management	Project Organization shall include: 1. Work Statements showing coordination among the City's Project stakeholders, and narrative descriptions of the work to be performed by ePermitHub during each project phase. This includes initiatives as to who will act when the project responsibilities are unfulfilled and/or when other participants experience delays. ePermitHub shall update the Work Statements as required by the City.

		2. An organization chart showing interrelationships among ePermitHub Team Members, the City, and the Project stakeholders. 3. Project directory. 4. All ePermitHub personnel shown on an organizational chart with their individual duties fully described.
11.3.6	Project Management	ePermitHub shall develop and adhere to a Change Management plan, with approval from the City's project team.
11.3.7	Project Management	ePermitHub shall incorporate activities representing the total value of approved change orders as each is approved. Change order activities shall be assigned unique activity codes such that they can be segregated in the Project Schedule.
11.3.7.1	Product	See Sections 1.0 and 3.0 for Scope and Deliverables
12	Reporting	• ePermitHub will provide the City with quarterly usage reports. • ePermitHub is required to submit a monthly summary report for the City to release payment of the payment Milestones.
13	Testing	ePermitHub will work with the City to develop a test plan for Unit, System, Integration, Regression and Stress testing of the application and interfaces.
14	Testing	Testing shall include, but not be limited to, the following: 1. Unit Testing 2. Functional Testing 3. System Testing 4. Integration Testing 5. Regression Testing 6. User Acceptance Testing
14.1	Testing	ePermitHub shall determine with acceptance from the City project team the responsibilities for the testing phase of the project.
14.1.1	Testing	The User Acceptance test plan and scripts shall include, but not limited to, the following: 1. Types of testing to be performed 2. Organization of the test team and associated responsibilities 3. Testing scripts 4. Test schedule 5. Documentation of test results
14.1.2	Integration	ePermitHub will engage in discovery sessions with the customer to gather requirements for the necessary integrations.
15	Integration	ePermitHub will consult with the customer to either reduce the scope of the integration or increase the time necessary to complete via the change order process.

Appendix C – BuildSA Project Team Organizational Structure
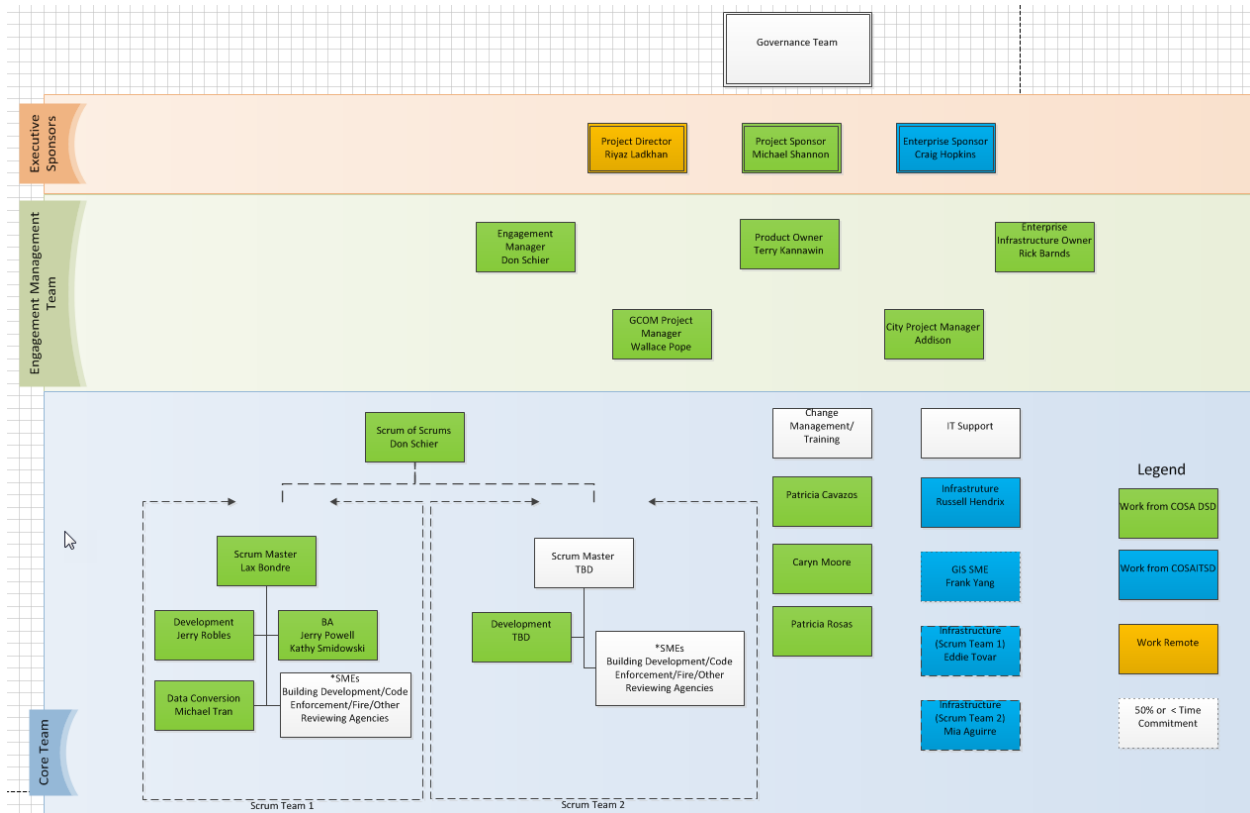
Signature

Agency acknowledges the undersigned has read this Scope of Work, and understands and agrees to be bound by its terms and conditions. The parties agree that this Statement of Work cannot be altered, amended or modified, except in writing that is signed by an authorized representative of both parties and documented in a change order.

Accepted By: City of San Antonio	Accepted By: ePermitHub
By:	By:
Print Name:	Print Name: *Maykel Martin*
Title:	Title: *President*
Date:	Date: *5/28/2019*