

AN ORDINANCE 2015-06-18-0524

**AUTHORIZING A CONTRACT WITH ACCELA, INC. TO PROVIDE THE CITY WITH A COMPREHENSIVE LAND DEVELOPMENT, PERMIT, INSPECTION, LICENSING AND COMPLIANCE MANAGEMENT SOFTWARE SYSTEM FOR AN AMOUNT NOT TO EXCEED \$15,763,472.00, FUNDED FROM THE DEVELOPMENT SERVICES FUND, THE CAPITAL BUDGET, AND APPROPRIATING FUNDS.**

\* \* \* \* \*

**WHEREAS**, Development Services is responsible for assisting customers through the development process and enforcing municipal codes, ordinances and regulations regarding the protection of health, safety and welfare of the citizens of San Antonio; and

**WHEREAS**, the current permitting system, Hansen, is no longer supported and requires ITSD involvement for software configuration, ECCO and TPLAT are antiquated, legacy mainframe systems that have very limited analytics, reporting, and integration capability; **NOW THEREFORE:**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:**

**SECTION 1.** A contract with Accela, Inc., for a Comprehensive Land Development, Permit, Inspection, Licensing and Compliance Management Software System, in an amount not to exceed \$15,763,472.00, is hereby approved. A copy of the Contract is attached hereto and is incorporated by reference as **Attachment I**. The Chief Technology Officer and the Director (or their designees) are authorized to execute the agreement and any related documents to carry out the purposes of this ordinance.

**SECTION 2.** The amount of \$480,629.17 is appropriated for this ordinance in Fund 29097000, Cost Center 2901010001, General Ledger 5202020 and the Fiscal Year 2015 budget is amended to reflect this change.

**SECTION 3.** The amount of \$6,556,442.00 is appropriated in SAP Fund 29097000, Development Services & Planning, SAP Internal Order # 390000001791, SAP GL account 6102100 – Interfund Transfer out entitled From 29097000 to 09-00065-90-14-02. The amount of \$6,556,442.00 is authorized to be transferred to SAP Fund 40099000.

**SECTION 4.** The budget in SAP Fund 40099000, Other Capital Projects, SAP Project Definition 09-00065, Hansen/ECCO Replacement, shall be revised by increasing SAP WBS Element 09-00065-90-14-02 entitled Transfer from I/O# 390000001791, SAP GL Account 6101100 – Interfund Transfer In, by the amount \$6,556,442.00.

**SECTION 5.** The amount of \$6,556,442.00 is appropriated in SAP Fund 45099000, General Obligation Capital Projects, SAP Project Definition 09-00065, Hansen/ECCO Replacement, and the budget shall be revised by increasing SAP WBS Elements as follows:

WBS NO.	WBS NAME	G/L	G/L NAME	PLAN VERSION 0 REVISION/ Appropriation
09-00065-01-01	Consulting Services	5201040	Fees to Prof Contr.	\$2,768,846.00
09-00065-04-01	Software	5304075	Computer Software	\$2,114,886.00
09-00065-04-02	Hardware	5501000	Cap<5000 - Comp Equ.	\$1,672,710.00
			<b>TOTALS</b>	<b>\$6,556,442.00</b>

**SECTION 6.** Payment in the amount not to exceed \$15,763,472.00 in SAP Fund 40099000, Other Capital Projects, SAP Project Definition 09-00065, Hansen/ECCO Replacement, is authorized to be encumbered and made payable to Accela, Inc., to provide the City with a comprehensive Land Development, Permit, Inspection, Licensing and Compliance Management Software System.

**SECTION 7.** The financial allocations in this Ordinance are subject to approval by the Director of Finance, City of San Antonio. The Director of Finance, may, subject to concurrence by the City Manager or the City Manager's designee, correct allocations to specific SAP Fund Numbers, SAP Project Definitions, SAP WBS Elements, SAP Internal Orders, SAP Fund Centers, SAP Cost Centers, SAP Functional Areas, SAP Funds Reservation Document Numbers and SAP GL Accounts as necessary to carry out the purpose of this Ordinance.

**SECTION 8.** This ordinance shall be effective immediately upon passage by eight affirmative votes; otherwise it shall be effective on the tenth day after passage hereof.

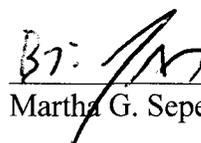
**PASSED and APPROVED** this 18<sup>th</sup> day of June, 2015.

  
**M A Y O R**  
Ivy R. Taylor

**ATTEST:**

  
Deticia M. Vacek, City Clerk

**APPROVED AS TO FORM:**

  
Martha G. Sepeda, Acting City Attorney

<b>Agenda Item:</b>	5 ( in consent vote: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 24, 25A, 25B, 25C, 25D, 25E, 25F, 25G, 25H, 26, 28, 29, 30, 31, 32, 33, 34, 35A, 35B, 36, 37, 38, 39, 41, 42, 43, 44, 45, 46, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64A, 64B, 65A, 65B, 66A, 66B, 66C, 67A, 67B, 67C, 68A, 68B, 68C, 69A, 69B, 69C, 69D, 70A, 70B, 70C, 70D, 70E )
<b>Date:</b>	06/18/2015
<b>Time:</b>	10:00:14 AM
<b>Vote Type:</b>	Motion to Approve
<b>Description:</b>	An Ordinance authorizing a contract with Accela, Inc. to provide the City with a Comprehensive Land Development, Permit, Inspection, Licensing and Compliance Management Software System for an amount not to exceed \$15,763,472.00, funded from the Development Services Fund, the Capital Budget, and appropriating funds. [Ben Gorzell, Chief Financial Officer; Troy Elliott, Director, Finance]
<b>Result:</b>	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Ivy R. Taylor	Mayor		x				
Roberto C. Trevino	District 1		x				
Alan Warrick	District 2		x				x
Rebecca Viagran	District 3	x					
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6		x			x	
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x				

**INTEGRATION AGREEMENT FOR RFCSP for LAND DEVELOPMENT, PERMIT,  
INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE,  
REQUEST FOR COMPETITIVE SEALED PROPOSAL ("RFCSP") 6100004961  
BETWEEN THE CITY OF SAN ANTONIO, TEXAS  
AND  
ACCELA, INC.**

STATE OF TEXAS           §  
  §  
COUNTY OF BEXAR       §

This Agreement is entered into by and between the City of San Antonio, Texas, a home-rule municipal corporation (City), and Accela, Inc., (Accela), both of which may be referred to herein collectively as the "Parties".

The Parties hereto severally and collectively agree, and by the execution hereof are bound, to the mutual obligations herein contained and to the performance and accomplishment of the tasks hereinafter described.

**1.0 CONTRACT DOCUMENTS**

1.1 The terms and conditions for performance and payment of compensation for this Agreement are set forth in the following contract documents, true and correct copies of which are attached hereto and fully incorporated herein for all purposes, and shall be interpreted in the order of priority as appears below:

- a. This Integration Agreement, including;
- b. City's Request for Competitive Sealed Proposal No.: 6100004961 (RFCSP) (Exhibit A), including all attachments, addendums, Best and Final Offer (BAFO), and clarification statements thereto;
- c. Transaction Documents (Exhibit B)
  - 1. Integrated Statement of Work (SOW)
  - 2. Accela Maintenance Agreement
  - 3. Accela Software License Agreement
  - 4. Accela Service Agreement
  - 5. CitigovApp Subscription (order form)
  - 6. Legislative Management Subscription
- d. Accela Proposal (Exhibit C).

## 2.0 INSURANCE

- 2.1 Prior to the commencement of any work under this Contract, **ACCELA** shall furnish copies of all required endorsements and a completed Certificate(s) of Insurance to the City's Development Services Department, which shall be clearly labeled "**RFCSP for LAND DEVELOPMENT, PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE**" in the Description of Operations block of the Certificate. The Certificate(s) shall be completed by an agent and signed by a person authorized by that insurer to bind coverage on its behalf. The **CITY** will not accept Memorandum of Insurance or Binders as proof of insurance. The Certificate(s) or form must have the agent's original signature, including the signer's company affiliation, title and phone number, and be mailed, with copies of all applicable endorsements, directly from the insurer's authorized representative to the **CITY**. The **CITY** shall have no duty to pay or perform under this Contract until such Certificate and endorsements have been received and approved by the City's Development Services Department. No officer or employee, other than the City's Risk Manager, shall have authority to waive this requirement.
- 2.2 **CITY** reserves the right to review the insurance requirements of this Article during the effective period of this Contract and any extension or renewal hereof and to modify insurance coverages and their limits when deemed necessary and prudent by City's Risk Manager based upon changes in statutory law, court decisions, or circumstances surrounding this Contract. In no instance will **CITY** allow modification whereupon **CITY** may incur increased risk.
- 2.3 **ACCELA'S** financial integrity is of interest to the **CITY**; therefore, subject to **ACCELA'S** right to maintain reasonable deductibles in such amounts as are approved by the **CITY**, **ACCELA** shall obtain and maintain in full force and effect for the duration of this Contract, and any extension hereof, at **ACCELA'S** sole expense, insurance coverage written on an occurrence basis, unless otherwise indicated, by companies authorized to do business in the State of Texas and with an A.M Best's rating of no less than A- (VII), in the following types and for an amount not less than the amount listed below:

<u>TYPE</u>	<u>AMOUNTS</u>
1. Workers' Compensation	Statutory
2. Employers' Liability	\$500,000/\$500,000/\$500,000
3. Commercial General Liability Insurance to include coverage for the following:	For <u>Bodily Injury</u> and <u>Property Damage</u> of \$1,000,000 per occurrence;
a. Premises operations	\$2,000,000 General Aggregate, or its
*b. Independent Contractors	equivalent in Umbrella or Excess
c. Products/completed operations	Liability Coverage

d. Personal Injury e. Contractual Liability f. Damage to property rented by you	\$100,000
4. Business Automobile Liability a. Owned/leased vehicles b. Non-owned vehicles c. Hired Vehicles	Combined <u>Single Limit</u> for <u>Bodily Injury</u> and <u>Property Damage</u> of \$1,000,000 per occurrence
5. Professional Liability (claims-made basis) (Cyber Risk) To be maintained and in effect for no less than two years subsequent to the completion of the professional services *	\$1,000,000 per claim, to pay on behalf of the insured all sums which the insured shall become legally obligated to pay as damages by reason of any act, malpractice, error, or omission in professional services.
6. Fidelity or Commercial Crime Insurance Employee Dishonesty Policy – City will be named as Loss Payee**	\$500,000 per occurrence
* Required if Respondent handles City's data and/or processes credit card transactions	
** Required if Respondent handles cash or other securities payable to City	

- 2.4 **ACCELA** agrees to require, by written contract, that all subcontractor providing goods or services hereunder obtain the same insurance coverages required of **ACCELA** herein, and provide a Certificate of Insurance and endorsement that names **ACCELA** and **CITY** as additional insureds. **ACCELA** shall provide **CITY** with said Certificate and endorsement prior to the commencement of any work by the subcontractor. This provision may be modified by City's Risk Manager, without subsequent City Council approval, when deemed necessary and prudent, based upon changes in statutory law, court decisions, or circumstances surrounding this Contract. Such modification may be enacted by letter signed by City's Risk Manager, which shall become a part of the contract for all purposes.
- 2.5 **CITY** shall be entitled, upon request and without expense, to receive copies of the policies, declaration page and all endorsements thereto as they apply to the limits required by the **CITY**, and may require the deletion, revision, or modification of particular policy terms, conditions, limitations or exclusions (except where policy provisions are established by law or regulation binding upon either of the parties hereto or the underwriter of any such policies). **ACCELA** shall be required to comply with any such requests and shall submit a copy of the replacement Certificate of Insurance to **CITY** at the address provided below

within 10 days of the requested change. ACCELA shall pay any costs incurred resulting from said changes.

City of San Antonio  
Attn: Development Services Department  
P.O. Box 839966  
San Antonio, Texas 78283-3966

2.6 ACCELA agrees that with respect to the above required insurance, all insurance policies are to contain or be endorsed to contain the following provisions:

- Name the CITY, its officers, officials, employees, volunteers, and elected representatives as additional insured by endorsement, as respects operations and activities of, or on behalf of, the named insured performed under contract with the CITY, with the exception of the workers' compensation and professional liability policies;
- Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where the CITY is an additional insured shown on the policy;
- Workers' compensation, employers' liability, auto liability and general liability policies will provide a waiver of subrogation in favor of the CITY; and
- Provide advance written notice directly to CITY of any suspension, cancellation, non-renewal or material change in coverage, and not less than ten (10) calendar days advance notice for nonpayment of premium.

2.7 Within five (5) calendar days of a suspension, cancellation or non-renewal of coverage, ACCELA shall provide a replacement Certificate of Insurance and applicable endorsements to CITY. CITY shall have the option to suspend ACCELA'S performance should there be a lapse in coverage at any time during this Contract. Failure to provide and to maintain the required insurance shall constitute a material breach of this Contract.

2.8 In addition to any other remedies the CITY may have upon ACCELA'S failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the CITY shall have the right to order ACCELA to stop work hereunder, and/or withhold any payment(s) which become due to ACCELA hereunder until ACCELA demonstrates compliance with the requirements hereof.

2.9 Nothing herein contained shall be construed as limiting in any way the extent to which ACCELA may be held responsible for payments of damages to persons or property resulting from ACCELA'S or its subcontractors' performance of the work covered under this Contract.

- 2.10 It is agreed that ACCELA'S insurance shall be deemed primary and non-contributory with respect to any insurance or self insurance carried by the City of San Antonio for liability arising out of operations under this Contract.
- 2.11 It is understood and agreed that the insurance required is in addition to and separate from any other obligation contained in this Contract and that no claim or action by or on behalf of the CITY shall be limited to insurance coverage provided.
- 2.12 ACCELA and any subcontractors are responsible for all damage to their own equipment and/or property.

### 3.0 INDEMNIFICATION AND RELATED PROVISIONS

- 3.1 Accela covenants and agrees to **FULLY INDEMNIFY, DEFEND and HOLD HARMLESS**, the CITY and the elected officials, employees, officers, directors, volunteers and representatives of the CITY, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon the CITY directly or indirectly arising out of, resulting from or related to Accela's activities under this Contract, including any acts or omissions of Accela, any agent, officer, director, representative, employee, Accela or subcontractor of Accela, and their respective officers, agents employees, directors and representatives while in the exercise of the rights or performance of the duties under this Contract. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of CITY, its officers or employees, in instances where such negligence causes personal injury, death, or property damage. **IN THE EVENT ACCELA AND CITY ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF TEXAS, WITHOUT, HOWEVER, WAIVING ANY GOVERNMENTAL IMMUNITY AVAILABLE TO THE CITY UNDER TEXAS LAW AND WITHOUT WAIVING ANY DEFENSES OF THE PARTIES UNDER TEXAS LAW.**
- 3.2 The provisions of this INDEMNITY are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. ACCELA shall advise the CITY in writing within 24 hours of any claim or demand against the CITY or ACCELA known to ACCELA related to or arising out of ACCELA's activities under this Contract and shall see to the investigation and defense of such claim or demand at ACCELA's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving Accela of any of its obligations under this paragraph.

- 3.3 ACCELA shall retain defense counsel within seven (7) business days of CITY'S written notice that CITY is invoking its right to indemnification under this Contract. Failure of the CITY to provide a written rejection of ACCELA'S counsel, including reasonable cause, within (3) days of receipt of ACCELA'S notice shall constitute acceptance of ACCELA'S counsel. If ACCELA fails to retain Counsel within such time period, CITY shall have the right to retain defense counsel on its own behalf, and ACCELA shall be liable for all costs incurred by CITY. CITY shall also have the right, at its option, to be represented by advisory counsel of its own selection and at its own expense, without waiving the foregoing.
- 3.4 Employee Litigation – In any and all claims against any party indemnified hereunder by any employee of ACCELA, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for ACCELA or any subcontractor under worker's compensation or other employee benefit acts.

#### 4.0. TERM

Unless sooner terminated in accordance with the provisions of this Agreement, the term of this Agreement shall commence on upon award through June 30, 2018 and includes 2, 1 year options to renew. The term of this agreement also applies to all transactional documents identified in Section 1.0 herein.

#### 5.0 AMENDMENTS

Except where the terms of this Agreement expressly provide otherwise, any alterations, additions, or deletions to the terms hereof, shall be effected by amendment, in writing, executed by both City and Accela, Inc., without further Council Action.

#### 6.0 COMPENSATION TO ACCELA, INC.

### Five Year Accela Civic Platform Project Pricing Summary

PRICING SUMMARY	
Software and Named Users Licenses Summary <sup>1</sup>	Totals
Accela Civic Platform Software Estimate (Includes Accela Land Management module, Accela Licensing & Case Management module, Accela GIS, Accela ePlanCheck, Accela Mobile & Accela Citizen Access)	\$2,029,731

<b>Software and Named Users Maintenance: 1st Year<sup>2</sup></b>	
Includes access to major and minor software updates, <b>Customer Product Support</b> , and the <b>Customer Success Group</b> . <b>Customer Success Group</b> provides post-go-live onsite system optimization support. Years 4 and 5 are optional.	\$410,458
<b>Software and Named Users Maintenance: 2nd through 5th Years<sup>3</sup></b>	
Includes access to major and minor software updates, <b>Customer Product Support</b> , and the <b>Customer Success Group</b> . <b>Customer Success Group</b> provides post-go-live onsite system optimization support. Years 4 and 5 are optional.	\$1,704,428
<b>Required Software Subscription Summary: 1st Year<sup>3</sup></b>	
Accela Legislative Management, BuildSA Inspection Request apps, My Web Chat Enterprise	\$70,171
<b>Required Software Subscription Summary: 2nd through 5th Years<sup>4</sup></b>	
Accela Legislative Management, BuildSA Inspection Request apps, My Web Chat Enterprise	\$291,386
<b>Implementation Costs<sup>5</sup></b>	
Implementation Services <b>Team</b> comprised of Accela Services as lead, and Accenture and TruePoint Solutions as subcontractors. Includes Training. Assumes 27 month project split into three releases.	\$10,357,298
<b>Total 5 Year Project Estimate</b>	<b>\$14,863,472</b>

Note 1: Includes named user licenses for back-office users, mobile users, Accela GIS for all back-office and mobile users, embedded Electronic Document Review (EDR) functionality, and full licensing for the Accela Citizen Access Public Portal. The Agency is responsible for hardware and software upgrades. See Table 1 below for additional detail.

Note 2: Maintenance is calculated at 20% of the total list software & user licenses, and includes a 10% discount for all products except Accela ePlanCheck. First year maintenance is due at contract signing. There is no annual increase on Years 2 and 3. A 5% annual increase cap is assumed for the purposes of optional Years 4 and 5. See Table 1 below for additional detail.

Note 3: The City requirements related to Hearings and the Contractor Inspection Request app are met by Accela solutions that are only delivered via a subscription model. In addition, the City requirements regarding web chat/collaboration within the DSD Customer Portal are met by a proposed 3rd party solution (My Web Chat Enterprise) that also only delivers their solution via a subscription model. See Table 2 below for additional detail.

Note 4: There is no annual increase on Subscriptions for Years 2 and 3. A 5% annual increase cap is assumed for the purposes of optional Years 4 and 5.

Note 5: See Table 3 below for an overview of Services Payment Milestones.

Table 1 - Software License Detail - Accela Civic Platform – a three-tiered, web-based platform that provides a complete solution for automate workflow, forms management, activity tracking, cashiering, and many other mission critical tasks.	Number of Licenses	License Cost - List	Discount	License Cost - Net	Maintenance Cost
<b>Civic Platform Modules Priced:</b>					

Land Management Module - provides tracking and management all of planning, permitting, electronic plan reviews, complaints and inspections activities.	490	\$1,121,510	\$112,151	\$1,009,359	\$201,872
Licensing & Enforcement Module - provides tracking and management all of licensing, examination, complaint/enforcement and hearing activities.	10	\$65,990	\$6,599	\$59,391	\$11,878
Asset Management Module - provides detailed asset inventory & lifetime history, smart work order management, preventative maintenance schedules, materials management, conditions assessment and reporting.	0	\$0	\$0	\$0	\$0
Public Health & Safety Module - provides tracking and management of fire safety related activities and inspections, health inspections for commercial businesses, and access to rapid damage assessment information following disasters.	0	\$0	\$0	\$0	\$0

**Civic Platform Add-on Products:**

Accela Citizen Access - provides a complete solution where constituents can access services and carry out entire processes on-line. Population-based software license.	1,409,019	\$145,707	\$14,571	\$131,136	\$26,227
Accela Mobile - gives field staff direct, real-time wireless or off-line access on IOS, Android and Windows devices.	150	\$368,850	\$36,885	\$331,965	\$66,393
Accela ePlanCheck (site license) - allows web based plan review staff to electronic markup plans submitted online by customers and assign documents to multiple departments for parallel and concurrent review, allowing plans to move quickly through the review process.	Site License	\$216,000	\$21,600	\$194,400	\$43,200
Accela GIS - provides direct access to view geographic representations of all permitting, licensing and complaint information.	500	\$337,200	\$33,720	\$303,480	\$60,696

**Totals: \$2,255,257 \$225,526 \$2,029,731 \$410,458**

Table 2 - Software Subscription Detail - Enabling Accela Civic Platform & 3rd party technologies delivered only via subscription	Number of Subscriptions	Annual Subscription
<b>Civic Platform &amp; 3rd Party Software Subscriptions</b>		

Accela Legislative Management Agenda & Minutes module subscription - manages preparation for civic meetings, including submitting and approving agenda items, generating digital documents, creating agenda packets and capturing minutes. Includes support, maintenance and upgrades.	1 Module Subscription	\$48,000
BuildSA Inspection Scheduling Mobile App (iOS & Android) - allows contractors & developers to view permits, schedule, reschedule, cancel, add to calendar and share inspection appointments. Includes support, maintenance and upgrades.	2 Mobile OS App Subscriptions	\$20,983
Drupal - an open source content management platform powering millions of websites and applications. The proposed DSD Customer Portal by Accela is powered by by Drupal as the CMS and Accela Citizen Access as the transactional service.	N/A - Open source	\$0
My LiveChat Enterprise - a fast and high performance live chat solution fully integrated with Drupal. Watch in real-time as web site visitors enter and exit your web site. See web pages viewed by them, how they found your site, accept chats, and invite them to chat. All done through the Agent Console.	10 Customer Service Agents	\$1,188

**Total: \$70,171**

Table 3 - Services Payment Milestone Summary	
The following table provides a summary of the Services Payment Milestones. For additional detail, please reference the Payment Milestone table contained in the Statement of Work, which breaks down the Services Milestones for Phase 1 Functional Groups 1 through 3.	
Implementation Payment Milestones	Total
Project Initiation	\$698,429
To Be Analysis	\$1,251,487
Solution Foundation	\$987,706
Data Quality and Purification	\$255,222
Data Conversion Completion (3 mock runs)	\$1,162,887
Interface Requirements	\$138,680

Interface Design, Development and Unit Testing	\$578,162
Business Process Validation	\$873,101
Report Specification, Development	\$530,202
Online Portal	\$461,732
Add-on Configuration	\$384,220
Production & Test	\$160,692
Training	\$453,542
System Test	\$954,023
User Acceptance Testing	\$738,783
Deployment	\$645,930
Organizational Change Management	\$82,500
<b>Totals</b>	<b>\$10,357,298</b>

## **7.0 WARRANTY AND CODE ESCROW**

Accela shall provide a one-year warranty from date of purchase against material defects as follows: Accela will guarantee and warrant that the software product offered by Accela is free of material defects and shall operate as provided within Accela published specifications.

City is entitled to receive the Software compiled (object) code for the Accela products licensed pursuant to this Agreement and is licensed to use any data code produced through implementation and/or normal operation of the Software; City is entitled to receive source code for the Software only pursuant to the terms and conditions of Accela's Intellectual Property Escrow Agreement, presently provided through NCC Group. City may Register as a beneficiary of the Escrow Agreement by executing, together with Accela and NCC Group, a Registration Agreement to be provided. Accela agrees that it will pay, on City's behalf, the annual Registration Fee.

## **8.0 PRODUCT ROADMAP DISCLAIMER**

In relation to future versions of planned system enhancements or future product direction, the information contained in this material is not a commitment or legal obligation to deliver any of the features or functionality described in any attached documents.

## **9.0 LAW APPLICABLE**

**9.1 THIS CONTRACT SHALL BE CONSTRUED UNDER AND IN ACCORDANCE WITH THE LAWS OF THE STATE OF TEXAS AND ALL OBLIGATIONS OF THE PARTIES CREATED HEREUNDER ARE PERFORMABLE IN BEXAR COUNTY, TEXAS.**

9.2 Any legal action or proceeding brought or maintained, directly or indirectly, as a result of this Contract shall be heard and determined in the City of San Antonio, Bexar County, Texas.

## **10.0 ENTIRE AGREEMENT**

This Agreement, together with its exhibits, if any, constitutes the final and entire agreement between the parties hereto and contains all of the terms and conditions agreed upon. No other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind the parties hereto, unless the same are in writing, dated subsequent to the date hereto, and duly executed by the parties.

**EXECUTED** and **AGREED** to as of the dates indicated below. This Agreement may be executed in multiple copies, each of which shall constitute an original.

**SAN ANTONIO DEVELOPMENT  
SERVICES DEPARTMENT**

**ACCELA, INC.**

\_\_\_\_\_  
Roderick Sanchez  
Director

  
\_\_\_\_\_  
Print Name: COLIN SAMUELS  
Title: ASST. CORP. SECRETARY

Date: \_\_\_\_\_

Date: 15 MAY 2015

**SAN ANTONIO INFORMATION  
TECHNOLOGY SERVICES DEPARTMENT**

\_\_\_\_\_  
Hugh Miller  
Chief Technology Officer

Date: \_\_\_\_\_

Approved as to Form:

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

CITY OF SAN ANTONIO  
DEVELOPMENT SERVICES DEPARTMENT  
AND  
INFORMATION TECHNOLOGY SERVICES DEPARTMENT



REQUEST FOR COMPETITIVE SEALED PROPOSAL  
("RFCSP")

for

LAND DEVELOPMENT, PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE

RFCSP 6100004961  
LOG 2014-039

Release Date: SEPTEMBER 16, 2014  
Proposals Due: DECEMBER 5, 2014

**This solicitation has been identified as High-Profile.**

**Notice Regarding Prohibition on Campaign or Officeholder Contributions for Individuals and Entities Seeking High-Profile Contracts.** Under Section 2-309 of the Municipal Campaign Finance Code, the following are prohibited from making a campaign or officeholder contribution to any member of City Council, candidate for City Council or political action committee that contributes to City Council elections from the 10th business day after a contract solicitation has been released until 30 calendar days after the contract has been awarded ("black out" period):

- 1 legal signatory of a high-profile contract;
- 2 any individual seeking a high-profile contract;
- 3 any owner or officer of an entity seeking a high-profile contract;
- 4 the spouse of any of these individuals;
- 5 any attorney, lobbyist or consultant retained to assist in seeking contract.

**A high-profile contract cannot be awarded to the individual or entity if a prohibited contribution has been made by any of these individuals during the "black out" period.**

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## 003 BACKGROUND

### 3.1 Introduction

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). More specifically, the department's responsibilities include but are not limited to the following:

**Table 1. DSD Department Responsibilities**

Responsibility	Additional Information
Permitting	
Inspections	
Land Development:	Rights Determination, Platting, Addressing, Master Development Plans, Zoning and Sub-Division Administration
Plan Reviews & Coordination with Internal Agencies	Transportation & Capital Improvements (TCI), Office of Historic Preservation, Parks and Streets, etc. and External Agencies [San Antonio Water System (SAWS), CPS Energy, Bexar County, etc.]
Building Code Administration	
Contractor Licensing and Registration	
Landscaping, Tree Preservation and Sign Regulation	
Boards and Commissions	Providing administrative and technical support to boards and commissions that direct and review issues on land development, construction regulations and property maintenance
Code Enforcement	

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

#### 3.1.1 Glossary of Terms

Below is an identification of common terms or acronyms used throughout the document.

**Table 2. Glossary of Terms**

Term/Acronym	Definition
The City or COSA	The City of San Antonio, Texas
DSD	Development Services Department
New System	The new Land Development, Permit, Inspection, Licensing & Compliance Management Software System, referred to in this document as "the New

Term/Acronym	Definition
	System" or "solution" shall be understood to encapsulate all Land Development, Permit, Inspection, License and Violation Management functionality.
Hansen	Existing Permitting, Licensing, and Inspection system
ECCO	Existing Enhanced Code Compliance Operations – Code Enforcement System
LDS	Existing Land Development System
TPLT	Existing Plat Management System
Internal System	System owned and maintained by DSD
External System	System owned and maintained by a department outside DSD
High Impact Stakeholder	Those entities which will be affected the most by this initiative. These are departments who use the most functionality within the existing systems and will require a significant organizational and operational change management plan at the initial deployment phase of the future solution.
Low Impact Stakeholder	Those entities that use a small component the existing system (i.e. a department which has a single review step within a series of reviews for a given permit). This committee also includes Potential Users; these are city departments which provide permitting, inspections and violations services for the City yet are not current users of the system.
Boards and Commissions	Includes governing authorities such as "Board of Adjustments", "Planning Commission", "Zoning Commission", "Building Standards Board" and "Building Related and Fire Code Appeal and Advisory Board"

### 3.2 Project Overview & Background

#### 3.2.1 Overview of City of San Antonio Permitting, Licensing, Land Management, and Code Enforcement

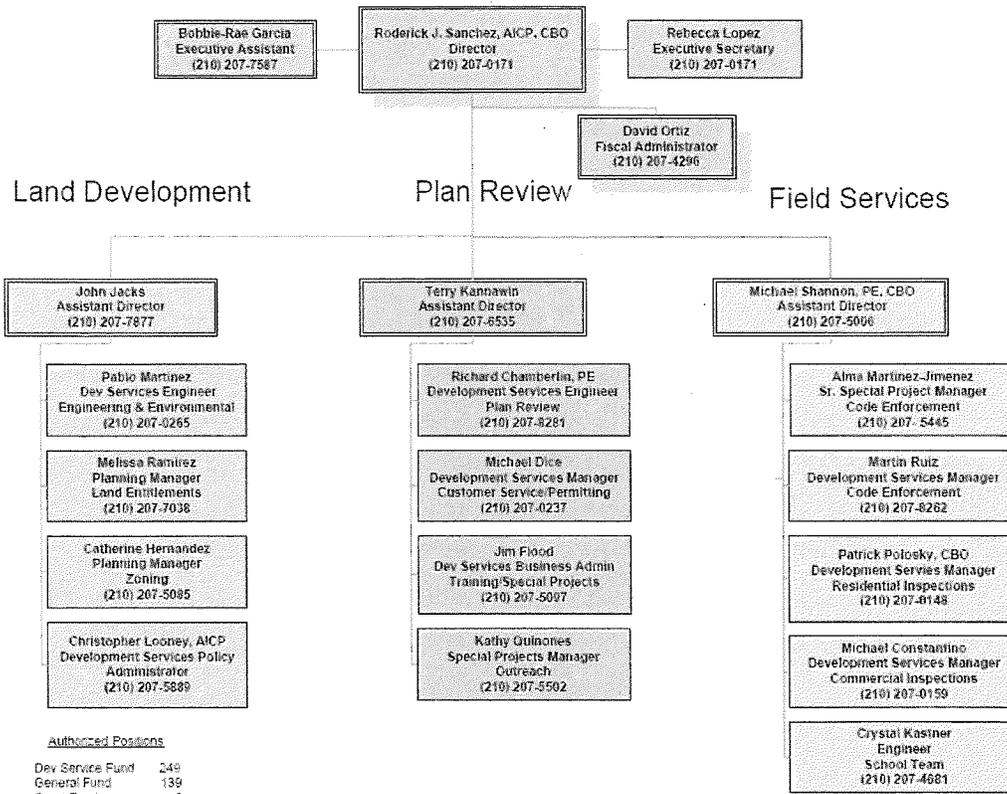
Development Services is composed of various divisions who provide permitting, platting, zoning, inspections and other services in order to achieve the goals of the department. These include the following divisions:

- 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

The organization chart for DSD is provided below:

**Figure 1. DSD Org Chart**

# Development Services Department



Authorized Positions

Dev Service Fund	249
General Fund	139
Grant Fund	3
<b>Total</b>	<b>391</b>

August 7, 2014

### 3.2.2 Project Vision/Mission

The current Land Development, Permit, Inspection, License and Violation Management systems supporting the City of San Antonio’s Development Services (DSD) departments are based on legacy technologies and are unable to easily adapt to changing business needs.

Current challenges include:

- Limited Electronic Plan Review capabilities
- Insufficient mobile capabilities
- Process inefficiencies and data quality issues
- Technological limitations (e.g., lack of information sharing across internal and external departments)
- Reporting deficiencies

DSD has targeted the existing Hansen System, Enhanced Code Compliance Operations (ECCO) Code Enforcement System, the Plat Management System (TPLT), and the Land Development System (LDS) systems for replacement, as well as adjacent systems supporting those applications, which are outlined later in this document. The City’s vision for this 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
- 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

The Land Development, Permit, Inspection, Licensing & Compliance Management Software System, referred to in this document as "the New System", shall be understood to encapsulate all Land Development, Permit, Inspection, License, Electronic Plan Review and Code Enforcement Management functionality.

### **3.2.3 Stakeholders**

Stakeholders for the New System include both existing Hansen, ECCO, LDS and TPLT users, as well as other interested City departments/divisions. The primary stakeholder for the New System is DSD, including the Plan Review, Field Services (includes Code Enforcement and Building Inspections), and Land Development divisions.

This initiative will also have an impact on peripheral departments that currently rely on DSD's current system(s) as their own primary system(s) to conduct their business operations, as well as departments who use Hansen, ECCO, LDS, and/or TPLT as a secondary system. The stakeholders that will be impacted by this initiative and its current scope of impact are identified in the figure below.

**Figure 2. Project Stakeholders**

Hansen / ECCO / LDS / TPLT Replacement High Impact Stakeholders			Hansen / ECCO / LDS / TPLT Replacement Low Impact Stakeholders		
These Stakeholders' Primary System(s) include Hansen, ECCO, LDS and/or TPLT and/or are otherwise impacted at a high level by the project			These Stakeholders utilize Hansen, ECCO, LDS, and/or TPLT as a secondary system and/or are otherwise impacted at a low level by the project; Utilize another primary system for their business operations		
DSD Plan Review	DSD Land Development	DSD Building Inspections	Aviation	San Antonio Water Systems	Finance
San Antonio Fire Department (SAFD)	DSD Code Enforcement	Office of Historic Preservation	CPS Energy	Department of Human Services (DHS)	Center City Development & Operations
Transportation & Capital Improvement	**Metropolitan Health District	**San Antonio Police Department (SAPD)	Animal Care Services (ACS)	Council District Offices	311
**MHD and SAPD are listed as high impact stakeholders due to the New System potentially serving as their primary system in a future implementation phase, still to be determined			Bexar County	ITSD	

These divisions and their responsibilities are described in more detail below.

**Table 3. DSD Division Stakeholders**

COSA Stakeholder Group	Overview of Responsibilities
<b>Development Services Department (DSD) Plan Review</b>	The Plan Review section is responsible for assisting customers in understanding and complying with the City's current building codes applicable Unified Development Code, and Zoning. The section reviews building plans and coordinates reviews with external entities. Has a large customer service function, and also manages licensing for contractors and variances and appeals to boards.
<b>DSD Field Services (Code Enforcement &amp; Building Inspections)</b>	<ul style="list-style-type: none"> <li>■ The <i>Building Code Inspections Section</i> of the Building Development Division is the primary field enforcement agency for the DSD for all permitted construction activity on private and public property where the construction is outside of the public right of way.</li> <li>■ <i>Code Enforcement Units</i> provide inspection and enforcement services, respond to complaints received from citizens, the City's 311 system, and on a proactive basis. They also oversee escalation of cases to boards, work orders, and towing. Code Enforcement also supports the Building Standards Board and Building Code Inspections, as well as the Building and Fire-Related Codes of Appeals and Advisory</li> </ul>

COSA Stakeholder Group	Overview of Responsibilities
	Board.
<b>DSD Land Development</b>	<p>Responsible for facilitating the development process, including the following:</p> <ul style="list-style-type: none"> <li>■ Review and approval process of Master Development Plans (MDPs), Planned Unit Development (PUD), Plats, tree preservation, infrastructure, traffic impact analysis, street renaming and zoning</li> <li>■ Processing and coordinating the review and approval process of variances, appeals, Certificate of Determinations, street name changes, rights determination, Non-conforming Use Rights registrations and addressing.</li> <li>■ Supports the Planning Commission, Zoning Commission, and Board of Adjustment</li> <li>■ Approved land development applications also have an impact on the building permit reviews and Certificate of Occupancy's.</li> </ul>
<b>Office of Historic Preservation</b>	Protects the historical, cultural, architectural, and archaeological resources that make San Antonio unique; Coordinates with other City departments to enforce required review and inspection processes to protect historic resources through a MDP, PUD, Plat, and building permit; Supports the coordination of cases for review with the Historic and Design Review Commission.
<b>San Antonio Fire Department (SAFD)</b>	Perform fire and life safety inspections to ensure compliance with 2012 IFC and adopted codes. Respond to complaints, perform investigations, and issue violations/citations. Perform application intake for various inspection types. Perform plan review for some permit types.
<b>Finance</b>	Fiduciary responsibilities for all City departments; Finance is the Central Office and each City department has a Finance employee – Department Fiscal Administrator (DFA). Hansen interfaces with the Municipal Accounts Receivable Receipt (MARR) System, which then interfaces with SAP, the finance system.
<b>CPS Energy</b>	CPS provides natural gas and electric service to San Antonio residents. Works with DSD as a courtesy reviewer to review MDP and, PUD. CPS is a reviewing authority for plats reviews to ensure compliance with CPS Energy standards and regulations for utility connections. Performs courtesy reviews for plats for compliance with CPS Energy standards and participates in the utility release process.
<b>SAWS</b>	Provide water services to the City of San Antonio and ETJ. Coordinate with DSD for plan review for MDP, PUD, and platting and some permit types, and participates in the utility release process.
<b>Metropolitan Health District</b>	Supervises the food and environmental health program; Conducts inspections, investigations, and issues permits; Performs building permit plan reviews.
<b>Aviation</b>	Responsible for overseeing construction at the airport and all groups associated with those efforts (architects, engineers, planners, appraisers, budgeting, scheduling) Performs building permit plan reviews for projects around the airport (flight path requirements); Facilities Maintenance Group pulls permits.
<b>Transportation &amp; Capital Improvement (TCI)</b>	Build and maintain San Antonio's infrastructure for all City Buildings, Streets, Traffic and Storm Water. Provide every day maintenance services, as well as prepare for and execute major infrastructure

COSA Stakeholder Group	Overview of Responsibilities
	improvement projects (municipal buildings, roads, alleys, drainage, sidewalks, etc.). These reviews are conducted through MDP, PUD, Plats, and Building Permits. Additionally, TCI protects the Right of Way/Street system integrity through permitting and inspection of street cuts. These permits are coordinated through the ROW Permit System which is expected to be replaced by the new solution through this RFCSP.
<b>San Antonio Police Department (SAPD)</b>	<p>SAPD performs a number of business functions related to licensing and permitting, outlined below:</p> <ul style="list-style-type: none"> <li>■ Traffic - Responsible for issuing licenses and permits for addressing activity that occurs in the public Right of Way such as processions, marches, etc.</li> <li>■ Towing - Responsible for the licensing and permitting of towing companies, including contract management (billing/payments), badge issuance, and managing related violations, complaints, and investigations.</li> <li>■ Alarms - Responsible for the permitting and collections for commercial and private burglar alarm systems within the City of San Antonio. Also performs revocations (e.g., multiple false alarms).</li> <li>■ Vehicle for Hire - Responsible for the permitting and licensing of vehicles for hire (e.g., taxi cabs), including the vehicles, drivers, and companies.</li> <li>■ Patrols - Responsible for responding to calls for services; Need access to permitting, code enforcement, and licensing information for investigations.</li> <li>■ Permitting – Responsible for application intake, review and issuance of permits that require fingerprinting and background checks</li> </ul>
<b>Department of Human Services</b>	Provides Children's Services, Community and Family Services, and Senior Services to the City of San Antonio. Receive complaints from 311. Inspections for boarding homes are done by the Boarding Home team by several city departments overseen by DSD Code Enforcement.
<b>Animal Care Services (ACS)</b>	ACS works with DSD through the DART (Dangerous Assessment Response Team) that is headed by the City's attorney's office when animals are involved. Also perform pet licensing (requires rabies vaccination), and permitting (litter permit, residential and commercial animal permits, horse and carriage permits).
<b>Center City Development and Operations (CCDO)</b>	Support downtown facilities and events, including parking garages; Responsible for facility improvements and landscaping. They pull permits from DSD for various projects.
<b>311</b>	The 311 City Call Center connects citizens with specially trained customer services representatives. Assists with requests for City services and other issues.
<b>City Council District Offices</b>	There are 10 City Council members that make up the Council Office, from ten districts. The City Council acts as the policy making and legislative body within the City's government.
<b>Bexar County</b>	Bexar County is a reviewing authority for Plats, MDP and PUD's
<b>ITSD</b>	The City of San Antonio Information Technology Services Department

COSA Stakeholder Group	Overview of Responsibilities
	(ITSD); ITSD's GIS division performs technical reviews and records plats.

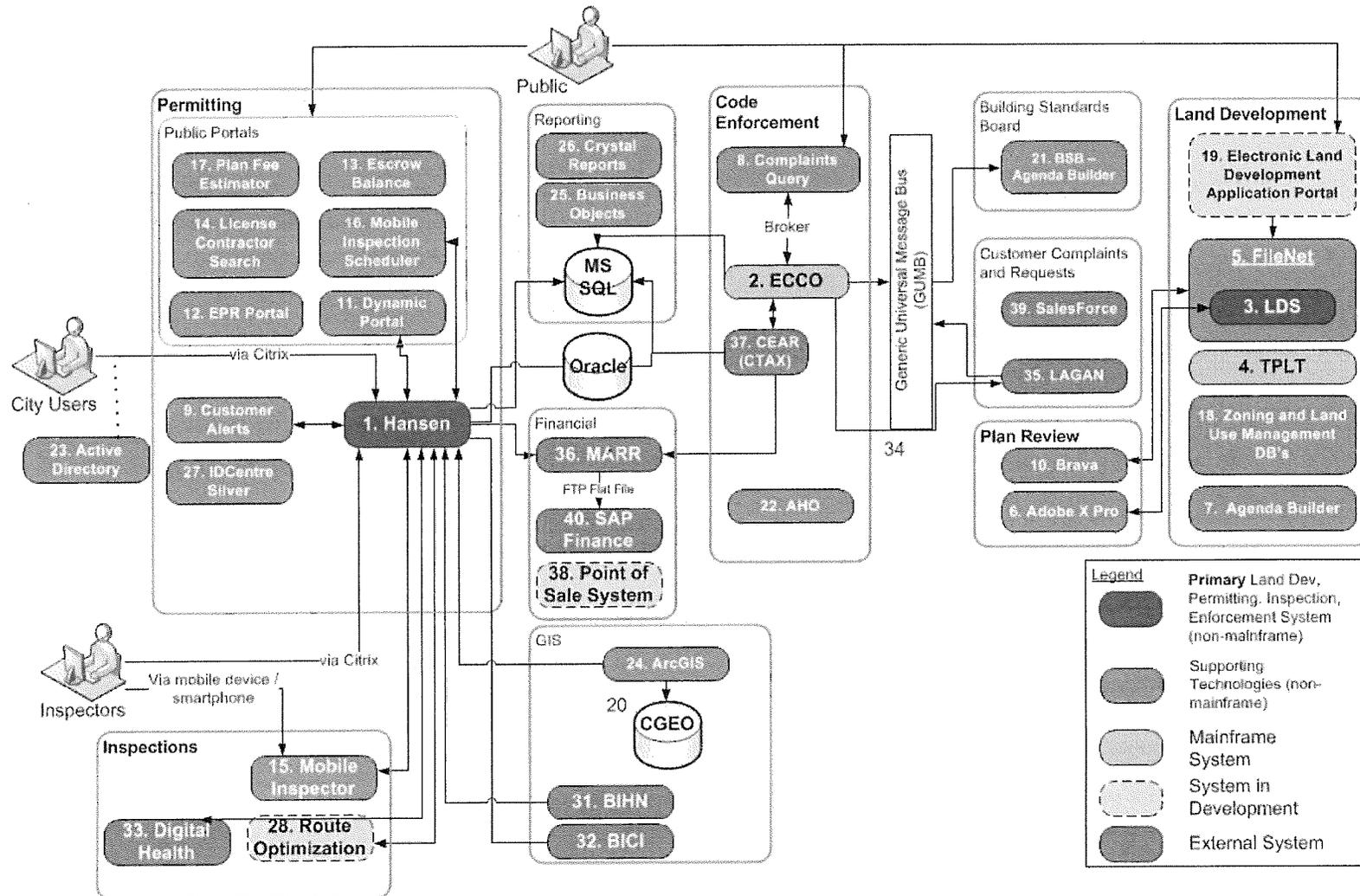
**3.2.4 Current State Environment**

COSA land development, permitting, licensing, and code enforcement business operations are currently supported by core systems which include Hansen for permitting and inspections, Enhanced Code Compliance Operations (ECCO) for enforcement, Land Development System (LDS) for some of the land development processes, Plat Tracking System (TPLT) for plat management, and several ancillary systems.

These legacy systems are difficult to enhance/upgrade, have limited ability to support management and operational needs, and are siloed making it difficult to obtain a single view of information. More details about these systems are provided below and in the following figures and tables within this section.

Figure 3 below depicts COSA's current state environment as related to this RFCSP effort. The diagram groups systems by their business purpose and shows high-level interactions between systems. Additional current state environment details can be found in RFCSP Exhibit 8.

Figure 3. High-level As-Is Business Systems Relationship Diagram



System ID Numbers correspond to tables in Sections 3.2.4, 3.2.5, and 3.2.6 where systems are described in further detail

The primary systems targeted for replacement include the following:

**Table 4. Primary Systems Targeted for Replacement**

ID #	Application	Description	Details
1	Hansen version 7.7	Plan, Permit, Inspections & License Management Hansen supports the management of permit applications, permit issuance, inspections, registration of contractor licenses. Plan review and inspection results from DSD and other reviewing agencies are also captured in Hansen. Some of the code enforcement processes are also supported by Hansen.	<ul style="list-style-type: none"> <li>■ <b>Application Vendor:</b> Infor</li> <li>■ <b>Platform:</b> Solaris/Unix, Oracle</li> </ul>
2	ECCO	Code Enforcement Tracking & Management ECCO is used to manage code compliance activities. It is used to record violations and generate correspondences. It tracks property cases and actions until the case is resolved. It also captures complaints (via LAGAN interface) and captures actions taken. Cases are automatically assigned to investigators based on category and location.	<ul style="list-style-type: none"> <li>■ <b>Application Vendor:</b> In-house developed application</li> <li>■ <b>Platform:</b> Mainframe, NATURAL/ADABAS, MS-SQL (for reporting only)</li> </ul>
3	LDS	LDS provides workflow automation for processing Master Development Plans (MDP), Planned Unit Development (PUD), Rights Determination, and Fair Notice. It includes forms for clerk entry, workflows for review, due date notifications, document attachment, fee calculation, and correspondence generation.	<ul style="list-style-type: none"> <li>■ <b>Application Vendor:</b> In-House Developed Application</li> <li>■ <b>Platform:</b> WEB Server, MS SQL, FileNet P8 (Content Storage)</li> </ul> <p><b>Notes:</b> Functionality of external spreadsheet(s) &amp; Access database supporting this operation is targeted to be included in this implementation.</p>
4	TPLT	Plat Tracking System (TPLT) is used to track and manage the plat application submittals, reviews, approvals, and recordation processes.	<ul style="list-style-type: none"> <li>■ <b>Application Vendor:</b> In-house developed application</li> <li>■ <b>Platform:</b> Mainframe, NATURAL/ ADABAS, MS-SQL (for reporting only)</li> </ul>

### 3.2.5 Supporting Technologies

Additionally, there are a number of adjacent applications utilized to support the land development, permitting, licensing, inspection and code enforcement management processes. COSA expects the following supporting applications to be replaced as part of the New System, with the exception of FileNet as detailed below.

**Table 5. Adjacent Legacy Applications/Systems**

ID	System Name	Description
5	FileNet	FileNet is primarily used for DSD Plan Review and LDS document management; it is the core component of LDS. It is also used by the City Clerk for archiving files and tracking vital statistics. There is currently no integration with Hansen, but files between FileNet and Hansen are linked by matching AP number. The plan review functionality supported by FileNet will be replaced, but the new solution will be expected to integrate with FileNet for the other business functions it supports. Users access FileNet directories through a URL to browse and import files. Imaging functions are not currently used. Record management functionality is currently in-progress. Land Development records are kept for as long as 20 years. Building records must be kept for 7 years after destruction of the building.
6	Adobe X Pro	LDS users use this tool to conduct electronic plan review.
7	Agenda Builder	Land Development uses the Agenda Builder to automate the creation of agenda's for public hearings. This is a Word document used to create the agenda that is eventually turned into a PDF and distributed as needed.
8	Complaints Query	Web application that allows the public to query complaint information that is in ECCO by date and location parameters.
9	Customer Alerts	Custom application integrated with Hansen that provides notifications emails to Customers when certain workflow steps have been completed.
10	Brava	DSD Plan Review uses Brava to mark-up electronic plans.
11	Dynamic Portal	The Hansen public portal which allows the public to submit and pay for applications online, schedule inspection requests, and track application progress.  DSD also has a separate website that allows the public to search for permit information by permit number, permit type, address, or contractor.
12	Electronic Plan Review (EPR) Portal	This public portal allows online submission of plans for building permits.
13	Escrow Balance	This public web page allows contractors to track their escrow accounts. Currently only available for Permitting, Inspections and Licensing.
14	License Contractor Search	This website allows public users to search for licensed contractors. This also provides a reporting function that allows the public to search and retrieve permit information by various criteria.

ID	System Name	Description
15	Mobile Inspector	Mobile Inspector is an application that allows inspectors to submit pass/fail inspection results. This is primarily a back-up tool in case Hansen is not accessible. The objective is to allow inspectors to enter in results as soon as possible because it triggers customer alerts and downstream workflow.
16	Mobile Inspection Scheduler	Mobile Inspection Scheduler allows contractors to pick a permit and select inspection type and request date. The goal is to make it easier for contractors to schedule inspection requests out in the field.
17	Plan Fee Estimator	This public website that allows user to estimate plan fees.
18	Zoning and Land Use Management Databases	Variety of Excel spreadsheets and Access databases used to track Zoning and Land Use work.
19	Electronic Land Development Application Portal	In-Development - The system allows public users to submit applications and electronic plans online for LDS applications (i.e. MDP, PUD, and Rights Determination). Also has plan base fees calculation and online payment functionality.
20	CGEO	This is the ECCO system's version of GIS data. It is a separate repository from ArcGIS.
21	BSB-Agenda Builder	Building Standards Board (BSB) uses a web application to automate creation of agenda's for public hearings and track enforcement cases.
22	Administrative Hearing Officer (AHO)	Code Enforcement has a SharePoint based web application for the tracking of citations forwarded to the Municipal Court's AHO.

### ***Summary of Permitting, Licensing and Inspections Environment***

The Hansen system is the core system used for managing permits, contractor licenses, inspections, investigations, boarding home license, licensing and some of the code enforcement activities. It has been enhanced with database triggers to notify contractors (i.e., Contractor Notification) and customers (i.e. Customer Alerts) upon certain workflow events. The public can apply, pay, and manage their accounts online through a Dynamic Portal. They can also find certain information through a variety of other public portals. City users access Hansen through Citrix (remote desktop access application), as Hansen is a fat client and is installed on a limited number of machines. Payments collected through Hansen are reported to the Municipal Accounts Receivable Receipt (MARR) System, which aggregates and summarizes all transactions and FTP's a daily flat file to the City's financial management system, SAP Finance. The

majority plan reviews are performed using paper copies of the plans. However, recently the permitting plan review group has begun using Brava integrated with FileNet.

DSD has several custom mobile tools integrated with Hansen that provide field access. The Mobile Inspector allows inspectors to pass/fail inspections. This is primarily a back-up system when Hansen is not available. There is also the Mobile Inspection scheduler that allows contractors to request an inspection. Hansen is currently integrated with Digital Health, the Metropolitan Health Department's primary system, where Hansen sends permit information, and Digital Health sends health inspection results back. DSD is also working on incorporating a Route Optimization system that will be integrated with Hansen.

### ***Summary of Code Enforcement Environment***

Code Enforcement is handled mostly in the ECCO mainframe system and some processes are handled in Hansen. It allows users to track violations and generate correspondences, but lacks workflow. It currently receives complaint information from the City's 311 LAGAN system via the City's custom Generic Universal Message Bus (GUMB). ECCO then sends back complaint resolutions directly to the LAGAN database. Public users may access complaint information via the Complaints Query application. For some enforcement cases, the City may bill the public for work performed. These cases are sent to MARR via CEAR (Code Enforcement Accounts Receivable) system for creating of billing statements.

### ***Summary of Land Development Environment***

Land Development activities are managed through a variety of systems. Most recently, the Land Development System (LDS) was developed on FileNet to manage workflow for Master Development Plans, Planned Unit Developments, and Rights Determination. Land Entitlements use Adobe X Pro for plan review redlining, and the City is also working on a customer portal to allow applicants to submit their plans online (EPR Portal). Public Board hearing agendas are created with the Agenda Builder. Platting is currently managed in the TPLT mainframe. Additionally, there are a variety of Access databases used for tracking zoning, Board of Adjustments, and land development activities.

### ***Summary of GIS***

ArcGIS is the City's enterprise GIS solution. It currently replicates GIS information to CGEO data store for use by the ECCO mainframe. And it currently provides address, parcel, and zoning information to Hansen.

### ***Summary of Reporting***

Enterprise reporting is accomplished using Business Objects and Crystal Reports to access an MS SQL data store that receives information from Hansen, ECCO, LDS, and CEAR. DSD also has an SQL Subject Matter Expert (SME) that queries/extracts data in Hansen for various department reporting needs

## **3.2.6 System Integration**

Respondents must consider integration with other Departmental Line-Of-Business (LOB) Systems and Enterprise Systems as part of their proposed solution. Respondents should carefully consider the list of candidate systems identified in this section for potential integration, and understand the importance of an open and flexible system architecture that supports a variety of possible integration methods.

The detailed Systems integration and replacement requirements for the new system can be found in Section 4.3.2.

Hansen, ECCO, and/or LDS are currently integrated with the LOB systems identified below, and the New System is required to maintain these integration points.

**Table 6. Internal System Integration**

ID	System Name	Description
23	Active Directory	The lightweight directory access protocol (LDAP) system centrally manages user accounts and permissions for internal COSA users.
24	ArcGIS	ArcGIS is DSD's system of record for GIS data.
25	Business Objects	Reporting tool.
26	Crystal Reports	Reporting tool.
27	IDCentre Silver	Used by DSD to produce photo license cards.
28	Route Optimization	Expected Feb 2015. Performs Route Optimization for determining most efficient route as well as Customer Queue Position Notification. Provides management functionality, including managing inspector skills, start/stop locations, and assignments. Gives view of live and historical breadcrumb trail of inspectors' executing path assignments. DSD will consider other viable alternative solution options proposed by the vendor.
29	Legacy Content (Certificate of Occupancy/Permits)	(Not Pictured in Figure 3; Pictured in Figure 6) Legacy Permitting Solution prior to Hansen. This represents legacy systems containing legacy data, such as the following: BICI=Building Inspection Computerized Inspection extracts data from Hansen to report inspection routing information to inspector.
30	APEX (ACC/IAS Cert Mgmt)	(Not Pictured in Figure 3; Pictured in Figure 6) ACC/IAS Cert Management is an Oracle Apex web overlay that allows updates for certifications of inspectors, plan reviews (staff certifications).

Below are external systems used to support licensing, permitting, inspection, and violation management functions that would be retained, replaced and/or integrated with the New System, as described below.

**Table 7. External System Descriptions – Scope of Integration/Replacement**

ID	Agency/ System	Owning Agency	Description
31	Building Inspections House Number (BIHN)	ITSD	This system provides zoning data which is currently used by the code enforcement division. Access separately by Code investigators and DSD staff for research.
32	Building Inspection Computerized Inspection (BICI)	ITSD	Building Inspection Computerized Inspection extracts data from Hansen to report inspection routing information to inspector.

ID	Agency/ System	Owning Agency	Description
33	Digital Health	Health	Digital Health is used to manage health inspections and other health business processes.  *May also be a candidate for replacement in future project phase, but integration required for this project
34	GUMB	ITSD	Generic Universal Message Bus facilitates data exchange between applications. It is currently mainly used for exchanging LAGAN complaints with various City systems.
35	LAGAN	311	LAGAN is the City-wide 311 system to manage citizen complaints.
36	MARR	Finance	The Municipal Accounts Receivable Receipt (MARR) aggregates and summarizes all transactions and produces a flat file that is FTP'd to SAP
37	CTAX/ CEAR	ITSD	CTAX is a City taxing application that pulls information from Bexar County Appraisal System. They use this to investigate properties they are working for a case, e.g., demolition permit of a property. They may research things such as square footage. Land Development leverages CTAX information to perform research on addressing.  Code Enforcement Accounts Receivable (CEAR) sends detailed transactions to MARR. Subsystem of CTAX.
38	Point of Sale (PoS)	Finance	The City is in the process of procuring a City wide point-of-sale system. It is expected to have cashiering and online payment functionality. The new system must integrate with the PoS. Pending ETA.
39	SalesForce	Economic Development	SalesForce is used to manage customer complaints and service requests.
40	SAP Finance	Finance	SAP is the City's financial management system.
41	Bexar County Electronic Recordation	Bexar County	(Not Pictured in Figure 3) System recording submission of land record documents electronically with Bexar County Clerk, Texas
42	Legistar	City Council	The City Council's Granicus/Legistar Agenda Builder, which builds agendas for the City Council. Going forward, additional boards/commissions may utilize this system as well. The New System must interface with Legistar.

ID	Agency/ System	Owning Agency	Description
43	ROW Management	TCI	(Not Pictured in Figure 3) Right of Way (ROW) supports the management of permit applications, permit issuance, and manages inspections related to street cut permits. The inclusion of Right of Way permits and related inspections is in scope for this effort. The ROW Management System is a candidate for a future replacement effort as part of a future phase.
44	City's Court Case Management System	Municipal Court	(Not Pictured in Figure 3) The future state solution must integrate with this system to schedule hearings and capture citation dispositions.
45	Historic Preservation Case Management System	Office of Historic Preservation	(Not Pictured in Figure 3) The system makes available all case history information for Historic and Design Review Commission approvals as well as administrative approvals. All historical information related to the property is included such as photos, architectural style, historic designations, etc. The information is available to public through the website.

### 3.2.7 Volume and Metrics

#### 3.2.7.1 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

#### 3.2.7.2 Future State User Counts

- Approximately 100 to 150 mobile users for inspection management
- Approximately 400 to 500 reviewers 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.

### **3.2.7.3 Existing Permit, Inspection, Violation, and Review Types**

Please refer to RFCSP Exhibit 10 for information regarding existing permits, inspections, violations, and review types currently utilized by the City. Information provided in RFCSP Exhibit 10 includes the following:

- Existing Code Compliance Violation Types
- Existing Code Compliance Notices
- Existing Permit Types
- Existing Inspection Types
- Existing Building Plan Review Types
- Existing Land Entitlement Reviews

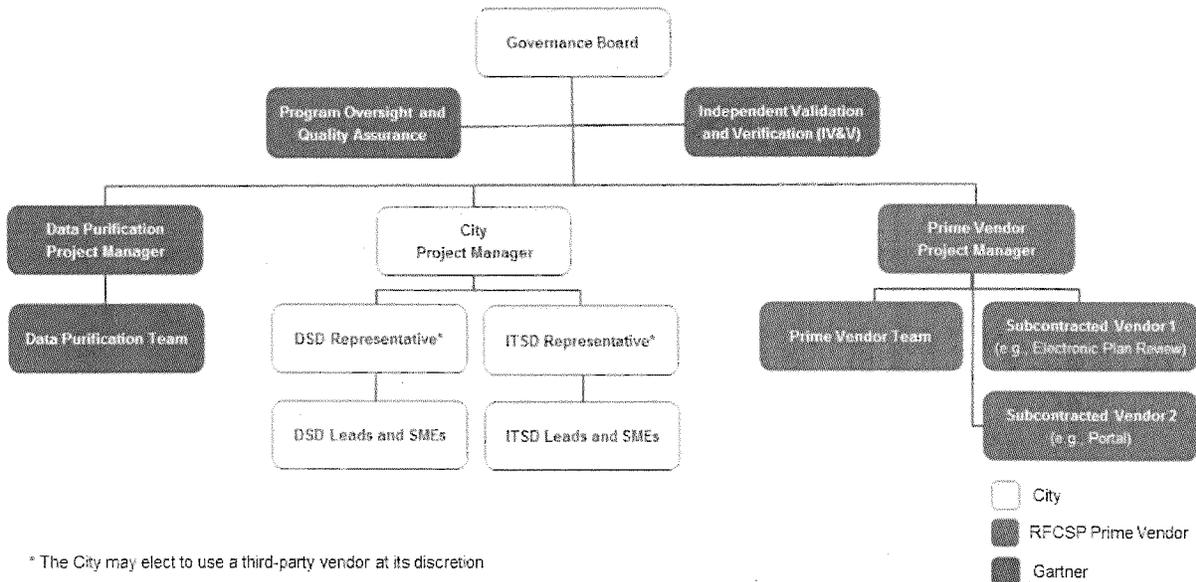
## 004 SCOPE OF SERVICE

### 4.1 Purpose

This Request for Competitive Sealed Proposal ("RFCSP") is issued by the Development Services Department ("DSD").

The purpose of this RFCSP is to select a qualified and licensed vendor ("Respondent") to provide, implement, and maintain a new Land Development, Permit, Inspection, License and Violation Management System ("New System"). The City is seeking a single, prime vendor that will be responsible for delivery of the scope of services. The anticipated high-level implementation organizational model is presented below:

Figure 4. High Level Implementation Organizational Model



### 4.2 Scope

The Respondent's proposed solution must include:

- A new system that meets DSD's functionality requirements (see RFCSP Attachment G and Attachment H)
- A new system that meets the City's technical requirements and technology standards
- A New System that meets the System Integration and Replacement Requirements (see Section 4.3.2)
- All Proposed Software (including any third-party software or components that are required)
- Implementation Services
- Post-Implementation Support Services
- Provide six month warranty period commencing at first productive use for each scope deployment.
- Training, including development of training materials.
- Pricing as specified in the Pricing Workbook.

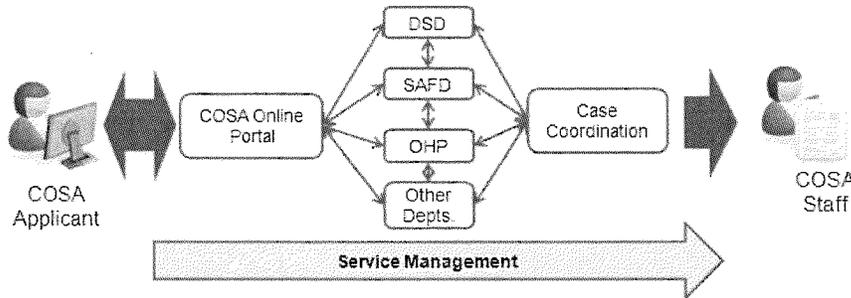
The City of San Antonio DSD reserves the right to procure a subset of the items listed in the pricing workbook at its sole discretion. The City reserves the right to procure software licenses directly with the proposed software vendors.

### 4.3 Future State Solution

#### 4.3.1 Overview

The New System will allow the City of San Antonio to move from a segmented, departmental approach to service delivery, to a customer centric business model. For example, as illustrated in the figure below, to obtain a Certificate of Occupancy the customer will submit a single application for all necessary permits required in a “One Address, One-Stop-Shop” fashion rather than interacting with various departments individually and sequentially. The New System will then support the case coordination performed by COSA staff through automated workflow based on business rules, consolidated and integrated cashiering functions, and true end-to-end accountability.

**Figure 5. Future State Service Management Model**



There are three central components to the New System:

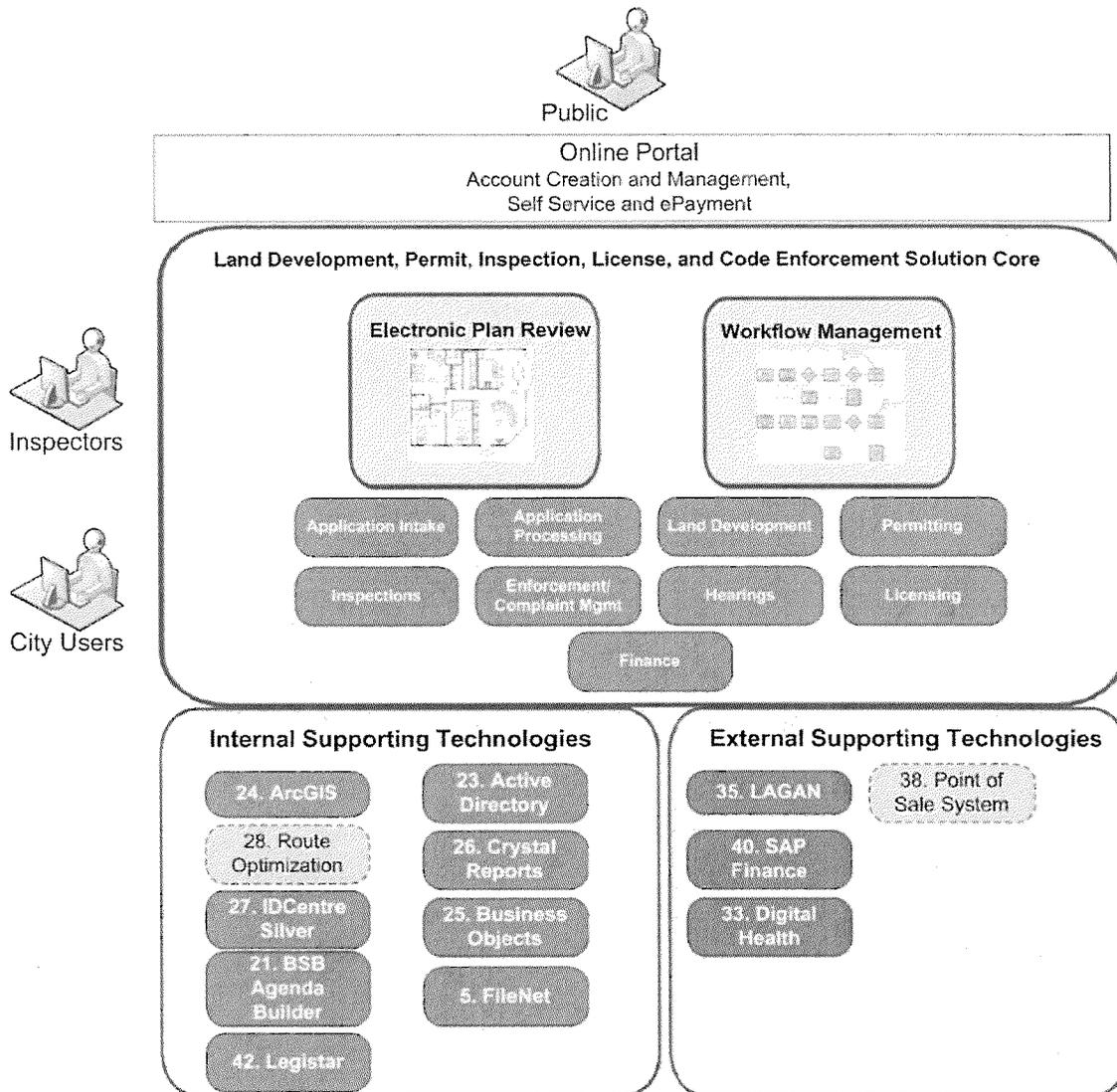
- **Land Development, Permit, Inspection, License and Code Enforcement Solution Core** – this component includes the workflows and business logic necessary to perform the core operations of the agency. It provides an internal portal for the City staff to perform business operations, and key integrations with enterprise systems such as ArcGIS, FileNet, and payments, finance, as well as other external systems.
- **Public Portal** – this component allows the public to access City services online; a core feature of this public portal is the application wizard to guide the applicant through the application requirements and process. Other features include (see RFCSP Exhibit 6 for details) managing online account, renewals, paying for applications, managing and paying for violations, filing online complaints, and performing license searches.
- **Electronic Plan Review** – this component provides functionality to perform the plan review process that includes simultaneous reviewer collaboration and markup of plans, sharing of revisions with the customer, overlays and identification of changes between versions of plans, and managing workflows for the review process.

#### 4.3.2 Conceptual Solution Model

The figure on the following page provides a conceptual model of the future system. This diagram provides a visual representation of system scope and system interactions. This is a conceptual diagram and does not include every interface that will be required.

The City's future solution vision for the new system is shown in the figure below.

Figure 6. Future State Solution Diagram



System ID Numbers correspond to tables in Sections 3.2.4, 3.2.5, and 3.2.6 where systems are described in further detail

The core functionality is represented by the Land Development, Permit, Inspection, License, and Code Enforcement Solution Core. Of particular note, are the Public Portal, Workflow Management, and Electronic Plan Review, which must operate seamlessly together and operate against a common "Permitting Database." The Core Solution component is expected to provide portal, workflow, business rule, collaboration, GIS, document management, account management, financial management, customer self-help, notifications, flagging of a property, and analytics capabilities to enable the functionality described in the RFCSP Exhibit 6. For descriptions of these capabilities refer to Figure 8.

The City has a set of technology standards, provided RFCSP Exhibit 8 which represents the infrastructure services provided within the organization. This is informational in nature and should not be considered as a constraint and/or disqualification of potential responses that may deliver a state-of-the-art solution to meet the City's business needs.

The New System shall exchange data with several external systems. Several interface mechanisms may be used depending on the need. They include message bus, web services, or FTP of flat file. The critical integrations include:

- (System ID #35): City's 311 LAGAN System to receive complaints and to send back resolutions via the generic universal message bus (GUMB).
- (System ID #40): SAP Finance to report financial transactions to the City's financial management system via FTP flat file.
- (System ID #5) FileNet
- (System ID #38) PoS
- (System ID #33) Digital Health
- (System ID #44) City's Municipal Court

Other potential integrations are aimed at reducing user "swivel-chair" between the Land Development, Permit, Inspection, Licensing & Compliance Management Software System and external systems. Additional descriptions of external sources are in Table 7.

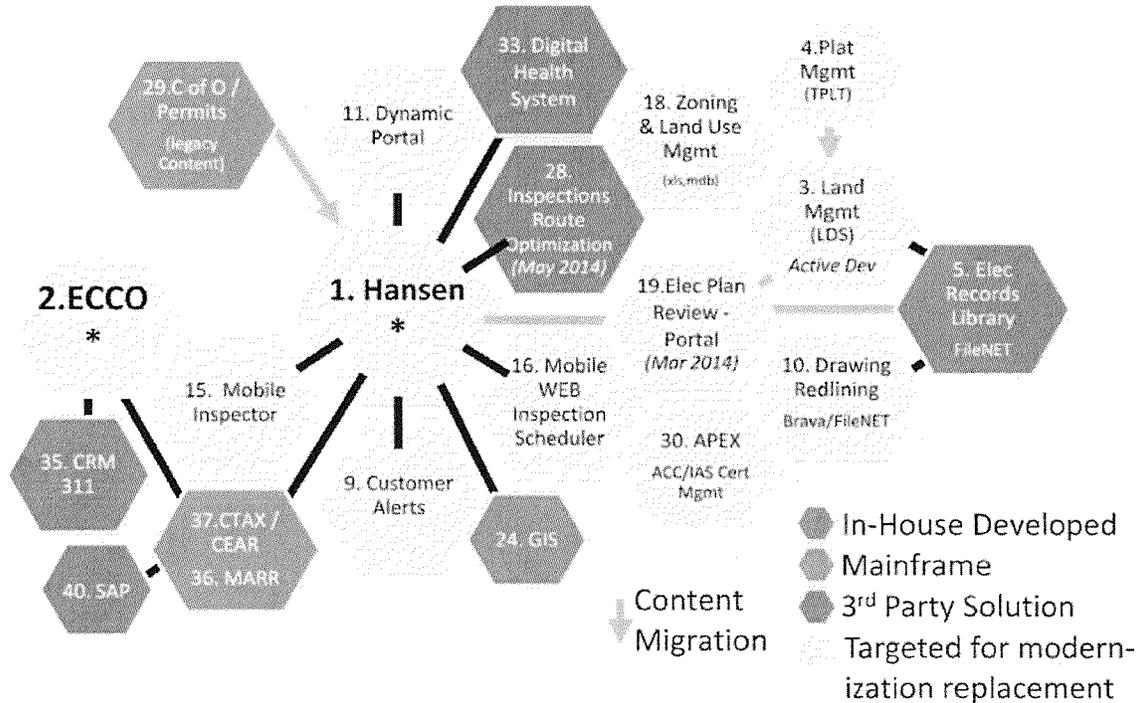
Data transparency is a key objective for this initiative. To this end, the System shall provide a replicated Online Analytical Processing (OLAP) repository for reporting purposes. The City currently uses Crystal Reports and Business Objects for building and delivering reports. The selected system will also be required to make high-value datasets available to the public online and in an open format that can be retrieved, downloaded, indexed, searched and reused in furtherance of the City's Open Data initiative. The proposed future state solution will be hosted and managed in the City's data center.

#### **4.3.3 Scope of Systems Replacement and Integration**

The figure below summarizes the current state environment and scope of replacement and integration. Please note this is not an exhaustive list of all required replacements/integration. This is for illustrative purposes only.

Figure 7. COSA Modernization Applications Replacement

## Scope – Business Systems



System ID Numbers correspond to tables in Sections 3.2.4, 3.2.5, and 3.2.6 where systems are described in further detail

The table below provides a comprehensive list of the current state systems and the scope of integration and/or replacement, as described below:

- In Scope for Replacement = System must be replaced as part of this project
- In Scope for Integration = System must be integrated with New System as part of this project
- In Scope for Replacement or Integration = Vendor may propose replacement OR integration as part of its proposed solution
- Potential Integration = COSA may choose to integrate with external system as part of future project phase
- Potential Replacement = COSA may choose to replace system as part of a future project phase
- Not in Scope for Integration or Replacement = System is not a candidate for future replacement or integration

**Table 8. Scope of Systems Integration and Replacement**

ID #	System Name	In Scope for Replacement	In Scope for Integration	In Scope for Replacement OR Integration	Not in Scope – Potential Future Integration	Not in Scope - Potential Future Replacement	Not in Scope for Integration or Replacement
1	Hansen	✓					
2	ECCO	✓					
3	LDS	✓					
4	TPLT	✓					
5	FileNet		✓				
6	Adobe X Pro	✓					
7	LD Agenda Builder	✓					
8	Complaints Query	✓					
9	Customer Alerts	✓					
10	Brava	✓					
11	Dynamic Portal	✓					
12	EPR Portal (Building Permits)	✓					
13	Escrow Balance	✓					
14	License Contractor Search	✓					
15	Mobile Inspector	✓					
16	Mobile Inspection Scheduler	✓					
17	Plan Fee Estimator	✓					
18	Zoning and Land Use Management Databases	✓					
19	EPR Customer Portal (LD)	✓					
20	CGEO	✓					
21	BSB-Agenda Builder		✓				
22	AHO	✓					
23	Active Directory		✓				
24	ArcGIS		✓				
25	Business Objects		✓				
26	Crystal Reports		✓				
27	IDCentre Silver		✓				
28	Route Optimization			✓			
29	Legacy Content	✓					
30	APEX (ACC/IAS	✓					

ID #	System Name	In Scope for Replacement	In Scope for Integration	In Scope for Replacement OR Integration	Not in Scope – Potential Future Integration	Not in Scope - Potential Future Replacement	Not in Scope for Integration or Replacement
	Cert Mgmt)						
31	BIHN						✓
32	BICI	✓					
33	Digital Health*		✓			✓	
34	GUMB			✓			
35	LAGAN		✓				
36	MARR	✓					
37	CTAX			✓			
38	Point of Sale		✓				
39	SalesForce				✓		
40	SAP Finance		✓				
41	Bexar County Electronic Recordation System		✓				
42	Legistar		✓				
43	ROW Management					✓	
44	City's Municipal Court		✓				
45	Historic Preservation Case Management System	✓					

System ID Numbers correspond to tables in Sections 3.2.4, 3.2.5, and 3.2.6 where systems are described in further detail

\*Digital Health is in scope for integration as part of this project. In the future, Digital Health may be selected as a candidate for replacement as part of a separate project effort.

#### **4.4 Functional Components**

The functional components of the New System will implement capabilities that include Land Development, Permit, Inspection, License and Violation Management functions typically covered by Permitting and Licensing Systems. DSD and other key permitting departments currently use a number of internally and third-party developed systems, which are reaching end-of-life and/or are currently not meeting all of their business needs. The future state vision is to replace the existing Hansen, ECCO, LDS, TPLT and other adjacent systems with a single, integrated solution that supports the key departmental functions.

For more information on the detailed functional components, please refer to RFCSP Attachment G and RFCSP Exhibit 6. The sections below are intended to provide a high-level overview of the functional requirements.

##### **4.4.1 Intake/Customer Portal**

The vision of the Systems Replacement public portal is that it will be a “one-stop shop” for all interactions between the public and DSD (and other designated stakeholders). A self-service portal will enable customers to perform many business functions online including submit applications for permits, projects, and licenses, submit online payment, plan upload and status tracking across all services, departments and at any time in the lifecycle of a project (e.g. platting, permit application, inspection, etc.).

Other examples include:

- The public would use the portal to gather information about the City’s development service offerings, application requirements and in-progress and completed development activities.
- The development community would use the portal to manage and track application activities, pay fees and fines and obtain relevant project information.
- The City would use the portal as a means to communicate static as well as real-time data to the public, facilitate the provision of services and to communicate information regarding specific development activity to relevant parties.

One of the core capabilities of the portal is to present a “wizard” interface that would guide users through the process of selecting the appropriate service and collecting the right information and documentation to build an application. Conceptually, this is similar to a consumer using online tax preparation software that hides the complexity of the tax code and myriad of forms associated with the filing process. This wizard implements a decision tree at a coarse level and specific business rules at a granular level.

After the initial intake of applications within the Web Portal, the application is handed off to the intake within each department, which spawns the micro workflows. The initial validation at the portal level will streamline the intake process so that no major issues are discovered at the department level.

##### **4.4.2 Application Processing**

The City of San Antonio provides a myriad of services, and many different permits to the development community that require different types of reviews, sign-offs and inspections. The New System will support the various application types, associated business processes, and subsequent system workflows for the City’s land development, permit, licensing, and code enforcement functions. The workflows used to perform these functions are often complicated, consisting of many steps crossing to and from several departments and requiring input from different sources, including the applicant, various City agencies, and several outside agencies. The workflow component should streamline each process followed by the City by standardizing and reusing repeatable processes, automating task assignments and managing documents and application timelines. The workflow management component should integrate with the portal to provide real-time data to online users. This component should also integrate with the Electronic Plan Review functionality described below; as such functionality is vital to the City’s core service offerings. Additionally, it is imperative that workflows and business rules can be changed with configuration to quickly adapt the system to ordinance changes. This configuration should be easily accessible and not require coding. The configuration should be able to be performed by Business Subject Matter Experts designated as Application Administrators.

This capability implements the back-office processing and information tracking on behalf of the application. It implements the micro workflow within the departments. The implementation of an automated workflow process streamlines and enforces the business procedures (administrative rules, legislative mandates, and City of San Antonio policies) necessary to manage the land management, licensing, permitting, plan review and enforcement programs of City of San Antonio. The New System will automate many existing manual tasks, track required response times and workload, and facilitate a tighter integration between departmental functions. The System will bring together disparate systems and City of San Antonio departments and divisions to help ensure better utilization of staff and resources, and to provide greater customer service.

#### **4.4.3 Land Development**

The Land Development teams are responsible for the review and approval process of Master Development Plans (MDP's), Planned Unit Development (PUD), Plats, Rights Determination, Street Name Changes, Addressing, trees preservation/inspection, infrastructure review/inspections, bonding, variances, appeals, traffic impact analysis (TIA's), Zoning, Non-Conforming Rights, Development Preservation Rights. These business processes are coordinated with several internal and external reviewing agencies, and the department also supports the Zoning Commission, Board of Adjustments, and Planning Commission.

This functionality will focus on the enforcement of rules and regulations related to land development, including supporting the following business processes:

- MDP, PUD and Platting
- Zoning
- Technical Review of Land Development Applications
- Addressing
- Maintain Parent/Child Relationships between Existing and New Land Development Applications and Permits.
- Monitor Project Validity
- Flagging Property, Lots and/or Parcels with notifications
- Managing Consent and Performance Agreements, and Time Extensions
- Traffic Impact Analysis
- Rights Determination, Nonconforming Rights, Street Rename changes, Annexation Agreements and Development Agreements, Memorandum of Understanding, Limited Purpose Annexation agreements

#### **4.4.4 Permitting**

This functionality will support City staff in issuing and managing permits. This includes supporting the following business processes:

- Permit Issuance
- Monitoring Active Projects/Permits and Final Project Clearance
- Customer Request for Issue Review/Hearing
- Scheduling and Conducting Reviews/Hearings
- Permit Renewals

The City of San Antonio issues various types of permits and provides a myriad of services, that require different types of reviews, sign-offs and inspections. The workflows used to perform these functions are often complicated, consisting of many steps crossing to and from several departments and requiring input from different sources, including the applicant, various City agencies, and several outside agencies. As discussed above, the workflow component should streamline each process followed by the City by

standardizing and reusing repeatable processes, automating task assignments and managing documents. The workflow management component should integrate with the portal to provide real-time data to online users. This component should also integrate with the Electronic Plan Review and Mobile Inspection functionality.

#### **4.4.5 Licensing**

This set of functionality allows an Applicant to manage the process of applying for a license through the City, and supports City staff in processing and managing those licenses. The functionality will support the following business processes:

- License Application
- License Renewal
- Exam/Class Scheduling and Results

The City issues a number of license types with various requirements for issuance and renewal. Through a decision tree process or similar, the System will determine what information, documents, exams/classes and/or education credits, and performance tests are required and prompt the customer to enter the sum total of the information required for the application for that license type. Workflow within the new System will route the various application components to the personnel and departments responsible for review, and ensure all required application components are satisfied prior to issuing a license, application, or renewal.

#### **4.4.6 Hearings**

In addition to regularly supporting various governing authorities (i.e. the Zoning Commission, Board of Adjustments, Building Standards Board, Building Related and Fire Code Appeal and Advisory Board, Historic Design Review Committee and Planning Commission), the System must allow a City Customer to request an opportunity to meet with a governing authority to discuss an issue. This scenario may arise from a variety of situations, such as appeals of a violation or rejection of an application, reviews of plans, or requests for rezoning, exceptions, variances, code modifications, etc. Hearing functionality will support the following business processes:

- Build Agendas for Hearings/Reviews
- Board Document Staff Recommendations and meeting support (e.g., public notices)
- Customer Request for Hearing/Review
- Hearing/Review Scheduling
- Conduct Hearing/Review and Record Results
- Preliminary Plan Reviews and Plan Reviews by Appointment

The system must interface with the City Councils Granicus/Legistar-Agenda Builder or create an agenda builder within the system.

The system must be able to trigger downstream workflow activities based on the outcome of a hearing and the results recorded in the system.

#### **4.4.7 Electronic Plan Review**

The majority of the plans will be submitted and managed electronically in the future state solution. If submitted manually, paper plans may be scanned into electronic format before they are submitted for review. Electronic Plan Review capabilities will include review, markup, and comparison of electronic plans.

An electronic plan review component will provide the City of San Antonio the ability to electronically accept digital development plans, make them accessible to appropriate reviewing authorities, while also providing version control capability to enable parallel review and markup online, and approve and/or provide feedback to applicants. This will allow for parallel processing of plat and plan reviews and coordination between different reviewers.

#### **4.4.8 Inspections**

Inspection capability includes assigning, optimized routing and scheduling of inspections and capturing of the inspection results. The New System shall provide managerial support, allowing supervisors to easily view real-time inspection performance metrics to assist in workload management, as well as integration with the online portal to provide greater transparency to customers and provide for customer notifications. Remote access to the New System via mobile devices will provide field inspectors accurate and timely information, increasing the overall efficiency of field inspections. Field inspectors will be able to access account details, generate necessary documentation, and provide immediate information to customers regarding the results of the inspections. The utility release process with utility providers will be automated. Utilizing GIS-enabled scheduling will allow inspectors to optimize their routes and reduce travel time and expenses.

#### **4.4.9 Enforcement/Complaint Management**

Enforcement and Complaint functionality covers the processes from recording violations and managing complaints. The New System will help ensure that all permit holders and licensees maintain the eligibility requirements to participate in City of San Antonio programs. The New System will allow City of San Antonio Enforcement staff to easily view account details and account history, pending cases or complaints, inspection results, bond information, and all other necessary information for their investigations. The New System will interface with external sources to enable quick access to location and licensee data, and support remote access to the System via mobile devices. The System will support associated business functions such as generating work orders and tracking job effort.

Complaint Management includes managing and tracking complaints submitted by citizens for suspected code violations. The system will also integrate with the City's 311 System (Lagan) so that complaints submitted via 311 are imported into the system, and results/actions taken are transmitted back to Lagan. Complaint management will be governed internally through automated workflow processes, ensuring that complaints are handled in a timely manner, and that all submitted items are tracked and investigated appropriately.

#### **4.4.10 Finance**

The new system shall support overall financial processes associated with the Land Development, Permit, Inspection, Licensing & Compliance Management Software System, including payments, refunds, receipting, and invoicing. The system shall interface with the finance system, SAP, and the City's Point-of-Sale system.

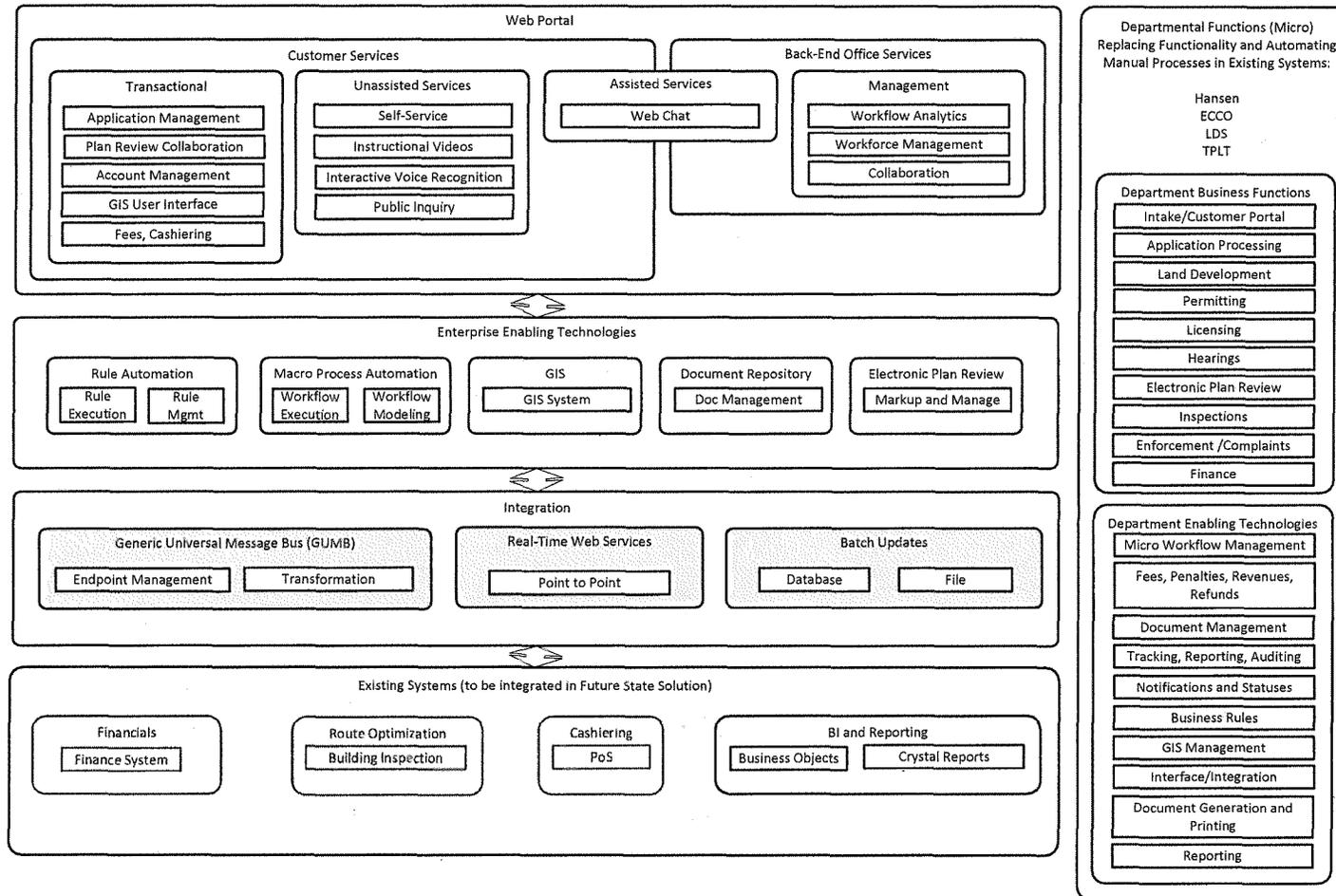
#### **4.5 Technical Components**

For more information on the technical requirements, please refer to RFCSP Attachment H. This section is intended to provide a high-level overview of the technical requirements.

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The following diagram illustrates the City of San Antonio's New System's Conceptual Solution Model. The components of the Conceptual Solution Model are described in detail in the following sections.

**Figure 8. New System Conceptual Solution Model**



The model contains a number of large building blocks:

- **Web Portal:** The Web Portal is a web-based user interface that serves as the entry point for all user interactions with the new solution (customers and employees).
- **Enterprise Enabling Technologies:** The Enterprise Enabling Technologies contains a set of key technologies that are required to support the future state functional requirements.
- **Integration:** Integration between the future state solution and external systems will be managed through the existing available integration channels.
- **Existing Systems:** A number of existing systems will continue to operate and interface with the future state solution.
- **Departmental Functions:** Departmental Functions contains the set of key functional capabilities and automated processes that will be supported by the future state solution.

The subsequent sections describe these building blocks and drill down to the capabilities.

#### **4.5.1 Web Portal**

The portal represents a unified customer self-service interface for City of San Antonio customers, including constituents, licensees, and developers, as well as a set of support services for City of San Antonio employees. The Web Portal has the following technical components, detailed in the following sections:

- Customer Services
- Back-End Office Services

##### **4.5.1.1 Customer Services**

Customer Services consist of capabilities for external users to perform key development and licensing activities online including application submission, electronic plan submission, monitoring and tracking capabilities, management of account settings, and making online payments.

The functional capabilities are further decomposed into several categories:

- **Transactional:** The Transactional services implement the permit application process.
  - Application Management
  - Plan Review Collaboration
  - Account Management
  - GIS User Interface
  - Fees, Cashiering
- **Unassisted Services:** The Unassisted Services provides customer self-service capability that does not require any direct interaction with employees.
  - Self-Service
  - Public Inquiry
- **Assisted Services:** The Assisted Services provides various ways in which users can interact with live agents, through different channels.
  - Web Chat

## **Transactional**

### **Application Management**

This capability manages the submission of the application and tracks it on the user's behalf. It provides a customer-centric portal view of the macro workflow process, and tracks the application status. Additional documentation may be required, plans may need to change and fees collected.

The application management capability uses a number of enabling technologies:

- Macro Process Automation to orchestrate, execute and track the inter-departmental workflow processes.
- Centralized Document Repository to store and manage all documents related to an application.

A centralized and shared application database captures all pertinent information about the application. It will establish a unique project ID that is used across the departments that implement the micro workflow. This capability contributes to increasing the transparency of the application process.

### **Plan Review Collaboration**

Provides for the online collaboration capability of electronic plan review, integrated with back-end capabilities in the enabling technologies. This capability replaces the use of paper-based drawings, but paper plan submittals and reviews of these will continue for the near future.

There is some overlap between electronic plan review in a broader sense, which encompasses workflow, document management and portal technology, and other capabilities in the future state solution. The City envisions that the user experience of the product is integrated with the overall portal, to provide a unified interface.

### **Account Management**

Recognizing that City of San Antonio customers will return to the portal many times while the project/application is in progress (and may have multiple projects and/or applications), there is a need to establish user accounts, provide secure access to the user's projects, and only require the user to enter the same data once.

### **GIS User Interface**

The GIS Viewer allows users to view GIS data through the Web Portal utilizing data and map services from existing GIS enterprise system that provides a geographic view of the projects (permits, MDP, Plats, PUDS, Rights, etc.).

### **Fees, Cashiering**

This capability allows a single interface to make payments, from the user perspective, and (through integration) distribute revenues to departments, and provide a feed to DSD's financial system. The future solution will integrate with DSD's cashiering system.

## **Unassisted Services**

### **Self-Service**

A comprehensive self-service web portal is a critical component for the future state solution. This capability allows users to perform many of the in-person activities through the Web Portal Self-Service solution using a variety of customer-centric online tools and self-guided instructions/online help.

### **Public Inquiry**

The public inquiry capability supports inquiries related to a variety of application/project types that originate from parties who are not directly involved with the project, such as neighbors. These inquiries could be related to potential code violations, or purely informational. For a particular parcel or address, the new System will supply a subset of information related to the current permits and permit applications.

## **Assisted Services**

### **Web Chat**

A Web chat session involves interactive, Internet-browser-based, live text interactions that can be launched at any time, from learning about rules and regulations to managing specific applications. Web chat allows users to ask a question at any time, from learning about rules and regulations to managing specific applications. Since the agent has access to the knowledge base, they can typically handle multiple requests at the same time, making this a much more efficient channel from the City's perspective.

#### **4.5.1.2 Back-End Office Services**

Back-End Office Services within the Web Portal consist of capabilities for employees to directly support customers through the Assisted Services (see Customer Services) and to support the management of the permit application processes. Employees also have full access to Customer Services to perform in-person application intake and processing on behalf of a customer.

## **Management**

### **Workflow Analytics**

The Macro Process Automation capability (described in Enterprise Enabling Technologies) executes and tracks the application process between departments. It captures a number of metrics that can be used by employees to establish Key Performance Indicators. Based on these indicators, employees can ensure that the application process steps are completed within the expected service levels, and allow the intervention when needed.

### **Workforce Management**

Similar to Workflow Analytics, the Macro Process Automation capability tracks the number and types of applications routed to individual departments. Based on these metrics, trends and forecasts, management can proactively allocate its workforce based on anticipated demand.

### **Collaboration**

Many departments are part of the application process for a single application and the process will change from a largely sequential process to executing parallel steps where feasible. This requires a capability for multiple departments to collaborate and coordinate on individual applications.

### **Reporting and Analytics**

The portal will provide web-based reporting and analytics for users to run reports, perform analytics, and conduct ad-hoc reporting.

## **4.5.2 Enterprise Enabling Technologies**

These technologies support the future state solution.

### **4.5.2.1 Rule Automation**

The goal of rule automation is to capture the many business rules that govern the land development, permitting, licensing and enforcement processes, and evaluate them in an automated framework. Rule automation serves two purposes in the conceptual model:

- Support decisions within the Macro Process Automation capability by extracting complex rules/decision trees from the workflow tool.
- Support the process as executed by departments, by using a consistent set of rules across the organization.

There are many implementation options for rule automation, ranging from lightweight components to full-fledged Business Rule Management Systems (BRMS). In the introduction of the conceptual model, we emphasized the preference for a pragmatic and efficient implementation, and this is especially pertinent for the rule automation capability.

#### **Rule Execution**

Rule Execution is the runtime environment in which rule sets are evaluated. It supports other capabilities as described above.

#### **Rule Management**

Rule Management provides the capability to author, test, version control, and publish rules to the runtime environment. Systems analysts, and potentially business analysts, typically use a visual tool to manage the rules.

#### **4.5.2.2 Macro Process Automation**

The goal of Macro Process Automation is to capture the inter-departmental workflow of the services that implement permit processes, and execute them in an automated framework. Currently, customers manage these processes themselves as they are referred from department to department in order to obtain clearances for permits and the finalization of the project.

Workflow automation of these processes encapsulates the steps that users manage today, and aims to execute them more efficiently by the correct sequencing, parallel processing and ensuring that the right information is available for individual departments, at the right time. The departments continue to process their own workflow (micro workflow) using existing tools/products or replacement tools/products.

Similar to rule automation, macro process automation is an ambitious goal, and the City may initially only implement the more straightforward services, prior to automating the more complex scenarios. The range of implementation options is similarly broad, from lightweight workflow tools to full-fledged Business Process Management Systems. Again, we envision a pragmatic New System.

#### **4.5.2.3 Workflow Execution**

Workflow Execution is the runtime environment in which the processes are executed.

#### **4.5.2.4 Workflow Modeling**

Workflow Modeling provides the capability to author, test, version control, and publish process models to the runtime environment. Systems analysts, and potentially business analysts, typically use a visual tool to manage the workflow processes.

#### **4.5.3 GIS Integration**

The New System shall integrate with COSA's enterprise ArcGIS system view information spatially. The GIS integration provides geographical information to support the permit application process, including application requirements, reviews required based on location, inspection scheduling and routing, etc. GIS integration shall provide a spatial view of the projects (permits, MDP, Plats, PUDS, Rights, etc.) in a GIS view.

#### **4.5.4 Document Repository Integration**

The Document Repository provides centralized storage of, and access to, all documents related to permit applications. It will be used by all involved departments and be integrated with the departmental capabilities.

##### **4.5.4.1 Document Management**

The New System shall integrate with COSA's enterprise FileNet system to provide document management capabilities that include:

- Repository services: Store the documents and make them accessible, typically via a nested folder-style metaphor, or sometimes via a hierarchy of metadata or tags
- Metadata services: Supply general information about the documents, such as author, date created, size, file type, content type, and so on
- Search services: Allow users to search for documents based on words embedded in the text (keyword search) and/or document metadata, such as author, subject, or date created
- Versioning services: Control the integrity of new versions of documents
- Rendering services: Transform files from one format to another, such as translating a Microsoft Word file into Adobe Portable Document Format (PDF)
- Audit services: Track and report on document changes and life cycles
- Life cycle services: Usher documents through a life cycle process, performing actions such as preventing deletion when a document is under a hold order, deleting a document at expiration time (e.g., 90 days, two years, or nine years), and document archiving/retention based on defined business rules.
- Access control services: Control access to documents, typically on a folder basis but sometimes on a document-by-document basis, typically integrated with the enterprise directory or authorization service.

#### **4.5.4.1.1 Electronic Plan Review**

Electronic Plan Review replaces the paper drawings that are used today. The goal is to allow users to upload electronic plans when submitting applications, and use these plans throughout the process, after which they become part of the document repository.

#### **4.5.4.2 Mark-up and Manage**

This capability supports the electronic review process of drawings, through a cycle of markup and review cycles, from submission to inspection. All authorized parties have access to the electronic drawings. Typical capability includes:

- Browser-based viewing without the need for desktop software
- Parallel plan review by multiple departments
- Dynamic overlays and comparison of versions

Upon completion of the review process, the electronic plans are archived into the centralized document repository.

#### **4.5.5 Integration**

The future state conceptual architecture consists of multiple capabilities that operate in integrated fashion. In some cases, it makes sense to integrate directly between components, such as a GIS map viewer in the portal and the GIS back-end GIS data and GIS services. In other cases, it makes sense to go through an intermediary integration capability, such as communicating with existing systems that may require customization on either end to establish exchanges.

This capability can be implemented through a wide range of technologies, ranging from simple web services to full-fledged Enterprise Integration suites. In some cases, products that cover the Macro Process Automation (which supports process orchestration, in this model) may also cover integration.

#### **4.5.5.1 Generic Universal Message Bus**

DSD currently uses the City's custom Generic Universal Message Bus (GUMB) as the integration tier to exchange data between different systems. Currently, only a limited number of systems integrate through GUMB. DSD expects the future state solution to further utilize GUMB as the primary integration platform, where possible. COSA may consider an alternative integration solution proposed by the vendor.

### **Endpoint Management**

Endpoint management allows integration targets (endpoints) to be wrapped in a service interface and be invoked using standard interface technologies, through the service bus. Systems may have different technical protocols in which they communicate, requiring protocol conversion.

### **Transformation**

Transformation allows for the translation and restructuring of messages (or the "payload") between two different systems. Transformation may involve lookups to other systems.

#### **4.5.5.2 Real-Time Web Services**

Many City of San Antonio systems currently employ the use of standardized web services as the integration mechanism between two systems.

### **Point to Point**

Currently, systems exchange data by consuming point-to-point web services exposed by another system. This approach becomes less viable and difficult to manage when the number of systems and integration points increases. The integration for the future state solution will use web services (or other standardized interfaces) to facilitate data exchange with other systems using GUMB or an alternative integration middleware solution.

#### **4.5.5.3 Batch/Real-Time Updates**

The New System shall support the ability to perform batch data exchanges with external systems. The New System should be able to import and export a variety of flat file formats including character delimited and XML files received through a standard transfer protocol such as Secure File Transfer Protocol (SFTP). Additionally the New System shall be able to report and gracefully terminate when unrecoverable exceptions are encountered.

#### 4.6 Proposed Implementation Plan

The proposed implementation plan incorporates multiple production releases to deploy incremental functionality with each release.

- **Functional Group 1: LDS & TPLT**

- This group is to be the first set of functionality to go-live and is focused on implementing Land Development functionality to replace LDS, TPLT, and ancillary systems.

- **Functional Group 2: Hansen**

- This group is focuses on replacing Hansen and ancillary systems. The goal of this group is to provide services equal to or better than the existing 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, 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.

- **Functional Group 3: ECCO**

- This group is to be the second set of functionality to go-live and focuses on replacing ECCO and ancillary systems. It includes enforcement functionality, online complaint submission, and an interface with the 311 system.

- **Functional Group 4: Hearings and Additional New Functionality**

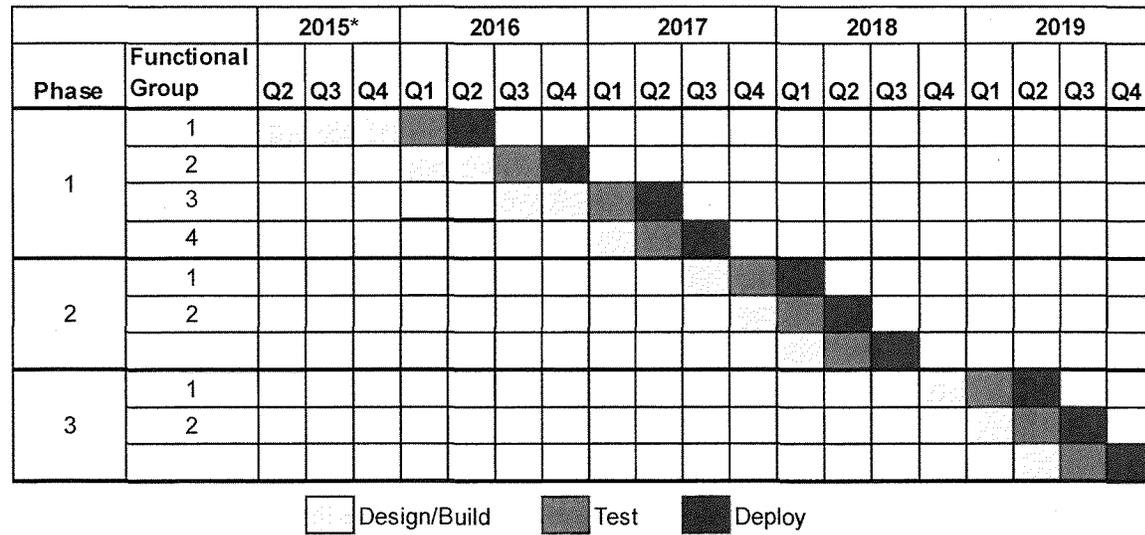
- This group is the last set of functionality to go-live and includes hearings as well as other new incremental functionality for public and internal users.

**Table 9. Functional Groupings**

Phase	Functional Group	Core Legacy Systems Replaced	Key Functionality		
1	1	LDS / TPLT	Land Development including MDP, PUD, Plats, Rights, and other Land Development processes		
	2	Hansen	Customer Self-Service Portal with Wizard	Licensing	Electronic Plan Review
			Finance	Permitting	Inspections
			Inspection Routing	License Renewals	Enterprise Interfaces: ECM, cashiering, Finance, GIS
			Online Inspection Request		
	3	ECCO	Enforcement	311 Interface	Online Complaint Submission
	4	None	Hearing Scheduling	Exam Scheduling	External Interfaces
New Permit Types			Advanced inspections/enforcement		
2	1	TBD	TBD	TBD	TBD
	2	TBD	TBD	TBD	TBD
		TBD	TBD	TBD	TBD
3	1		TBD	TBD	TBD
	2		TBD	TBD	TBD
			TBD	TBD	TBD

The figure below shows a potential implementation timeline using the Phased by Functionality approach. All Phase 1 functionality is delivered over approximately 25 months and may be followed by subsequent Phase 2 and 3 to implement the selected solution into other City departments. These departments may include San Antonio Fire Department, Metropolitan Health, Transportation and Capital Improvements, Office of the City Clerk, Parks and Recreation, and San Antonio Police Department. Phase 1 represents the context for the Respondent's proposal.

**Figure 9. Sample Implementation Timeline**



#### 4.7 Vendor Solution Response Requirements - See Attachment A.

The City of San Antonio is seeking proposals for a City hosted solution that is based on a highly configurable COTS product that reduces dependence on IT system administrators to support changes to the system. The New System may be comprised of one or more COTS products to satisfy the requirements of this solicitation (e.g., Best of Breed). Respondent's responses shall be concise and specific to the requirements. Respondent should describe how their solution meets or exceeds the requirements of this solicitation and should address the topics in the sections below. Respondent's solution and response should also comply with the expected organizational structure, as illustrated in Section 4.1 (e.g., System Integrator as Prime Contractor, with sub-contracting as appropriate).

The City of San Antonio DSD reserves the right to procure a subset of the items listed in the pricing workbook based on its own discretion.

The Proposal must follow the outline as set forth below and, at a minimum, contain the information as requested. Respondent(s) are encouraged to include additional relevant information as appropriate. Respondent should submit response using the following tab structure (description of the content for each tab can be found in the sections below). All hardcopies must include appropriate physical tabs in the binders.

##### Original Proposal

- TAB 1 – Title Page
  - The title page should include the title and number of the RFCSP, name and address of the Respondent(s), and the date of the proposal.
- TAB 2 – Cover Letter
  - The cover letter must include the title, address and telephone number of the person or persons authorized to represent the Respondent regarding all matters related to the Proposal and any Contract subsequently awarded to said Respondent.
  - This letter shall be signed by a person(s) authorized to bind the company to all commitments made in the Proposal.
  - Proposal must be signed and notarized by an authorized representative(s) of the Respondent, which must be the actual legal entity that will perform the contract if awarded and the total fixed price contained therein shall remain firm for a period of one-hundred eighty (180) days.
- TAB 3 – Table of Contents
- TAB 4 – Executive Summary
  - This section shall be written for City Management, and shall briefly address the Respondent's approach to the New Permitting & Electronic Plan Review project. This Section shall be limited to 1-2 pages.
- TAB 5 – Product Overview
- TAB 6 – Functional Solution
  - TAB 6A – Intake/Customer Portal & Application Management
  - TAB 6B – Permitting
  - TAB 6C – Land Development
  - TAB 6D – Licensing
  - TAB 6E – Electronic Plan Review (EPR) Solution
  - TAB 6F – Inspections, Enforcement, & Hearings
  - TAB 6G - Finance
- TAB 7 – Technical Solution
  - TAB 7A – Conceptual Architecture
  - TAB 7B – System Architecture
  - TAB 7C – System Security Plan
  - TAB 7D – Systems Integration
  - TAB 7E – Data Migration

- TAB 7F - Reporting
- TAB 8 – Project Implementation Approach & Understanding
  - TAB 8A – Schedule and Work Plan
  - TAB 8B – Staffing Requirements and Proposed Organizational Chart
  - TAB 8C – Project Management Approach
  - TAB 8D – Implementation Approach
  - TAB 8E – Key Implementation Risks and Mitigation Strategies
  - TAB 8F – Test Strategy
  - TAB 8G – Knowledge Transfer and Training Approach
  - TAB 8H – Business Continuity and Disaster Recovery Plan
  - TAB 8I – Production Support and Transition
  - TAB 8J - Deliverables

The response requirements are further detailed in the below sections.

#### 4.7.1 Product Overview

The Respondent shall provide a Solution and Product Overview, including Product Capabilities and Features, Product History (e.g., prior major releases of the product), and Product Roadmap and Direction.

#### 4.7.2 Functional Solution

Respondent shall complete and submit the Functional Requirements Matrix RFCSP Attachment G of this document. For each requirement, Respondents should indicate with “Yes” or “No” whether the requirement is addressed by the proposed solution. The Respondent’s “Yes” or “No” response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

1. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
2. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
3. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
4. **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as “Mandatory” or “Preferred.” In addition to completing the functional requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet functional requirements as outlined in the following sections.

##### 4.7.2.1 Intake/Customer Portal & Application Management

Describe the proposed approach to using Portal technologies to enable Intake of applications online for external end users of the proposed solution. The Respondent’s approach, at a minimum, must take the following topics into consideration:

- Wizard Capabilities
- Decision Tree Design
- Document Upload Control
- Location Services
- Data Entry Design

- Contact Support

### **Location-Centric & Person-Centric Capabilities**

The underpinning of the solution will be location-based and people-based record events. Describe the ability to link records back to locations and people that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Leveraging of GIS systems
- Leveraging of multiple resource databases
- Location-based reference data
- Contact-based reference data

### **Intake**

Describe the proposed approach to enable Intake of development projects and applications for permitting, licenses, and other services, including but not limited to the following:

- Business Rule Validation and Enforcement
- Integration of Planning and Development conditions with Permitting Functionality
- Document Upload Control
- Data Entry Design
- Location Services

### **Application Processing**

Describe the proposed approach to enable Application Processing for internal end users of the proposed solution, including but not limited to the following:

- Assignment and Queuing Capability
- Version Control
- Application Status
- Locks, Holds, or Notices
- Business Rule Validation and Enforcement
- Auto-Triggering Capabilities
- Location-Based Validations
- Contact-Based Validations
- Workflow Integration
- User Experience
- Timeline Management Notifications

### **Workflow Management**

Describe the Workflow Management technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Inter-departmental and Intra-departmental accessibility
- Portal Accessibility
- Workflow architecture
- Automatic Notifications
- Sequencing of Business Events
- Triggering Relationships to Fee Activities, Inspection Activities, Conditions, and relevant record events
- Rule Storage and Versioning
- Ability for Business SME's to configure workflow and business rules without in depth technical knowledge

### **Business Rules Engine**

Describe the Business Rules Engine technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Portal Accessibility
- Workflow architecture
- Rules Engine Architecture
- Rule Storage and Versioning
- Validation, Calculation, Decision and Generation Rules
- Performance Tuning and Debugging
- Automatic Notifications

#### **4.7.2.2 Permitting**

##### **Issuance**

Describe the technology that enables and supports the Respondent's Issuance capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Reporting Solutions
- User-based Roles
- Supervisor Review and Queuing Capabilities
- Workflow Integration
- Lock, Hold, or Notice on Projects
- Inter-departmental and Intra-departmental electronic notifications
- Internal and External User Experience

#### **4.7.2.3 Land Development**

Describe the technology that enables and supports the Respondent's Land Development Management capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Automation of the application processes and notifications for stakeholders at key steps in the development application process
- Automation of application submittal, completeness and technical reviews, decision-making, and validity determination processes
- Web portal capabilities and online reviewing capabilities for internal and external stakeholders
- Ability to maintain parent-child relationships between existing and new land development applications
- Ability to manage legal agreements between developers and City of San Antonio and track the process from completeness review, technical review, decision, project validity and parent-child relationships
- Plat application management and plat tracking capabilities (Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plats, Time Extensions, Replat, Vacate, etc.)
- Addressing capabilities and management, including creation and street renaming
- GIS capabilities including applications' address verification, location based information extraction based on single location or user defined area.
- Agenda building capabilities

#### **4.7.2.4 Licensing**

Describe the technology that enables and supports the Respondent's Licensing capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Expiration Lifecycle and Flexibility

- Notifications and Renewals
- Portal Accessibility for Online Transactions
- Education and Experience Lifecycle Functionality
- Leveraging of external trade systems
- Project Integration for Locks, Holds, or Notices
- Examination/Training Class capabilities (scheduling, recording results)

#### **4.7.2.5    *Electronic Plan Review (EPR) Solution***

Describe the Electronic Plan Review Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Concurrent Review and Overlay Capabilities
- Integration capability with workflow and permitting software solutions
- Concurrent Editing Capabilities
- Version Control and Auditing
- Electronic Approval
- Publishing
- Workflow and Business Rule Integration (capability to route plans for review to multiple departments according to business rules)
- Electronic Markups
- Functionality to allow overlay and compare edits, notes and comments from multiple reviewers
- Communication Management
- Portal Accessibility

#### **4.7.2.6    *Inspections, Enforcement, & Hearings***

Describe the Inspections technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Mobile Solution
- IVR/ Telephone Solutions
- Lock, Hold, or Notice on Projects
- Field Search Capability
- GPS Integration and Tools
- GIS Integration and Tools
- Routing Capability
- Inspection Versioning
- Online versus Offline Capability
- Mobile/ Inspections Architecture

Describe the technology that enables and supports the Respondent's Enforcement capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Avenues for Intake for Internal End Users
- Investigation User Experience
- Enforcement Life Cycle
- Inter-departmental and Intra-departmental electronic notifications

- External Notifications
- Public Accessibility
- Search Accessibility
- Locks, Holds, or Notices on Projects, Locations, and Contacts
- Stop Work (and other) Notifications
- Performance Metrics Collections and Reporting
- Collections Experience
- Hearing Scheduling and Enforcement of Outcome

#### 4.7.2.7 *Finance*

Describe the Finance technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Fee Management
- Payment Management
- Portal Accessibility
- Invoice Management
- Collections Management
- Fee Versioning
- Accounts Receivable Management
- PCI Compliance
- Lock, Hold, or Notices on Projects

#### 4.7.3 *Technical Solution*

Respondent shall complete and submit the Technical Requirements Matrix (RFCSP Attachment H) of this document. For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

1. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
2. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
3. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
4. **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred." In addition to completing the technical requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet technical requirements as outlined in the following sections. The Respondent should ensure that their proposed solution to each technical component is consistent with the related City business requirements.

##### 4.7.3.1 *Conceptual Architecture*

Describe how the Proposed Solution aligns with the Conceptual Architecture provided in Figure 8 of this document, where it deviates and why, and how each major capability is implemented. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Approach to rule automation.
- Inter-departmental (macro) and intra-departmental (micro) process automation.
- Integration between portal capabilities and department-centric capabilities.
- Breadth and depth of unassisted and assisted self-service support channels.
- Ability for System to support Business Owners, designated as System Administrators, to update and maintain business rules easily in the System (e.g., Activity should not require in depth technical knowledge)
- Level to which the capabilities contribute to improvement of predictability, transparency, and efficiency at a City-wide level of the underlying departmental functions.
- Configurability of the solution vs. requiring customizations
- Approach to establishing a Universal Project ID, how it is managed, where master data is stored.
- Approach to Document Management and integration with Electronic Plan Review.
- Approach to leveraging existing GIS systems.
- Approach to leveraging other existing City systems, such as document imaging systems.

#### **4.7.3.2 System Architecture**

Describe the Proposed Architectural Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Proposed Hardware and Operation System Platform
- Software Development Tools and Languages
- Database Type and Structure
- Software Products (COTS)
- Proposed Software Components
- Middleware and Frameworks
- Proposed Network Infrastructure
- Proposed Application Architecture

The City will be responsible for procuring, installing, and configuring all required server/network hardware and base software (i.e., Operating System, Database Software, etc.). Respondent shall provide detailed hardware and software (not included in Respondent's proposal) requirements and specifications. This may also include brand/model, size, quantity, version, and any other relevant product attributes as appropriate.

#### **4.7.3.3 System Security Plan**

Describe the Proposed System Security Approach that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Single sign-on between solution components.
- Encryption of data communication.
- Security strategy.
- Digital signature.
- Security Architecture.
- Security Level Management (Role-based access).
- Security procedures and protocols.
- Compliance with Payment Card Industry (PCI) Security Standards (<https://www.pcisecuritystandards.org/>).

The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.

#### **4.7.3.4 Systems Integration**

The Respondent shall describe their overall approach and strategy for integrating the proposed solution into the City of San Antonio's existing enterprise application environment and provide an architectural diagram of the proposed environment.

The City of San Antonio has identified an initial set of systems and applications provided in Table 8 that are within the scope of this integration effort.

The integration strategy should include the following:

- Describe approach and strategy for integrating with existing major integration middleware products.
- Best practices on standards-based service-oriented integration
- References on successful systems integration projects of similar size and scope

#### **4.7.3.5 Data Migration**

The respondent should describe their approach and ability to convert and migrate the data that currently reside in the legacy systems listed in Table 8 to the new proposed solution. In particular, please describe best practices for converting the 'right' data as opposed to assuming all data will be converted to the new system, and critical success factors for data conversion. Data quality issues with the existing data sources will be addressed and managed by the City. This section should include:

- Data Migration Process
- Best practices based on prior experiences of performing conversion of similar size and scope
- Data Migration Technology and Tools
- Roles and Responsibilities of City Staff

#### **4.7.3.6 Reporting**

The Respondent shall describe their overall reporting approach for the new solution that addresses the reporting requirements described in this solicitation. Reports are defined as any document produced out of the new solution. This may include, but not limited to:

- Data merged letters, correspondences, and forms
- Standardized and parameterized reports
- Ad-hoc query and reporting

The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Design Approach and Methodology for Reporting
- Development Approach and Methodology for Reporting
- Reporting Technology, Tools, and Capabilities
- How the City can leveraging its existing Crystal Reports and/or Business Objects reporting environment
- Methodology for estimating effort for forms/reports of low, medium and high complexity

#### **4.7.4 Project Implementation Approach and Understanding**

The Respondent shall demonstrate a clear and concise understanding of the project and clarify any major issues or concerns. Additionally, this section should include the following components:

##### **4.7.4.1 Schedule and Work Plan**

Respondent shall submit a schedule and work plan to meet the requirements and deliverables of this solicitation.

##### **4.7.4.2 Staffing Requirements and Proposed Organizational Chart**

Within the proposal, the Respondent shall provide a Project Organizational Chart, with proposed Respondent and subcontractor staff that will be assigned to this project. Specific artifacts to be included in the description of the Respondent's Project Organization are:

- High-level narrative description of the project team organization
- Organizational Chart including all roles of all members of the project team
- Governance structure for Prime and Sub-Contractor Relationship
- Proposed governance structure for Respondent and City team
- Approach for integration and interaction with the City project team
- Resource plan including:
  - Respondent and City resources required by project phase
  - Roles and Responsibilities of each team member of both Respondent and City
  - Percentage of time that each of the Respondent's proposed staff (whether key role or not) will be on-site and dedicated to the City Project
  - Percentage of time that each City resource will be utilized to the project, per project phase

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 the Respondent 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.

#### **4.7.4.3 Project Management Approach**

The Respondent should describe their approach to overall project management and integration of all activities required by the scope of work. This section should include:

- Project Management Methodology
  - Respondent's Project Management Methodology.
  - Rationale and assumptions for recommending proposed approach and strategy.
  - Including how methodology meets Project Management Institute (PMI) Standards and Best Practices
  - Project Manager must have active Project Management Professional (PMP) credential and a minimum of 3 years of experience in similar sized projects.
- Risk Management
- Requirements Management and Traceability
- Change Control

#### **4.7.4.4 Implementation Approach**

The Respondent must provide their proposed Deployment Strategy. The City is looking at an iterative deployment of functionality across the departments involved, as described in Table 9 and/or Figure 9.

Respondent should provide a narrative that identifies the implementation lifecycle approach that the Respondent will apply to the Project (appropriate to the scope, magnitude, and complexity of the solution) that includes, at a minimum, the concept stage, requirements stage, design stage, development stage, test stage, and installation stage.

Additionally, the Respondent shall address the following:

- Description of the iterative approach to implementing this solution, including approach to prototype development and deployment to various user groups
- Description of how all project activities and deliverables in this solicitation will be developed using the proposed iterative approach
- Identification of key milestones and timeframes for completing the proposed tasks and deliverables

Respondent should also describe the overall approach to implement the proposed solution with other City Departments (e.g. Metropolitan Health Department, San Antonio Fire Department, etc.) as a separate initiative. This is a separate, optional scope of effort that the City may request the selected Vendor to implement at its discretion. Key points to consider:

- Potential reusability of solution components

- Economies of scales that may be achieved by leveraging existing infrastructure
- Software licensing
- Dependencies
- Timeline

Vendor may also include any other information that will help inform the City on the best approach to expand the solution into other City departments.

#### **4.7.4.5 Key Implementation Risks and Mitigation Strategies**

The Respondent shall identify key implementation risks and risk mitigation strategies of New System based on prior Vendor experiences. Respondent shall provide a sample risk register that will be used throughout project implementation to identify, monitor and control risk.

#### **4.7.4.6 Test Strategy**

The Respondent shall describe their approach and ability to test and validate the functionality of the implemented solution against the documented requirements and use cases. This section should include:

- Unit Testing
- System Testing
- Performance and Reliability Testing
- Functional and User Acceptance Testing
- Regression Testing
- Data Conversion Testing
- Test Plans
- Test Scripts
- Issue Management and Resolution

#### **4.7.4.7 Knowledge Transfer and Training Approach**

The respondent should describe their approach and ability to satisfy the training requirements within the scope of work, including:

- Initial Product Training
- Train the Trainer sessions
- Configuration Training sessions
- Application and System Administration Training sessions
- Training manuals

The respondent should also describe the types of documentation that will be provided to assist in training and knowledge transfer activities.

For pricing purposes, Respondents shall assume training twenty (20) City trainers (Train-the-Trainer) as well as ten (10) City technology staff.

#### **4.7.4.8 Business Continuity and Disaster Recovery Plan**

Respondent shall submit a business continuity and disaster recovery plan detailing how they propose to meet the specifications in the event of service interruption. The plan shall detail the solution's backup and recovery processes. The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.

#### **4.7.4.9 Production Support and Transition**

The Respondent must provide their proposed production support and transition approach. The Respondent's proposal must provide information that can be used by the City to evaluate the Respondent's knowledge of, and intended approach to, provide production support and transition.

- Description of the production preparation and support proposed
- Description of the transition approach and methodology proposed
- Respondent's approach and methodology to provide optional application management, technical support, system enhancements, and other related support activities
- Proposed software license agreements and maintenance agreements

#### **4.7.4.10 Deliverables Expectations Document (DED)**

The Respondent must develop the Project Deliverables in the form and format agreed to by the City of San Antonio and the Respondent using a Deliverables Expectations Document (DED) that is approved by the City of San Antonio. No work will be performed on any deliverable associated with a payment milestone until the DED has been approved in writing by the City of San Antonio.

#### **4.7.4.11 Deliverables**

The Respondent must make all deliverables available electronically in software versions that are PC compatible with the software being utilized at the City of San Antonio (e.g., Microsoft Word, Visio, Project, Windows operating system, etc.). The following table provides a listing of deliverables that must be provided at a minimum. The Respondent shall add to the list provided below in alignment with its proposed methodology and work plan. Respondent shall submit a detailed description of how they propose to meet the deliverables of the solicitation, outlined in the tables below. Respondent shall address each of the deliverables listed below in their response. If the Respondent intends to provide any additional deliverables, they may identify those in this section.

**Table 10. Minimum List of Deliverables**

#	Name of Deliverable	Description
1.	Work Plan	<p>Frequency: Once to establish base plan; Subsequent formal submittals will be required for formal approval of changed baseline dates. The Respondent is required to track actual schedule versus the baseline approved schedule and to maintain the plan updated on at least a weekly basis.</p> <ul style="list-style-type: none"> <li>■ Detailed schedule in MS Project for key activities including project tasks, deliverables, and knowledge transfer activities</li> <li>■ A work breakdown structure</li> <li>■ Include risk events identified based on activities in the WBS; a “cause” of the risk should be provided for each</li> <li>■ A logical sequence of tasks and deliverables</li> <li>■ A clear narrative definition of each task and deliverable</li> <li>■ A specific target completion date for each task and deliverable</li> <li>■ Task and deliverable relationships and dependencies</li> <li>■ Identification of the critical path for the work plan to allow the determination of impacts of any schedule slippage.</li> <li>■ The Project Work Plan “actual” schedule is required to be maintained current on at least a weekly basis</li> </ul>
2.	Project Kickoff Presentation	<p>This deliverable is a presentation to familiarize project team members with the project. The presentation includes the following topics:</p> <ul style="list-style-type: none"> <li>■ Project Overview</li> <li>■ Project Schedule (high level)</li> <li>■ Objectives and Definitions</li> <li>■ Process</li> <li>■ Artifacts</li> <li>■ Roles and Responsibilities</li> <li>■ Keys to Success</li> <li>■ Next Steps</li> <li>■ Questions and Answers (Q&amp;A)</li> <li>■ Resources</li> </ul>
3.	Project Management Plan	<ul style="list-style-type: none"> <li>■ General project information — describes planning information such as project scope, roles and responsibilities</li> <li>■ Monitoring and control information — describes methods for gauging and ensuring the project is implemented as planned. Includes issue and action item management</li> <li>■ Quality Management Information — includes methods for quality planning, quality assurance, and quality control</li> <li>■ Describes project scope, resource requirements, work activities, and methods for gauging performance throughout the project life cycle.</li> <li>■ Planning, management, and control activities that support the project from startup through closure.</li> <li>■ PMO organization chart outlining the responsibilities and skill set for each role.</li> <li>■ Protocols for communicating status including sample status reports, meeting schedule, and agenda.</li> <li>■ Deliverable creation, review and approval process.</li> <li>■ Stakeholders</li> <li>■ Status Reporting Standards</li> <li>■ Project Team structure, external interfaces, the roles and responsibilities of project team members, including the name of the staff person who will be responsible for the project, and</li> </ul>

#	Name of Deliverable	Description
		<p>accountability.</p> <ul style="list-style-type: none"> <li>■ Scope Management Plan. This plan documents the project vision and goals, in- and out-of-scope items and their prioritization, dependencies between the scope items, and risks associated with the inclusion and removal of items from scope. The plan also defines the process used to modify project scope.</li> <li>■ The Schedule Management Plan including: <ul style="list-style-type: none"> <li>□ How the project schedule will be monitored for variances</li> <li>□ What types of corrective actions will be taken to address schedule variances during the life of the project</li> </ul> </li> <li>■ The process, roles, and responsibilities involved in making changes to the project schedule.</li> </ul>
4.	Risk Management Plan	<p>This deliverable documents a disciplined approach for the continual assessment of what could go wrong. The Risk Management Plan includes the following:</p> <ul style="list-style-type: none"> <li>■ Integration with the City of San Antonio governance processes</li> <li>■ Process to Identify and manage risks</li> <li>■ Process to Identify the severity and quantify the potential impact of each identified risk</li> <li>■ Process to Quantify the probability of each identified risk</li> <li>■ Process for supporting the development of risk mitigation plans for each identified risk</li> <li>■ Guidance for assessing the efficacy of risk mitigation actions</li> <li>■ Description of work products and processes for assessing and controlling risks</li> <li>■ Escalation mechanisms for risks</li> </ul>
5.	Communications Management Plan	<p>Establishes a consistent method for communication planning, management, methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and disposition of project information.</p> <p>This deliverable includes an end-user support communication plan.</p> <p>The Communication Management Plan must detail the varying levels and needs of the project's stakeholders for information regarding the project, status, accomplishments, impact on stakeholders, etc. The Communication Management Plan must define the communication vehicles, target stakeholders, scope and frequency of the project's communications vehicles. As part of Communication Management, Issues must be logged and reported weekly and the plan must detail the escalation mechanisms for Issue resolution.</p>
6.	Status Reporting	<p>Weekly status reports may include:</p> <ul style="list-style-type: none"> <li>■ Status of work completed against the Project Work Plan</li> <li>■ Objectives for the next reporting period</li> <li>■ Client responsibilities for the next reporting period</li> <li>■ Recovery plan for all work activities not tracking to the approved schedule</li> <li>■ Projected completion dates compared to approved baseline key dates</li> <li>■ Escalated risks, issues (including schedule and budget), and Action items</li> <li>■ Disposition of escalated or critical issues and risks</li> <li>■ Important decisions</li> <li>■ Actual/projected Project Work Plan dates versus baseline Project Work Plan milestone dates</li> <li>■ One-page graphical summary of the Project Work Plan status of all</li> </ul>

#	Name of Deliverable	Description
		<p>major tasks and subtasks</p> <p>Vendor must also provide a monthly status report on the 5<sup>th</sup> day of the month or the following business day.</p>
7.	Business Requirements Document	<p>This deliverable will contain the requirements for the solution and will include:</p> <ul style="list-style-type: none"> <li>■ General (i.e., Global) business requirements</li> <li>■ Validation and refinement of the "to-be" use cases in Attachment A. This may include the addition, modification, and deletion of use cases as deemed appropriate by the City of San Antonio staff.</li> <li>■ Functional and non-functional requirements</li> <li>■ Business Process Diagrams</li> </ul> <p>This deliverable will be used as part of the final system acceptance to validate all requirements and use cases have been properly addressed in the system implementation.</p>
8.	Application Design Specification	<p>This deliverable will contain the design specifications for configuring the COTS product to address the business requirements. The deliverable will include, but not limited to, the following:</p> <ul style="list-style-type: none"> <li>■ Detailed workflow information</li> <li>■ Process flow diagram(s)</li> <li>■ Application configuration specifications</li> <li>■ Business rules</li> </ul> <p>Optionally, Respondent may create multiple Application Design Specifications where each document deliverable addresses a specific configuration aspect of the COTS product.</p>
9.	Interface Design Specification	<p>This deliverable will contain the design specifications for all system interfaces interacting with the new solution.</p> <ul style="list-style-type: none"> <li>■ The deliverable will include the following design specifications:</li> <li>■ Identify all interfaces between the new solution and each system/application</li> <li>■ Define service-based interface specifications including all input/output parameters and data types</li> <li>■ Mapping source and destination of each interface field (e.g., database table name/field)</li> </ul>
10.	Report Design Specification	<p>This deliverable will contain the design specifications for all reports to be produced by the new solution. This includes, but not limited to:</p> <ul style="list-style-type: none"> <li>■ Data merged letters, correspondences, and forms</li> <li>■ Standardized and parameterized reports</li> <li>■ Ad-hoc query and reporting</li> </ul> <p>The deliverable will include the following design specifications:</p> <ul style="list-style-type: none"> <li>■ Mock report layouts (look and feel)</li> <li>■ Identify report fields and parameters (as applicable)</li> <li>■ Mapping database fields to report fields</li> <li>■ Identify all functional and non-functional reporting requirements</li> <li>■ Document required ad-hoc query and reporting functionality</li> </ul>
11.	Prototype Scope and Design	<p>The Prototype Scope and Design defines the scope, requirements, success factors, and design of a small subset of the final system's overall functionality.</p>
12.	Prototype Completion Report	<p>The success demonstration of the prototype will include:</p> <ul style="list-style-type: none"> <li>■ Successful demonstration of the prototype per approved Prototype Scope and Design document</li> </ul>

#	Name of Deliverable	Description
		<ul style="list-style-type: none"> <li>■ Feedback, outcomes and findings to be considered for the subsequent implementation efforts</li> </ul>
13.	Environment Management Plan	<p>The environment management plan must include:</p> <ul style="list-style-type: none"> <li>■ Plan and schedule for working with City to secure the requisite software/hardware for the solution for all environments (e.g., development, test, production, etc.)</li> <li>■ Infrastructure architecture for all environments</li> <li>■ Strategy for managing the promotion of the solution from development through to production environments.</li> <li>■ Configuration Management methodology</li> </ul>
14.	Test Management Plan	<ul style="list-style-type: none"> <li>■ Software testing strategy, methodology processes, standards and guidelines for all software testing and conversion testing activities</li> <li>■ Specification of entrance and exit criteria for each of the test events.</li> <li>■ Templates and standards for all testing artifacts and deliverables</li> <li>■ Definition of testing metrics and how the metrics are recorded and reported (e.g., number of open test defects)</li> <li>■ Standards for establishing traceability from requirements in the requirements repository to test cases.</li> </ul>
15.	Initial Product Training	<p>Respondent shall conduct initial product training with core project team members and SMEs. This includes:</p> <ul style="list-style-type: none"> <li>■ Provide overview of product(s)</li> <li>■ Demonstrate how product addresses key business requirements</li> <li>■ Provide content and training materials to be used for training</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul>
16.	Training Plan	<p>The training plan must include:</p> <ul style="list-style-type: none"> <li>■ Plan and schedule for providing on-site “train the trainer” sessions</li> <li>■ Plan and schedule for providing configuration training sessions</li> <li>■ Plan and schedule for providing system administration training sessions</li> <li>■ All content and training materials to be used for training</li> <li>■ Plan for obtaining feedback for testing and evaluating training materials</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul> <p>Technical training sessions shall provide documentation that include, but not limited to:</p> <ul style="list-style-type: none"> <li>■ Product Technical Guide/Manual</li> <li>■ Product’s Database Schema/Model and Data Dictionary</li> </ul>
17.	Data Conversion Plan	<p>This plan must specify what and how data conversion (Legacy System to new solution) will function. This plan must include, but not be limited by the following:</p> <ul style="list-style-type: none"> <li>■ Description of conversion Methodology (e.g., processes to extract data, processes to validate data, documentation of data)</li> <li>■ Description of manual conversion processes that cannot be automated</li> <li>■ Milestones, targets</li> <li>■ How much history is converted out of each system</li> <li>■ List of data to not convert</li> <li>■ Manual data entry and error correction after conversion</li> <li>■ Plan for testing and validating converted data</li> </ul>
18.	Change Management Plan	<p>The change management plan must include:</p>

#	Name of Deliverable	Description
		<ul style="list-style-type: none"> <li>■ Change management strategy</li> <li>■ Prepare for organizational readiness for the new solution</li> <li>■ Execute and lead change management strategy with City to ensure successful transition and adoption of new solution</li> </ul>
19.	Iteration Test Plan	<p>Frequency: Once Each Iteration</p> <p>Deliverable contains, at a minimum, the following components relating to the release or iteration:</p> <ul style="list-style-type: none"> <li>■ Test Objectives (tangible goals)</li> <li>■ Test Scope</li> <li>■ Test Approach, including unit and integration testing</li> <li>■ Assumptions</li> <li>■ Test Strategy</li> <li>■ Test Plan <ul style="list-style-type: none"> <li>□ Roles and Responsibility (include support activities)</li> <li>□ Test Schedule</li> <li>□ Resource Allocation, including planning, execution and support where designated</li> <li>□ Major Testing Milestones (including turnover to test stages for which do not have primary responsibility as well as those representing participation and support for other test stages/levels)</li> <li>□ Resource Requirements</li> <li>□ Contingencies</li> </ul> </li> <li>■ Test Data Strategy</li> <li>■ Test Environment Build Strategy</li> <li>■ Environment List that includes the following for each environment that will be used for each test stage</li> <li>■ Test Management and Reporting Procedures <ul style="list-style-type: none"> <li>□ Test Reports (frequency and format description)</li> </ul> </li> <li>■ Test Deliverables: <ul style="list-style-type: none"> <li>□ Test cases/scenarios</li> <li>□ Test scripts</li> <li>□ Test records</li> <li>□ Tools and outputs (specifies LAST failure thresholds and delta change with baseline comparison)</li> <li>□ Error logs and execution logs</li> <li>□ Fully documented defect reports</li> <li>□ Requirements Traceability</li> </ul> </li> <li>■ Description of the approach for regression testing</li> <li>■ Standards for establishing traceability from requirements in the requirements repository to test cases.</li> </ul>
20.	Iteration System Test Report	<p>Frequency: Once Each Iteration</p> <p>This phase of testing involves testing the System's functionality end-to-end, including testing all interfaces to internal and external systems. It is the City of San Antonio's expectation that this test is conducted in a Production-like environment and is conducted by the Respondent's testing team that is independent of the development team. This test must also ensure that the conversion and use of legacy system data does not generate any errors. The Responder will perform System qualification testing until all major errors, as defined by the City of San Antonio, have been remediated within the System (e.g. missing key functionality, computational errors etc.).</p> <p>For Iterations 2+, the Responder will be responsible for regression testing for the new solution. Regression Testing encompasses the re-running of previously completed test cases after new functionality or</p>

#	Name of Deliverable	Description
		<p>bug fixes have been added to the System. The Responder is expected, through Regression Testing, to ensure that any changes made to the new System have not broken previously working System functionality.</p> <p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Evidence for the completion of the exit criteria for Iteration System Testing.</li> <li>■ An <b>Iteration System Test Certification Form</b> that contains the signatures of representatives of all non-Respondent impacted development teams that may be supporting applications and technologies impacted by the changes in the Iteration. This readiness certification will be the Respondent's statement that the System has passed all internal testing and is now ready for User Acceptance Testing (UAT). Once the Readiness Certification has been delivered, the Respondent will set up a System walkthrough with representative the City of San Antonio project team members. The walkthrough will demonstrate that all areas of the System are working properly and match Requirements. If any errors (other than cosmetic errors) are found during the demonstration, the UAT may not proceed.</li> </ul>
21.	Iteration User Acceptance Testing (UAT) Report	<p>Frequency: Once Each Iteration</p> <p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Evidence for the completion of the exit criteria for Iteration System Testing.</li> <li>■ An Iteration User Acceptance Test (UAT) Certification Form that contains the signatures of representatives of all non-Respondent impacted development teams that may be supporting applications and technologies impacted by changes in the Iteration. This readiness certification will be the Respondent's statement that the System has passed all User Acceptance Testing (UAT). Once the Readiness Certification has been delivered, the Respondent will set up a System walkthrough with representative the City of San Antonio project team members. The walkthrough will demonstrate that all areas of the System are working properly and match Requirements. If any errors (other than cosmetic errors) are found during the demonstration, the production deployment may not be approved.</li> </ul>
22.	Iteration Deployment Plan	<p>Frequency: Once Each Iteration</p> <ul style="list-style-type: none"> <li>■ Contingency and rollback plan if deployment is unsuccessful</li> <li>■ Plan for physical deployment of application components Smoke test plan that includes steps to verify that deployed application is functioning correctly</li> <li>■ Criteria for approving the production use of application</li> <li>■ Anticipated downtime with user impact</li> <li>■ Data Synchronization Steps</li> <li>■ User and service desk communication plan</li> <li>■ Final deployment approval steps</li> <li>■ Duration of deployment activities and required resources</li> </ul>
23.	Production Environment	<p>Establishes the production environment to deploy the solution and the deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Appropriate capacity</li> <li>■ Failover capability</li> <li>■ Disaster Recovery and Business Continuation Plan</li> <li>■ Licensing of 3<sup>rd</sup> party products</li> </ul> <p>Identifies the process, procedures, and scripts necessary to deploy and maintain the solution into the production environment</p>

#	Name of Deliverable	Description
24.	Service Level Agreement	<p>The Service Level Agreement must include:</p> <ul style="list-style-type: none"> <li>■ Plan for application maintenance process and procedures</li> <li>■ Plan for adding, testing, and deploying modifications or enhancements to the solution</li> <li>■ Plan for knowledge transfer of configured system to the City of San Antonio staff</li> <li>■ All content and training materials to be used for training</li> <li>■ Plan for obtaining feedback for testing and evaluating training materials</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul> <p>Note: The City of San Antonio may optionally elect for the Respondent to provide application maintenance and support. Exercising this option does not preclude the Respondent in providing this deliverable.</p>

**4.7.4.12 Deliverable Reviews and Acceptance**

Deliverables prepared by the Respondent shall be subject to the review and approval of the City of San Antonio project manager or his or her designee. The Respondent must be prepared to provide walkthroughs of deliverables in order to facilitate the City of San Antonio deliverable reviews. The City of San Antonio will review, approve, or require modification to the Respondent’s deliverables. Approval shall be granted if the deliverable conforms to the requirements of the RFCSP, contract, and DED. The City of San Antonio shall notify the Respondent within ten (10) business days of its receipt of a Deliverable of its approval or rejection, with the reason(s) for rejection and what the Respondent must do so that the deliverable will be acceptable. The Respondent shall have five (5) business days, or as otherwise agreed to by the City of San Antonio, to correct the deliverable and resubmit the deliverable for the City of San Antonio review. **The City of San Antonio reserves the right to waive the review and approval of Respondent work products. The City of San Antonio approval of the Respondent’s work product will not relieve the Respondent from liability for defects, errors or omissions in the work product that may be discovered after such approval.**

**005 ADDITIONAL REQUIREMENTS**

Statutory Requirements. Exceptions to the following provisions and exhibits by Respondent and/or their agent will lead to automatic disqualification of Respondent’s proposal from consideration.

**Sections:**

- Venue, Jurisdiction and Arbitration
- Intellectual Property
- Undisclosed Features
- Ownership and Licenses
- Certifications
- Acceptance Criteria (if required)

**Exhibits:**

- Insurance Requirements
- Indemnification Requirements

Venue, Jurisdiction and Arbitration. For any dispute or claim arising under the award of a contract for this proposal, venue shall be in Bexar County, Texas, and the laws of the State of Texas shall apply. The City will not contractually agree to engage in binding arbitration and will not contractually agree to relinquish its right to a trial by jury.

Intellectual Property. If selected, Respondent agrees to abide by the following regarding intellectual property rights:

Respondent shall pay all royalties and licensing fees. Respondent shall hold the City harmless and indemnify the City from the payment of any royalties, damages, losses or expenses including attorney’s fees for suits, claims or otherwise, growing out of infringement or alleged infringement of copyrights, patents, trademarks, trade secrets, materials and methods used in the project. It shall defend all suits for infringement of any Intellectual Property rights. Further, if

Respondent has reason to believe that the design, service, process or product specified is an infringement of an Intellectual Property right, it shall promptly give such information to the City.

Upon receipt of notification that a third party claims that the program(s), hardware or both the program(s) and the hardware or any other intellectual property infringe upon any United States or International patent, copyright or trademark, Respondent will immediately:

Either:

Obtain, at Respondent's sole expense, the necessary license(s) or rights that would allow the City to continue using the programs, hardware, both the programs and hardware or any other intellectual property as the case may be, or,

Alter the programs, hardware, or both the programs and hardware so that the alleged infringement is eliminated, and

Reimburse the City for any expenses incurred by the City to implement emergency backup measures if the City is prevented from using the programs, hardware, or both the programs and hardware while the dispute is pending.

Respondent further agrees to:

Assume the defense of any claim, suit, or proceeding brought against the City for infringement of any United States patent, copyright, trademark or any other intellectual property rights arising from the use and/or sale of the equipment or software under this Agreement,

Assume the expense of such defense, including costs of investigations, reasonable attorneys' fees, expert witness fees, damages, and any other litigation-related expenses, and

Indemnify the City against any monetary damages and/or costs awarded in such suit;

Provided that:

Respondent is given sole and exclusive control of all negotiations relative to the settlement thereof, but that Respondent agrees to consult with the City Attorney of the City during such defense or negotiations and make good faith effort to avoid any position adverse to the interest of the City,

The Software or the equipment is used by the City in the form, state, or condition as delivered by Respondent or as modified without the permission of Respondent, so long as such modification is not the source of the infringement claim,

The liability claimed shall not have arisen out of the City's negligent act or omission, and

The City promptly provide Respondent with written notice within 15 days following the formal assertion of any claim with respect to which the City asserts that Respondent assumes responsibility under this section.

Undisclosed Features. CONTRACTOR warrants that the code and software provided to the City of San Antonio under this agreement does not contain any undisclosed features or functions that would impair or might impair the CITY'S use of the equipment, code or software. Specifically, but without limiting the previous representation, CONTRACTOR warrants there is no "Trojan Horse," lock, "time bomb," backdoor or similar routine. This Agreement shall not now nor will it hereafter be subject to the self-help provisions of the Uniform Computer Information Transactions Act or any other law. CONTRACTOR specifically disclaims any unilateral self-help remedies.

#### Ownership and Licenses.

In accordance with Texas law, Respondent acknowledges and agrees that all local government records created or received in the transaction of official business or the creation or maintenance of which were paid for with public funds are declared to be public property and subject to the provisions of Chapter 201 of the Texas Local Government Code and Subchapter J, Chapter 441 of the Texas Government Code. Thus, no such local government records produced by or on the behalf of Respondent pursuant to this Contract shall be the subject of any copyright or proprietary claim by Respondent.

The term "local government record" as used herein shall mean any document, paper, letter, book, map, photograph, sound or video recording, microfilm, magnetic tape, electronic medium, or other information recording medium,

regardless of physical form or characteristic and regardless of whether public access to it is open or restricted under the laws of the state, created or received by local government or any of its officials or employees pursuant to law including an ordinance, or in the transaction of official business.

Respondent acknowledges and agrees that all local government records, as described in herein, produced in the course of the work required by any contract awarded pursuant to this RFCSP, will belong to and be the property of City. Respondent, if awarded this contract, will be required to turn over to City, all such records as required by said contract. Respondent, if awarded this contract, shall not, under any circumstances, release any records created during the course of performance of the contract to any entity without City's written permission, unless required to do so by a Court of competent jurisdiction.

In accordance herewith, Respondent, if selected, agrees to comply with all applicable federal, state and local laws, rules and regulations governing documents and ownership, access and retention thereof.

Certifications. Respondent warrants and certifies that Respondent and any other person designated to provide services hereunder has the requisite training, license and/or certification to provide said services, and meets all competence standards promulgated by all other authoritative bodies, as applicable to the services provided herein.

### 006 TERM OF CONTRACT

A contract awarded in response to this RFCSP will be for a three (3) year period. The City shall have the option to renew for an additional two (2), one (1) year periods without additional City Council approval.

### 007 PRE-SUBMITTAL CONFERENCE

A Pre-Submittal Conference will be held at **1901 S. Alamo Street, San Antonio, Texas at 2:00 pm, Central Time, on October 3, 2014.** Respondents are encouraged to prepare and submit their questions in writing 5 calendar days in advance of the Pre-Submittal Conference in order to expedite the proceedings. City's responses to questions received by this due date may be distributed at the Pre-Submittal Conference and posted with this solicitation. Attendance at the Pre-Submittal Conference is optional, but highly encouraged.

This meeting place is accessible to disabled persons. The 1901 S. Alamo Street is wheelchair accessible. The accessible entrance is located at 1901 S. Alamo Street. Accessible parking spaces are located at 1901 S. Alamo Street. Auxiliary aids and services are available upon request. Interpreters for the Deaf must be requested at least 48 hours prior to the meeting. For assistance, call (210) 207-7245 Voice/TTY.

**Conference Bridge: Toll Free Dial-In Number: 1-877-226-9790, Access Code: 6686403**

**WebEx Link:** <https://meetings.webex.com/collabs/meetings/join?uuid=MEC8W1XTE6TDK349FSKAN16H4X-BJ6X>

**WebEx Meeting number: 190 776 915**

Any oral response given at the Pre-Submittal Conference that is not confirmed in writing and posted with this solicitation shall not be official or binding on the City. Only written responses shall be official and all other forms of communication with any officer, employee or agent of the City shall not be binding on the City. Respondents are encouraged to resubmit their questions in writing, to the City Staff person identified in the Restrictions on Communication section, after the conclusion of the Pre-Submittal Conference.

### 008 PROPOSAL REQUIREMENTS

Respondent's Proposal shall include the following items in the following sequence, noted with the appropriate heading as indicated below. If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

Respondent shall submit one original hardcopy, signed in ink, and twelve (12) hardcopies of the proposal and one (1) compact disk (CD) containing an Adobe PDF version of the entire proposal to include a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format. in a sealed package clearly marked with the project name, "LAND DEVELOPMENT, PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE", RFCSP 6100004961, on the front of the package. See Section 4.7 Vendor Solution Response Requirements and Section 010 SUBMISSION OF PROPOSALS in this RFCSP.

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PROPOSAL. Prepare and submit the Proposal based on the requirements stated in the RFCSP and include as Attachment A.

RESPONDENT QUESTIONNAIRE. Use the Form found in this RFCSP as Attachment B.

CONTRACTS DISCLOSURE FORM. Use the Form in RFCSP Attachment C which is posted separately or Respondent may download a copy at:

<https://www.sanantonio.gov/eforms/atty/ContractsDisclosureForm.pdf>.

Instructions for completing the Contracts Disclosure form:

Download form and complete all fields. All fields must be completed prior to submitting the form.

Click on the "Print" button and place the copy in your proposal as indicated in the Proposal Checklist.

LITIGATION DISCLOSURE FORM. Complete and submit the Litigation Disclosure Form, found in this RFCSP as Attachment D. If Respondent is proposing as a team or joint venture, then all persons or entities who will be parties to the contract (if awarded) shall complete and return this form.

SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY (SBEDA) PROGRAM FORM(S). Complete, sign and submit any and all SBEDA form(s), found in this RFCSP as Attachment E.

PRICING SCHEDULE. Use the Pricing Schedule that is found in this RFCSP as Attachment F.

FUNCTIONAL REQUIREMENTS-ADDITIONAL PROJECT DOCUMENTS. Complete and return as Attachment G.

TECHNICAL REQUIREMENTS ADDITIONAL PROJECT DOCUMENTS. Complete and return as Attachment H.

SIGNATURE PAGE. Respondent must complete, sign and submit the Signature Page found in this RFCSP as Attachment I. The Signature Page must be signed by a person, or persons, authorized to bind the entity, or entities, submitting the proposal. Proposals signed by a person other than an officer of a corporate respondent or partner of partnership respondent shall be accompanied by evidence of authority.

VOSBPP TRACKING FORM.

Complete and return as Attachment J

PROPOSAL CHECKLIST. Complete and submit the Proposal Checklist found in this RFCSP as Attachment K.

PROOF OF INSURABILITY. Submit a letter from insurance provider stating provider's commitment to insure the Respondent for the types of coverages and at the levels specified in this RFCSP if awarded a contract in response to this RFCSP. Respondent shall also submit a copy of their current insurance certificate.

FINANCIAL INFORMATION. Due to the anticipated investment and length of resultant contract between the parties, audited financial statements are preferred. In the event audited financial statements are not available, state the reason why. If audited financial statements are not available, respondents may submit other financial statement(s) or documentation, such as a Trial Balance Income Statement along with the most recent Annual Tax Submission, that validates and ensures the long term financial viability of the organization. Failure to provide requested information may impact your firm's final score.

Respondent is expected to examine this RFCSP carefully, understand the terms and conditions for providing the services listed herein and respond completely. FAILURE TO COMPLETE AND PROVIDE ANY OF THESE PROPOSAL REQUIREMENTS MAY RESULT IN THE RESPONDENT'S PROPOSAL BEING DEEMED NON-RESPONSIVE AND THEREFORE DISQUALIFIED FROM CONSIDERATION.

### 009 CHANGES TO RFCSP

Changes to the RFCSP, made prior to the due date for proposals shall be made directly to the original RFCSP. Changes are captured by creating a replacement version each time the RFCSP is changed. It is Respondent's responsibility to check for new versions until the proposal due date. City will assume that all proposals received are based on the final version of the RFCSP as it exists on the day proposals are due.

No oral statement of any person shall modify or otherwise change or affect the terms, conditions or specifications stated in the RFCSP.

### 010 SUBMISSION OF PROPOSALS

Proposals shall be submitted in hard copy format.

#### Submission of Hard Copy Proposals.

Respondent shall submit one original hardcopy, signed in ink, and twelve (12) hardcopies of the proposal and one (1) compact disk (CD) containing an Adobe PDF version to include a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format, of the entire proposal in a sealed package clearly marked with the project name, "LAND DEVELOPMENT, PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE", RFCSP 6100004961, on the front of the package.

Proposals must be received in the City Clerk's Office no later than 2:00 p.m., Central Time, on December 5, 2014 at the address below. Any proposal or modification received after this time shall not be considered, and will be returned, unopened to the Respondent. Respondents should note that delivery to the P.O. Box address in a timely manner does not guarantee its receipt in the City Clerk's Office by the deadline for submission. Therefore, Respondents should strive for early submission to avoid the possibility of rejection for late arrival.

#### Mailing Address:

City Clerk's Office  
Attn: IT Procurement Office (Finance Department)  
P.O. Box 839966  
San Antonio, Texas 78283-3966

#### Physical Address:

City Clerk's Office  
Attn: IT Procurement Office (Finance Department)  
100 Military Plaza  
2nd Floor, City Hall San Antonio, Texas 78205

Proposals sent by facsimile or email will not be accepted.

#### Proposal Format. See Section 4.7 Vendor Solution Response Requirements in this RFCSP.

Modified Proposals. Each proposal shall be typewritten, single spaced and submitted on 8 ½" x 11" white paper. Place proposal inside a three ring binder or other securely bound fashion. The use of recycled paper and materials is encouraged. Unnecessarily elaborate brochures, artwork, bindings, visual aides, expensive paper or other materials beyond that sufficient to present a complete and effective submission are not required. Font size shall be no less than 12-point type. All pages shall be numbered and, in the case of hard copy submissions, printed two-sided. Margins shall be no less than 1" around the perimeter of each page. Websites, or URLs shall not be submitted in lieu of the printed proposal. Each proposal must include the sections and attachments in the sequence listed in the RFCSP Section 008, Proposal Requirements and as identified in Section 4.7 of Section 004. Each section and attachment must be indexed,

divided by tabs and indexed in a Table of Contents page. Failure to meet the above conditions may result in disqualification of the proposal or may negatively affect scoring.

#### Correct Legal Name.

Respondents who submit proposals to this RFCSP shall correctly state the true and correct name of the individual, proprietorship, corporation, and /or partnership (clearly identifying the responsible general partner and all other partners who would be associated with the contract, if any). No nicknames, abbreviations (unless part of the legal title), shortened or short-hand, or local "handles" will be accepted in lieu of the full, true and correct legal name of the entity. These names shall comport exactly with the corporate and franchise records of the Texas Secretary of State and Texas Comptroller of Public Accounts. Individuals and proprietorships, if operating under other than an individual name, shall match with exact Assumed Name filings. Corporate Respondents and limited liability company Respondents shall include the 11-digit Comptroller's Taxpayer Number on the Respondent Questionnaire form found in this RFCSP as Attachment B \_.

If an entity is found to have incorrectly or incompletely stated its name or failed to fully reveal its identity on the General Information form, the Chief Technology Officer of The City of San Antonio shall have the discretion, at any point in the contracting process, to suspend consideration of the proposal.

Firm Offer. All provisions in Respondent's proposal, including any estimated or projected costs, shall remain valid for one-hundred and eighty days (180) following the deadline date for submissions or, if a proposal is accepted, throughout the entire term of the contract.

Change Orders. In order to comply with Texas law governing purchases made by municipalities, the following rules shall govern all change orders made under this contract.

Any change orders that become necessary during the term of this contract as a result of changes in plans, specifications, quantity of work to be performed, materials, equipment or supplies to be furnished must be in writing and conform to the requirements of City Ordinance 2011-12-08-1014, as hereafter amended.

Any other change will require approval of the City Council, City of San Antonio.

Changes that do not involve an increase in contract price may be made by the City's Chief Technology Officer (CTO).

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated herein.

Travel and Related Expenses. All proposed costs shall be inclusive of all Vendor's costs including, but not limited to, staffing, administrative overhead, travel, lodging, and any other expenses that may be incurred by the Vendor. The City of San Antonio will not separately reimburse the Vendor for any expenses beyond what the Vendor includes in their pricing proposal.

Confidential or Proprietary Information. All proposals become the property of the City upon receipt and will not be returned. Any information deemed to be confidential by Respondent should be clearly noted; however, City cannot guarantee that it will not be compelled to disclose all or part of any public record under the Texas Public Information Act, since information deemed to be confidential by Respondent may not be considered confidential under Texas law, or pursuant to a Court order. Respondent acknowledge that exemptions to Public Information Act requests may require a brief to be submitted to the Texas Attorney General explaining why the claimed exceptions apply to the information in issue. The City shall not be obligated to submit the brief supporting those claimed exceptions. Respondent shall be solely responsible for submitting the brief and the documents in issue to the Texas Attorney General.

Cost of Proposal. Any cost or expense incurred by the Respondent that is associated with the preparation of the Proposal, the Pre-Submittal conference, if any, or during any phase of the selection process, shall be borne solely by Respondent.

### **011 RESTRICTIONS ON COMMUNICATION**

Respondents are prohibited from communicating with: 1) elected City officials and their staff regarding the RFCSP or proposals from the time the RFCSP has been released until the contract is posted as a City Council agenda item; and 2)

City employees from the time the RFCSP has been released until the contract is awarded. These restrictions extend to "thank you" letters, phone calls, emails and any contact that results in the direct or indirect discussion of the RFCSP and/or proposal submitted by Respondent. Violation of this provision by Respondent and/or its agent may lead to disqualification of Respondent's proposal from consideration.

Exceptions to the Restrictions on Communication with City employees include:

Respondents may ask verbal questions concerning this RFCSP at the Pre-Submittal Conference.

Respondents may submit written questions concerning this RFCSP to the Staff Contact Person listed below until **2:00 p.m., Central Time, on Friday, October 31, 2014**. Questions received after the stated deadline will not be answered. All questions shall be sent by e-mail.

William Flint, Procurement Specialist III  
City of San Antonio, IT Procurement Office  
[william.flint@sanantonio.gov](mailto:william.flint@sanantonio.gov)

Questions submitted and the City's responses will be posted with this solicitation.

Respondents and/or their agents are encouraged to contact the Small Business Office of the International and Economic Development Department for assistance or clarification with issues specifically related to the City's Small Business Economic Development Advocacy (SBEDA) Program policy and/or completion of the SBEDA form(s), if any. The point of contact, Leticia Callanen, may be reached by telephone at (210) 207-3996 or by e-mail at [Leticia.Callanen@sanantonio.gov](mailto:Leticia.Callanen@sanantonio.gov). Contacting the Small Business Office regarding this RFCSP after the proposal due date is not permitted.

Respondents may provide responses to questions asked of them by the Staff Contact Person after responses are received and opened. During interviews, if any, verbal questions and explanations will be permitted. If interviews are conducted, Respondents shall not bring lobbyists. The City reserves the right to exclude any persons from interviews as it deems in its best interests.

Upon completion of the evaluation process, Respondents shall receive a notification letter indicating the recommended firm and anticipated City Council agenda date. Respondents desiring a review of the solicitation process may submit a written request no later than seven (7) calendar days from the date letter was sent. The letter will indicate the name and address for submission of requests for review.

## 012 EVALUATION CRITERIA

City will conduct a comprehensive, fair and impartial evaluation of all submissions received in response to this RFCSP. City may appoint a selection committee to perform the evaluation. Each submission will be analyzed to determine overall responsiveness and qualifications under this RFCSP. Criteria to be evaluated will include the items listed below. In accordance with §252.042, Texas Local Government Code, the selection committee may select all, some or none of the respondents who are judged to be reasonably qualified for award of the contract for interviews. Should the City elect to conduct interviews, selection for interviews will be based on initial scoring, prior to interviewing. Interviews are not an opportunity to change a submission. If the City elects to conduct interviews, respondents may be interviewed and re-scored based upon the same criteria. City may also request information from respondents at any time prior to final approval of a selected respondent, or seek best and final offers from respondents deemed reasonably qualified for award. Final approval of a selected respondent is subject to the action of the San Antonio City Council.

Evaluation criteria:

Proposed Solution (40 points)

Experience, Background, Qualifications (40 points)

Pricing (20 points)

## 013 AWARD OF CONTRACT AND RESERVATION OF RIGHTS

City reserves the right to award one, more than one or no contract(s) in response to this RFCSP.

The Contract, if awarded, will be awarded to the Respondent(s) whose Proposal(s) is deemed most advantageous to City, as determined by the selection committee, upon approval of the City Council.

City may accept any Proposal in whole or in part. However, final selection of a Respondent is subject to City Council approval.

City reserves the right to accept one or more proposals or reject any or all proposals received in response to this RFCSP, and to waive informalities and irregularities in the proposals received. City also reserves the right to terminate this RFCSP, and reissue a subsequent solicitation, and/or remedy technical errors in the RFCSP process.

City will require the selected Respondent(s) to execute a contract with the City, prior to City Council award, incorporating the terms and conditions of this RFCSP. No work shall commence until City signs the contract document(s) and Respondent provides the necessary evidence of insurance as required in this RFCSP and the Contract. Contract documents are not binding on City until approved by the City Attorney. In the event the parties cannot execute a contract within the time specified, City reserves the right to terminate contract discussions with the selected Respondent and commence contract discussions with another Respondent.

This RFCSP does not commit City to enter into a Contract, award any services related to this RFCSP, nor does it obligate City to pay any costs incurred in preparation or submission of a proposal or in anticipation of a contract.

If selected, Respondent will be required to comply with the Insurance and Indemnification Requirements established herein. If Respondent takes exception to the terms and conditions of this RFCSP, the City may deem the Respondent non-responsive and not evaluate their proposal.

The successful Respondent must be able to formally invoice the City for services rendered, incorporating the SAP-generated contract and purchase order numbers that shall be provided by the City.

Conflicts of Interest. Respondent acknowledges that it is informed that the Charter of the City of San Antonio and its Ethics Code prohibit a City officer or employee, as those terms are defined in the Ethics Code, from having a financial interest in any contract with City or any City agency such as City-owned utilities. An officer or employee has a "prohibited financial interest" in a contract with City or in the sale to City of land materials, supplies or service, if any of the following individual(s) or entities is a party to the contract or sale: the City officer or employee; his parent, child or spouse; a business entity in which he or his parent, child or spouse owns ten (10) percent or more of the voting stock or shares of the business entity, or ten (10) percent or more of the fair market value of the business entity; or a business entity in which any individual or entity above listed is a subcontractor on a City contract, a partner or a parent or subsidiary business entity.

Respondent is required to warrant and certify that it, its officers, employees and agents are neither officials nor employees of the City, as defined in Section 2-42 of the City's Ethics Code. (Discretionary Contracts Disclosure – form may be found online at <https://www.sanantonio.gov/eforms/atty/DiscretionaryContractsDisclosure.pdf>.)

Independent Contractor. Respondent agrees and understands that, if selected, it and all persons designated by it to provide services in connection with a contract, are and shall be deemed to be an independent contractors, responsible for their respective acts or omissions, and that City shall in no way be responsible for Respondent's actions, and that none of the parties hereto will have authority to bind the others or to hold out to third parties, that it has such authority.

Effective January 1, 2006, Chapter 176 of the Texas Local Government Code requires that persons, or their agents, who seek to contract for the sale or purchase of property, goods, or services with the City, shall file a completed conflict of interest questionnaire with the City Clerk not later than the 7th business day after the date the person: (1) begins contract discussions or negotiations with the City; or (2) submits to the City an application, response to a request for proposals or bids, correspondence, or another writing related to a potential agreement with the City. The conflict of interest questionnaire form is available from the Texas Ethics Commission at <http://www.ethics.state.tx.us/forms/CIQ.pdf>. Completed conflict of interest questionnaires may be mailed or delivered by hand to the Office of the City Clerk. If mailing a completed conflict of interest questionnaire, mail to: Office of the City Clerk, P.O. Box 839966, San Antonio, TX 78283-3966. If delivering a completed conflict of interest questionnaire, deliver to: Office of the City Clerk, City Hall, 2nd floor, 100 Military Plaza, San Antonio, TX 78205. Respondent should consult its own legal advisor for answers to questions regarding the statute or form.

## 014 BONDS

This section left blank intentionally.

## 015 SOFTWARE ESCROW REQUIREMENT

To ensure that the City will have access to the Contractor's source code in the event that the Contractor is unable to support the software, a copy of the Contractor's source code shall be kept by a trusted third party agreeable to the City. A Software Escrow Agreement, attached as RFCSP EXHIBIT 3 shall be submitted to evidence the deposit of the source code and the maintenance of the escrow account. The Contractor may submit its own Software Escrow Agreement, provided it is in substantially similar form to the attached RFCSP EXHIBIT 3, in the determination of the City.

## 016 ACCEPTANCE CRITERIA

All deliverables submitted to the City hereunder shall be submitted to a designated City employee for approval and that such deliverables comply in all material respects with the requirements as set forth in a Statement of Work.

In the event of any nonconformity or nonfunctionality of deliverables, the City shall provide Respondent written notification within 14 days of delivery. Upon receipt of such notice of nonconformity or nonfunctionality, Respondent shall have 14 days to cure the nonconformity or nonfunctionality.

Upon delivery of the cure, the City will have 14 days to evaluate and determine if such cure is acceptable. In the event the Deliverable remains unacceptable, the City will provide a second notice of nonconformity or nonfunctionality of the system within 30 days of delivery. Respondent shall have an additional 14 days to cure the nonconformity or nonfunctionality.

Upon delivery of the cure, the City will have 14 days to evaluate and determine if such cure is acceptable. In the event the Deliverable remains unacceptable the City will provide Respondent with a third notice of any nonconformity or nonfunctionality of the system and Respondent will forfeit 50% of retained balances on hold with the City at the time the third notice is provided to Respondent.

A retainage in the amount of 10% of the deliverable price shall be held by the City, to be paid upon final acceptance. The City Project Team will review, approve, and sign off on the deliverable. Upon acceptance of each milestone, the Contractor will be paid 90% of the agreed upon milestone.

Upon final acceptance, Contractor shall invoice the City for the 10% final acceptance hold-back payment.

## 017 SCHEDULE OF EVENTS

Following is a list of **projected dates/times** with respect to this RFCSP:

RFCSP Release	September 16, 2014
Pre-Submittal Conference	Friday, October 3, 2014 at 2:00 p.m. Central Time
Final Questions Accepted	Friday, October 31, 2014 at 2:00 p.m. Central Time
Proposal Due	Friday, December 5, 2014 at 2:00 p.m. Central Time

**018 RFCSP EXHIBITS**

**RFCSP EXHIBIT 1**

**INSURANCE REQUIREMENTS**

If selected to provide the services described in this RFCSP, Respondent shall be required to comply with the insurance requirements set forth below:

**INSURANCE**

Prior to the commencement of any work under this Agreement, Respondent shall furnish copies of all required endorsements and an original completed Certificate(s) of Insurance to the City's IT Procurement Office, Finance Department, which shall be clearly labeled "Land Development, Permit, Inspection & Compliance Management Software" in the Description of Operations block of the Certificate. The Certificate(s) shall be completed by an agent and signed by a person authorized by that insurer to bind coverage on its behalf. City will not accept a Memorandum of Insurance or Binder as proof of insurance. The certificate(s) must have the agent's signature and phone number, and be mailed, with copies of all applicable endorsements, directly from the insurer's authorized representative to City. City shall have no duty to pay or perform under this Agreement until such certificate and endorsements have been received and approved by City's IT Procurement Office, Finance Department. No officer or employee, other than City's Risk Manager, shall have authority to waive this requirement.

City reserves the right to review the insurance requirements of this Article during the effective period of this Agreement and any extension or renewal hereof and to modify insurance coverages and their limits when deemed necessary and prudent by City's Risk Manager based upon changes in statutory law, court decisions, or circumstances surrounding this Agreement. In no instance will City allow modification whereupon City may incur increased risk.

A Respondent's financial integrity is of interest to City; therefore, subject to Respondent's right to maintain reasonable deductibles in such amounts as are approved by City, Respondent shall obtain and maintain in full force and effect for the duration of this Agreement, and any extension hereof, at Respondent's sole expense, insurance coverage written on an occurrence basis, by companies authorized to do business in the State of Texas and with an A.M Best's rating of no less than A- (VII), in the following types and for an amount not less than the amount listed below:

TYPE	AMOUNTS
1. Workers' Compensation	Statutory Limits
2. Employers' Liability	\$500,000/\$500,000/\$500,000
3. Commercial General Liability Insurance to include coverage for the following: a. Premises/Operations *b. Independent Contractors c. Products/Completed Operations d. Personal Injury e. Contractual Liability f. Damage to property rented by you	For Bodily Injury and Property Damage of \$1,000,000 per occurrence; \$2,000,000 General Aggregate, or its equivalent in Umbrella or Excess Liability Coverage  f. \$100,000
4. Business Automobile Liability a. Owned/leased vehicles b. Non-owned vehicles c. Hired Vehicles	Combined Single Limit for Bodily Injury and Property Damage of \$1,000,000 per occurrence
5. Professional Liability (Claims-made basis) [Cyber Risk]. To be maintained and in effect for no less than two years subsequent to the completion of the professional service. *	\$1,000,000 per claim, to pay on behalf of the insured all sums which the insured shall become legally obligated to pay as damages by reason of any act, malpractice, error, or omission in professional services.
6. Fidelity or Commercial Crime Insurance Employee Dishonesty Policy – City will be named as Loss Payee**	\$500,000 per occurrence
*Required if Respondent handles City's data and/or processes credit card transactions	
**Required if Respondent handles cash or other securities payable to City	

Respondent agrees to require, by written contract, that all subcontractors providing goods or services hereunder obtain the same insurance coverages required of Respondent herein, and provide a certificate of insurance and endorsement that names Respondent and City as additional insureds. Respondent shall provide City with said certificate and endorsement prior to the commencement of any work by the subcontractor. This provision may be modified by City's Risk Manager, without subsequent City Council approval, when deemed necessary and prudent, based upon changes in

statutory law, court decisions, or circumstances surrounding this agreement. Such modification may be enacted by letter signed by City's Risk Manager, which shall become a part of the contract for all purposes.

As they apply to the limits required by City, City shall be entitled, upon request and without expense, to receive copies of the policies, declaration page and all endorsements thereto and may require the deletion, revision, or modification of particular policy terms, conditions, limitations or exclusions (except where policy provisions are established by law or regulation binding upon either of the parties hereto or the underwriter of any such policies). Respondent shall be required to comply with any such requests and shall submit a copy of the replacement certificate of insurance to City at the address provided below within 10 days of the requested change. Respondent shall pay any costs incurred resulting from said changes.

City of San Antonio  
Attn: IT Procurement Office, Finance Department  
P.O. Box 839966  
San Antonio, Texas 78283-3966

Respondent agrees that with respect to the above required insurance, all insurance policies are to contain or be endorsed to contain the following provisions:

Name the City, its officers, officials, employees, volunteers, and elected representatives as additional insured by endorsement, as respects operations and activities of, or on behalf of, the named insured performed under contract with the City, with the exception of the workers' compensation and professional liability policies;

Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where City is an additional insured shown on the policy;

Workers' compensation and employers' liability, general liability and automobile liability policies will provide a waiver of subrogation in favor of the City; and

Provide advance written notice directly to City of any suspension, cancellation, non-renewal or material change in coverage, and not less than ten (10) calendar days advance notice for nonpayment of premium.

Within five (5) calendar days of a suspension, cancellation or non-renewal of coverage, Respondent shall provide a replacement Certificate of Insurance and applicable endorsements to City. City shall have the option to suspend Respondent's performance should there be a lapse in coverage at any time during this Agreement. Failure to provide and to maintain the required insurance shall constitute a material breach of this Agreement.

In addition to any other remedies the City may have upon Respondent's failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the City shall have the right to order Respondent to stop work hereunder, and/or withhold any payment(s) which become due to Respondent hereunder until Respondent demonstrates compliance with the requirements hereof.

Nothing herein contained shall be construed as limiting in any way the extent to which Respondent may be held responsible for payments of damages to persons or property resulting from Respondent's or its subcontractors' performance of the work covered under this Agreement.

It is agreed that Respondent's insurance shall be deemed primary and non-contributory with respect to any insurance or self insurance carried by the City of San Antonio for liability arising out of operations under this Agreement.

It is understood and agreed that the insurance required is in addition to and separate from any other obligation contained in this Agreement and that no claim or action by or on behalf of City shall be limited to insurance coverage provided.

Respondent and any subcontractors are responsible for all damage to their own equipment and/or property.

## RFCSP EXHIBIT 2

### INDEMNIFICATION REQUIREMENTS

If selected to provide the services described in this RFCSP, Respondent shall be required to comply with the indemnification requirements set forth below:

#### INDEMNIFICATION

**RESPONDENT covenants and agrees to FULLY INDEMNIFY, DEFEND and HOLD HARMLESS, the CITY and the elected officials, employees, officers, directors, volunteers and representatives of the CITY, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon the CITY directly or indirectly arising out of, resulting from or related to RESPONDENT'S activities under this Agreement, including any acts or omissions of RESPONDENT, any agent, officer, director, representative, employee, consultant or subcontractor of RESPONDENT, and their respective officers, agents employees, directors and representatives while in the exercise of the rights or performance of the duties under this Agreement. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of CITY, its officers or employees, in instances where such negligence causes personal injury, death, or property damage. IN THE EVENT RESPONDENT AND CITY ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF TEXAS, WITHOUT, HOWEVER, WAIVING ANY GOVERNMENTAL IMMUNITY AVAILABLE TO THE CITY UNDER TEXAS LAW AND WITHOUT WAIVING ANY DEFENSES OF THE PARTIES UNDER TEXAS LAW.**

The provisions of this INDEMNITY are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. RESPONDENT shall advise the CITY in writing within 24 hours of any claim or demand against the CITY or RESPONDENT known to RESPONDENT related to or arising out of RESPONDENT's activities under this AGREEMENT and shall see to the investigation and defense of such claim or demand at RESPONDENT's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving RESPONDENT of any of its obligations under this paragraph.

#### Optional Provisions:

Defense Counsel - CITY shall have the right to select or to approve defense counsel to be retained by RESPONDENT in fulfilling its obligation hereunder to defend and indemnify CITY, unless such right is expressly waived by CITY in writing. RESPONDENT shall retain CITY approved defense counsel within seven (7) business days of CITY'S written notice that CITY is invoking its right to indemnification under this Contract. If RESPONDENT fails to retain Counsel within such time period, CITY shall have the right to retain defense counsel on its own behalf, and RESPONDENT shall be liable for all costs incurred by CITY. CITY shall also have the right, at its option, to be represented by advisory council of its own selection and at its own expense, without waiving the foregoing.

Employee Litigation - In any and all claims against any party indemnified hereunder by any employee of RESPONDENT, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for RESPONDENT or any subcontractor under worker's compensation or other employee benefit acts.

**RFCSP EXHIBIT 3**

**ESCROW AGREEMENT**

Account Number \_\_\_\_\_

This agreement ("Agreement") is effective \_\_\_\_\_, 20\_\_ among \_\_\_\_\_ ("Custodian"), \_\_\_\_\_ ("Depositor") and the Beneficiary, the City of San Antonio ("City"), who collectively may be referred to in this Agreement as the parties ("Parties").

- A. Depositor and City have entered or will enter into a license agreement, development agreement, and/or other agreement regarding certain proprietary technology of Depositor (referred to in this Agreement as "the License Agreement").
- B. Depositor desires to avoid disclosure of its proprietary technology except under certain limited circumstances.
- C. The availability of the proprietary technology of Depositor is critical to City in the conduct of its business and, therefore, City needs access to the proprietary technology under certain limited circumstances.
- D. Depositor and City desire to establish an escrow with Custodian to provide for the retention, administration and controlled access of the proprietary technology materials of Depositor.
- E. The parties desire this Agreement to be supplementary to the License Agreement pursuant to 11 United States [Bankruptcy] Code, Section 365(n).

**ARTICLE 1 -- DEPOSITS**

1.1 Obligation to Make Deposit. Upon the signing of this Agreement by the parties, Depositor shall deliver to Custodian the proprietary technology and other materials ("Deposit Materials") required to be deposited by the License Agreement or, if the License Agreement does not identify the materials to be deposited with Custodian, then such materials will be identified on Exhibit A. If Exhibit A is applicable, it is to be prepared and signed by Depositor and City. Custodian shall have no obligation to either party with respect to the preparation, accuracy, execution or delivery of Exhibit A.

1.2 Identification of Tangible Media. Prior to the delivery of the Deposit Materials to Custodian, Depositor shall conspicuously label for identification each document, magnetic tape, disk, or other tangible media upon which the Deposit Materials are written or stored. Additionally, Depositor shall complete a copy of Exhibit B to this Agreement by listing each such tangible media by the item label description, the type of media and the quantity. Each Exhibit B shall be signed by Depositor and delivered to Custodian with the Deposit Materials. Unless and until Depositor makes the initial deposit with Custodian, Custodian shall have no obligation with respect to this Agreement, except the obligation to notify the parties regarding the status of the account as required in Section 2.2 below.

1.3 Acceptance of Deposit. Custodian will conduct a deposit inspection upon receipt of any Deposit Material and associated Exhibit B by visually matching the labeling of the tangible media containing the Deposit Materials to the item descriptions and quantity listed on Exhibit B. Depositor shall provide notice by electronic mail, telephone, or regular mail to the Depositor and Beneficiary of all Deposit Material that is accepted and deposited into the escrow account under this Agreement. If Custodian determines that the Deposit Material does not match the description provided by Depositor represented in Exhibit B attached hereto, Custodian will provide Depositor with notice by electronic mail, telephone, or regular mail of such discrepancies. Custodian will work directly with the Depositor to resolve any such discrepancies prior to accepting Deposit Material. Other than Custodian's

inspection of the Deposit Materials, Custodian shall have no obligation to the accuracy, completeness, functionality, performance or non-performance of the Deposit Materials.

1.4 Depositor's Representations. Depositor represents as follows:

- a. Depositor lawfully possesses all of the Deposit Materials deposited with Custodian;
- b. With respect to all of the Deposit Materials, Depositor has the right and authority to grant to Custodian and City the rights as provided in this Agreement;
- c. As of the effective date of this Agreement, the Deposit Materials are not the subject of a lien or encumbrance, however, any liens or encumbrances made after the execution of this Agreement will not prohibit, limit, or alter the rights and obligations of Custodian under this Agreement;
- d. The Deposit Materials consist of the proprietary technology and other materials identified either in the License Agreement or Exhibit A, as the case may be; and
- e. The Deposit Materials are readable and useable in the appropriate technical environment their current form or, if any portion of the Deposit Materials is encrypted, the decryption tools and decryption keys have also been deposited.
- f. The Deposit Materials include the source code corresponding to the computer software licensed by Depositor to City under the License Agreement, except for third-party software that Depositor has no right to provide to Custodian or to City in source code form. Either the License Agreement or Exhibit A properly identifies all third-party software embedded in or associated with the computer software licensed by Depositor to City under the License Agreement that is not included in the Deposit Materials. The Deposit Materials include any pertinent commentary or explanation that may be necessary to render the source code understandable and useable by a trained computer-programming expert who is generally familiar with \_\_\_\_\_ systems and \_\_\_\_\_ program code. The Deposit Materials include system documentation, statements of principles of operation and schematics, all as necessary or useful for the effective understanding and use of the source code. Insofar as the "development environment" employed by Depositor for the development, maintenance, and implementation of the Source Code includes any device, programming, or documentation not commercially available to City on reasonable terms through readily known sources other than Depositor, the Deposit Materials shall include all such devices, programming, or documentation. The foregoing reference to such "development environment" is intended to apply to any programs, including compilers, "workbenches," tools, and higher-level (or "proprietary") languages, used by Depositor for the development, maintenance and implementation of the Source Code.

1.5 Deposit Updates. Unless otherwise provided by the License Agreement, Depositor shall update the Deposit Materials within sixty (60) days of each release of a new version, release, addition, modification or update of the licensed software, which is subject to the License Agreement; provided that Depositor shall not be required to make updates more often than once every six (6) months, nor less frequently than once per year. Such updates will be added to the existing deposit. All deposit updates shall be listed on a new Exhibit B and Depositor shall sign the new Exhibit B. Each Exhibit B will be held and maintained separately within the escrow account. An independent record will be created which will document the activity for each Exhibit B. The processing of all deposit updates shall be in accordance with Sections 1.2 and 1.3 above. All references in this Agreement to the Deposit Materials shall include the initial Deposit Materials and any updates.

1.6 Removal of Deposit Materials. The Deposit Materials may be removed and/or exchanged only on written instructions signed by Depositor and City, or as otherwise provided in this Agreement.

1.7 Verification. City shall have the right to cause a verification of any Deposit Materials once within the first 90 days after the end of the warranty period, and thereafter once in any 12-month period, at Depositor's expense. City shall notify Depositor and Custodian of City's request for verification. Depositor shall have the right to be present at the verification. A verification determines, in different levels of detail, the accuracy, completeness, sufficiency and quality of the Deposit Materials as well as to confirm that it compiles to the pertinent object code of the licensed software. If a verification is elected after the Deposit Materials have been delivered to Custodian, then Custodian, or at City's election, an independent person or company selected by City who is reasonably acceptable to Depositor will perform the verification. The Depositor shall be responsible

for all costs of the verification, including, without limitation, Custodian's fees associated with the verification, the costs incurred by Depositor relating to such verification (including, without limitation, travel and living expenses for Depositor personnel required to assist with the verification and fees for the services of such personnel, at Depositor's standard daily rates, as applicable).

## ARTICLE 2 -- CONFIDENTIALITY AND RECORD KEEPING

2.1 Confidentiality. Custodian shall have the obligation to reasonably protect the confidentiality of the Deposit Materials by maintaining the Deposit Materials in a secure, environmentally safe, locked facility which is accessible only to authorized representatives of Custodian. Except as provided in this Agreement or any subsequent agreement between the Parties, Custodian shall not disclose, transfer, make available to any party, or use the Deposit Materials. Custodian shall not disclose the terms of this Agreement to any third party. If Custodian receives a subpoena or any other order from a court or other judicial tribunal pertaining to the disclosure or release of the Deposit Materials, Custodian will immediately notify the parties to this Agreement of same in writing, unless prohibited by law. It shall be the responsibility of Depositor to challenge any such order; provided, however, that Custodian does not waive its rights to present its position with respect to any such order. Custodian will not be required to disobey any order from a court or other judicial tribunal, including, but not limited to, notices delivered pursuant to Section 7.6 below. Custodian will not be required to disobey any order from a court or other judicial tribunal.

2.2 Status Reports. Custodian shall provide to Depositor and City access to the Custodian's real-time, on-line portal to view data and documentation relative to this Agreement. Upon request, Custodian will provide ad hoc status reports to Depositor and City.

2.3 Audit Rights. During the term of this Agreement, Depositor and City shall each have the right to inspect the written records of Custodian pertaining to this Agreement. Any such inspection shall occur during normal business hours and following reasonable prior notice.

## ARTICLE 3 -- RIGHT TO MAKE COPIES

Custodian may make copies of the Deposit Materials as necessary to meet its obligations under this Agreement, while retaining a copy to carry out its obligations for other licensees who may benefit from the same arrangement. Custodian shall include in any copies all copyright, non-disclosure and other proprietary notices and titles contained on the Deposit Materials. With all Deposit Materials submitted to Custodian, Depositor shall provide any and all instructions as may be necessary to duplicate the Deposit Materials, including, without limitation, instructions as to necessary hardware or software. In all other respects, Custodian shall not make copies of the Deposit Materials except to fulfill an order of a court of competent jurisdiction (see Section 2.1).

If for any reason Custodian should make any copy of the Deposit Materials, Custodian shall promptly give written notice to Depositor of such action and shall explain the reason for such copying in the notice.

## ARTICLE 4 -- RELEASE OF DEPOSIT

4.1 Release Conditions. As used in this Agreement, "Release Condition" shall mean the occurrence and continuance of any of the following:

a. Entry of an order for relief regarding Depositor under Title 11 (bankruptcy) of the United States Code, the making by Depositor of a general assignment for the benefit of its creditors, the appointment of a general receiver or trustee in bankruptcy of Depositor's business or property, or the commencement of similar proceedings under the bankruptcy, insolvency, liquidation or reorganization laws of any state or any other country or province (except that were entry of an order, appointment of a receiver or trustee in bankruptcy, or

commencement of bankruptcy or insolvency proceedings is effected on an involuntary basis, then Depositor shall have 60 days to have such case or proceeding dismissed);

b. Depositor's failure to continue to do business in the ordinary course;

c. Any decision by Depositor to withdraw maintenance services in support of the Depositor software licensed by Depositor to City under the License Agreement;

d. The occurrence of a material breach (*or a series of related breaches that collectively are material*) under the implementation, maintenance and support terms of the License Agreement, which Depositor fails to cure within thirty (30) days (or such longer period of time as may be reasonable under the circumstances) after written notice of such breach;

e. The occurrence of any condition (*whether or not qualifying as a breach*) having a critical impact on necessary business functions (*such as a continuing loss of service or data*), which Depositor cannot or will not assure City will be corrected so to restore necessary business functions using all reasonable means, and the release of the Deposit Materials is reasonably believed to enable City to remedy such condition critically impacting City's use of the licensed software to meet necessary business functions; and, for purposes of this Agreement, if a Release Condition is claimed by City to exist on this basis, then, notwithstanding Sections 4.2 and 4.3 hereof, Custodian will, without delay, release the Deposit Materials to City immediately upon Custodian's receipt of written notice of such Release Condition in which City shall explain why it believes the Deposit Materials will enable City to resolve such critical impact condition and why an immediate release is required, but City shall commit to surrender the Deposit Materials to Custodian or Depositor promptly after the correction has occurred to restore necessary business functions.

**4.2 Filing For Release.** If City believes in good faith that a Release Condition has occurred and is continuing, then City, at any time, may provide to Custodian written notice of the occurrence of the Release Condition and a request for the release of the Deposit Materials. Within five (5) business days of receipt of a written notice, Custodian shall provide a copy of the notice to Depositor. Custodian will promptly notify the Parties unless Custodian acknowledges or discovers independently, or through the Parties, its need for additional documentation or information in order to comply with this Section. Such need for additional documentation or information may extend the time period for Custodian's performance under this section.

**4.3 Contrary Instructions.** From the date Custodian mails the notice by overnight express mail requesting release of the Deposit Materials, Depositor shall have ten (10) business days to deliver to Custodian contrary instructions ("Contrary Instructions"). Contrary Instructions shall mean the written representation by Depositor that a Release Condition has not occurred or has been cured. Upon receipt of Contrary Instructions, Custodian shall send a copy of Contrary Instructions to City by overnight commercial express mail. Additionally, Custodian shall notify both Depositor and City that there is a dispute to be resolved pursuant to Section 7.4 of this Agreement. Subject to Section 5.2 and 4.1(e) of this Agreement, Custodian will continue to store the Deposit Materials without release pending (a) joint instructions from Depositor and City; or (b) dispute resolution pursuant to Section 7.4; or (c) an order from a court of competent jurisdiction.

**4.4 Release of Deposit.** If Custodian does not receive Contrary Instructions from the Depositor, or if the Preferred Beneficiaries request to release is based on 4.1(e), Custodian is authorized to release the Deposit Materials to the City. However, Custodian is entitled to receive any fees due Custodian before making the release. This Agreement will terminate upon the release of the Deposit Materials held by Custodian.

**4.5 Right to Use Following Release.** Unless otherwise provided in the License Agreement, upon release of the Deposit Materials in accordance with this Article 4, City shall have the right to use the Deposit Materials for the sole purpose of continuing the benefits afforded to City by the License Agreement. City shall be obligated to maintain the confidentiality of the released Deposit Materials. In the event that the Deposit Materials shall be delivered out of escrow to City pursuant to the terms hereof, City shall be entitled to request and obtain immediately from Depositor any modifications, updates, new releases or new documentation (including source code for any such software) related to the software then licensed by City from Depositor, insofar as the same have not been included in any previous deposit.

## ARTICLE 5 -- TERM AND TERMINATION

5.1 Term of Agreement. The initial term of this Agreement is for a period of one year. Thereafter, this Agreement shall automatically renew from year-to-year unless (a) Depositor and City jointly instruct Custodian in writing that the Agreement is terminated; (b) Custodian instructs Depositor and City in writing ninety (90) days after its renewal date, that the Agreement is terminated for nonpayment in accordance with Section 5.2; or (c) Custodian reserves the right to terminate this Agreement, for any reason, other than for nonpayment, by providing Depositor and City sixty (60) days written notice of its intent to terminate this Agreement. If the Deposit Materials are subject to another escrow agreement with Custodian, Custodian reserves the right, after the initial one year term, to adjust the anniversary date of this Agreement to match the then prevailing anniversary date of such other escrow arrangements.

5.2 Termination for Nonpayment. In the event of the nonpayment of fees owed to Custodian, Custodian shall provide written notice of delinquency to all parties to this Agreement. Any party to this Agreement shall have the right to make the payment to Custodian to cure the default. If the past due payment is not received in full by Custodian within one (1) month of the date of such notice, then Custodian shall have the right to terminate this Agreement at any time thereafter by sending written notice of termination to all parties. Custodian shall have no obligation to take any action under this Agreement so long as any payment due to Custodian remains unpaid.

5.3 Disposition of Deposit Materials Upon Termination. Subject to the foregoing termination provisions, and upon termination of this Agreement, Custodian shall destroy, return to Depositor, or otherwise deliver the Deposit Materials in accordance with Depositor's instructions. If there are no instructions, Custodian may, at its sole discretion, destroy the Deposit Materials or return them to Depositor. Custodian shall have no obligation to destroy or return the Deposit Materials if the Deposit Materials are subject to another escrow agreement with Custodian or have been totally released to the City in accordance with Section 4.4.

5.4 Survival of Terms Following Termination. Upon termination of this Agreement, the following provisions of this Agreement shall survive:

- a. Depositor's Representations (Section 1.4);
- b. The obligations of confidentiality with respect to the Deposit Materials;
- c. The obligation to pay Custodian any fees and expenses due;
- d. The provisions of Article 7;
- e. Section 4.5 to the extent applicable; and
- f. Any provisions in this Agreement which specifically state they survive the termination of this Agreement.

## ARTICLE 6 -- CUSTODIAN'S FEES

6.1 Fee Schedule. Custodian is entitled to be paid its agreed fees and expenses applicable to the services provided by Depositor. Custodian shall notify the Depositor for payment of Custodian's fees at least sixty (60) days prior to any increase in fees. For any service not listed on Custodian's standard fee schedule, Custodian will provide a quote prior to rendering the service, if requested.

6.2 Payment Terms. Custodian shall not be required to perform any service, including release of any Deposit Materials under Article 4, unless the payment for such service and any outstanding balances owed to Custodian are paid in full. Fees are due upon receipt of a signed contract or receipt of the Deposit Materials whichever is earliest. If invoiced fees are not paid, Custodian may terminate this Agreement in accordance with Section 5.2.

## ARTICLE 7 -- LIABILITY AND DISPUTES

7.1 Right to Rely on Instructions. Custodian may act in reliance upon any instruction, instrument, or signature reasonably believed by Custodian to be genuine. Custodian may assume that any employee of a party to this Agreement who gives any written notice, request, or instruction has the authority to do so. Custodian will not be required to inquire into the truth or evaluate the merit of any statement or representation contained in any notice or document. Custodian shall not be responsible for failure to act as a result of causes beyond the reasonable control of Custodian.

7.2 Indemnification. Depositor agrees to indemnify, defend and hold harmless Custodian from any and all claims, actions, damages, arbitration fees and expenses, costs, reasonable attorney's fees and other liabilities ("Liabilities") incurred by Custodian directly resulting from this escrow arrangement, except where it is adjudged that Custodian acted with gross negligence or willful misconduct.

7.3 Limitation of Liability and Waiver of Consequential Damages.

(a) Notwithstanding anything else herein, all liability, if any, whether arising in contract, tort (including negligence) or otherwise, of Custodian under this Agreement shall be limited to the amount equal to ten times the then annual fees owed or paid to Custodian under this Agreement. If claim or loss is made in relation to a specific deposit or deposits, such liability shall be limited to the fees related specifically to such deposits. This limit shall not apply for: (I) any claims of infringement of any patent, copyright, trademark or other proprietary right; (II) liability for death or bodily injury; (III) damage to tangible property (excluding the Deposit Material); (IV) theft; or (V) proven gross negligence or willful misconduct.

(b) In no event will Custodian be liable for any incidental, indirect, special, exemplary, punitive or consequential damages, including, but not limited to, damages (including loss of data, revenue, and/or profits) costs or expenses (including legal fees and expenses), whether arising in contract, tort (including negligence) or otherwise even if the possibility thereof may be known in advance to one or more parties and whether foreseeable or unforeseeable, that may arise out of or in connection with this Agreement.

7.4 Controlling Law. This Agreement is to be governed and construed in accordance with the laws of the State of Texas, without regard to its conflict of law provisions.

7.6 Notice of Requested Order. If any party intends to obtain an order from the arbitrator or any court of competent jurisdiction, which may direct Custodian to take, or refrain from taking any action, that party shall:

- a. Give notice to Custodian at least five (5) business days prior to the hearing; and
- b. Include in any such order that, as a precondition to Custodian's obligation, Custodian be paid in full for any past due fees and be paid for the reasonable value of the services to be rendered pursuant to such order.

## ARTICLE 8 -- GENERAL PROVISIONS

8.1 Entire Agreement. This Agreement, which includes Exhibits described herein, embodies the entire understanding among the parties with respect to its subject matter and supersedes all previous communications, representations or understandings, either oral or written. Custodian is not a party to the License Agreement between Depositor and City and has no knowledge of any of the terms or provisions of any such License Agreement. Custodian's only obligations to Depositor or City are as set forth in this Agreement. No amendment or modification of this Agreement shall be valid or binding unless signed by all the parties hereto, except that Exhibit A need not be signed by Custodian, Exhibit B need not be signed by City and Exhibit C need not be signed.

8.2 Notices. All notices, invoices, payments, deposits and other documents and communications shall be given to the parties at the addresses specified in the attached Exhibit C. It shall be the responsibility of the

parties to notify each other as provided in this Section in the event of a change of address. The parties shall have the right to rely on the last known address of the other parties. Any correctly addressed notice or last known address of the other parties that is relied on herein that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified as provided herein shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities by registered mail, or through messenger or commercial express delivery services. Unless otherwise provided in this Agreement, all non-critical documents (such as invoices) and non-critical communications may be delivered by First Class mail.

8.3 Severability. In the event any provision of this Agreement is found to be invalid, voidable or unenforceable, the parties agree that unless it materially affects the entire intent and purpose of this Agreement, such invalidity, voidability or unenforceability shall affect neither the validity of this Agreement nor the remaining provisions herein, and the provision in question shall be deemed to be replaced with a valid and enforceable provision most closely reflecting the intent and purpose of the original provision.

8.4 Successors and Assigns. This Agreement shall be binding upon and shall inure to the benefit of the successors and assigns of the parties. However, Custodian shall have no obligation in performing this Agreement to recognize any successor or assign of Depositor or City unless Custodian receives clear, authoritative and conclusive written evidence of the change of parties.

8.5 Waiver. Any term of this Agreement may be waived by the party entitled to the benefits thereof, provided that any such waiver must be in writing and signed by the party against whom the enforcement of the waiver is sought. No waiver of any condition, or breach of any provision of this Agreement, in any one or more instances, shall be deemed to be a further or continuing waiver of such condition or breach. Delay or failure to exercise any right or remedy shall not be deemed the waiver of that right or remedy.

8.6 Regulations. Depositor and City are responsible for and warrant compliance with all applicable laws, rules and regulations, including but not limited to customs laws, import, export, and reexport laws and government regulations of any country from or to which the Deposit Materials may be delivered in accordance with the provisions of this Agreement.

8.7 Attorney's Fees. Each party shall be responsible for its own attorney fees to enforce this agreement.

8.8 No Third Party Rights. This Agreement is made solely for the benefit of the Parties to this Agreement and their respective permitted successors and assigns, and no other person or entity shall have or acquire any right by virtue of this Agreement unless otherwise agreed to by all the parties hereto.

8.9 Authority to Sign. Each of the Parties herein represents and warrants that the execution, delivery, and performance of this Agreement has been duly authorized and signed by a person who meets statutory or other binding approval to sign on behalf of its business organization as named in this Agreement.

8.10 Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one instrument.

\_\_\_\_\_  
Depositor

By:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
City

By:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

**Custodian**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT A**

**MATERIALS TO BE DEPOSITED**

Account Number \_\_\_\_\_

Depositor represents to City that Deposit Materials delivered to Custodian shall consist of the following:

\_\_\_\_\_  
Depositor

\_\_\_\_\_  
City of San Antonio

\_\_\_\_\_  
By:

\_\_\_\_\_  
By:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Date:

**EXHIBIT B**

**DESCRIPTION OF DEPOSIT MATERIALS**

Depositor Company Name \_\_\_\_\_

Account Number \_\_\_\_\_

Product Name \_\_\_\_\_

(Product Name will appear as the Exhibit B Name on Account History report)

**DEPOSIT MATERIAL DESCRIPTION:**

Quantity	Media Type & Size	Label Description of Each Separate Item
_____	Disk 3.5" or _____	
_____	DAT tape _____ mm	
_____	CD-ROM	
_____	Data cartridge tape _____	
_____	TK 70 or _____ tape	
_____	Magnetic tape _____	
_____	Documentation	
_____	Other	

**PRODUCT DESCRIPTION:**

Environment \_\_\_\_\_

**DEPOSIT MATERIAL INFORMATION:**

Is the media or are any of the files encrypted? If yes, please include any passwords and the decryption tools.

Encryption tool name \_\_\_\_\_ Version \_\_\_\_\_

Hardware required \_\_\_\_\_

Software required \_\_\_\_\_

Other required information \_\_\_\_\_

I certify for <b>Depositor</b> that the above described <b>Custodian</b> has accepted the above.	
Deposit Materials have been transmitted to Custodian: _____	
<b>Materials</b>	<i>(any exceptions are noted above):</i>

## RFCSP EXHIBIT 4

### INTERLOCAL PARTICIPATION

The City may, from time to time, enter into Interlocal Cooperation Purchasing Agreements with other governmental entities or governmental cooperatives (hereafter collectively referred to as "Entity" or "Entities") to enhance the City's purchasing power. At the City's sole discretion and option, City may inform other Entities that they may acquire items listed in this Request for Offer (hereafter "RFCSP"). Such acquisition(s) shall be at the prices stated herein, and shall be subject to vendor's acceptance. Entities desiring to acquire items listed in this RFCSP shall be listed on a rider attached hereto, if known at the time of issuance of the RFCSP. City may issue subsequent riders after contract award setting forth additional Entities desiring to utilize this contract. VENDOR shall sign and return any subsequently issued riders within ten calendar days of receipt.

In no event shall City be considered a dealer, remarketer, agent or other representative of Vendor or Entity. Further, City shall not be considered and is not an agent; partner or representative of the Entity making purchases hereunder, and shall not be obligated or liable for any such order.

Entity purchase orders shall be submitted to Vendor by the Entity.

Vendor authorizes City's use of Vendor's name, trademarks and Vendor provided materials in City's presentations and promotions regarding the availability of use of this contract. The City makes no representation or guarantee as to any minimum amount being purchased by City or Entities, or whether Entity will purchase utilizing City's contract.

**CITY WILL NOT BE LIABLE OR RESPONSIBLE FOR ANY OBLIGATIONS, INCLUDING, BUT NOT LIMITED TO, PAYMENT, AND FOR ANY ITEM ORDERED BY AN ENTITY OTHER THAN CITY.**

## RFCSP EXHIBIT 5

### SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY (SBEDA) PROGRAM

#### I. SBEDA Ordinance Compliance Provisions

##### A. Solicitation Response and Contract Requirements and Commitment

Respondent understands and agrees that the following provisions shall be requirements of this solicitation and the resulting contract, if awarded, and by submitting its Response, Respondent commits to comply with these requirements.

##### B. SBEDA Program

The CITY has adopted a Small Business Economic Development Advocacy Ordinance (Ordinance No. 2010-06-17-0531 and as amended, also referred to as "SBEDA" or "the SBEDA Program"), which is posted on the City's Economic Development (EDD) website page and is also available in hard copy form upon request to the CITY. The SBEDA Ordinance Compliance Provisions contained in this section of the Agreement are governed by the terms of this Ordinance, as well as by the terms of the SBEDA Ordinance Policy & Procedure Manual established by the CITY pursuant to this Ordinance, and any subsequent amendments to this referenced SBEDA Ordinance and SBEDA Policy & Procedure Manual that are effective as of the date of the execution of this Agreement. Unless defined in a contrary manner herein, terms used in this section of the Agreement shall be subject to the same expanded definitions and meanings as given those terms in the SBEDA Ordinance and as further interpreted in the SBEDA Policy & Procedure Manual.

##### C. Definitions

**Affirmative Procurement Initiatives (API)** – Refers to various Small Business Enterprise, Minority Business Enterprise, and/or Women Business Enterprise ("S/M/WBE") Program tools and Solicitation Incentives that are used to encourage greater Prime and subcontract participation by S/M/WBE firms, including bonding assistance, evaluation preferences, subcontracting goals and joint venture incentives. (For full descriptions of these and other S/M/WBE program tools, see Section III. D. of Attachment A to the SBEDA Ordinance.)

**Annual Aspirational Goal** – a non-mandatory annual aspirational percentage goal for overall M/WBE Prime and subcontract participation in City of San Antonio contracts is established each year for Construction, Architectural & Engineering, Professional Services, Other Services, and Goods & Supplies contract Industry Categories. This Annual Aspirational Goal is to be set (and thereafter adjusted) by the Goal Setting Committee (GSC) on an annual basis based upon relative M/WBE availability data to be collected by the City through its Centralized Vendor Registration ("CVR") system. Annual Aspirational Goals are not to be routinely applied to individual contracts, but are intended to serve as a benchmark against which to measure the overall effectiveness of the S/M/WBE Program on an annual basis, and to gauge the need for future adjustments to the mix and to the aggressiveness of remedies being applied under the Program. Percentage Goals for S/M/WBE participation may be established by the GSC on a contract-by-contract basis based upon similar data and analysis for the particular goods and services being purchased in a given contract. The M/WBE Annual Aspirational Goals for FY 2013 are:

- Construction – 27%
- Architecture and Engineering – 22%
- Professional Services – 18%
- Other Services – 20%
- Goods and Supplies - 9%

**Centralized Vendor Registration System (CVR)** – a mandatory electronic system wherein the City requires all prospective Respondents and Subcontractors that are ready, willing and able to sell goods or services to the City to register. The CVR system assigns a unique identifier to each registrant that is then required for the purpose of submitting solicitation responses and invoices, and for receiving payments from the City. The CVR-assigned identifiers are also used by the Goal Setting Committee for measuring relative availability and tracking utilization of SBE and M/WBE firms by Industry or commodity codes, and for establishing Annual Aspirational Goals and Contract-by-Contract Subcontracting Goals.

**Certification or “Certified”** – the process by which the Small Business Office (SBO) staff determines a firm to be a bona-fide small, minority-, women-owned, or emerging small business enterprise. Emerging Small Business Enterprises (ESBEs) are automatically eligible for Certification as SBEs. Any firm may apply for multiple Certifications that cover each and every status category (e.g., SBE, ESBE, MBE, or WBE) for which it is able to satisfy eligibility standards. The SBO staff may contract these services to a regional Certification agency or other entity. For purposes of Certification, the City accepts any firm that is certified by local government entities and other organizations identified herein that have adopted Certification standards and procedures similar to those followed by the SBO, provided the prospective firm satisfies the eligibility requirements set forth in this Ordinance in Section III.E.6 of Attachment A.

**Commercially Useful Function** – an S/M/WBE firm performs a Commercially Useful Function when it is responsible for execution of a distinct element of the work of the contract and is carrying out its responsibilities by actually performing, staffing, managing and supervising the work involved. To perform a Commercially Useful Function, the S/M/WBE firm must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether an S/M/WBE firm is performing a Commercially Useful Function, an evaluation must be performed of the amount of work subcontracted, normal industry practices, whether the amount the S/M/WBE firm is to be paid under the contract is commensurate with the work it is actually performing and the S/M/WBE credit claimed for its performance of the work, and other relevant factors. Specifically, an S/M/WBE firm does not perform a Commercially Useful Function if its role is limited to that of an extra participant in a transaction, contract or project through which funds are passed in order to obtain the appearance of meaningful and useful S/M/WBE participation, when in similar transactions in which S/M/WBE firms do not participate, there is no such role performed. The use of S/M/WBE firms by CONTRACTOR to perform such “pass-through” or “conduit” functions that are not commercially useful shall be viewed by the CITY as fraudulent if CONTRACTOR attempts to obtain credit for such S/M/WBE participation towards the satisfaction of S/M/WBE participation goals or other API participation requirements. As such, under such circumstances where a commercially useful function is not actually performed by the S/M/WBE firm, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE subcontractor or joint venture partner towards attainment of S/M/WBE utilization goals, and the CONTRACTOR and S/M/WBE firm may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

**Good Faith Efforts** – documentation of the CONTRACTOR’s or Respondent’s intent to comply with S/M/WBE Program Goals and procedures including, but not limited to, the following: (1) documentation within a solicitation response reflecting the Respondent’s commitment to comply with SBE or M/WBE Program Goals as established by the GSC for a particular contract; or (2) documentation of efforts made toward achieving the SBE or M/WBE Program Goals (e.g., timely advertisements in appropriate trade publications and publications of wide general circulation; timely posting of SBE or M/WBE subcontract opportunities on the City of San Antonio website; solicitations of bids/proposals/qualification statements from all qualified SBE or M/WBE firms listed in the Small Business Office’s directory of certified SBE or M/WBE firms; correspondence from qualified SBE or M/WBE firms documenting their unavailability to perform SBE or M/WBE contracts; documentation of efforts to subdivide work into smaller quantities for subcontracting purposes to enhance opportunities for SBE or M/WBE firms; documentation of a Prime Contractor’s posting of a bond covering the work of SBE or M/WBE Subcontractors; documentation of efforts to assist SBE or M/WBE firms with obtaining financing, bonding or insurance required by the Respondent; and documentation of consultations with trade associations and consultants that represent the interests of SBE and/or M/WBEs in order to identify qualified and available SBE or M/WBE Subcontractors.) The appropriate form and content of CONTRACTOR’s Good Faith Efforts documentation shall be in accordance with the SBEDA Ordinance as interpreted in the SBEDA Policy & Procedure Manual.

**Independently Owned and Operated** – ownership of an SBE firm must be direct, independent and by Individuals only. Ownership of an M/WBE firm may be by Individuals and/or by other businesses provided the ownership interests in the M/WBE firm can satisfy the M/WBE eligibility requirements for ownership and Control as specified herein in Section III.E.6. The M/WBE firm must also be Independently Owned and Operated in the sense that it cannot be the subsidiary of another firm that does not itself (and in combination with the certified M/WBE firm) satisfy the eligibility requirements for M/WBE Certification.

**Individual** – an adult person that is of legal majority age.

**Industry Categories** – procurement groupings for the City of San Antonio inclusive of Construction, Architectural & Engineering (A&E), Professional Services, Other Services, and Goods & Supplies (i.e., manufacturing, wholesale and retail distribution of commodities). This term may sometimes be referred to as “business categories.”

**Minority/Women Business Enterprise (M/WBE)** – firm that is certified as either a Minority Business Enterprise or as a Women Business Enterprise, and which is at least fifty-one percent (51%) owned, managed and Controlled by one or more Minority Group Members and/or women, and that is ready, willing and able to sell goods or services that are purchased by the City of San Antonio.

**M/WBE Directory** – a listing of minority- and women-owned businesses that have been certified for participation in the City's M/WBE Program APIs.

**Minority Business Enterprise (MBE)** – any legal entity, except a joint venture, that is organized to engage in for-profit transactions, which is certified as being at least fifty-one percent (51%) owned, managed and controlled by one or more Minority Group Members, and that is ready, willing and able to sell goods or services that are purchased by the CITY. To qualify as an MBE, the enterprise shall meet the Significant Business Presence requirement as defined herein. Unless otherwise stated, the term “MBE” as used in this Ordinance is not inclusive of women-owned business enterprises (WBEs).

**Minority Group Members** – African-Americans, Hispanic Americans, Asian Americans and Native Americans legally residing in, or that are citizens of, the United States or its territories, as defined below:

African-Americans: Persons having origins in any of the black racial groups of Africa as well as those identified as Jamaican, Trinidadian, or West Indian.

Hispanic-Americans: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.

Asian-Americans: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.

Native Americans: Persons having no less than 1/16<sup>th</sup> percentage origin in any of the Native American Tribes, as recognized by the U.S. Department of the Interior, Bureau of Indian Affairs and as demonstrated by possession of personal tribal role documents.

**Originating Department** – the CITY department or authorized representative of the CITY which issues solicitations or for which a solicitation is issued.

**Payment** – dollars actually paid to CONTRACTORS and/or Subcontractors and vendors for CITY contracted goods and/or services.

**Prime Contractor** – the vendor or contractor to whom a purchase order or contract is issued by the City of San Antonio for purposes of providing goods or services for the City. For purposes of this Agreement, this term refers to the CONTRACTOR.

**Relevant Marketplace** – the geographic market area affecting the S/M/WBE Program as determined for purposes of collecting data for the MGT Studies, and for determining eligibility for participation under various programs established by the SBEDA Ordinance, is defined as the San Antonio Metropolitan Statistical Area (SAMSA), currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson.

**Respondent** – a vendor submitting a bid, statement of qualifications, or proposal in response to a solicitation issued by the City. For purposes of this Agreement, CONTRACTOR is the Respondent.

**Responsible** – a firm which is capable in all respects to fully perform the contract requirements and has the integrity and reliability which will assure good faith performance of contract specifications.

**Responsive** – a firm's submittal (bid, response or proposal) conforms in all material respects to the solicitation (Invitation for Bid, Request for Qualifications, or Request for Proposal) and shall include compliance with S/M/WBE Program requirements.

**San Antonio Metropolitan Statistical Area (SAMSA)** – also known as the Relevant Marketplace, the geographic market area from which the CITY's MGT Studies analyzed contract utilization and availability data for disparity (currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson).

**SBE Directory** - a listing of small businesses that have been certified for participation in the City's SBE Program APIs.

**Significant Business Presence** – to qualify for this Program, a S/M/WBE must be headquartered or have a *significant business presence* for at least one year within the Relevant Marketplace, defined as: an established place of business in one or more of the eight counties that make up the San Antonio Metropolitan Statistical Area (SAMSA), from which 20% of its full-time, part-time and contract employees are regularly based, and from which a substantial role in the S/M/WBE's performance of a Commercially Useful Function is conducted. A location utilized solely as a post office box, mail drop or

telephone message center or any combination thereof, with no other substantial work function, shall not be construed to constitute a significant business presence.

**Small Business Enterprise (SBE)** – a corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit, which is Independently Owned and Operated by Individuals legally residing in, or that are citizens of, the United States or its territories, and which meets the U.S. Small Business Administration (SBA) size standard for a small business in its particular industry(ies) and meets the Significant Business Presence requirements as defined herein.

**Small Business Office (SBO)** – the office within the Economic Development Department (EDD) of the CITY that is primarily responsible for general oversight and administration of the S/M/WBE Program.

**Small Business Office Manager** – the Assistant Director of the EDD of the CITY that is responsible for the management of the SBO and ultimately responsible for oversight, tracking, monitoring, administration, implementation and reporting of the S/M/WBE Program. The SBO Manager is also responsible for enforcement of contractor and vendor compliance with contract participation requirements, and ensuring that overall Program goals and objectives are met.

**Small Minority Women Business Enterprise Program (S/M/WBE Program)** – the combination of SBE Program and M/WBE Program features contained in the SBEDA Ordinance.

**Subcontractor** – any vendor or contractor that is providing goods or services to a Prime Contractor or CONTRACTOR in furtherance of the Prime Contractor's performance under a contract or purchase order with the City. A copy of each binding Agreement between the CONTRACTOR and its subcontractors shall be submitted to the CITY prior to execution of this contract Agreement and any contract modification Agreement.

**Suspension** – the temporary stoppage of the SBE or M/WBE firm's beneficial participation in the CITY's S/M/WBE Program for a finite period of time due to cumulative contract payments the S/M/WBE firm received during a fiscal year that exceed a certain dollar threshold as set forth in Section III.E.7 of Attachment A to the SBEDA Ordinance, or the temporary stoppage of CONTRACTOR's and/or S/M/WBE firm's performance and payment under CITY contracts due to the CITY's imposition of Penalties and Sanctions set forth in Section III.E.13 of Attachment A to the SBEDA Ordinance.

**Subcontractor/Supplier Utilization Plan** – a binding part of this contract Agreement which states the CONTRACTOR's commitment for the use of Joint Venture Partners and / or Subcontractors/Suppliers in the performance of this contract Agreement, and states the name, scope of work, and dollar value of work to be performed by each of CONTRACTOR's Joint Venture partners and Subcontractors/Suppliers in the course of the performance of this contract, specifying the S/M/WBE Certification category for each Joint Venture partner and Subcontractor/Supplier, as approved by the SBO Manager. Additions, deletions or modifications of the Joint Venture partner or Subcontractor/Supplier names, scopes of work, of dollar values of work to be performed requires an amendment to this Agreement to be approved by the EDD Director or designee.

**Women Business Enterprises (WBEs)** - any legal entity, except a joint venture, that is organized to engage in for-profit transactions, that is certified for purposes of the SBEDA Ordinance as being at least fifty-one percent (51%) owned, managed and Controlled by one or more non-minority women Individuals that are lawfully residing in, or are citizens of, the United States or its territories, that is ready, willing and able to sell goods or services that are purchased by the City and that meets the Significant Business Presence requirements as defined herein. Unless otherwise stated, the term "WBE" as used in this Agreement is not inclusive of MBEs.

#### D. SBEDA Program Compliance – General Provisions

As CONTRACTOR acknowledges that the terms of the CITY's SBEDA Ordinance, as amended, together with all requirements, guidelines, and procedures set forth in the CITY's SBEDA Policy & Procedure Manual are in furtherance of the CITY's efforts at economic inclusion and, moreover, that such terms are part of CONTRACTOR's scope of work as referenced in the CITY's formal solicitation that formed the basis for contract award and subsequent execution of this Agreement, these SBEDA Ordinance requirements, guidelines and procedures are hereby incorporated by reference into this Agreement, and are considered by the Parties to this Agreement to be material terms. CONTRACTOR voluntarily agrees to fully comply with these SBEDA program terms as a condition for being awarded this contract by the CITY. Without limitation, CONTRACTOR further agrees to the following terms as part of its contract compliance responsibilities under the SBEDA Program:

1. CONTRACTOR shall cooperate fully with the Small Business Office and other CITY departments in their data collection and monitoring efforts regarding CONTRACTOR's utilization and payment of Subcontractors, S/M/WBE firms, and HUBZone firms, as

- applicable, for their performance of Commercially Useful Functions on this contract including, but not limited to, the timely submission of completed forms and/or documentation promulgated by SBO, through the Originating Department, pursuant to the SBEDA Policy & Procedure Manual, timely entry of data into monitoring systems, and ensuring the timely compliance of its Subcontractors with this term;
2. CONTRACTOR shall cooperate fully with any CITY or SBO investigation (and shall also respond truthfully and promptly to any CITY or SBO inquiry) regarding possible non-compliance with SBEDA requirements on the part of CONTRACTOR or its Subcontractors or suppliers;
  3. CONTRACTOR shall permit the SBO, upon reasonable notice, to undertake inspections as necessary including, but not limited to, contract-related correspondence, records, documents, payroll records, daily logs, invoices, bills, cancelled checks, and work product, and to interview Subcontractors and workers to determine whether there has been a violation of the terms of this Agreement;
  4. CONTRACTOR shall immediately notify the SBO, in writing on the Change to Utilization Plan form, through the Originating Department, of any proposed changes to CONTRACTOR's Subcontractor / Supplier Utilization Plan for this contract, with an explanation of the necessity for such proposed changes, including documentation of Good Faith Efforts made by CONTRACTOR to replace the Subcontractor / Supplier in accordance with the applicable Affirmative Procurement Initiative. All proposed changes to the Subcontractor / Supplier Utilization Plan including, but not limited to, proposed self-performance of work by CONTRACTOR of work previously designated for performance by Subcontractor or supplier, substitutions of new Subcontractors, terminations of previously designated Subcontractors, or reductions in the scope of work and value of work awarded to Subcontractors or suppliers, shall be subject to advanced written approval by the Originating Department and the SBO. CONTRACTOR shall require new Subcontractors or Suppliers, prior to submission of CONTRACTOR's Change to Utilization Plan form, to register in the Centralized Vendor Registration system, before seeking SBO approval.
  5. CONTRACTOR shall immediately notify the Originating Department and SBO of any transfer or assignment of its contract with the CITY, as well as any transfer or change in its ownership or business structure.
  6. CONTRACTOR shall retain all records of its Subcontractor payments for this contract for a minimum of four years or as required by state law, following the conclusion of this contract or, in the event of litigation concerning this contract, for a minimum of four years or as required by state law following the final determination of litigation, whichever is later.
  7. In instances wherein the SBO determines that a Commercially Useful Function is not actually being performed by the applicable S/M/WBE or HUBZone firms listed in a CONTRACTOR's Subcontractor / Supplier Utilization Plan, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE or HUBZone subcontractor(s) or joint venture partner(s) toward attainment of S/M/WBE or HUBZone firm utilization goals, and the CONTRACTOR and its listed S/M/WBE firms or HUBZone firms may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.
  8. CONTRACTOR acknowledges that the CITY will not execute a contract or issue a Notice to Proceed for this project until the CONTRACTOR and each of its Subcontractors for this project have registered and/or maintained active status in the CITY's Centralized Vendor Registration System, and CONTRACTOR has represented to CITY which primary commodity codes each registered Subcontractor will be performing under for this contract.

E. SBEDA Program Compliance – Affirmative Procurement Initiatives

The CITY has applied the following contract-specific Affirmative Procurement Initiative to this contract:

**None.** There are no Affirmative Procurement Initiatives being applied to this contract.

F. Commercial Nondiscrimination Policy Compliance

As a condition of entering into this Agreement, the CONTRACTOR represents and warrants that it has complied with throughout the course of this solicitation and contract award process, and will continue to comply with, the CITY's Commercial Nondiscrimination Policy, as described under Section III. C. 1. of the SBEDA Ordinance. As part of such compliance, CONTRACTOR shall not discriminate on the basis of race, color, religion, ancestry or national origin, sex, age, marital status, sexual orientation or, on the basis of disability or other unlawful forms of discrimination in the solicitation, selection, hiring or commercial treatment of Subcontractors, vendors, suppliers, or commercial customers, nor shall the company retaliate against any person for reporting instances of such discrimination. The company shall provide equal opportunity for Subcontractors, vendors and suppliers to participate in all of its public sector and private sector subcontracting and supply opportunities, provided that nothing contained in this clause shall prohibit or limit otherwise lawful efforts to remedy the effects of marketplace discrimination that have occurred or are occurring in the CITY's Relevant Marketplace. The company understands and agrees that a material violation of this clause shall be considered a material breach of this Agreement and may result in termination of this Agreement, disqualification of the company from participating in CITY contracts, or other sanctions. This clause is not enforceable by or for the benefit of, and creates no obligation to, any third party. CONTRACTOR's certification of its compliance with this Commercial Nondiscrimination Policy as submitted to the CITY pursuant to the solicitation for this contract is hereby attached and incorporated into the material terms of this Agreement. CONTRACTOR shall incorporate this clause into each of its Subcontractor and supplier Agreements entered into pursuant to CITY contracts.

G. Prompt Payment

Upon execution of this contract by CONTRACTOR, CONTRACTOR shall be required to submit to CITY accurate progress payment information with each invoice regarding each of its Subcontractors, including HUBZone Subcontractors, to ensure that the CONTRACTOR's reported subcontract participation is accurate. CONTRACTOR shall pay its Subcontractors in compliance with Chapter 2251, Texas Government Code (the "Prompt Payment Act") within ten days of receipt of payment from CITY. In the event of CONTRACTOR's noncompliance with these prompt payment provisions, no final retainage on the Prime Contract shall be released to CONTRACTOR, and no new CITY contracts shall be issued to the CONTRACTOR until the CITY's audit of previous subcontract payments is complete and payments are verified to be in accordance with the specifications of the contract.

H. Violations, Sanctions and Penalties

In addition to the above terms, CONTRACTOR acknowledges and agrees that it is a violation of the SBEDA Ordinance and a material breach of this Agreement to:

1. Fraudulently obtain, retain, or attempt to obtain, or aid another in fraudulently obtaining, retaining, or attempting to obtain or retain Certification status as an SBE, MBE, WBE, M/WBE, HUBZone firm, Emerging M/WBE, or ESBE for purposes of benefitting from the SBEDA Ordinance;
2. Willfully falsify, conceal or cover up by a trick, scheme or device, a material fact or make any false, fictitious or fraudulent statements or representations, or make use of any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry pursuant to the terms of the SBEDA Ordinance;
3. Willfully obstruct, impede or attempt to obstruct or impede any authorized official or employee who is investigating the qualifications of a business entity which has requested Certification as an S/M/WBE or HUBZone firm;
4. Fraudulently obtain, attempt to obtain or aid another person fraudulently obtaining or attempting to obtain public monies to which the person is not entitled under the terms of the SBEDA Ordinance; and
5. Make false statements to any entity that any other entity is, or is not, certified as an S/M/WBE for purposes of the SBEDA Ordinance.

Any person who violates the provisions of this section shall be subject to the provisions of Section III. E. 13 of the SBEDA Ordinance and any other penalties, sanctions and remedies available under law including but not limited to:

1. Suspension of contract;
2. Withholding of funds;
3. Rescission of contract based upon a material breach of contract pertaining to S/M/WBE Program compliance;
4. Refusal to accept a response or proposal; and
5. Disqualification of CONTRACTOR or other business firm from eligibility for providing goods or services to the City for a period not to exceed two years (upon City Council approval).

**RFCSP EXHIBIT 6**

**FUTURE STATE TO-BE BUSINESS USE CASES**

**ATTACHED AS A SEPERATE DOCUMENT**

**RFCSP EXHIBIT 7**

**SERVICE LEVEL AGREEMENT**

**ATTACHED AS A SEPERATE DOCUMENT**

**RFCSP EXHIBIT 8**

**CITY TECHNICAL STANDARDS**

**ATTACHED AS A SEPERATE DOCUMENT**

**RFCSP EXHIBIT 9**

**CITY SECURITY POLICIES**

**ATTACHED AS A SEPERATE DOCUMENT**

**RFCSP EXHIBIT 10**

**EXISTING PERMIT INSPECTION VIOLATION REVIEW AND REPORT TYPES**

**ATTACHED AS A SEPERATE DOCUMENT**

## RFCSP EXHIBIT 11

### NON-DISCRIMINATION

**Non-Discrimination.** As a party to this contract, {Contractor or Vendor} understands and agrees to comply with the Non-Discrimination Policy of the City of San Antonio contained in Chapter 2, Article X of the City Code and further, shall not discriminate on the basis of race, color, national origin, sex, sexual orientation, gender identity, veteran status, age or disability, unless exempted by state or federal law, or as otherwise established herein.

## 019 RFCSP ATTACHMENTS

### RFCSP ATTACHMENT A

The City of San Antonio is seeking proposals for a City hosted solution that is based on a highly configurable COTS product that reduces dependence on IT system administrators to support changes to the system. The New System may be comprised of one or more COTS products to satisfy the requirements of this solicitation (e.g., Best of Breed). Respondent's responses shall be concise and specific to the requirements. Respondent should describe how their solution meets or exceeds the requirements of this solicitation and should address the topics in the sections below. Respondent's solution and response should also comply with the expected organizational structure, as illustrated in Section 4.1 (e.g., System Integrator as Prime Contractor, with sub-contracting as appropriate).

The City of San Antonio DSD reserves the right to procure a subset of the items listed in the pricing workbook based on its own discretion.

The Proposal must follow the outline as set forth below and, at a minimum, contain the information as requested. Respondent(s) are encouraged to include additional relevant information as appropriate. Respondent should submit response using the following tab structure (description of the content for each tab can be found in the sections below). All hardcopies must include appropriate physical tabs in the binders.

#### Original Proposal

- TAB 1 – Title Page
  - The title page should include the title and number of the RFCSP, name and address of the Respondent(s), and the date of the proposal.
- TAB 2 – Cover Letter
  - The cover letter must include the title, address and telephone number of the person or persons authorized to represent the Respondent regarding all matters related to the Proposal and any Contract subsequently awarded to said Respondent.
  - This letter shall be signed by a person(s) authorized to bind the company to all commitments made in the Proposal.
  - Proposal must be signed and notarized by an authorized representative(s) of the Respondent, which must be the actual legal entity that will perform the contract if awarded and the total fixed price contained therein shall remain firm for a period of one-hundred eighty (180 days).
- TAB 3 – Table of Contents
- TAB 4 – Executive Summary
  - This section shall be written for City Management, and shall briefly address the Respondent's approach to the New Permitting & Electronic Plan Review project. This Section shall be limited to 1-2 pages.
- TAB 5 – Product Overview
- TAB 6 – Functional Solution
  - TAB 6A – Intake/Customer Portal & Application Management
  - TAB 6B – Permitting
  - TAB 6C – Land Development
  - TAB 6D – Licensing
  - TAB 6E – Electronic Plan Review (EPR) Solution
  - TAB 6F – Inspections, Enforcement, & Hearings
  - TAB 6G - Finance
- TAB 7 – Technical Solution
  - TAB 7A – Conceptual Architecture
  - TAB 7B – System Architecture
  - TAB 7C – System Security Plan

- TAB 7D – Systems Integration
- TAB 7E – Data Migration
- TAB 7F - Reporting
- TAB 8 – Project Implementation Approach & Understanding
  - TAB 8A – Schedule and Work Plan
  - TAB 8B – Staffing Requirements and Proposed Organizational Chart
  - TAB 8C – Project Management Approach
  - TAB 8D – Implementation Approach
  - TAB 8E – Key Implementation Risks and Mitigation Strategies
  - TAB 8F – Test Strategy
  - TAB 8G – Knowledge Transfer and Training Approach
  - TAB 8H – Business Continuity and Disaster Recovery Plan
  - TAB 8I – Production Support and Transition
  - TAB 8J - Deliverables

The response requirements are further detailed in the below sections.

#### 4.7.5 Product Overview

The Respondent shall provide a Solution and Product Overview, including Product Capabilities and Features, Product History (e.g., prior major releases of the product), and Product Roadmap and Direction.

#### 4.7.6 Functional Solution

Respondent shall complete and submit the Functional Requirements Matrix (RFCSP Attachment G) of this document. For each requirement, Respondents should indicate with “Yes” or “No” whether the requirement is addressed by the proposed solution. The Respondent’s “Yes” or “No” response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

5. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
6. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
7. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
8. **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as “Mandatory” or “Preferred.” In addition to completing the functional requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet functional requirements as outlined in the following sections.

##### 4.7.6.1 Intake/Customer Portal & Application Management

Describe the proposed approach to using Portal technologies to enable Intake of applications online for external end users of the proposed solution. The Respondent’s approach, at a minimum, must take the following topics into consideration:

- Wizard Capabilities
- Decision Tree Design
- Document Upload Control

- Location Services
- Data Entry Design
- Contact Support

### **Location-Centric & Person-Centric Capabilities**

The underpinning of the solution will be location-based and people-based record events. Describe the ability to link records back to locations and people that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Leveraging of GIS systems
- Leveraging of multiple resource databases
- Location-based reference data
- Contact-based reference data

### **Intake**

Describe the proposed approach to enable Intake of development projects and applications for permitting, licenses, and other services, including but not limited to the following:

- Business Rule Validation and Enforcement
- Integration of Planning and Development conditions with Permitting Functionality
- Document Upload Control
- Data Entry Design
- Location Services

### **Application Processing**

Describe the proposed approach to enable Application Processing for internal end users of the proposed solution, including but not limited to the following:

- Assignment and Queuing Capability
- Version Control
- Application Status
- Locks, Holds, or Notices
- Business Rule Validation and Enforcement
- Auto-Triggering Capabilities
- Location-Based Validations
- Contact-Based Validations
- Workflow Integration
- User Experience
- Timeline Management Notifications

### **Workflow Management**

Describe the Workflow Management technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Inter-departmental and Intra-departmental accessibility
- Portal Accessibility
- Workflow architecture
- Automatic Notifications
- Sequencing of Business Events
- Triggering Relationships to Fee Activities, Inspection Activities, Conditions, and relevant record events

- Rule Storage and Versioning
- Ability for Business SME's to configure workflow and business rules without in depth technical knowledge

### **Business Rules Engine**

Describe the Business Rules Engine technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Portal Accessibility
- Workflow architecture
- Rules Engine Architecture
- Rule Storage and Versioning
- Validation, Calculation, Decision and Generation Rules
- Performance Tuning and Debugging
- Automatic Notifications

#### **4.7.6.2 Permitting**

### **Issuance**

Describe the technology that enables and supports the Respondent's Issuance capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Reporting Solutions
- User-based Roles
- Supervisor Review and Queuing Capabilities
- Workflow Integration
- Lock, Hold, or Notice on Projects
- Inter-departmental and Intra-departmental electronic notifications
- Internal and External User Experience

#### **4.7.6.3 Land Development**

Describe the technology that enables and supports the Respondent's Land Development Management capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Automation of the application processes and notifications for stakeholders at key steps in the development application process
- Automation of application submittal, completeness and technical reviews, decision-making, and validity determination processes
- Web portal capabilities and online reviewing capabilities for internal and external stakeholders
- Ability to maintain parent-child relationships between existing and new land development applications
- Ability to manage legal agreements between developers and City of San Antonio and track the process from completeness review, technical review, decision, project validity and parent-child relationships
- Plat application management and plat tracking capabilities (Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plats, Time Extensions, Replat, Vacate, etc.)
- Addressing capabilities and management, including creation and street renaming
- GIS capabilities including applications' address verification, location based information extraction based on single location or user defined area.
- Agenda building capabilities

#### **4.7.6.4 Licensing**

Describe the technology that enables and supports the Respondent's Licensing capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Expiration Lifecycle and Flexibility
- Notifications and Renewals
- Portal Accessibility for Online Transactions
- Education and Experience Lifecycle Functionality
- Leveraging of external trade systems
- Project Integration for Locks, Holds, or Notices
- Examination/Training Class capabilities (scheduling, recording results)

#### **4.7.6.5 Electronic Plan Review (EPR) Solution**

Describe the Electronic Plan Review Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Concurrent Review and Overlay Capabilities
- Integration capability with workflow and permitting software solutions
- Concurrent Editing Capabilities
- Version Control and Auditing
- Electronic Approval
- Publishing
- Workflow and Business Rule Integration (capability to route plans for review to multiple departments according to business rules)
- Electronic Markups
- Functionality to allow overlay and compare edits, notes and comments from multiple reviewers
- Communication Management
- Portal Accessibility

#### **4.7.6.6 Inspections, Enforcement, & Hearings**

Describe the Inspections technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Mobile Solution
- IVR/ Telephone Solutions
- Lock, Hold, or Notice on Projects
- Field Search Capability
- GPS Integration and Tools
- GIS Integration and Tools
- Routing Capability
- Inspection Versioning
- Online versus Offline Capability
- Mobile/ Inspections Architecture

Describe the technology that enables and supports the Respondent's Enforcement capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Avenues for Intake for Internal End Users

- Investigation User Experience
- Enforcement Life Cycle
- Inter-departmental and Intra-departmental electronic notifications
- External Notifications
- Public Accessibility
- Search Accessibility
- Locks, Holds, or Notices on Projects, Locations, and Contacts
- Stop Work (and other) Notifications
- Performance Metrics Collections and Reporting
- Collections Experience
- Hearing Scheduling and Enforcement of Outcome

#### 4.7.6.7 Finance

Describe the Finance technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Fee Management
- Payment Management
- Portal Accessibility
- Invoice Management
- Collections Management
- Fee Versioning
- Accounts Receivable Management
- PCI Compliance
- Lock, Hold, or Notices on Projects

#### 4.7.7 Technical Solution

Respondent shall complete and submit the Technical Requirements Matrix (RFCSP Attachment H) of this document. For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

5. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
6. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
7. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
8. **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred." In addition to completing the technical requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet technical requirements as outlined in the following sections. The Respondent should ensure that their proposed solution to each technical component is consistent with the related City business requirements.

#### **4.7.7.1 Conceptual Architecture**

Describe how the Proposed Solution aligns with the Conceptual Architecture provided in Figure 8 of this document, where it deviates and why, and how each major capability is implemented. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Approach to rule automation.
- Inter-departmental (macro) and intra-departmental (micro) process automation.
- Integration between portal capabilities and department-centric capabilities.
- Breadth and depth of unassisted and assisted self-service support channels.
- Ability for System to support Business Owners, designated as System Administrators, to update and maintain business rules easily in the System (e.g., Activity should not require in depth technical knowledge)
- Level to which the capabilities contribute to improvement of predictability, transparency, and efficiency at a City-wide level of the underlying departmental functions.
- Configurability of the solution vs. requiring customizations
- Approach to establishing a Universal Project ID, how it is managed, where master data is stored.
- Approach to Document Management and integration with Electronic Plan Review.
- Approach to leveraging existing GIS systems.
- Approach to leveraging other existing City systems, such as document imaging systems.

#### **4.7.7.2 System Architecture**

Describe the Proposed Architectural Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Proposed Hardware and Operation System Platform
- Software Development Tools and Languages
- Database Type and Structure
- Software Products (COTS)
- Proposed Software Components
- Middleware and Frameworks
- Proposed Network Infrastructure
- Proposed Application Architecture

The City will be responsible for procuring, installing, and configuring all required server/network hardware and base software (i.e., Operating System, Database Software, etc.). Respondent shall provide detailed hardware and software (not included in Respondent's proposal) requirements and specifications. This may also include brand/model, size, quantity, version, and any other relevant product attributes as appropriate.

#### **4.7.7.3 System Security Plan**

Describe the Proposed System Security Approach that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Single sign-on between solution components.
- Encryption of data communication.
- Security strategy.
- Digital signature.
- Security Architecture.
- Security Level Management (Role-based access).
- Security procedures and protocols.
- Compliance with Payment Card Industry (PCI) Security Standards (<https://www.pcisecuritystandards.org/>).

The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.

#### **4.7.7.4 Systems Integration**

The Respondent shall describe their overall approach and strategy for integrating the proposed solution into the City of San Antonio's existing enterprise application environment and provide an architectural diagram of the proposed environment.

The City of San Antonio has identified an initial set of systems and applications provided in Table 8 that are within the scope of this integration effort.

The integration strategy should include the following:

- Describe approach and strategy for integrating with existing major integration middleware products.
- Best practices on standards-based service-oriented integration
- References on successful systems integration projects of similar size and scope

#### **4.7.7.5 Data Migration**

The respondent should describe their approach and ability to convert and migrate the data that currently reside in the legacy systems listed in Table 8 to the new proposed solution. In particular, please describe best practices for converting the 'right' data as opposed to assuming all data will be converted to the new system, and critical success factors for data conversion. Data quality issues with the existing data sources will be addressed and managed by the City. This section should include:

- Data Migration Process
- Best practices based on prior experiences of performing conversion of similar size and scope
- Data Migration Technology and Tools
- Roles and Responsibilities of City Staff

#### **4.7.7.6 Reporting**

The Respondent shall describe their overall reporting approach for the new solution that addresses the reporting requirements described in this solicitation. Reports are defined as any document produced out of the new solution. This may include, but not limited to:

- Data merged letters, correspondences, and forms
- Standardized and parameterized reports
- Ad-hoc query and reporting

The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:

- Design Approach and Methodology for Reporting
- Development Approach and Methodology for Reporting
- Reporting Technology, Tools, and Capabilities
- How the City can leveraging its existing Crystal Reports and/or Business Objects reporting environment
- Methodology for estimating effort for forms/reports of low, medium and high complexity

#### **4.7.8 Project Implementation Approach and Understanding**

The Respondent shall demonstrate a clear and concise understanding of the project and clarify any major issues or concerns. Additionally, this section should include the following components:

##### **4.7.8.1 Schedule and Work Plan**

Respondent shall submit a schedule and work plan to meet the requirements and deliverables of this solicitation.

#### **4.7.8.2 Staffing Requirements and Proposed Organizational Chart**

Within the proposal, the Respondent shall provide a Project Organizational Chart, with proposed Respondent and subcontractor staff that will be assigned to this project. Specific artifacts to be included in the description of the Respondent's Project Organization are:

- High-level narrative description of the project team organization
- Organizational Chart including all roles of all members of the project team
- Governance structure for Prime and Sub-Contractor Relationship
- Proposed governance structure for Respondent and City team
- Approach for integration and interaction with the City project team
- Resource plan including:
  - Respondent and City resources required by project phase
  - Roles and Responsibilities of each team member of both Respondent and City
  - Percentage of time that each of the Respondent's proposed staff (whether key role or not) will be on-site and dedicated to the City Project
  - Percentage of time that each City resource will be utilized to the project, per project phase

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 the Respondent 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.

#### **4.7.8.3 Project Management Approach**

The Respondent should describe their approach to overall project management and integration of all activities required by the scope of work. This section should include:

- Project Management Methodology
  - Respondent's Project Management Methodology.
  - Rationale and assumptions for recommending proposed approach and strategy.
  - Including how methodology meets Project Management Institute (PMI) Standards and Best Practices
  - Project Manager must have active Project Management Professional (PMP) credential and a minimum of 3 years of experience in similar sized projects.
- Risk Management
- Requirements Management and Traceability
- Change Control

#### **4.7.8.4 Implementation Approach**

The Respondent must provide their proposed Deployment Strategy. The City is looking at an iterative deployment of functionality across the departments involved, as described in Table 9 and/or Figure 9.

Respondent should provide a narrative that identifies the implementation lifecycle approach that the Respondent will apply to the Project (appropriate to the scope, magnitude, and complexity of the solution) that includes, at a minimum, the concept stage, requirements stage, design stage, development stage, test stage, and installation stage.

Additionally, the Respondent shall address the following:

- Description of the iterative approach to implementing this solution, including approach to prototype development and deployment to various user groups
- Description of how all project activities and deliverables in this solicitation will be developed using the proposed iterative approach
- Identification of key milestones and timeframes for completing the proposed tasks and deliverables

Respondent should also describe the overall approach to implement the proposed solution with other City Departments (e.g. Metropolitan Health Department, San Antonio Fire Department, etc.) as a separate initiative. This is a separate, optional scope of effort that the City may request the selected Vendor to implement at its discretion. Key points to consider:

- Potential reusability of solution components
- Economies of scales that may be achieved by leveraging existing infrastructure
- Software licensing
- Dependencies
- Timeline

Vendor may also include any other information that will help inform the City on the best approach to expand the solution into other City departments.

#### **4.7.8.5 Key Implementation Risks and Mitigation Strategies**

The Respondent shall identify key implementation risks and risk mitigation strategies of New System based on prior Vendor experiences. Respondent shall provide a sample risk register that will be used throughout project implementation to identify, monitor and control risk.

#### **4.7.8.6 Test Strategy**

The Respondent shall describe their approach and ability to test and validate the functionality of the implemented solution against the documented requirements and use cases. This section should include:

- Unit Testing
- System Testing
- Performance and Reliability Testing
- Functional and User Acceptance Testing
- Regression Testing
- Data Conversion Testing
- Test Plans
- Test Scripts
- Issue Management and Resolution

#### **4.7.8.7 Knowledge Transfer and Training Approach**

The respondent should describe their approach and ability to satisfy the training requirements within the scope of work, including:

- Initial Product Training
- Train the Trainer sessions
- Configuration Training sessions
- Application and System Administration Training sessions
- Training manuals

The respondent should also describe the types of documentation that will be provided to assist in training and knowledge transfer activities.

For pricing purposes, Respondents shall assume training twenty (20) City trainers (Train-the-Trainer) as well as ten (10) City technology staff.

#### **4.7.8.8 Business Continuity and Disaster Recovery Plan**

Respondent shall submit a business continuity and disaster recovery plan detailing how they propose to meet the specifications in the event of service interruption. The plan shall detail the solution's backup and recovery processes. The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.

#### **4.7.8.9 Production Support and Transition**

The Respondent must provide their proposed production support and transition approach. The Respondent's proposal must provide information that can be used by the City to evaluate the Respondent's knowledge of, and intended approach to, provide production support and transition.

- Description of the production preparation and support proposed
- Description of the transition approach and methodology proposed
- Respondent's approach and methodology to provide optional application management, technical support, system enhancements, and other related support activities
- Proposed software license agreements and maintenance agreements

#### **4.7.8.10 Deliverables Expectations Document (DED)**

The Respondent must develop the Project Deliverables in the form and format agreed to by the City of San Antonio and the Respondent using a Deliverables Expectations Document (DED) that is approved by the City of San Antonio. No work will be performed on any deliverable associated with a payment milestone until the DED has been approved in writing by the City of San Antonio.

#### **4.7.8.11 Deliverables**

The Respondent must make all deliverables available electronically in software versions that are PC compatible with the software being utilized at the City of San Antonio (e.g., Microsoft Word, Visio, Project, Windows operating system, etc.). The following table provides a listing of deliverables that must be provided at a minimum. The Respondent shall add to the list provided below in alignment with its proposed methodology and work plan. Respondent shall submit a detailed description of how they propose to meet the deliverables of the solicitation, outlined in the tables below. Respondent shall address each of the deliverables listed below in their response. If the Respondent intends to provide any additional deliverables, they may identify those in this section.

**Table 11. Minimum List of Deliverables**

#	Name of Deliverable	Description
25.	Work Plan	<p>Frequency: Once to establish base plan; Subsequent formal submittals will be required for formal approval of changed baseline dates. The Respondent is required to track actual schedule versus the baseline approved schedule and to maintain the plan updated on at least a weekly basis.</p> <ul style="list-style-type: none"> <li>■ Detailed schedule in MS Project for key activities including project tasks, deliverables, and knowledge transfer activities</li> <li>■ A work breakdown structure</li> <li>■ Include risk events identified based on activities in the WBS; a “cause” of the risk should be provided for each</li> <li>■ A logical sequence of tasks and deliverables</li> <li>■ A clear narrative definition of each task and deliverable</li> <li>■ A specific target completion date for each task and deliverable</li> <li>■ Task and deliverable relationships and dependencies</li> <li>■ Identification of the critical path for the work plan to allow the determination of impacts of any schedule slippage.</li> <li>■ The Project Work Plan “actual” schedule is required to be maintained current on at least a weekly basis</li> </ul>
26.	Project Kickoff Presentation	<p>This deliverable is a presentation to familiarize project team members with the project. The presentation includes the following topics:</p> <ul style="list-style-type: none"> <li>■ Project Overview</li> <li>■ Project Schedule (high level)</li> <li>■ Objectives and Definitions</li> <li>■ Process</li> <li>■ Artifacts</li> <li>■ Roles and Responsibilities</li> <li>■ Keys to Success</li> <li>■ Next Steps</li> <li>■ Questions and Answers (Q&amp;A)</li> <li>■ Resources</li> </ul>
27.	Project Management Plan	<ul style="list-style-type: none"> <li>■ General project information — describes planning information such as project scope, roles and responsibilities</li> <li>■ Monitoring and control information — describes methods for gauging and ensuring the project is implemented as planned. Includes issue and action item management</li> <li>■ Quality Management Information — includes methods for quality planning, quality assurance, and quality control</li> <li>■ Describes project scope, resource requirements, work activities, and methods for gauging performance throughout the project life cycle.</li> <li>■ Planning, management, and control activities that support the project from startup through closure.</li> <li>■ PMO organization chart outlining the responsibilities and skill set for each role.</li> <li>■ Protocols for communicating status including sample status reports, meeting schedule, and agenda.</li> <li>■ Deliverable creation, review and approval process.</li> <li>■ Stakeholders</li> <li>■ Status Reporting Standards</li> <li>■ Project Team structure, external interfaces, the roles and responsibilities of project team members, including the name of the staff person who will be responsible for the project, and</li> </ul>

#	Name of Deliverable	Description
		<p>accountability.</p> <ul style="list-style-type: none"> <li>■ Scope Management Plan. This plan documents the project vision and goals, in- and out-of-scope items and their prioritization, dependencies between the scope items, and risks associated with the inclusion and removal of items from scope. The plan also defines the process used to modify project scope.</li> <li>■ The Schedule Management Plan including: <ul style="list-style-type: none"> <li>□ How the project schedule will be monitored for variances</li> <li>□ What types of corrective actions will be taken to address schedule variances during the life of the project</li> </ul> </li> <li>■ The process, roles, and responsibilities involved in making changes to the project schedule.</li> </ul>
28.	Risk Management Plan	<p>This deliverable documents a disciplined approach for the continual assessment of what could go wrong. The Risk Management Plan includes the following:</p> <ul style="list-style-type: none"> <li>■ Integration with the City of San Antonio governance processes</li> <li>■ Process to Identify and manage risks</li> <li>■ Process to Identify the severity and quantify the potential impact of each identified risk</li> <li>■ Process to Quantify the probability of each identified risk</li> <li>■ Process for supporting the development of risk mitigation plans for each identified risk</li> <li>■ Guidance for assessing the efficacy of risk mitigation actions</li> <li>■ Description of work products and processes for assessing and controlling risks</li> <li>■ Escalation mechanisms for risks</li> </ul>
29.	Communications Management Plan	<p>Establishes a consistent method for communication planning, management, methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and disposition of project information.</p> <p>This deliverable includes an end-user support communication plan.</p> <p>The Communication Management Plan must detail the varying levels and needs of the project's stakeholders for information regarding the project, status, accomplishments, impact on stakeholders, etc. The Communication Management Plan must define the communication vehicles, target stakeholders, scope and frequency of the project's communications vehicles. As part of Communication Management, Issues must be logged and reported weekly and the plan must detail the escalation mechanisms for Issue resolution.</p>
30.	Status Reporting	<p>Weekly status reports may include:</p> <ul style="list-style-type: none"> <li>■ Status of work completed against the Project Work Plan</li> <li>■ Objectives for the next reporting period</li> <li>■ Client responsibilities for the next reporting period</li> <li>■ Recovery plan for all work activities not tracking to the approved schedule</li> <li>■ Projected completion dates compared to approved baseline key dates</li> <li>■ Escalated risks, issues (including schedule and budget), and Action items</li> <li>■ Disposition of escalated or critical issues and risks</li> <li>■ Important decisions</li> <li>■ Actual/projected Project Work Plan dates versus baseline Project Work Plan milestone dates</li> <li>■ One-page graphical summary of the Project Work Plan status of all</li> </ul>

#	Name of Deliverable	Description
		<p>major tasks and subtasks</p> <p>Vendor must also provide a monthly status report on the 5<sup>th</sup> day of the month or the following business day.</p>
31.	Business Requirements Document	<p>This deliverable will contain the requirements for the solution and will include:</p> <ul style="list-style-type: none"> <li>■ General (i.e., Global) business requirements</li> <li>■ Validation and refinement of the “to-be” use cases in Attachment A. This may include the addition, modification, and deletion of use cases as deemed appropriate by the City of San Antonio staff.</li> <li>■ Functional and non-functional requirements</li> <li>■ Business Process Diagrams</li> </ul> <p>This deliverable will be used as part of the final system acceptance to validate all requirements and use cases have been properly addressed in the system implementation.</p>
32.	Application Design Specification	<p>This deliverable will contain the design specifications for configuring the COTS product to address the business requirements. The deliverable will include, but not limited to, the following:</p> <ul style="list-style-type: none"> <li>■ Detailed workflow information</li> <li>■ Process flow diagram(s)</li> <li>■ Application configuration specifications</li> <li>■ Business rules</li> </ul> <p>Optionally, Respondent may create multiple Application Design Specifications where each document deliverable addresses a specific configuration aspect of the COTS product.</p>
33.	Interface Design Specification	<p>This deliverable will contain the design specifications for all system interfaces interacting with the new solution.</p> <ul style="list-style-type: none"> <li>■ The deliverable will include the following design specifications:</li> <li>■ Identify all interfaces between the new solution and each system/application</li> <li>■ Define service-based interface specifications including all input/output parameters and data types</li> <li>■ Mapping source and destination of each interface field (e.g., database table name/field)</li> </ul>
34.	Report Design Specification	<p>This deliverable will contain the design specifications for all reports to be produced by the new solution. This includes, but not limited to:</p> <ul style="list-style-type: none"> <li>■ Data merged letters, correspondences, and forms</li> <li>■ Standardized and parameterized reports</li> <li>■ Ad-hoc query and reporting</li> </ul> <p>The deliverable will include the following design specifications:</p> <ul style="list-style-type: none"> <li>■ Mock report layouts (look and feel)</li> <li>■ Identify report fields and parameters (as applicable)</li> <li>■ Mapping database fields to report fields</li> <li>■ Identify all functional and non-functional reporting requirements</li> <li>■ Document required ad-hoc query and reporting functionality</li> </ul>
35.	Prototype Scope and Design	<p>The Prototype Scope and Design defines the scope, requirements, success factors, and design of a small subset of the final system’s overall functionality.</p>
36.	Prototype Completion Report	<p>The success demonstration of the prototype will include:</p> <ul style="list-style-type: none"> <li>■ Successful demonstration of the prototype per approved Prototype Scope and Design document</li> </ul>

#	Name of Deliverable	Description
		<ul style="list-style-type: none"> <li>■ Feedback, outcomes and findings to be considered for the subsequent implementation efforts</li> </ul>
37.	Environment Management Plan	<p>The environment management plan must include:</p> <ul style="list-style-type: none"> <li>■ Plan and schedule for working with City to secure the requisite software/hardware for the solution for all environments (e.g., development, test, production, etc.)</li> <li>■ Infrastructure architecture for all environments</li> <li>■ Strategy for managing the promotion of the solution from development through to production environments.</li> <li>■ Configuration Management methodology</li> </ul>
38.	Test Management Plan	<ul style="list-style-type: none"> <li>■ Software testing strategy, methodology processes, standards and guidelines for all software testing and conversion testing activities</li> <li>■ Specification of entrance and exit criteria for each of the test events.</li> <li>■ Templates and standards for all testing artifacts and deliverables</li> <li>■ Definition of testing metrics and how the metrics are recorded and reported (e.g., number of open test defects)</li> <li>■ Standards for establishing traceability from requirements in the requirements repository to test cases.</li> </ul>
39.	Initial Product Training	<p>Respondent shall conduct initial product training with core project team members and SMEs. This includes:</p> <ul style="list-style-type: none"> <li>■ Provide overview of product(s)</li> <li>■ Demonstrate how product addresses key business requirements</li> <li>■ Provide content and training materials to be used for training</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul>
40.	Training Plan	<p>The training plan must include:</p> <ul style="list-style-type: none"> <li>■ Plan and schedule for providing on-site "train the trainer" sessions</li> <li>■ Plan and schedule for providing configuration training sessions</li> <li>■ Plan and schedule for providing system administration training sessions</li> <li>■ All content and training materials to be used for training</li> <li>■ Plan for obtaining feedback for testing and evaluating training materials</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul> <p>Technical training sessions shall provide documentation that include, but not limited to:</p> <ul style="list-style-type: none"> <li>■ Product Technical Guide/Manual</li> <li>■ Product's Database Schema/Model and Data Dictionary</li> </ul>
41.	Data Conversion Plan	<p>This plan must specify what and how data conversion (Legacy System to new solution) will function. This plan must include, but not be limited by the following:</p> <ul style="list-style-type: none"> <li>■ Description of conversion Methodology (e.g., processes to extract data, processes to validate data, documentation of data)</li> <li>■ Description of manual conversion processes that cannot be automated</li> <li>■ Milestones, targets</li> <li>■ How much history is converted out of each system</li> <li>■ List of data to not convert</li> <li>■ Manual data entry and error correction after conversion</li> <li>■ Plan for testing and validating converted data</li> </ul>
42.	Change Management Plan	<p>The change management plan must include:</p>

#	Name of Deliverable	Description
		<ul style="list-style-type: none"> <li>■ Change management strategy</li> <li>■ Prepare for organizational readiness for the new solution</li> <li>■ Execute and lead change management strategy with City to ensure successful transition and adoption of new solution</li> </ul>
43.	Iteration Test Plan	<p>Frequency: Once Each Iteration</p> <p>Deliverable contains, at a minimum, the following components relating to the release or iteration:</p> <ul style="list-style-type: none"> <li>■ Test Objectives (tangible goals)</li> <li>■ Test Scope</li> <li>■ Test Approach, including unit and integration testing</li> <li>■ Assumptions</li> <li>■ Test Strategy</li> <li>■ Test Plan <ul style="list-style-type: none"> <li>□ Roles and Responsibility (include support activities)</li> <li>□ Test Schedule</li> <li>□ Resource Allocation, including planning, execution and support where designated</li> <li>□ Major Testing Milestones (including turnover to test stages for which do not have primary responsibility as well as those representing participation and support for other test stages/levels)</li> <li>□ Resource Requirements</li> <li>□ Contingencies</li> </ul> </li> <li>■ Test Data Strategy</li> <li>■ Test Environment Build Strategy</li> <li>■ Environment List that includes the following for each environment that will be used for each test stage</li> <li>■ Test Management and Reporting Procedures <ul style="list-style-type: none"> <li>□ Test Reports (frequency and format description)</li> </ul> </li> <li>■ Test Deliverables: <ul style="list-style-type: none"> <li>□ Test cases/scenarios</li> <li>□ Test scripts</li> <li>□ Test records</li> <li>□ Tools and outputs (specifies LAST failure thresholds and delta change with baseline comparison)</li> <li>□ Error logs and execution logs</li> <li>□ Fully documented defect reports</li> <li>□ Requirements Traceability</li> </ul> </li> <li>■ Description of the approach for regression testing</li> <li>■ Standards for establishing traceability from requirements in the requirements repository to test cases.</li> </ul>
44.	Iteration System Test Report	<p>Frequency: Once Each Iteration</p> <p>This phase of testing involves testing the System's functionality end-to-end, including testing all interfaces to internal and external systems. It is the City of San Antonio's expectation that this test is conducted in a Production-like environment and is conducted by the Respondent's testing team that is independent of the development team. This test must also ensure that the conversion and use of legacy system data does not generate any errors. The Responder will perform System qualification testing until all major errors, as defined by the City of San Antonio, have been remediated within the System (e.g. missing key functionality, computational errors etc.).</p> <p>For Iterations 2+, the Responder will be responsible for regression testing for the new solution. Regression Testing encompasses the re-running of previously completed test cases after new functionality or</p>

#	Name of Deliverable	Description
		<p>bug fixes have been added to the System. The Responder is expected, through Regression Testing, to ensure that any changes made to the new System have not broken previously working System functionality.</p> <p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Evidence for the completion of the exit criteria for Iteration System Testing.</li> <li>■ An <b>Iteration System Test Certification Form</b> that contains the signatures of representatives of all non-Respondent impacted development teams that may be supporting applications and technologies impacted by the changes in the Iteration. This readiness certification will be the Respondent's statement that the System has passed all internal testing and is now ready for User Acceptance Testing (UAT). Once the Readiness Certification has been delivered, the Respondent will set up a System walkthrough with representative the City of San Antonio project team members. The walkthrough will demonstrate that all areas of the System are working properly and match Requirements. If any errors (other than cosmetic errors) are found during the demonstration, the UAT may not proceed.</li> </ul>
45.	Iteration User Acceptance Testing (UAT) Report	<p>Frequency: Once Each Iteration</p> <p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Evidence for the completion of the exit criteria for Iteration System Testing.</li> <li>■ An Iteration User Acceptance Test (UAT) Certification Form that contains the signatures of representatives of all non-Respondent impacted development teams that may be supporting applications and technologies impacted by changes in the Iteration. This readiness certification will be the Respondent's statement that the System has passed all User Acceptance Testing (UAT). Once the Readiness Certification has been delivered, the Respondent will set up a System walkthrough with representative the City of San Antonio project team members. The walkthrough will demonstrate that all areas of the System are working properly and match Requirements. If any errors (other than cosmetic errors) are found during the demonstration, the production deployment may not be approved.</li> </ul>
46.	Iteration Deployment Plan	<p>Frequency: Once Each Iteration</p> <ul style="list-style-type: none"> <li>■ Contingency and rollback plan if deployment is unsuccessful</li> <li>■ Plan for physical deployment of application components Smoke test plan that includes steps to verify that deployed application is functioning correctly</li> <li>■ Criteria for approving the production use of application</li> <li>■ Anticipated downtime with user impact</li> <li>■ Data Synchronization Steps</li> <li>■ User and service desk communication plan</li> <li>■ Final deployment approval steps</li> <li>■ Duration of deployment activities and required resources</li> </ul>
47.	Production Environment	<p>Establishes the production environment to deploy the solution and the deliverable includes:</p> <ul style="list-style-type: none"> <li>■ Appropriate capacity</li> <li>■ Failover capability</li> <li>■ Disaster Recovery and Business Continuation Plan</li> <li>■ Licensing of 3<sup>rd</sup> party products</li> </ul> <p>Identifies the process, procedures, and scripts necessary to deploy and maintain the solution into the production environment</p>

#	Name of Deliverable	Description
48.	Service Level Agreement	<p>The Service Level Agreement must include:</p> <ul style="list-style-type: none"> <li>■ Plan for application maintenance process and procedures</li> <li>■ Plan for adding, testing, and deploying modifications or enhancements to the solution</li> <li>■ Plan for knowledge transfer of configured system to the City of San Antonio staff</li> <li>■ All content and training materials to be used for training</li> <li>■ Plan for obtaining feedback for testing and evaluating training materials</li> <li>■ Plan for measuring the effectiveness of the training</li> </ul> <p>Note: The City of San Antonio may optionally elect for the Respondent to provide application maintenance and support. Exercising this option does not preclude the Respondent in providing this deliverable.</p>

#### 4.7.8.12 Deliverable Reviews and Acceptance

Deliverables prepared by the Respondent shall be subject to the review and approval of the City of San Antonio project manager or his or her designee. The Respondent must be prepared to provide walkthroughs of deliverables in order to facilitate the City of San Antonio deliverable reviews. The City of San Antonio will review, approve, or require modification to the Respondent's deliverables. Approval shall be granted if the deliverable conforms to the requirements of the RFCSP, contract, and DED. The City of San Antonio shall notify the Respondent within ten (10) business days of its receipt of a Deliverable of its approval or rejection, with the reason(s) for rejection and what the Respondent must do so that the deliverable will be acceptable. The Respondent shall have five (5) business days, or as otherwise agreed to by the City of San Antonio, to correct the deliverable and resubmit the deliverable for the City of San Antonio review. **The City of San Antonio reserves the right to waive the review and approval of Respondent work products. The City of San Antonio approval of the Respondent's work product will not relieve the Respondent from liability for defects, errors or omissions in the work product that may be discovered after such approval.**

**RFCSP ATTACHMENT B**

**RESPONDENT QUESTIONNAIRE**

- 1. Respondent Information:** Provide the following information regarding the Respondent.  
(NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this Item #1 for each Co-Respondent by copying and inserting an additional block(s) before Item #2.)

Respondent Name: \_\_\_\_\_  
(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Website address: \_\_\_\_\_

Year established: \_\_\_\_\_

Provide the number of years in business under present name: \_\_\_\_\_

Social Security Number or Federal Employer Identification Number: \_\_\_\_\_

Texas Comptroller's Taxpayer Number, if applicable: \_\_\_\_\_  
(NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

DUNS NUMBER: \_\_\_\_\_

Business Structure: Check the box that indicates the business structure of the Respondent.

- Individual or Sole Proprietorship If checked, list Assumed Name, if any: \_\_\_\_\_  
 Partnership  
 Corporation If checked, check one:  For-Profit  Nonprofit  
Also, check one:  Domestic  Foreign  
 Other If checked, list business structure: \_\_\_\_\_

Printed Name of Contract Signatory: \_\_\_\_\_  
Job Title: \_\_\_\_\_

(NOTE: This RFCSP solicits proposals to provide services under a contract which has been identified as "High Profile". Therefore, Respondent must provide the name of person that will sign the contract for the Respondent, if awarded.)

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Provide address of office from which this project would be managed:  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Annual Revenue: \$ \_\_\_\_\_

Total Number of Employees: \_\_\_\_\_

Total Number of Current Clients/Customers: \_\_\_\_\_

Briefly describe other lines of business that the company is directly or indirectly affiliated with:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

List Related Companies:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. **Contact Information:** List the one person who the City may contact concerning your proposal or setting dates for meetings.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Email: \_\_\_\_\_

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes \_\_\_ No \_\_\_

4. Is Respondent authorized and/or licensed to do business in Texas?

Yes \_\_\_ No \_\_\_ If "Yes", list authorizations/licenses.

\_\_\_\_\_  
\_\_\_\_\_

5. Where is the Respondent's corporate headquarters located? \_\_\_\_\_

6. **Local/County Operation:** Does the Respondent have an office located in San Antonio, Texas?

Yes \_\_\_ No \_\_\_ If "Yes", respond to a and b below:

- a. How long has the Respondent conducted business from its San Antonio office?

Years \_\_\_\_\_ Months \_\_\_\_\_

- b. State the number of full-time employees at the San Antonio office.

If "No", indicate if Respondent has an office located within Bexar County, Texas:

Yes \_\_\_ No \_\_\_ If "Yes", respond to c and d below:

- c. How long has the Respondent conducted business from its Bexar County office?

Years \_\_\_\_\_ Months \_\_\_\_\_

d. State the number of full-time employees at the Bexar County office. \_\_\_\_\_

7. **Debarment/Suspension Information:** Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes \_\_\_ No \_\_\_ If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

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8. **Surety Information:** Has the Respondent ever had a bond or surety canceled or forfeited?

Yes \_\_\_ No \_\_\_ If "Yes", state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

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9. **Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes \_\_\_ No \_\_\_ If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

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10. **Disciplinary Action:** Has the Respondent ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

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11. **Previous Contracts:**

a. Has the Respondent ever failed to complete any contract awarded?

Yes \_\_\_ No \_\_\_ If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

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b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

Yes \_\_\_ No \_\_\_ If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

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c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

Yes \_\_\_ No \_\_\_ If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

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**REFERENCES**

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

**Reference No. 1:**

Firm/Company Name \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_

\_\_\_\_\_

**Contact Email Address:** \_\_\_\_\_

**Reference No. 2:**

Firm/Company Name \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_

\_\_\_\_\_

**Contact Email Address:** \_\_\_\_\_

**Reference No. 3:**

Firm/Company Name \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_

\_\_\_\_\_

**Contact Email Address:** \_\_\_\_\_

**EXPERIENCE, BACKGROUND, QUALIFICATIONS**

Prepare and submit narrative responses to address the following items. If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

Company Experience, Background and Qualifications	
Describe Respondent's experience relevant to the Scope of Services requested by this RFCSP. List and describe three relevant projects of similar size and scope performed over the past four years. Identify associated results or impacts of the project/work performed.	
Indicate the number of years Respondent has been in the business of providing the type of Services Sought by this RFCSP, respectively. Indicate if this is the Respondent's primary line of business. If not, state the Respondent's primary line of business.	
List all projects that the Respondent has completed in the past four years that demonstrate experience executing and successfully completing projects of this size and scope, working with federal, state, or local governmental entities providing services similar in size and scope.	
List all relevant projects that Respondent has in progress as of the proposal due date. For each project listed, give the target date of completion, and the contact name, phone number, and email address for the project manager.	
Describe Respondent's specific experience with public entities clients, especially large municipalities or authorities. If Respondent has provided services for the City in the past, identify the name of the project and the department for which Respondent provided those services.	
If Respondent is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team and the extent to which the team, joint ventures and/or sub-contractors have worked together in the past.	
Provide an organizational chart showing how the Respondent proposes to staff the project. For each position reflected on the organizational chart: <input type="checkbox"/> Identify the number and professional qualifications (to	

**Company Experience, Background and Qualifications**

include licenses, certifications, associations)

- Identify relevant experience on projects of similar size and scope
- State the primary work assignment and the percentage of time to be devoted to the project.

Additional Information. Identify any other relevant information about the Respondent's qualifications.

Resumes: Provide professional resumes for all proposed project staff.

**RFCSP ATTACHMENT C**  
**CONTRACTS DISCLOSURE FORM**

Contracts Disclosure Form may be downloaded at <https://www.sanantonio.gov/efrms/atty/ContractsDisclosureForm.pdf> .

Instructions for completing the Contracts Disclosure form are listed below:

1. Download form and complete all fields. Note: All fields must be completed prior to submitting the form.
2. Click on the "Print" button and place the copy in proposal response as indicated in the Proposal Checklist.

**RFCSP ATTACHMENT D**  
**LITIGATION DISCLOSURE FORM**

**Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.**

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes \_\_\_      No \_\_\_

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes \_\_\_      No \_\_\_

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes \_\_\_      No \_\_\_

**If you have answered "Yes" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.**

**RFCSP ATTACHMENT E**

**SBEDA FORM(S)**

ATTACHED AS A SEPARATE DOCUMENT

**RFCSP ATTACHMENT F**

**PRICING SCHEDULE**

ATTACHED AS A SEPARATE DOCUMENT  
AS VERSION 3

**RFCSP ATTACHMENT G**

**ADDITIONAL PROJECT DOCUMENTS**

**FUNCTIONAL REQUIREMENTS**

ATTACHED AS A SEPARATE DOCUMENT  
VERSION 2

**RFCSP ATTACHMENT H**

**ADDITIONAL PROJECT DOCUMENTS**

**TECHNICAL REQUIREMENTS**

**ATTACHED AS A SEPARATE DOCUMENT  
AS VERSION 3**

**RFCSP ATTACHMENT I**

**SIGNATURE PAGE**

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

By submitting a proposal, by paper (hardcopy), Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

**IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT.**

If awarded a contract in response to this RFCSP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

**Acknowledgement of Prohibition regarding Campaign and Officeholder Contributions**

I acknowledge that this contract has been designated a "high-profile" contract. I have read and understand the provisions regarding high profile contracts that appear on the cover page of this RFCSP.

If submitting your proposal by paper, complete the following and sign on the signature line below. Failure to sign and submit this Signature Page will result in rejection of your proposal.

\_\_\_\_\_  
Respondent Entity Name

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

\_\_\_\_\_  
Co-Respondent Entity Name

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

**RFCSP ATTACHMENT J**

**VOSBPP TRACKING FORM**

Veteran-Owned Small Business Preference Program (VOSBPP) Ordinance Pursuant to Ordinance No. 2013-12-05-0864, effective for solicitations issued after January 15, 2014, all solicitations issued by the City are subject to tracking of Veteran Owned Small Business (VOSB) participation.

For more information on the program, refer to the Veteran-Owned Small Business Program Tracking Form attached to this solicitation.

Respondent must complete and return the attached Veteran-Owned Small Business Program Tracking Form.

ATTACHED AS A SEPARATE DOCUMENT

## RFCSP ATTACHMENT K

### PROPOSAL CHECKLIST

Use this checklist to ensure that all required documents have been included in the proposal and appear in the correct order.

Document	Initial to Indicate Document is Attached to Proposal
Table of Contents	
Proposal RFCSP Attachment A	
Respondent Questionnaire RFCSP Attachment B	
Discretionary Contracts Disclosure form RFCSP Attachment _C	
Litigation Disclosure RFCSP Attachment D	
*SBEDA Form RFCSP Attachment E; and Associated Certificates, if applicable	
Pricing Schedule RFCSP Attachment F_	
Functional Requirements/Additional Project Documents RFCSP Attachment _G	
Technical Requirements/Additional Project Documents RFCSP Attachment H	
*Signature Page RFCSP Attachment I	
*VOSBPP Tracking Form RFCSP Attachment J	
Proposal Checklist RFCSP Attachment K	
Proof of Insurability (See RFCSP Exhibit 1) Insurance Provider's Letter Copy of Current Certificate of Insurance	
Financial Information	
One (1) Original, Twelve (12) Copies and one (1) CD of entire proposal in PDF format to include a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format.	

\*Documents marked with an asterisk on this checklist require a signature. Be sure they are signed prior to submittal of proposal.

**RFCSP ATTACHMENT I**

**SIGNATURE PAGE**

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

By submitting a proposal, by paper (hardcopy), Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

**IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT.**

If awarded a contract in response to this RFCSP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

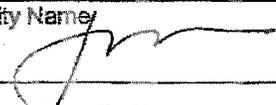
To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

**Acknowledgement of Prohibition regarding Campaign and Officeholder Contributions**

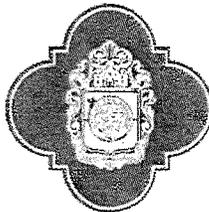
I acknowledge that this contract has been designated a "high-profile" contract. I have read and understand the provisions regarding high profile contracts that appear on the cover page of this RFCSP.

If submitting your proposal by paper, complete the following and sign on the signature line below. Failure to sign and submit this Signature Page will result in rejection of your proposal.

**Accela, Inc.**  
Respondent Entity Name \_\_\_\_\_  
Signature:  \_\_\_\_\_  
Printed Name: **Julian D. Munoz** \_\_\_\_\_  
Title: **Vice President** \_\_\_\_\_

Email Address: **[jmunoz@accela.com](mailto:jmunoz@accela.com)** \_\_\_\_\_

**Not applicable.**  
Co-Respondent Entity Name \_\_\_\_\_



## City of San Antonio

### ADDENDUM I

SUBJECT: Request for Competitive Sealed Proposal for Land Development, Permit, Inspection & Compliance Software, (RFCSP 14-039, 6100004961), Scheduled to Open: November 21, 2014; Date of Issue: September 16, 2014

FROM: Paul J. Calapa  
Procurement Administrator

DATE: October 14, 2014

**THIS NOTICE SHALL SERVE AS ADDENDUM NO. I - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSALS**

### QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATIONS:

Question 1: When reviewing the bid documents, we found the word “hosted” in the following areas of the Published RFCSP bid document and nowhere else in any of the other bid documents:

- a. Section 4.3.2 - “The proposed future state solution will be hosted and managed in the City’s data center.”
- b. Section 4.7 and Attachment A - “The City of San Antonio is seeking proposals for a City hosted solution that is based on a highly configurable COTS product that reduces dependence on IT system administrators to support changes to the system.”

Please clarify how the City is using the word “hosted” in the above two statements? Does the City have a preference for a hosted, on-premise solution? Is the City open to a cloud-based Software as a Service (SaaS) vendor-hosted solution that cannot be hosted in the City’s facilities? How will both cloud and on-premise solutions be graded and evaluated against the other?

Response: The City’s specification states that the infrastructure that supports the system(s) will be physically located on the City’s premise and will be managed by the City’s Information Technology Services Department. Responses that include contrary specifications will be evaluated and scored accordingly.

Question 2: Support service levels are generally defined by the service provider and based on the level of support purchased by the customer. Please clarify if the support service levels are negotiable based on the service provider chosen?

Response: The support service levels are negotiable; however, note that your solution must be capable of supporting the service levels represented in the Technical Requirements, Attachment H (G189-G207). Proposals for support service levels will be evaluated as a component of the proposed plan.

Question 3: Did the City use any respondent(s) to help develop the RFCSP? If so, will the City please share the name of the respondent(s)?

Response: Yes, the City of San Antonio is working with Gartner.

Question 4: Does the City have a budget allocated for this project? If so, will the City provide the dollar amount?

Response: The City would prefer to take a collaborative approach with the selected Respondent to develop a definitive and comprehensive plan that meets the City's requirements. The City prefers a breakdown of all components listed and a breakdown of optional items (as requested in Attachment F) that would optimize the scope/proposed plan.

Question 5: Did the City evaluate solutions that could meet its requirements through respondent demonstrations leading up to the RFCSP release? If so, what types and names of solutions and respondents were evaluated (vendor-hosted and on-premise)?

Response: The City did not have any formal respondent demonstrations during the time period leading up to the RFCSP release.

Question 6: On page 62 of the Published RFCSP document Section 008 Proposal Requirements, it states "...If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture." Please clarify what is meant by "the same information?"

Response: This statement in Section 008 of the RFCSP refers to various attachments in which the Respondent is expected to provide general information regarding the proposing organization, such as Attachment B, Attachment C, Attachment D, Attachment I, Financial Information and Signature Page as well as other areas of the proposal where general business/organization information is required. In other words, if a prime respondent is proposing a partnership or joint venture with another firm, the City requires that all partners submit all the same Attachments by the team or joint venture partners.

Question 7: Regarding Attachment I - Signature Page, it specifies that "the Respondent, and co-respondent, if any, must complete City's Certified Respondent Registration (CVR) Form prior to the due date for submission of proposals," and lists a website where this form can be accessed yet the form cannot be found directly. Will the City please provide the actual CVR Form to a direct link to download?

Response: Respondent, and co-respondent, if any, must complete City's Certified Respondent Online Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form is only available online and may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

Question 8: After review of Section 4.7 and Attachment A, we found that the RFCSP does not provide a definition or expectations of the term, "City Hosted Solution," and in order to reduce dependence on IT system administrators to support changes to the system and other immediate support needs, would the City of San Antonio consider a vendor hosted highly configurable COTS solution or is a vendor hosted solution not being considered?

Response: The City's specification states that the infrastructure that supports the system(s) will be physically located on the City's premise and will be managed by the City's Information Technology Services Department. Responses that include contrary specifications will be evaluated and scored accordingly.

Question 9: After review of the Section 010, Escrow Requirement, the RFCSP does not clearly define requirements or attributes of an agreeable third party. Can you please provide those requirements or attributes?

Response: The respondent's proposed escrow service will be evaluated as part of the proposed plan.

Question 10: Section 009, Changes to RFCSP does not provide any time guidelines in the event that the RFCSP is changed after a proposal has been accepted by the COSA. In this event is the previously accepted proposal deemed unacceptable and if so will the timeline and notifications outlined in section 4.7.4.12 P60 of V1.pdf be enacted?

Response: No, Section 009, Changes to RFCSP explains that changes to the RFCSP, only applies to changes made during the solicitation period. It is the responsibility of the Respondent to ensure the response addresses changes made to the RFCSP during this period. The City will assume that all proposals received are based on the final version of the RFCSP as it exists on the day proposals are due. Section 4.7.4.12 only applies to the awarded Respondents and it only applies to the deliverables of the resulting agreement.

Question 11: The RFCSP does not provide definition or expectations of the formatting of the requested attachments, for example, Attachments are restricted from editing or changing document format, are they required to meet the same guidelines outlined for the "proposal"?

Response: The formatting requirements in Section 010 do not apply to the Attachments. Attachments F, G and H can be completed in their native format (Excel), printed and tabulated accordingly.

Question 12: Attachments are not formatted in a way that will allow them to properly be included in the printed proposals as requested in Section 008 Proposal Requirements.

Response: The formatting requirements in Section 008 are to provide guidance and structure in your Response. The formatting requirements in Section 010 do not apply to the Attachments. Attachments F, G and H can be completed in their native format (Excel), printed and tabulated accordingly.

Question 13: In regards to data migration, since it is necessary to migrate historical records, what volume of records is expected?

Response: The actual volume of records that will be migrated into the new solution has not yet been determined.

Question 14: Do any of the existing systems to be integrated with the new system have non standard or proprietary integration methods?

Response: All integrations are standards-based. The City expects system integration to be a collaborative effort with the City's programmers taking the lead on the legacy systems and the respondent taking the lead on the new system(s).

Question 15: Is English the only language required for user interface?

Response: The City does not have a requirement for supporting languages other than English at this time. However, the City may be interested in supporting other languages in the future. Respondents are encouraged to describe any language localization capabilities that may be available at no cost to the City with your proposed solution. However, if there is an additional cost for this option, do not include this cost in the pricing schedule. Please list the cost separately in the proposed plan as an optional feature.

Question 16: Is supplying Mobile PDA's and Tablets included in contract?

Response: No, mobile devices and tablets are not part of this RFCSP.

Question 17: Is there a concurrent schema of users for the use of the software? (i.e. anticipated ratio of internal vs. external users of the system).

Response: No. However, City expects to have more external users (customers) using the system vs. City staff.

Question 18: What is the expected level of functional support service? (i.e. English, 8x5, English 24x7, etc.)

Response: The expected level of functional support includes English and 8x5.

Question 19: What is the expected level of technical support service? (i.e. English, 8x5, English 24x7, etc.)

Response: The expected level of technical support includes English 24x7.

Question 20: As it related to the Project Management Team, is it necessary to have a local project team?

Response: A project of this scope and scale would benefit from a project team working locally with the City of San Antonio. Responses that include alternative project staffing proposals will be evaluated and scored accordingly.

Question 21: Should our response include the cost of telecommunications and VPN infrastructure?

Response: All hardware and infrastructure costs should not be included in the pricing proposal. However, all required hardware and infrastructure requirements necessary to support the proposed solution needs to be clearly defined in the proposal response.

Question 22: Is it acceptable to include travel, allowance and accommodation costs for our personnel in our Proposal?

Response: All proposed costs shall be inclusive of all Respondent's costs including, but not limited to, staffing, administrative overhead, travel, lodging, and any other expenses that may be incurred by the Respondent. The City of San Antonio will not separately reimburse the Respondent for any expenses beyond what the Respondent includes in their pricing proposal. This same verbiage has been included in the RFCSP as well as the Price Schedule.

Question 23: As it relates to the required training, is general material for training provided by COSA?

Response: The term "general material" is not descriptive enough to provide an objective response. The City of San Antonio will provide training rooms.

Question 24: As it relates to the required training, is it acceptable to give remote training using WebEx or similar (WebEx connection would be provided by Respondent)? If so, what percentage is acceptable?

Response: No, all training to be performed in person.

Question 25: Can we receive a version of Attachment's G, H with the cells unlocked so we can insert our responses directly into the spreadsheet?

Response: All applicable cells for both attachments are enabled for editing; however, the respondent must "enable edits" in the workbook. There is one tab (GIS) on the Technical Requirements matrix where the black dividing lines are not editable, but it is not material and will not affect the respondents' ability to provide comments on the required line items.

Question 26: The space to address questions in the Experience, Background, Qualifications Section in Attachment B is too small. Can the answers be provided in a separate document and this document be referenced in Attachment B?

Response: Yes, responding to the Experience, Background and Qualifications questions in a separate document is acceptable, as long as this section is referenced as Attachment B in your proposal response.

Question 27: Could a respondent be mentioned in more than one response or be part than more than one consortium?

Response: The RFCSP does not preclude a respondent from working with multiple Prime Respondents and/or serve in a Prime Respondent capacity as long as the proposed solution addresses the business needs, objectives, and requirements as described in the RFCSP.

**QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 007, PRE-SUBMITTAL CONFERENCE:**

On October 3, 2014, the City of San Antonio hosted a Pre-Submittal Conference to provide information and clarification for the Land Development, Permit, Inspection & Compliance Software RFCSP. Below is a list of questions that were asked at the pre-submittal conference. The City's official response to questions asked is as follows:

Question 28: Can respondent submit questions on a rolling basis and will they be answered by COSA on a rolling basis?

Response: Yes, the City will work on the answers as the questions are submitted and answers become available. In other words, you are not limited to the number of times you submit your questions, as long as you submit them prior to the deadline of October 20, 2014 at 2:00 pm. Our goal is to provide you responses as soon they are available.

Question 29: How will we be notified that an Addendum is posted?

Response: Addendums will be posted in the Centralized Respondent Registration System (CVR) or you can email William Flint at [William.flint@sanantonio.gov](mailto:William.flint@sanantonio.gov) for a copy.

Question 30: I understood that if there is a change to the RFCSP we won't be able to see the previous version?

Response: Yes, that is correct. Only the most current version of the RFCSP will be posted; however, all changes will be clearly summarized in the addendum.

Question 31: If there is a delay in receiving the responses to the questions can we voice our concerns about a deadline extension after the question deadline?

Response: It is the intent of the City to allow potential respondents time needed to submit a high quality, comprehensive proposal and will consider allotting respondents additional time based on the nature and justification of such request.

Question 32: Will the list of respondents attending be posted?

Response: Yes. The list of attendees is attached to this Addendum.

Question 33: Will CD's be the only electronic format accepted?

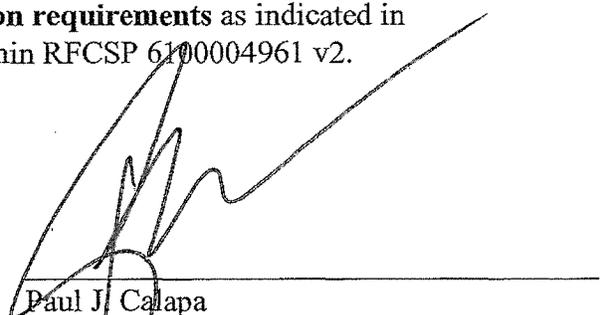
Response: Yes. The CD must include an Adobe PDF version of the entire proposal and a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format.

Question 34: How will we know if the RCSP is the final version?

Response: All versions are identified by the version of the document posted, i.e. version 1, version 2, etc. In other words, the last version is not designated as "final version."

Document Change Notation 1: On Page 65 of the RFCSP language has been added to address **Travel and Related Expenses** as indicated in highlighted blue within RFCSP 6100004961 v2.

Document Change Notation 2: On Pages 63, 64, and 130 of the RFCSP language has been added to address **submission requirements** as indicated in highlighted blue within RFCSP 6100004961 v2.



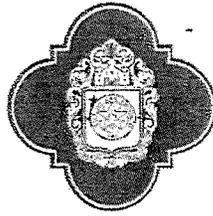
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Paul J. Calapa  
Procurement Administrator  
Finance Department – Purchasing Division

**RFCS 14-039, 6100004961, Land Development, Permit, Inspection & Compliance Software,  
Pre-Submittal Conference**

<b>Vendor Name</b>	<b>Point of Contact</b>
<b>WebEx Attendees</b>	
3DI	Carlos Culebro
Claudepte Mayfield Consulting	Susan and Jennifer
Infotech & Consulting Inc	Jason Huang
Federal IT Consulting	Mike F
Davenport Group	Fred Mutter
Computronics	Melinda Dieter
Computronics	Dean Sargent
My permit Now/SC Planning and Dev. Commission	Ryan Hutchinson Ted Jenkins, Luke Spencer, Todd Anthony
Henley Payne Technology & Science Corporation	Valencia Hicks
Sistema Technologies	Mario Ramirez
CSDC Systems	Marco

<b>Onsite Attendees</b>	
Indra	Steve Stillman
Deloitte	Bryan Cloar
Tyler Technologies	Craig Dixon
Oracle	Roy Bowen
Oracle	Jerry Adams
Oracle	Chris Lim
Oracle	Jill Djordjevic
Oracle	Larry Huck
Monad Solutions	William Pessoa
ESRI	Veronica Schindler
Accela	Drew Arnold
Smart Cycle	Keith Beastrom
Sistema Technologies	John Lujan
Sistema Technologies	Joe Valle
Perficient	Mark Remington



## City of San Antonio

### ADDENDUM II

**SUBJECT:** Request for Competitive Sealed Proposal for Land Development, Permit, Inspection & Compliance Software, (RFCSP 14-039, 6100004961), Scheduled to Open: November 21, 2014; Date of Issue: September 16, 2014

**FROM:** Paul J. Calapa  
Procurement Administrator

**DATE:** October 17, 2014

**THIS NOTICE SHALL SERVE AS ADDENDUM NO. II - TO THE ABOVE REFERENCED  
REQUEST FOR COMPETITIVE SEALED PROPOSALS**

**THE PERIOD FOR QUESTIONS IS HEREBY EXTENDED TO FRIDAY, OCTOBER 31, 2014,  
2:00 PM CENTRAL TIME.**

**THE RFCSP CLOSING DATE IS HEREBY EXTENDED TO FRIDAY, DECEMBER 5, 2014,  
2:00 PM CENTRAL TIME.**

### **QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATIONS:**

**Question 1:** In the RFCSP Section 3.2.2 on page 7, the City mentions Process Inefficiencies and Data Quality as current challenges. Can you please provide specific examples of each?

**Response:** Some examples of process inefficiencies are the review and markup of paper plans and challenges in sharing activity on property between the 4 core systems. An example of a data quality issue is the entry of dummy data into Hansen 7 as a workaround to progress from one step to another in the workflow.

**Question 2:** What current system does SAPD use for its related permits, licenses and inspections, and who is the vendor?

**Response:** SAPD has the False Alarm Management System (FAMS) by Orion for alarm permit management. SAPD's Contract Towing Office uses GTU, which was created by ITSD, to track Companies, Drivers and Vehicles for their Vehicle for Hire process.

- Question 3: What system does SAFD use to track fire and life safety inspections, and who is the vendor?
- Response: There is no interface requirement because SAFD uses Hansen to track their inspections and this system will be replaced.
- Question 4: Is an interface required for the current SAFD fire and life safety inspection systems to the new DSD system? If so, please describe the interface requirements.
- Response: There is no interface requirement because SAFD uses Hansen to track their inspections and this system will be replaced.
- Question 5: Does the City use the same work order system to track 311 related work orders as it does internal related work orders? Please describe the systems, including system vendor, used to track work orders.
- Response: The City uses a combination of the ECCO Systems, shared network drive, and Excel spreadsheets to track work orders. Related financial processes (e.g., invoicing) are handled in SAP and if applicable, a bill to the home owner is created in CEAR.
- Question 6: On page 19 of the RFCSP, the City states requirements for interfaces to both MARR and SAP Finance. Assuming we're interpreting the requirements correctly, why would both MARR and SAP interface be required when the financial data could be passed directly to SAP by the new system?
- Response: The detailed scope for financials integration is currently under development as part of the City's new Cashiering system, still to be determined. Currently the Hansen system processes payments directly and functions as a subsidiary ledger, which necessitates the MARR integration with SAP as the system is currently implemented. Other payments are processed against SAP accounts receivable, hence the direct SAP integration requirement. The desired to-be state includes a single Cashiering system for all City services, some of which will be against SAP receivables and some of which will be against receivables in Departmental systems. Both integration methods need to be accounted for in the proposed solution.
- Question 7: What asset management/work order system does TCI use to track infrastructure for all City Buildings, Streets, Traffic and Storm Water assets?
- Response: TCI primarily uses PRIMELink for tracking capital improvement projects.
- Question 8: Please describe the SAPD background check and finger process for relevant permits. For example, does the City use a 3rd party service for background checks and finger printing, such as Morpho Trust? Does the City pull data from Texas DPS?

Response: The Administration and Record/ Identification office is responsible for the fingerprinting and submitting background checks for city hires, vendors and permit applicants. These background checks are national submission only. The fingerprints are submitted to the FBI for a national background check. At this time SAPD does not use a 3rd party service.

Question 9: For the Future State User Counts listed on page 20 of the RFCSP, are the 100 to 150 mobile users inclusive in the 500 total City users, or are they separate?

Response: Mobile users are also included in the total count.

Question 10: What is the Cashiering system used by the City? If the decision on the new vendor for this system is still being considered, can the City share with POS/Cashiering vendors are under consideration?

Response: The City is currently under negotiations and is unable to disclose further information regarding a specific vendor. However, the City expects to award a contract for a comprehensive, standards-based cashiering system that will accommodate the cashiering needs of this solution by the end of 2014.

Question 11: The number of interfaces listed in the Attachment H "Interfaces" tab is less than the possible interfaces listed in Tables 6, 7, and on pages 18-21 of the RFCSP. For example, Salesforce is listed as an integration point in Table 7 of the RFCSP, but is not listed in the "Interface" tab in Attachment H. Please confirm if the Attachment H "Interface" tab is inclusive of ALL required interfaces or whether or not there are some from Tables 6 & 7 of the RFCSP are optional, please indicate as such, and describe how vendors should respond to those optional interface requirements given all interfaces listed in the Attachment H "Interfaces" tab are mandatory.

Response: Table 7 is described as containing systems that "would be retained, replaced, and/or integrated" with the New System. This is not a list of interfaces. Respondents should refer to Attachment H as the comprehensive list of interfaces to respond to.

Question 12: With respect to the State Trade and Licensing system mentioned in the Attachment H - Interface tab:

- a. What State of Texas agency maintains the State Trade and Licensing System?
- b. Please describe this system. Is it SQL or Oracle db? Does it have defined web services, etc.?

Response: This requirement to interface with the State Trade and Licensing System mentioned in Attachment H - Interface Tab is now optional and is no longer a Mandatory interface requirement. DSD confirms licensing information from the following Texas agencies:

Texas Board of Professional Engineers website: <http://engineers.texas.gov/>

Texas State Board of Plumbing Examiners website: <http://www.tsbpe.state.tx.us/>

Texas Department of Licensing and Regulation website: <http://www.tdlr.state.tx.us/>

Question 13: The Attachment H - Interface tab lists the County's Court Case Management system as a required interface. However, we were not able to find any mention on this system in the RFCSP. Please provide details about this system, such as:

- Vendor vs. custom
- MS SQL db, Oracle db, or other
- Standard web services

Response: The reference in Attachment H to "*County's Court Case Management*" was an oversight and has been removed from the Interfaces tab in Attachment H. The correct Court Case system is the *City's Municipal Court Case Management System* which is the "system of record" that replaced MCRT.

Question 14: Are any departments and/or divisions included in the scope of this project responsible for rental housing inspections? If so, please describe which department/division, and whether or not rental housing inspections are in scope, or if they would be included in a future TBD phase.

Response: Yes, this is under DSD and would be an inspection type required to be supported by the system.

Question 15: Can you please describe the current process for how DSD's performance measures (see <http://www.sanantonio.gov/dsd/performance.asp>) are tracked? For example, is a BI tool used to aggregate data from multiple systems, and if so, what is the BI tool? What are all the systems of record for the source data?

Response: DSD uses a number of Business Objects and Crystal Reports to obtain performance measure information. Some information is also manually tracked. Staff inserts their information in the spreadsheet found at [sanantonio.gov/dsd/performance](http://sanantonio.gov/dsd/performance). The systems of records for the source data are:

- Rights Determination – LDS (manual lookup)
- Zoning – Spreadsheets
- Plats – Tplat (Computerized report)
- Plan Review, Permits & Inspections – Hansen (Business Objects and Crystal Reports)
- Telephone Calls – Cisco (system generated report)
- Customer Wait Time – Q-Matic (system generated report)

Question 16: Are there any challenges to the current Performance Measuring process (e.g., # of day it takes to generate reports, # of resources required to maintain performance measuring process, accuracy of source data, etc.)?

Response: The major challenge to the current performance measure process is that each business area is responsible for running their performance measure reports and inserting the numbers on the spreadsheet. Often times the spreadsheet is locked for editing.

Question 17: Is responsibility for nuisance code owned by DSD and managed in ECCO, or is nuisance code management owned by another department, such as Solid Waste?

Response: ECCO is Code Enforcement's proprietary inspections environment. We enforce a wide range of property maintenance, health and safety, junk vehicle and various licensing programs. We handle public nuisances in the Code Enforcement arena.

Question 18: Will there be any extension to the proposal due date?

Response: The period for questions has been extended to Friday, October 31, 2014 at 2:00 pm CT. The RFCSP closing date has also been extended to Friday, December 5, 2014 at 2:00 pm CT.

Document Change Notation 1: On Pages 20, 25, and 28 of the RFCSP verbiage has been changed as indicated in highlighted green within RFCSP 6100004961 v3.

Document Change Notation 2: On Page 64 of the RFCSP language has been changed in **010 SUBMISSION OF PROPOSALS** as indicated in highlighted green within RFCSP 6100004961 v3.

Document Change Notation 3: On Page 65 of the RFCSP language has been changed in **011 RESTRICTIONS ON COMMUNICATION** as indicated in highlighted green within RFCSP 6100004961 v3.

Document Change Notation 4: On Page 68 of the RFCSP language has been changed in **017 SCHEDULE OF EVENTS** as indicated in highlighted green within RFCSP 6100004961 v3.

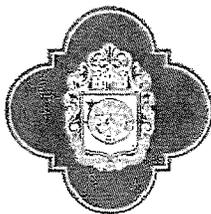
Document Change Notation 5: On Page 124 of the RFCSP language has been changed in **RFCSP ATTACHMENT F** as indicated in highlighted green within RFCSP 6100004961 v3.

Document Change Notation 6: On Page 126 of the RFCSP language has been changed in **RFCSP ATTACHMENT H** as indicated in highlighted green within RFCSP 6100004961 v3.



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Paul J. Calapa  
Procurement Administrator  
Finance Department – Purchasing Division



## City of San Antonio

### ADDENDUM III

SUBJECT: Request for Competitive Sealed Proposal for Land Development, Permit, Inspection & Compliance Software, (RFCSP 14-039, 6100004961), Scheduled to Open: December 5, 2014; Date of Issue: September 16, 2014

FROM: Paul J. Calapa  
Procurement Administrator

DATE: October 29, 2014

**THIS NOTICE SHALL SERVE AS ADDENDUM NO. III - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSALS**

#### REVISION OF PREVIOUSLY ISSUED ADDENDUM:

The response provided for Addendum I, Question 1, will hereby be amended to read:

**The City's specification states that the infrastructure that supports the systems(s) will be physically located on the City's premise and will be managed by the City's Information Technology Services Department. Responses that propose a Vendor-hosted solution will not be evaluated. Only City-hosted solutions will be evaluated.**

The response provided for Addendum I, Question 8, will hereby be amended to read:

**The City's specification states that the infrastructure that supports the systems(s) will be physically located on the City's premise and will be managed by the City's Information Technology Services Department. Responses that propose a Vendor-hosted solution will not be evaluated. Only City-hosted solutions will be evaluated.**

#### QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATIONS:

Question 1: In the RFCSP Section 3.2.2 on page 7, the City mentions Process Inefficiencies and Data Quality as current challenges. Can you please provide specific examples of each?

Response: Some examples of process inefficiencies are the review and markup of paper plans and challenges in sharing activity on property between the 4 core systems. An example of a data

quality issue is the entry of dummy data into Hansen 7 as a workaround to progress from one step to another in the workflow.

Question 2: Are the interface requirements for the external agency systems, such as SAWS, CPS, Bexar County, etc., only to do with task approvals and/or plan reviews, or are there additional information exchange requirements between the new DSD system and the external agency systems? If there are additional information exchange requirements over and above task approval and/or plan review, please answer the following questions:

a. Please describe the nature of the SAWS interface requirements. What is the data being exchanged? Is this a one-way or two-way interface? What is the SAWS system database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

b. Please describe the nature of the CPS interface requirements. What is the data being exchanged? Is this a one-way or two-way interface? What is the CPS system database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

c. Please describe the nature of the Municipal Courts System interface requirements. What is the data being exchanged? Is this a one-way or two-way interface? What is the Municipal Courts System database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

d. Please describe the nature of the Public County Information System interface requirements. What is the data being exchanged? Is this a one-way or two-way interface? What is the System's database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

e. Please describe the nature of the SAIS interface requirements. What is the data being exchanged? Is this a one-way or two-way interface? What is the SAIS system database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

f. Who is the vendor that provides the City's Digital Health system? Is this a one-way or two-way interface? What is the SAIS system database (e.g., Oracle, SQL, etc.)? Is a requirement for batch or real-time?

Response: In general, the interfaces will help facilitate the following activities (as applicable to each interface), include but not limited to:

1. Land Management information
2. Permitting information
3. Inspection information
4. Code Enforcement investigations
5. Licensing verifications
6. Plan reviews
7. Task approvals
8. Payments/Financial information

Preliminary Interface Requirements (for the requested interfaces in Question 2):

- a. SAWS: two-way, batch
- b. CPS: To be determined

- c. Municipal Courts System: two-way, batch
- d. Public County Information System: two-way, batch
- e. SAIS: two-way, batch
- f. Digital Health Department Inc: two-way, batch

The selected vendor will be responsible to conduct the required discovery work to validate existing interface requirements and document the detailed interface requirements for each interface.

Question 3: Please provide direction on where you specifically want each Attachment to be located within a vendor's bid response.

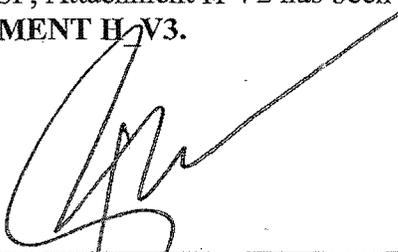
Response: Directions for submission of Proposals are found in Attachment K, Proposal Checklist. Submit in the order listed on the checklist.

Question 4: What is the City's preference in terms of portal development platforms (e.g., Drupal, Wordpress, Joomla, Oracle Webcenter, etc.)?

Response: The City is interested in the best portal solution that meets the business needs and requirements. The City does not have a portal product preference.

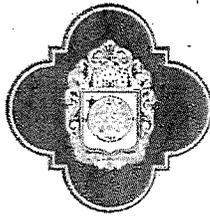
Document Change Notation 1: On Page 125 of the RFCSP, Attachment G has been revised and posted as **ATTACHMENT G\_V2**.

Document Change Notation 2: On Page 126 of the RFCSP, Attachment H V2 has been revised and posted as **ATTACHMENT H\_V3**.



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Paul J. Calapa  
Procurement Administrator  
Finance Department – Purchasing Division



## City of San Antonio

### ADDENDUM IV

**SUBJECT:** Request for Competitive Sealed Proposal for Land Development, Permit, Inspection & Compliance Software, (RFCSP 14-039, 6100004961), Scheduled to Open: December 5, 2014; Date of Issue: September 16, 2014

**FROM:** Paul J. Calapa  
Procurement Administrator

**DATE:** November 7, 2014

### **THIS NOTICE SHALL SERVE AS ADDENDUM NO. IV - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSALS**

#### **QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATIONS:**

Question 1: Please provide examples of the currently existing process workflows.

Response: The To-Be Process workflows have been provided as an Appendix to the RFCSP. Additionally, a number of As-Is process workflows have been developed, but vendor's focus should be on the To-Be state.

Question 2: With regard to incoming/outgoing documents, are there "registration numbers" assigned to each individual document?

Response: Documents do not receive individual "registration numbers." They could be labeled with the permit/case number.

Question 3: With regard to the notifications that are sent to applicants (e.g. email and SMS are mentioned as notification channels). Are these notifications "informal" notices or "official" notices with a need for acknowledgment of receipt?

Response: Development Services does not have a requirement for emails/SMS to have an acknowledgement receipt. Note: we send notices related to Building Standard Board cases by certified mail.

Question 4: With regard to the workflow component with the streamlined processes in the New System, what is the total number of processes that exist in the current system? How many are license processes, permit processes, inspection processes, etc.

Response: High-level business processes are identified as an Appendix to the RFCSP. There may be unique business rules and workflow according to license type, inspection type, and permit type. This will be identified by the vendor during requirements gathering phase. The City is open to streamlining existing workflow and processes, so an As-Is assessment will not necessarily equal that in the To-Be state.

Question 5: With regard to "The workflows used to perform these functions are often complicated consisting of many steps crossing to and from several departments and requiring input from different sources, including the applicant, various City agencies, and several outside agencies." Will the City please provide a relation to the processes that currently exist and their complexity?

Response: High-level business processes are identified as an Appendix to the RFCSP. There may be unique business rules and workflow according to license type, inspection type, and permit type. This will be identified by the vendor during requirements gathering phase. The City is open to streamlining existing workflow and processes, so an As-Is assessment will not necessarily equal that in the To-Be state.

Question 6: Please clarify if you are looking for a complete individual system solution or, is it possible to define and propose a solution based on multiple systems that are integrated and that will require custom developments in order to comply with the City's requirements.

Response: The City is seeking the best-of-breed solution that includes integration with multiple products/technologies. Any required custom development should be clearly indicated in the proposal and responses to the requirement matrices.

Question 7: In regards to licensing, does the city have any corporate agreement with SAP, including SAP RE, PM, RMS, DMS or mobility modules, in order to optimize the number and cost of licenses?

Response: The City's SAP licenses cover SAP ERP Business Suite, Industry Specific (Public Sector), PPS, and BW with Licenses being categorized and accounted for as the following User Type groups:

<u>User Type</u>	<u>Number of Licenses</u>
mySAP Professional (Cat. II)	1500
mySAP Limited Prof. (Cat III)	1000
mySAP Employee (Cat. IV)	7500
mySAP Business Suite ESS User	2500

Question 8: Respondent has completed the Vendor Registration on the City's procurement website and have been assigned a COSA Supplier #. Does this fulfill the requirement in Attachment I -- Signature Page to complete the Certified Vendor Registration Form?

Response: Yes.

Question 9: Section 4.7 Vendor Solution Response Requirements – See Attachment A from pages 43 to 60 seems to be the same as section RFCSP Attachment A from pages 96 to 113, with only a change in the numbering. Is there a reason for this duplication?

Response: These deliverables are to be developed and delivered by the vendor as part of their implementation efforts.

Question 10: Please confirm whether the deliverables described in Sections 4.7.4.10 and 4.7.4.11 (on page 53 of 130) and 4.7.8.10 and 4.7.8.11 (on page 106 of 130) are to be submitted as part of the proposal or during the actual implementation.

Response: The APEX (ACC/IAS Cert Mgmt) solution no longer requires replacement or integration; this system is being consolidated and will become obsolete.

Question 11: In Section 4.7.4.12. Deliverable Reviews and Acceptance on page 60 of 130, the City uses the term Respondent as synonymous with Contractor. As we understand, a Respondent must first sign a contract to become a Contractor and then the rules of the Contract would apply. Please confirm that the description in this section applies to the vendor of choice after a contract is put in place. This same section states that “approval of a Respondent’s work product does not relieve the Respondent from liability for defects, errors or omissions in the work product that may be discovered after such approval”. Is the intent of the City to make the vendor of choice liable forever?

Response: The term “Respondent” refers to a Vendor who submits a response to the RFCSP, the term “Contractor” refers to the Respondent that is both selected through the RFCSP evaluation and approved by the San Antonio City Council. The section that states approval of a Respondent’s work product does not relieve the Respondent from liability for defects, errors or omissions in the work product that may be discovered after such approval” does not require a Contractor to be “liable forever,” it requires a Contractor to be responsible for defects, errors or omissions in the work product up until the time that acceptance testing is successfully concluded, at which time warranties, maintenance and support agreements become effective. In addition, State law regarding Statutes of Limitations would also apply.

Question 12: The section on “Ownership and Licenses” on page 61 of 130 implies that the software the chosen vendor provides cannot be protected under a Copyright. However, if the software is not “produced in the course of the work required” then the Respondent Copyright should apply. Please confirm.

Response: Software produced specifically for the City of San Antonio is done so as a “work-for-hire.” Customizable off-the-shelf software retains copyrights previously being asserted.

Question 13: Is the expectation that all legacy applications listed in Table 4 (on page 14 of 130) will have their data converted in the new system? Are there any additional sources of legacy data that will need to be converted? Can you provide table, column and record counts for all sources to be converted?

Response: Yes, the expectation is that data in the legacy applications listed in Table 4 on page 14 of the RFCSP will be converted to the new system. There may be additional sources of legacy data that will also need to be converted.

Estimated # of tables and approximate record counts:

Hansen: ~1500 tables, ~60M records

ECCO: ~4 tables, ~15M records

LDS: ~57 tables, ~200 records

TPLT: ~3 tables, ~1.1M records

Question 14: On page 63 of the RFCSP V3, it states:

“Respondent shall submit one original hardcopy, signed in ink, and twelve (12) hardcopies of the proposal and one (1) compact disk (CD) containing an Adobe PDF version of the entire proposal to include a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format, in a sealed package clearly marked with the project name, “LAND DEVELOPMENT, PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE”, RFCSP 6100004961, on the front of the package. See Section 4.7 Vendor Solution Response Requirements and Section 010- SUBMISSION OF PROPOSALS in this RFCSP.”

Question: Would the City like hard copies of only the proposal which is the contents of Attachment A, or the excel workbooks (Attachments for Functional, Technical and Pricing) as well? Due to the size of the excel spreadsheets, the presentation of information in print format is not ideal for easy reading. Can we submit them only on the CD in their native form, and not in hard copy format?

Response: The City requires hardcopies of all required documents including attachments in addition to the soft copies on CD.

Question 15: How many SAP ERP licenses does the city of San Antonio currently own?

Response: The City's SAP licenses cover SAP ERP Business Suite, Industry Specific (Public Sector), PPS, and BW with Licenses being categorized and accounted for as the following User Type groups:

<u>User Type</u>	<u>Number of Licenses</u>
mySAP Professional (Cat. II)	1500
mySAP Limited Prof. (Cat III)	1000
mySAP Employee (Cat. IV)	7500
mySAP Business Suite ESS User	2500

Question 16: Section 3.2.4 and 4.6 (page 12 and page 41) references “several ancillary systems” for current state of the environment. Can COSA provide a list of the ancillary systems that would need to be included in the “new system” and the platform these systems are hosted? In addition, which ancillary systems will need to support the Functional Group Release referenced in section 4.6..

Response: The ancillary systems are smaller, supporting applications (i.e., spreadsheets and access databases). The selected vendor will be required to identify all ancillary, supporting systems and determine the best timeline for incorporating the functionality into proposed solution.

Question 17: Table 5. Zoning and Land Use Management references a “variety of excel spreadsheets and access databases” used to track work. Will these systems need to be converted into the “new system” or are these systems tracking work activities?

Response: The excel spreadsheets and access databases would be incorporated into the new solution.

Question 18: Table 6. Internal System Integration references ID 29 Legacy Content (Certificate of Occupancy/Permits) this was prior to the Hansen implementation. Is the intent of COSA to convert this data or to integrate with the Legacy System? What platform is the Legacy Permitting solution on?

Response: The Legacy Content is a mainframe platform and is expected to be converted to the new system.

Question 19: Table 6. Internal System Integration references ID 30 APEX (ACC/IAS Cert Mgmt) can COSA provide additional details on the APEX system and its current requirements? Is there a requirement to integrate with the APEX system or convert data so the certifications are associated to the records?

Response: The APEX (ACC/IAS Cert Mgmt) is no longer to be included as a system needed for replacement.

Question 20: The Use Cases references Metropolitan Health District coordination with DSD on plan reviews, is the intent of the “new system” to allow Metropolitan Health District assess to the system for the plan review and mark-up or to pass information to the Digital Health system for plan approval?

Response: Metro Health District (MHD) will be given access to the new system for plan review capabilities. Additionally, Hansen currently interfaces with MHD for inspection information (Hansen sends DHD assignment and date of inspection requirement; DHD sends Hansen a pass/fail for the inspection).

Question 21: Table 7. External System Descriptions, ID 34 GUMB, does COSA require integration w/LAGAN system only through GUMB or are Web Services available in the COSA infrastructure to integrate with the LAGAN system?

Response: GUMB is the City's integration middleware platform and the proposed solution should integrate with LAGAN through GUMB. The City may consider an alternative integration solution proposed by the vendor.

Question 22: Table 7. External System Descriptions, ID 34 GUMB, does COSA require integration w/LAGAN system only through GUMB or are Web Services available in the COSA infrastructure to integrate with the LAGAN system?

Response: Historic Preservation Case Management System is a web based application and is expected to be integrated (not replaced) with the new system.

Question 23: Figure 8. New System Conceptual Solution Module references an Interactive Voice Recognition, does COSA current support an IVR integration if so, will this system need to integrate with "new system" or does COSA request proposed solution to support IVR?

Response: There is not an IVR solution utilized by DSD. Vendors may propose an IVR solution as optional but this not a mandatory requirement.

Question 24: The Use Cases references SAWS coordination with DSD on plan reviews, is the intent of the "new system" to allow SAWS assess to the system for the plan review and mark-up or to pass information for plan approval?

Response: SAWS will be given access to the new system for plan review capabilities.

Question 25: (Reference Section 3.1.2, page 26) The Use Case documentation references a DSD's central addressing repository, is the intent of the "new system" to replace this central addressing repository or integrate with the DSD's central addressing repository?

Response: This is a future-state use case, not a reference to an existing process. The use case references the ability to validate a submitted application against a central addressing repository (the system of record for addressing; a single source of truth for an address). Vendors should reference only Table 8 for requirements for systems integration and replacement. The use cases provide high-level business context for the functional requirements.

Question 26: Section 4.6 Proposed Implementation Plan, identifies four Functional Groups (1-4) for the prescribed implementation approach with a description of functionality included in each grouping. Can COSA provide additional details around the four groupings to include application/permit types, reports and integration points for each grouping?

Response: The City has proposed the four functional groupings to communicate its desire for an incremental development/release of the solution. The City is interested in the vendors to provide details on the best approach to achieve this objective based on their experiences implementing the proposed solution with other clients of similar size and scope. Detailed requirements gathering would be part of the scope for the vendor for that implementation phase.

Document Change Notation 1:

On Page 124 of the RFCSP, Attachment F\_V2 has been revised and posted as **ATTACHMENT F\_V3**.

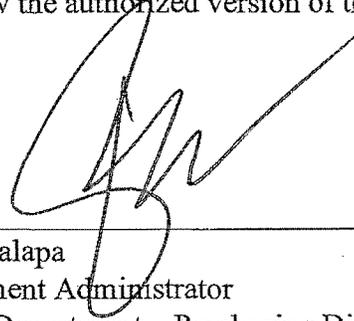
*The following changes have been made to Attachment F v3:*

*1. All worksheets have been unlocked with the exception of the first tab, Instructions.*

*2. Two additional instructions (10 & 11) were added to the Instructions tab to clarify vendor's responsibility to maintain cost worksheet content/structure and verify all formula calculations accurately reflect their proposed costs.*

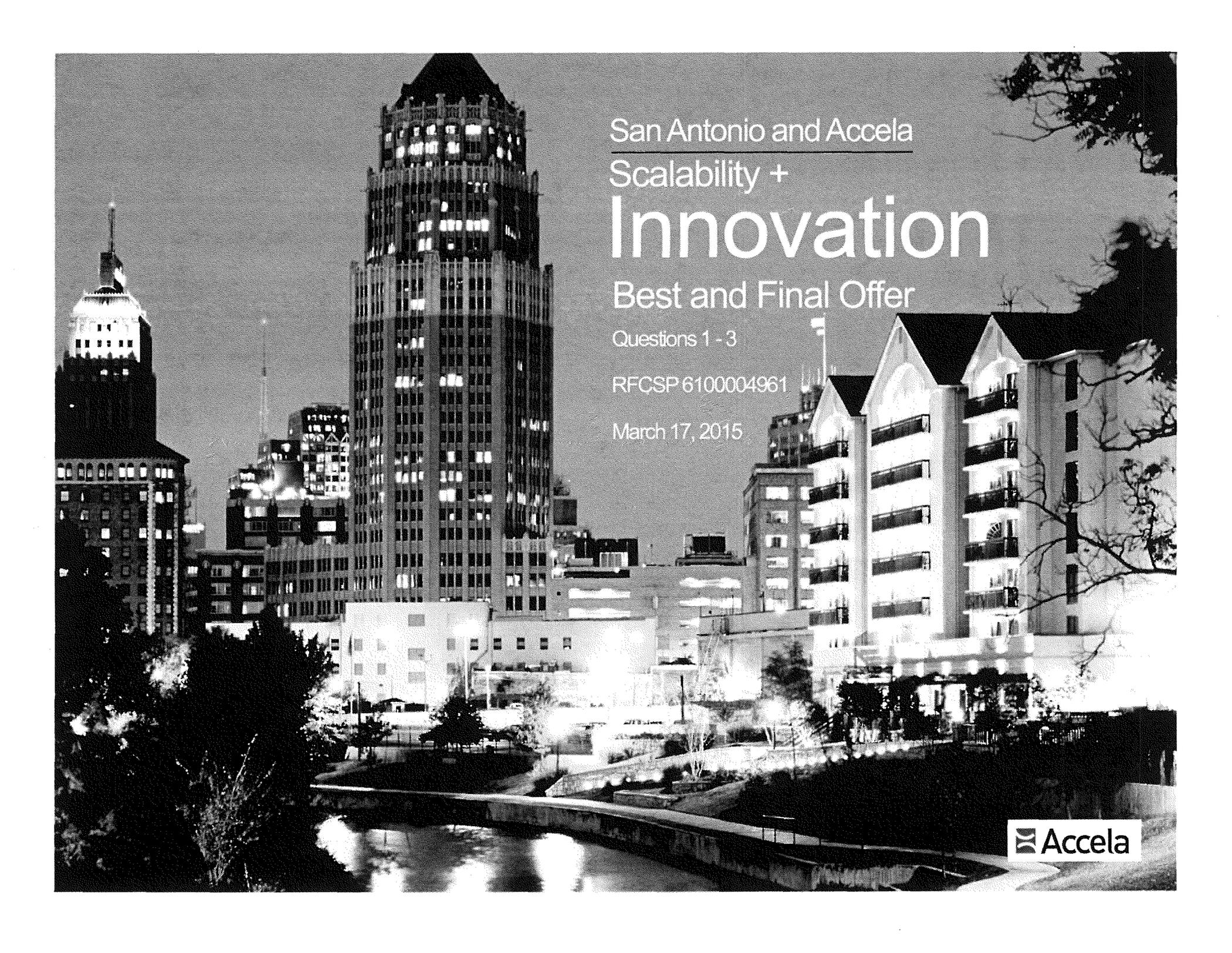
Document Change Notation 2:

**RFCSP 6100004961\_V4** is now the authorized version of this solicitation.



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Paul J. Calapa  
Procurement Administrator  
Finance Department – Purchasing Division



San Antonio and Accela

Scalability +

# Innovation

Best and Final Offer

Questions 1 - 3

RFCSP 6100004961

March 17, 2015



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## Cover Letter

March 17, 2015

Mr. William Flint, Procurement Specialist III  
Finance Department, Purchasing Division  
IT Procurement Office  
515 S. Frio Street  
San Antonio, TX 78207

**RE: BEST AND FINAL OFFER FOR RFCSP - LAND DEVELOPMENT,  
PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE -  
LOG 2014-039 - RFCSP 6100004961 – RESPONSE TO QUESTIONS #1  
THROUGH #3**

Dear Mr. Flint:

Please find attached our Best and Final Offer response to address questions #1 through #3. Please note the response to the City's BAFO question #4 is included under a separate cover per the City's request.

Thank you for the opportunity to clarify our original responses and provide key information to assist you and the evaluation panel in the review of our proposal.

I will continue to act as Accela's primary contact for all matters regarding this response, and can be reached at (512) 626-2501 or via email at [darnold@accela.com](mailto:darnold@accela.com).

Thank you for your consideration.



Business Development Executive  
Accela, Inc.  
Austin, Texas Office

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## Acceptance of RFCSP Terms and Conditions

*In the Request for Competitive Sealed Proposal for Land Development, Permit, Inspection & Compliance Management Software (RFCSP #6100004961), in order to insure that all respondents are treated fairly and equally concerning the requirements under the RFCSP, the City cannot allow exceptions to material or statutory provisions in the RFCSP.*

*Exceptions or requested changes by a respondent can result in disqualification of the respondent, as stated in the following sections:*

1. Page 60 of the RFCSP, 005 ADDITIONAL REQUIREMENTS, states: "Exceptions to the following provisions and exhibits by Respondent and/or their agent will lead to automatic disqualification of Respondent's proposal from consideration.

**Sections:**

*Venue, Jurisdiction and Arbitration*

*Intellectual Property Undisclosed Features Ownership and Licenses Certifications*

*Acceptance Criteria (if required)*

**Exhibits:**

*Insurance Requirements*

*Indemnification Requirements*

2. Page 66 of the RFCSP, 013 AWARD OF CONTRACT AND RESERVATION OF RIGHTS states "If selected, Respondent will be required to comply with the Insurance and Indemnification Requirements established herein. If Respondent takes exception to the terms and conditions of this RFCSP, the City may deem the Respondent non-responsive and not evaluate their proposal."
3. Page 127 SIGNATURE PAGE reads **"IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT."**

We have provided the original short list of exceptions included in Accela's original proposal to the City of San Antonio below. Please note that we have stricken all exceptions that deal with the material or statutory provisions of the RFCSP per your request.

For the remaining exception concerning warranty terms, which is not a part of the material or statutory provisions excepted above, we do not fully

understand the intent of the City's warranty request. We have provided alternate wording based on our interpretation of your stated requirement, but would look forward to being able to review the actual intent of the warranty requirements during negotiations with the possibility of removing this exception as well.

Accela has updated its exceptions list as follows:

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
Sec. 4.2, p. 22	Respondent takes exception only to the extent Respondent's a one-year warranty commences from date of purchase (and is in part duplicative and runs concurrently with Respondent's maintenance/support program).	Replace with the following: Respondent offers a one-year warranty from date of purchase against material defects as follows: Respondent will guarantee and warrant that the software product offered by Respondent is free of material defects and shall operate as provided within Respondent's published specifications.
Sec. 005 Additional Requirements, p- 60	Respondent takes exception in that it will not provide any hardware, so any references to hardware are inapplicable.	Remove any/all reference to Hardware
Sec. 015 Escrow, p. 68; Ex. 3, p- 72-84	Respondent takes exception on in that Respondent has an established escrow program for its customers with NCC Group which City may choose to participate in through execution of a registration agreement.	Revise to indicate that escrow shall be provided by NCC Group; Replace Exhibit 3 with NCC escrow agreement, if necessary.
Sec. 018, Insurance Requirements, p- 69	No exceptions specifically noted. However, please see comments in the adjacent column.	1. Accela's current insurance program is comparable to the requirements of the RFP. Accela does not take exception to insurance provisions allowing

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
		<p>City to change/modify requirements or disapprove/request changes to the amount of deductibles/self-insured retentions, but Accela would request the addition of language to establish that: (a) any increase cost of insurance resulting from City's request to modify coverage (including deductibles/SIRs) will be passed through to City for reimbursement and (b) that City acknowledges that if Accela is not able to secure insurance to meet the City's requested modification, such failure will not enable City to terminate from breach.</p> <p>2. Accela insurance coverage differs slightly in some areas, as follows:</p> <ul style="list-style-type: none"> <li>(a) Accela's general liability policy does not indicate independent contractors are covered under the policy, but rather that Accela is covered for work that independent contractors perform on Accela's behalf;</li> <li>(b) Accela's professional liability policy does not use the term "malpractice", which applies to specific professions and is not applicable to our products/services;</li> <li>(c) Accela's workers' compensation/employer liability and crime policies cannot be endorsed to name the City as additional insured, as carriers will not include this provision with these policy</li> </ul>

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
		<p>types (this can be confirmed by City). Accela's GL coverage otherwise has additional insured status "built in", making the requirement for a separate, special endorsement redundant;</p> <p>(d) the following items need to be modified and/or removed in the Contract, as they are no longer standard provisions/offered by insurance carriers: (i) "other insurance clause will not apply with additional insureds" clause, (ii) the notice language should be revised to state that Accela will notify the City of cancellation, etc.; (ii) additional insured status coverages other than general liability and auto, (iii) the primary and non-contributory requirement for the E&amp;O, Crime, WC/EL and Auto coverage should be removed, as these policy types do not contain this provision, which are no longer standard/provided by carriers.</p>
Exhibit 2— Indemnity	No exceptions specifically noted. However, please see comments in the adjacent column.	Accela does not take exception to this section, but with regard to the "Optional" requirement of payment for counsel, we agree with the following clarifications: (1) City's approval of our choice of counsel will not be unreasonably withheld; and (2) our obligation to

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
		<p>pay for City defense costs if we don't secure "City approved" counsel w/in 7 days of notice from City of 'obligation to indemnify' is subject to: item (1); and (2) that where there is a dispute as to our obligation to indemnify, we would not have to pay for City defense costs unless a Court finds we had indemnity obligation, and our responsibility for City's costs ends when we assume/commence the indemnity obligation and defense.</p>

## Price Schedule

### 1. Data Quality, Data Cleansing, and Data Conversion

As part of the Data Quality, Data Cleansing, and Data Conversion process, the Accela team will work with the City on data mapping activities. During this activity Accela resources will help the City assess the data from their legacy applications, (Hansen, ECCO, LDS, and TPLT), to allow the City to determine the quality of this data and the effort required to get the City's legacy data into the Accela application.

As Accela is working with the city on Data Mapping deliverables we would provide direction and suggestions on what Accela format will work in a production environment. We will work with the City data conversion team to provide recommendations on conversion issues on a weekly basis. This will be part of our weekly data conversion issue meeting.

The Accela Team will provide the file layouts which will contain the fields, required fields, data types, etc. that must be populated into the Accela application. The Accela Team will also work with the City to create crosswalk tables that will map their legacy fields/values into Accela fields/values.

The City will be responsible for extracting the data from their legacy systems and performing the necessary data transformations to get this data into the required Accela format. The Accela Team will then be responsible for taking this data and successfully loading this data into the Accela Civic Platform.

In addition, there was an outstanding data conversion item following the Orals presentation regarding whether or not the Accela Team would include the Hansen OLE files in the Hansen data conversion. The Accela Team now confirms we can include the Hansen OLE files in the data conversion. At this point, we do not expect an additional cost for the OLE file conversion. However, we cannot be certain until the data quality assessment is completed.

---

*1. Data Quality, Data Cleansing, and Data Conversion*

*a. During last week's follow up meeting, Accela indicated that data analysis will be performed on the legacy applications to assess the data quality:*

*1. Please provide a cost breakdown for conducting a Data Quality Assessment on each legacy application: Hansen, ECCO, LDS, and TPLT.*

*2. Additionally, please provide a sample deliverable of a Data Quality Assessment previously conducted on comparably sized applications.*

---

Accela proposes the estimated cost breakdown for conducting the Data Quality Assessment on each legacy applications as follows:

LDS	\$11,968
TPLT	\$22,227
Hansen	\$22,500
<u>ECCO</u>	<u>\$23,937</u>
<b>Total</b>	<b>\$80,632</b>

See Appendix A at the end of this document a sample deliverable of a Data Quality Assessment previously conducted on comparably sized applications.

*1. Data Quality, Data Cleansing, and Data Conversion*

*b. During last week's follow up meeting, Accela indicated that it can leverage Accenture to perform Data Cleansing and Purification prior to conversion/migration:*

*1. Please provide a cost breakdown for conducting Data Cleansing/Purification on each legacy application (Hansen, ECCO, LDS, and TPLT), which would entail resolving the data quality issues discovered in the Data Quality Assessment. Ensure this cost is included in the BAFO below.*

The Accela team can supplement City employees to help resolve the data quality issues discovered during the data mapping activities to perform data quality analysis. We can flex the number of resources depending on the number of available City resources. This type of work is best performed by client resources because they have the best knowledge of their legacy systems, but the Accela team can provide resources to support this effort.

For any of the recommended issues identified as part of 1a., we could work with the client on a time and material basis to supplement the client team with data purification and cleansing activities to get the data into Accela. Our recommendation would be to have our resources focused on the automated transformation activities and have client team members work on the manual efforts that require a broader understanding and accessibility into existing data values / structures / legacy systems, etc.

One approach would be to provide Conversion Analysts at a rate of \$163.24 and we're estimating 680 hours in total to support the City with their cleansing and purification activities.

Accela has proposed the time and material cost breakdown for Data Cleansing and Purification by legacy systems, as follows:

LDS	\$19,845
TPLT	\$36,855
Hansen	\$30,000
ECCO	\$24,300
<b>Total</b>	<b>\$111,000</b>

The above Data Cleansing and Purification T&M estimate is included in the below BAFO estimate.

---

2. *Identify the names, roles, and project commitment of any other proposed resources that have not been identified in your proposal or supplemental information you have provided to COSA.*

- a. *Resource name (first and last name)*
  - b. *Project role (e.g., Project Manager, Business Analyst, Tester, etc.)*
  - c. *Project Commitment (e.g., 100%, 50%, etc.)*
- 

The Accela team has recognized two changes to our proposed staffing commitments, the first is our project manager and the second is identifying an additional named resource for the implementation consultant. The Accela response contains the individuals assigned to the project, including a brief biography and their resumes.

In the table below, the originally proposed Project Manager has been updated as TBD or To-Be-Determined. Based on the request of the City, Accela has provided three resumes (see Appendix B) for project manager we believe have the experience in managing a project of similar type, size and scope as the San Antonio project. These resources are George Calzat, Chris Clark, and Dan MacDougall. If selected, Accela will work with the City of San Antonio to identify a mutually agreed to Project Manager based on the qualifications of managing a project of this size.

In addition, Accela has identified a named resource for the implementation consultant role who introduced during Accela's demonstration, Miguel Gutierrez. After working for several years as an Accela Civic Platform admin for the City of El Paso, Miguel joined our partner, Accenture. We are excited to have Miguel join the Accela Team. He is relocating to the San Antonio area and will be a local resource supporting the implementation. The table below has been updated to include Miguel as one of the Implementation Consultants on the project.

Phase / Stage	Estimated Level of Effort														
	Analysis (Project Initiation)	Requirements (Analysis)	Design (Analysis)	Development (Build)	Integration (Build)	Testing (Build)	Deployment (Build)	Implementation (Build)	Post-Implementation (Build)	Training (Build)	Support (Build)	Documentation (Build)	Change (Build)	Rollback (Build)	Other (Build)
<b>Phase 1 - Functional Group 1</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	5%	10%
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	20%	20%	10%	0%	0%	0%
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	30%	60%	100%	50%	20%	20%	10%	0%	0%	0%
Stage 4 - Build	1%	100%	0%	90%	100%	80%	100%	100%	100%	20%	50%	10%	20%	40%	0%
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	10%	50%	10%	30%	60%	0%
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	10%	0%	10%	30%	0%	0%
<b>Phase 1 - Functional Group 2</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	0%	10%
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	50%	20%	10%	0%	0%	0%
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	10%	60%	100%	50%	50%	20%	10%	0%	0%	0%
Stage 4 - Build	1%	100%	0%	0%	100%	50%	100%	100%	100%	50%	50%	10%	20%	40%	0%
Stage 5 - Readiness	1%	100%	0%	0%	100%	20%	60%	100%	100%	20%	50%	10%	30%	60%	0%
Stage 6 - Deployment	1%	100%	0%	0%	100%	20%	20%	100%	100%	20%	0%	10%	30%	0%	0%
<b>Phase 1 - Functional Group 3</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	0%	10%
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	0%	20%	0%	0%	0%	0%
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	30%	60%	100%	50%	0%	20%	0%	0%	0%	0%
Stage 4 - Build	1%	100%	0%	80%	100%	80%	100%	100%	100%	0%	50%	0%	20%	40%	0%
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	0%	50%	0%	30%	60%	0%
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	0%	0%	0%	30%	0%	0%

3. Please provide your Best and Final Offer Pricing for your proposal that includes all proposed scope of work and pricing/scope clarifications provided to the City.

BAFO Pricing		
Cost Summary Line Items (City Hosted) - Mandatory		
1	Software Licensing Costs Subtotal	\$ 2,029,731
2	Software Subscription Costs (1st Year) Subtotal	\$ 68,983
3	Implementation Costs Subtotal	\$ 9,105,648
4	Training Costs Subtotal	\$ 299,520
5	Software Maintenance Costs Subtotal	\$ 451,051

**Total Solution Costs \$ 11,954,933**

The above Data Cleansing and Purification T&M estimate is included in the below BAFO estimate.

Signature Required

## Appendix A - Sample Data Quality Assessment Deliverable

*(The remainder of this page left intentionally blank)*



Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_ACTIVITY

Seq	Standard Map Field Name	Data Type	Accela Schema (Based table and field)	Required	Convert
1	PERMITNUM	VARCHAR2(30)	Translates to GACTIVITY_B1_PER_ID1, B1_PER_ID2, B1_PER_ID3	Yes	Yes
2	ACT_NAME	VARCHAR2(30)	GACTIVITY.ACT_NAME	Yes	Yes
3	ACT_DES	VARCHAR2(4000)	GACTIVITY.ACT_DES	No	Yes
4	ACT_TYPE	VARCHAR2(255)	GACTIVITY.ACT_TYP	Yes	Yes
5	ACT_DATE	DATE	GACTIVITY.ACT_DATE	Yes	Yes
6	ACT_DEPT	VARCHAR2(100)	GACTIVITY.ACT_DEPT	No	No
7	ACT_STAF	VARCHAR2(50)	GACTIVITY.ACT_STAFF	No	Yes
8	REC_DATE	DATE	GACTIVITY.REC_DATE	No	Yes
9	REC_FUL_NAM	VARCHAR2(70)	GACTIVITY.REC_FUL_NAM	No	Yes
10	INTERNAL_USE_ONLY	VARCHAR2(3)	GACTIVITY.INTERNAL_ONLY	Yes	No

Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_CONDIT\_CUSTOM

Seq	Standard Map Field Name	Data Type	Reference LP Condition			Reference Contact Condition			Reference Address
			Accela Schema (Based table and field) 1	Required 1	Convert 1	Accela Schema (Based table and field) 2	Required 2	Convert 2	
1	L1_CON_COMMENT	VARCHAR2(4000)	L3CAE_CONDIT.L1_CON_COMMENT	No	Yes	L3COMMON_CONDIT.L1_CON_COMMENT	No	Yes	L3ADDRESS_CONDIT.L1_CON
2	L1_CON_DES	VARCHAR2(255)	L3CAE_CONDIT.L1_CON_DES	No	Yes	L3COMMON_CONDIT.L1_CON_DES	No	Yes	L3ADDRESS_CONDIT.L1_CON
3	L1_CON_DIS_CON_NOTICE	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_CON_NOTICE	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_CON_NOTICE	No	Yes	L3ADDRESS_CONDIT.L1_CON
4	L1_CON_DIS_NOTICE_ACA	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_NOTICE_ACA	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_NOTICE_ACA	No	Yes	L3ADDRESS_CONDIT.L1_CON
5	L1_CON_DIS_NOTICE_ACA_FEE	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_NOTICE_ACA_FEE	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_NOTICE_ACA_FEE	No	Yes	L3ADDRESS_CONDIT.L1_CON
6	L1_CON_EFF_DD1	DATE	L3CAE_CONDIT.L1_CON_EFF_DD1	No	Yes	L3COMMON_CONDIT.L1_CON_EFF_DD1	No	Yes	L3ADDRESS_CONDIT.L1_CON
7	L1_CON_EXPIR_DD	DATE	L3CAE_CONDIT.L1_CON_EXPIR_DD	No	Yes	L3COMMON_CONDIT.L1_CON_EXPIR_DD	No	Yes	L3ADDRESS_CONDIT.L1_CON
8	L1_CON_GROUP	VARCHAR2(255)	L3CAE_CONDIT.L1_CON_GROUP	No	Yes	L3COMMON_CONDIT.L1_CON_GROUP	No	Yes	L3ADDRESS_CONDIT.L1_CON
9	L1_CON_IMPACT_CODE	VARCHAR2(9)	L3CAE_CONDIT.L1_CON_IMPACT_CODE	No	Yes	L3COMMON_CONDIT.L1_CON_IMPACT_CODE	No	Yes	L3ADDRESS_CONDIT.L1_CON
10	L1_CON_INC_CON_NAME	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_INC_CON_NAME	No	Yes	L3COMMON_CONDIT.L1_CON_INC_CON_NAME	No	Yes	L3ADDRESS_CONDIT.L1_CON

### Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_INSP (Enforcement and Licensing)

Note: If DCA\_CAM\_INSPECT2\_F7\_1264\_INSP\_2\_ID is populated, create a second inspection record with all of the same values in most of the fields (excepted those specified in the translation logic).

Seq	Standard Map Field Name	Data Type	Accela Schema (Based table and field)	Required	Convert Y/N	Migration DB Table	Migration DB Field	Migration DB Data Type
1.	PERMITNUM	VARCHAR2(30)	B1PERMIT.B1_ALT_ID	Yes	Yes			
2.	INSPDATE	DATE	G6ACTION.G6_COMPL_DD	No	Yes			
3.	INSPSCHEDDATE	DATE	G6ACTION.G6_ACT_DD	No	No			
4.	INSPREQDATE	DATE	G6ACTION.G6_REC_DD	No	No			
5.	INSP_FNAME	VARCHAR2(70)	G6ACTION.GA_FNAME	No	Yes			
6.	INSP_MNAME	VARCHAR2(70)	G6ACTION.GA_MNAME	No	Yes			
7.	INSP_LNAME	VARCHAR2(70)	G6ACTION.GA_LNAME	No	Yes			
8.	INSP_NUMBER	NUMBER	G6ACTION.INSP_SEQ_NBR	Yes	Yes (SMT)			
9.	INSP_REQUIRED	VARCHAR2(1)	G6ACTION.G6REQUIRED	No	Yes			
10.	PHONE_NUM	VARCHAR2(40)	G6ACTION.G6_REQ_PHONE_NUM	No	Yes			
11.	LATITUDE	NUMBER(13,10)	G6ACTION.LATITUDE_COORDINATE	No	No			
12.	LONGITUDE	NUMBER(13,10)	G6ACTION.LONGITUDE_COORDINATE	No	No			
13.	AGENCY_CODE	VARCHAR2(8)	G6ACTION.R3_AGENCY_CODE	No	Yes			
14.	BUREAU_CODE	VARCHAR2(8)	G6ACTION.R3_BUREAU_CODE	No	Yes			
15.	DIVISION_CODE	VARCHAR2(8)	G6ACTION.R3_DIVISION_CODE	No	Yes			
16.	OFFICE_CODE	VARCHAR2(8)	G6ACTION.R3_OFFICE_CODE	No	Yes			
17.	SECTION_CODE	VARCHAR2(8)	G6ACTION.R3_SECTION_CODE	No	Yes			
18.	GROUP_CODE	VARCHAR2(8)	G6ACTION.R3_GROUP_CODE	No	Yes			
19.	INSP_RESULT_COMMENT	CLOB	G6ACTION.COMMENT_TEXT	No	Yes			

Note: The Accela Team has also provided the sample Data Quality Assessment Deliverables as full Excel files in the electronic version of this BAFO response.

## Appendix B – Sample Accela Project Manager Resumes with Relevant Experience

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**George Calzat, PMP**  
**Professional Services Manager**

**Employment History**

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**Accela, Inc. (San Ramon, CA)**

*Professional Services Manager (March 2012 – Present)*

Accela Project Manager on the Lexington, KY Building, Engineering, Planning and Water Quality Departments implementation. Representative activities include:

- Delivering 70 record types. Also delivering interfaces, reports, and data conversion
- Migrating Department of Water Quality implementation from local hosted to cloud hosted environment

Project Manager for Newfoundland, Canada Department of Fisheries and Aquaculture Licensing large scale implementation

- Managing project team and delivering 78 complex licensing record types as well as data conversion and reports
- Managed ailing project to success after 4 other project managers failed to do so
- Coordinated resolution of all configuration and automation, data conversion, and reporting issues. Configured and deployed all Crystal Reports to multiple environments.
- Coordinated the setup and resolution of complex system security vulnerability issues for a highly secure environment
- Completed successful User Acceptance Testing and finalizing go-live activities

Managed two New York State agencies of the Accela project implementation for the Enterprise Electronic Licensing project

- Project Manager for 2 New York State agencies including:
  - *State Education Department (SED)*
  - *Department of Taxation and Finance (DTF)*
- Worked with the Information Technology Services (ITS) agency in coordinating the development of the locally hosted IT infrastructure
  - *Architected and rolled out 7 environments with over 400 servers in a white listed security controlled environment*
  - *Coordinated security vulnerability assessment and remediation for the entire enterprise delivery*
  - *Led the Performance Testing effort including all load testing, scripting, and remediation to meet all performance test requirements using HP Load Runner*
- Monitored project plan, updated risks associated to agency roll-out, participated in Program and Steering Committee meetings regarding Agency Status of the Accela Implementation.
- SharePoint administrator for over 400+ resources on NYS project
- Managed the development and successful go-live of DTF application with over 5,000 business rules

Project Managed enterprise implementation for the Commonwealth of Massachusetts

- Managed Accela team members, coordinated product issues, interfaced with Product Management and Engineering for issue resolution, and coordinated the resolution of complex system security vulnerability issues.

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**George Calzat**  
**Professional Services Manager**

**BAE Systems (Pittsfield, MA)**

*Senior Program Manager (October 2008 – June 2010)*

Program managed and provided senior leadership, engineering, and management support for several large scale programs and led process team to revamp engineering process infrastructure.

- **Advanced Coordination Environment (ACE)**
  - *Program managed the production of three separate formal customer review packages in less than eight weeks for the ailing ACE Navy Program which led to deployment of ACE system and a \$3.2M contract. System used Oracle database and collaboration environment to handle all engineering and management coordination development activities.*
- **Enterprise Process Restructuring**
  - *Led senior managers across all functions in the Strategic Systems line of business to deploy new process and activity framework that governed all enterprise, program, project, and auditing activities.*

**General Dynamics, Lockheed Martin (Pittsfield, MA)**

*Senior Program Technical Manager (May 1994 – September 2008)*

Led several large scale (worth \$17M annually) strategic national and international multi-contractor programs as systems integrator, prime contractor, and Program Technical Manager.

- *Eliminated \$800K in wasted declassification spending by developing and leading a Port Control team to install Port Locks on all portable assets resulting in elimination of all classified contamination incidents. The effort led to an increase in manning availability by eliminating the need for contractors and government declassification teams to be deployed all over the United States to declassify assets.*
- *Led the team to create a new mission support procurement process by request of Commander Wolfe which reduced procurement costs by 75% (\$1M to \$250K). Successfully completed execution of this process.*
- *Actively pursued sales initiative and provided code, process improvement, business strategy evaluation, and consultation to Bettis Atomic Laboratories which secured \$3M in future contracts.*
- *Managed three ailing programs by resolving fleet issues and revamping processes, resulting in acquiring \$2.5M in existing contracts from a competing contractor.*
- *Led multiple cross-functional teams in turning around three programs, which resulted in growing the programs generating \$5M in future business programs.*

Led Fire Control Network programs and all Program Management activities onboard US/UK nuclear submarines including management of network switch selection including costs, contract, and technical negotiations, and direction of geographically separated test facilities

- *Saved program and submarine fleet from catastrophic shutdown. Awarded letter of commendation from Commander Wolfe of the US Navy for saving the program.*
- *Designed commonality into program which saved company \$2M that would have been needed for procurement and insertion of separate network switch.*
- *Developed first common System Requirements Specification for our division which led to development of other common specifications, saving \$250K in development costs.*

Acted as Project Manager and international liaison in Germany for multiple commercial projects, led product evaluation and design teams, and developed future business partnerships.



Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_ACTIVITY

Seq	Standard Map Field Name	Data Type	Accela Schema (Based table and field)	Required	Convert
1	PERMITNUM	VARCHAR2(30)	Translates to GACTIVITY_B1_PER_ID1, B1_PER_ID2, B1_PER_ID3	Yes	Yes
2	ACT_NAME	VARCHAR2(30)	GACTIVITY.ACT_NAME	Yes	Yes
3	ACT_DES	VARCHAR2(4000)	GACTIVITY.ACT_DES	No	Yes
4	ACT_TYPE	VARCHAR2(255)	GACTIVITY.ACT_TYP	Yes	Yes
5	ACT_DATE	DATE	GACTIVITY.ACT_DATE	Yes	Yes
6	ACT_DEPT	VARCHAR2(100)	GACTIVITY.ACT_DEPT	No	No
7	ACT_STAF	VARCHAR2(50)	GACTIVITY.ACT_STAFF	No	Yes
8	REC_DATE	DATE	GACTIVITY.REC_DATE	No	Yes
9	REC_FUL_NAM	VARCHAR2(70)	GACTIVITY.REC_FUL_NAM	No	Yes
10	INTERNAL_USE_ONLY	VARCHAR2(3)	GACTIVITY.INTERNAL_ONLY	Yes	No

Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_CONDIT\_CUSTOM

Seq	Standard Map Field Name	Data Type	Reference LP Condition			Reference Contact Condition			Reference Address
			Accela Schema (Based table and field) 1	Required 1	Convert 1	Accela Schema (Based table and field) 2	Required 2	Convert 2	
1	L1_CON_COMMENT	VARCHAR2(4000)	L3CAE_CONDIT.L1_CON_COMMENT	No	Yes	L3COMMON_CONDIT.L1_CON_COMMENT	No	Yes	L3ADDRESS_CONDIT.L1_CON
2	L1_CON_DES	VARCHAR2(255)	L3CAE_CONDIT.L1_CON_DES	No	Yes	L3COMMON_CONDIT.L1_CON_DES	No	Yes	L3ADDRESS_CONDIT.L1_CON
3	L1_CON_DIS_CON_NOTICE	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_CON_NOTICE	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_CON_NOTICE	No	Yes	L3ADDRESS_CONDIT.L1_CON
4	L1_CON_DIS_NOTICE_ACA	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_NOTICE_ACA	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_NOTICE_ACA	No	Yes	L3ADDRESS_CONDIT.L1_CON
5	L1_CON_DIS_NOTICE_ACA_FEE	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_DIS_NOTICE_ACA_FEE	No	Yes	L3COMMON_CONDIT.L1_CON_DIS_NOTICE_ACA_FEE	No	Yes	L3ADDRESS_CONDIT.L1_CON
6	L1_CON_EFF_DD1	DATE	L3CAE_CONDIT.L1_CON_EFF_DD1	No	Yes	L3COMMON_CONDIT.L1_CON_EFF_DD1	No	Yes	L3ADDRESS_CONDIT.L1_CON
7	L1_CON_EXPIR_DD	DATE	L3CAE_CONDIT.L1_CON_EXPIR_DD	No	Yes	L3COMMON_CONDIT.L1_CON_EXPIR_DD	No	Yes	L3ADDRESS_CONDIT.L1_CON
8	L1_CON_GROUP	VARCHAR2(255)	L3CAE_CONDIT.L1_CON_GROUP	No	Yes	L3COMMON_CONDIT.L1_CON_GROUP	No	Yes	L3ADDRESS_CONDIT.L1_CON
9	L1_CON_IMPACT_CODE	VARCHAR2(9)	L3CAE_CONDIT.L1_CON_IMPACT_CODE	No	Yes	L3COMMON_CONDIT.L1_CON_IMPACT_CODE	No	Yes	L3ADDRESS_CONDIT.L1_CON
10	L1_CON_INC_CON_NAME	VARCHAR2(1)	L3CAE_CONDIT.L1_CON_INC_CON_NAME	No	Yes	L3COMMON_CONDIT.L1_CON_INC_CON_NAME	No	Yes	L3ADDRESS_CONDIT.L1_CON

### Migration DB to Accela Standard Map Table - AATABLE\_PERMIT\_INSP (Enforcement and Licensing)

Note: If DCA\_CAM\_INSPECT2.F7\_1264\_INSP\_2\_ID is populated, create a second inspection record with all of the same values in most of the fields (excepted those specified in the translation logic).

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1.	PERMITNUM	VARCHAR2(30)	B1PERMIT.B1_ALT_ID	Yes	Yes			
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10.	PHONE_NUM	VARCHAR2(40)	G6ACTION.G6_REQ_PHONE_NUM	No	Yes			
11.	LATITUDE	NUMBER(13,10)	G6ACTION.LATITUDE_COORDINATE	No	No			
12.	LONGITUDE	NUMBER(13,10)	G6ACTION.LONGITUDE_COORDINATE	No	No			
13.	AGENCY_CODE	VARCHAR2(8)	G6ACTION.R3_AGENCY_CODE	No	Yes			
14.	BUREAU_CODE	VARCHAR2(8)	G6ACTION.R3_BUREAU_CODE	No	Yes			
15.	DIVISION_CODE	VARCHAR2(8)	G6ACTION.R3_DIVISION_CODE	No	Yes			
16.	OFFICE_CODE	VARCHAR2(8)	G6ACTION.R3_OFFICE_CODE	No	Yes			
17.	SECTION_CODE	VARCHAR2(8)	G6ACTION.R3_SECTION_CODE	No	Yes			
18.	GROUP_CODE	VARCHAR2(8)	G6ACTION.R3_GROUP_CODE	No	Yes			
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## Appendix B – Sample Accela Project Manager Resumes with Relevant Experience

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**George Calzat, PMP**  
**Professional Services Manager**

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**Employment History**

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**Accela, Inc. (San Ramon, CA)**

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Accela Project Manager on the Lexington, KY Building, Engineering, Planning and Water Quality Departments implementation. Representative activities include:

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- Project Manager for 2 New York State agencies including:
  - *State Education Department (SED)*
  - *Department of Taxation and Finance (DTF)*
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  - *Architected and rolled out 7 environments with over 400 servers in a white listed security controlled environment*
  - *Coordinated security vulnerability assessment and remediation for the entire enterprise delivery*
  - *Led the Performance Testing effort including all load testing, scripting, and remediation to meet all performance test requirements using HP Load Runner*
- Monitored project plan, updated risks associated to agency roll-out, participated in Program and Steering Committee meetings regarding Agency Status of the Accela Implementation.
- SharePoint administrator for over 400+ resources on NYS project
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Project Managed enterprise implementation for the Commonwealth of Massachusetts

- Managed Accela team members, coordinated product issues, interfaced with Product Management and Engineering for issue resolution, and coordinated the resolution of complex system security vulnerability issues.

---

**George Calzat**  
**Professional Services Manager**

**BAE Systems (Pittsfield, MA)**

*Senior Program Manager (October 2008 – June 2010)*

Program managed and provided senior leadership, engineering, and management support for several large scale programs and led process team to revamp engineering process infrastructure.

- **Advanced Coordination Environment (ACE)**
  - *Program managed the production of three separate formal customer review packages in less than eight weeks for the ailing ACE Navy Program which led to deployment of ACE system and a \$3.2M contract. System used Oracle database and collaboration environment to handle all engineering and management coordination development activities.*
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Acted as Project Manager and international liaison in Germany for multiple commercial projects, led product evaluation and design teams, and developed future business partnerships.

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**George Calzat**  
**Professional Services Manager**

- Led a team to evaluate integrated software package for Volkswagen. Client/server system integrated Documentum, Oracle, ArborText, IsoDraw, Acrobat Reader, and FrameMaker + SGML on NT server.
- Presented team report and business case to Volkswagen in Germany which led to \$1M contract win to develop electronic documentation system for individualized owner's and repair manuals.
- Led a team that evaluated custom content management system design and presented findings to customer, which led to electronic documentation development contract.

Software Group Leader for Fire Control Network software team which handled the creation, development, testing, and maintenance of the network on the nuclear-submarine fleet.

- Led team in deploying full suite of network software for network management and configuration/status using SNMP. This included leading procurement, certification, and customization of vendor SW as well as development of unique SW.
- Designed, coded, and tested FDDI Module Support Package SW in C using VxWorks real-time embedded OS and Tornado toolset. Integrated vendor driver code. Responsible for all coordination with US and UK vendors.
- Served as Group Leader representative to achieve Capability Maturity Model (CMM) software certification
- Received manager's award for improving productivity and enhancing SW development by creating and establishing a Configuration Management process using the Razor tool for code development and library deliveries

Systems Engineer for Fleet Ballistic Missile Guidance Testing on Aircraft Pod (Surveillance Evaluation Program)

- Developed concept, high-level design, budget, schedule, and manpower for the Surveillance Evaluation Program for Fleet Ballistic Missile Guidance testing on Aircraft Pod at Cape Canaveral.
- Designed system with electronics handling sending/receiving RF transmissions, guidance data acquisition, integration into pilot's display, and A/D conversion on all analog environmental sensor data
- Performed testing and software library deliveries for the Data Entry Subsystem software.

Hardware Project Lead for the Navigation Missile Interface Subsystem (NMISS) Production Tester Team

- Designed NMISS tester hardware and designed software to test M1553B bus interfaces.
- Designed, coded, and tested software to test M1553B bus VME module interfaces for NMISS Production Tester used to qualify all NMISSs built. Analyzed Power Monitor Assembly Analog Circuitry to determine common circuitry and minimize design

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## Skills and Qualifications

### Operating Systems

- Windows 7/Vista/XP/2000/NT/95/98
- Unix
- Linux
- VxWorks

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**George Calzat**  
**Professional Services Manager**

- DOS
- VAX/VMS

**Databases**

- Oracle

**Programming Languages**

- C
- Java
- Pascal
- Basic

**Education & Training**

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- Bachelor's Degree (Electrical Engineering)
  - *Georgia Institute Of Technology (Georgia Tech) – Atlanta, GA*
- Master's Degree (Electrical/Software Engineering, IT, & Networking)
  - *Rensselaer Polytechnic Institute – Troy, NY*
- Project Management Certification
  - *Berkshire Community College – Pittsfield, MA*
- Project Management Professional (PMP) Certification
  - *Project Management Institute (PMI)*
    - *National and International PMI Member*
    - *Upstate New York Chapter PMI Member*
- Scrum & Agile Development

**Dan MacDougall**  
**Manager, Professional Services**

**Employment History**

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**Accela, Inc.**

*Functional Lead (Boston, MA February 2014 – Present)*

Functional Lead on the Commonwealth of Massachusetts Division of Professional Licensure Implementation. Representative activities include:

- Lead configuration analysis sessions with the Agency to understand requirements and business rules to support configuration of 120+ license types across 31 Boards (such as Veterinary Board and Plumbing and Real Estate Board).
- Configure license record types including Applications, License, Renewal, and Amendment Records.
- Develop and maintain the Requirements Traceability Matrix.
- Work closely with the development, interface, reports and conversion teams to ensure that the record design and business requirements are being met.
- Escalate, provide solutions to and resolve functional, technical and design issues with the clients.
- Act as the Subject Matter Expert for the implementation team with regards.
- Develop To-Be business process workflows, allowing development, testing and training teams to understand how users will perform various tasks.
- Support all phases of testing to address defects, go-live activities and post go-live activities.

*Senior Services Consultant (New York, NY November 2012 – February 2014)*

Lead Configuration consultant on the City of New York's Department of Consumer Affairs Licensing and Case Management Implementation. Representative activities include:

- Lead configuration analysis sessions with the Agency to understand requirements and business rules to support configuration of 57 license types (such as Newsstand Business, Sidewalk Café Business and General Vendors).
- Configured license record types including Applications, License, Renewal, and Amendment Records.
- Built complex expressions and script specifications to support the Agencies business rules.
- Worked with the data conversion team to identify and confirm field mappings from legacy systems to the record types configured in Accela.
- Demonstrated prototyped records in Accela Automation and Accela Citizen Access Portal.
- Supported all phases of testing to address defects, go-live activities and post go-live activities.

**FileOne, LLC (Cary, NC)**

*Implementation Project Manager / Senior Business Analyst (October 2005 – November 2012)*

**Dan MacDougall**  
**Manager, Professional Services**

- Manage the implementation of enterprise-level Business and UCC Filing software for Secretary of State offices in several jurisdictions. This includes driving the project schedule.
- Lead analysis efforts for multiple projects including requirements gathering, Use Case and Solution Report writing, creating business process workflows
- Configure and test SystemWorks and SOSKB applications according to the customer's business needs.
- Provided a solution to reduce the cost by half (in the first year alone) for a customer's mailing program for annual report reminder notices.
- Consistently rated in customer surveys as providing 'Exceptional' levels of project oversight, analysis and service

**CAVU (Raleigh, NC)**

*Project Manager / Business Analyst (July 2002 – October 2005)*

- Led multiple implementations simultaneously under tight deadlines of a professional licensing and enforcement application for state government agencies.
- Facilitated customer JAD sessions, gathered and documented business requirements and configured the application in accordance with their business needs.
- Drove efforts with customers to re-engineer their business processes to maximize work efforts and cross-train staff.
- Performed Quality Assurance testing, customer Training and wrote ad-hoc reports using SQL query language.
- Championed the overall effort and performed the business analysis for major re-designs of the enforcement and continuing education modules.
- Provided ongoing Account Management duties for customers that were live in production including managing enhancement requests, and supervising support issues.

**Tek Systems (Raleigh, NC)**

*BB&T eBusiness Group – Business Systems Analyst (August 2001 – May 2002)*

- Developed a coding best practice handbook for the eBusiness development team.
- Developed a secure coding handbook for the eBusiness development team.
- Collaborated with the Network Security team to recommend secure processes and designs for applications

**Skills and Qualifications**

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**Other:**

- Microsoft Office Suite Products (Word, Excel, PowerPoint, Access, Visio, Project)
- JavaScript
- SQL

**Education**

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**Dan MacDougall**  
**Manager, Professional Services**

- Bachelor of Arts
  - *Michigan State University*
- Course work in Computer Science
  - *Indiana University*

**Chris Clark**  
**Program/Project Manager, Professional Services**

**Employment History**

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**Accela, Inc.**

*Program Manager (New York City, NY January 2014 – Present)*

Accela Program Manager on the City of New York's Department of Building Implementation. Representative activities include:

- Managed NYC Department of Buildings deployment working with Systems Integrator prime contractor
- Support weekly Status Meetings and Risk Meetings with the Agency.
- Support tracking and monitoring the project plan and task assignments to support the project plan.
- Work closely with Accela Engineering on product functional requirements to support development activities and issue resolution.

*Program Manager (Lansing, MI September 2014 – Present)*

Accela Program Manager on the State of Michigan Accela Implementation. Representative activities include:

- Engagement oversight for Michigan Department of Agriculture and Rural Development (MDARD)
- Project management and engagement oversight for Department of Licensing and Regulatory Affairs (LARA) – multiple bureaus on one platform:
  - Bureau of Construction Codes
  - Motor Carrier Division – (using Agile deployment methodology)
  - Health Care Services Engineering
  - Bureau of Fire Services

**KPMG (Montvale, New Jersey)**

*Senior Project Manager, KTech (September 2011 – December 2013)*

Managed teams comprised of vendors, consultants, KPMG business users and technology infrastructure support to deploy enterprise infrastructure projects including:

- WAN upgrade and video webcasting solution to 23,000 users in 75 offices nationwide.
- Firm-wide deployment of remotely accessible shared storage, removable media encryption software
- Deployment of iPass – a pre-paid in-flight WiFi service for the corporation's top 5,000 frequent travelers' laptops and mobile devices.
- Facilitated a potential \$50M in savings from the awarded contract through management and coordination of the RFP and POC for the Data Center Computing Infrastructure.

## **Chris Clark**

### **Program/Project Manager, Professional Services**

- Managed IBM Services fixed cost engagement to develop a governance framework and a new corporate Disaster Recovery Plan

#### **C&A CONSULTING, Ridgewood, New Jersey**

*Principal Consultant and Owner – (January 1999 – August 2011)*

- Founded and managed successful IT consulting business working with high profile and Fortune 500 companies with more than 60 client engagements and \$4M in revenue over 12 years.
- Fulfilled roles and responsibilities commensurate with those of Business Relationship Director; Business Technology Manager; CTO; Management Consultant; Program, Project and Product Manager; and Business Analyst.

#### **C&A Consulting Representative Consulting Engagements**

*DUN & BRADSTREET, Short Hills, New Jersey Project Manager*

- Assisted the PMO in creation of a program to manage the migration of legacy applications and business processes to a new data supply chain and product improvements representing 80% of D&B's revenue.
- Realized \$30M in savings by conducting detailed analysis of business applications and IT budgets and creating a strategy to move application maintenance and support to offshore vendor.

*DOW JONES, Princeton, New Jersey Management Consultant / Product Manager*

- Created a new MDM/CDI program offering for enterprise customers by developing a business plan and technical requirements to integrate data, processes and technology resulting from the acquisition of Generate.
- Developed and submitted a proposal to the US Treasury for tracking disposition of TARP funding; focused on building an MDM platform using XBRL to integrate data from Dow Jones, EDGAR and other sources.

*PFIZER, New York, New York Business Technology Manager*

- Maximized productivity for Pfizer's leaders by successfully completing more than 20 IT projects impacting the Global Leadership Development group's client base of 20,000 managers including consolidation of learning management systems, eliminating redundant vendor costs by re-engineering custom training websites to a user-configurable and IT-supported platforms and replacing custom assessment programs with a SAAS vendor.

*DUN & BRADSTREET, Parsippany, New Jersey Management Consultant*

- Led sales, architecture and product development teams in developing responses to MDM-focused RFPs, winning significant business from IBM and Cisco.
- Advised D&B management team on corrective actions to meet contractual obligations and restore confidence in D&B delivery of processing services for IBM's customer master database.
- Developed product specifications for Information Integrator, a licensed D&B product used by major clients in pioneering efforts to develop MDM processes, provided advisory services on product development.

*AD2MEDIA, Toronto, Ontario; Teaneck, NJ CTO*

## Chris Clark

### Program/Project Manager, Professional Services

- Consulted on business strategy and garnered venture capital for an Internet-based platform that automated the media-buying process between advertising agencies and broadcasters. Represented company on U.S. XML industry standards committees (AAAA and TVB).
- Established product specifications/technical architecture, set up company operations in Toronto, and built development and customer support teams.

*ACXIOM, Little Rock, Arkansas & Berkeley Heights, New Jersey Program Manager*

- Managed completion of the requirements-and-design phase of a Global Data Supply chain re-engineering project for one of the company's largest clients (D&B), coordinating activity of eight geographically dispersed project teams.

### EARLIER CORPORATE EXPERIENCE

*DUN & BRADSTREET, Parsippany, New Jersey AVP, Integration Services*

- Built a consulting services team of 30 consultants providing hosted and onsite master data management systems and consulting services for D&B clients such as Cargill, IBM, HP, Gateway, Lucent, Ryder, and others.

*TECHNOLOGY SOLUTIONS COMPANY (TSC), New York, New York Principal Consultant*

- Technical lead on proposals and client engagements for financial services and imaging systems practices, leading projects with Equitable, AIG, Hughes Tool Co., Allied Van Lines, and others.

*WANG LABS, New York New York District Technical Marketing Manager*

- Supported roll out of new products to sales force and major customers, and managed large implementations for Grumman, Suffolk County, Nassau County, NYC MTA, Ford Foundation, The College Board, and others.

*COMPUTER PARTNERS (now CSC Index), Roseland, New Jersey Consultant*

- Programmer/Analyst on a custom ERP implementation for Hartz Mountain.

### Skills and Qualifications

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#### Other:

**Client Engagement:** Entrusted by senior executives with the development of technology strategy, organizational design, vendor selection/management, business case development, return-on-investment analysis and program management.

**Project / Program Management:** Creation of detailed project plans and budgets; supervision of technical development teams; ownership of issue resolution, change management and status reporting. Facility with out-sourced, offshore, and near-shore vendors/partners, as well as matrix management of internal resources and coordination among vendors, consultants and end-users.

**Communication/Networking:** Presentation of complex technology concepts in easy-to-understand written and verbal language. Networking within and between internal and external organizations to build the relationships required for effective project teams.

**Vendor Management:** Development of RFPs, oversight of selection process, vendor contract and service-level negotiation, and on-going management of service relationship.

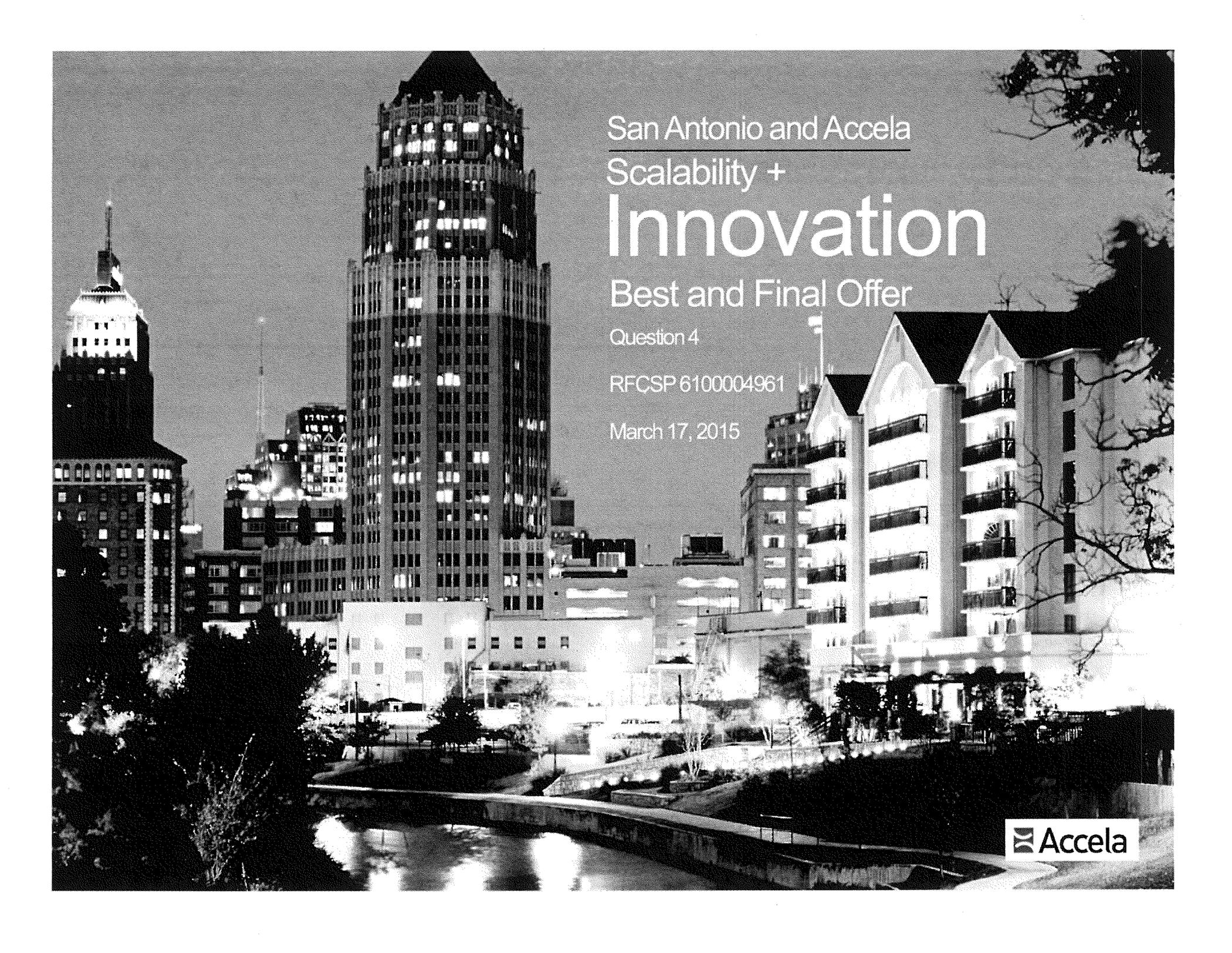
### Education

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**Chris Clark**

**Program/Project Manager, Professional Services**

- BA, Psychology
  - *Princeton University, Princeton, NJ*



San Antonio and Accela

Scalability +

# Innovation

Best and Final Offer

Question 4

RFCSP 6100004961

March 17, 2015

 Accela

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## Cover Letter

March 17, 2015

Mr. William Flint, Procurement Specialist III  
Finance Department, Purchasing Division  
IT Procurement Office  
515 S. Frio Street  
San Antonio, TX 78207

**RE: BEST AND FINAL OFFER FOR RFCSP - LAND DEVELOPMENT,  
PERMIT, INSPECTION & COMPLIANCE MANAGEMENT SOFTWARE -  
LOG 2014-039 - RFCSP 6100004961 – RESPONSE TO QUESTION #4**

Dear Mr. Flint:

Please find attached our Best and Final Offer response to address question #4. Please note the response to the City's BAFO questions #1 through #3 are included under a separate cover per the City's request.

Thank you for the opportunity to clarify our original responses and provide key information to assist you and the evaluation panel in the review of our proposal.

I will continue to act as Accela's primary contact for all matters regarding this response, and can be reached at (512) 626-2501 or via email at [darnold@accela.com](mailto:darnold@accela.com).

Thank you for your consideration.



Business Development Executive  
Accela, Inc.  
Austin, Texas Office

4. Please identify any other product/modules or solution offerings and their respective pricing that may be applicable to future expansion of this solution into other City Departments (e.g., Health Dept, Animal Care, Fire Dept, etc.). For the City's planning and budgeting purposes, please provide pricing for software licenses (excluding implementation services costs). **Do not include these costs in the BAFO Pricing Table and submit as a separate document.**



### **Accela Land Management Solution**

(<http://www.accela.com/solutions/land>) - Accela Land Management

makes it easy for state, county and city agencies to coordinate activities for the consideration and approval of land use and building permits, inspections and enforcement to meet your jurisdiction codes. Although the Land Management solution is included in Accela's proposal, it could also be used by other departments not in scope, such as SAPD for permitting for traffic, towing, alarms, vehicle for hire, patrols, etc.

#### *Budgetary License Costs:*

- Software License: Already included in BAFO
- Additional Named User License 5-packs: \$10,995
- Maintenance: 20% of software and user license total



### **Accela Licensing & Case Management Solution**

(<http://www.accela.com/solutions/licensing>) - Accela Licensing and Case Management helps state, county and city agencies manage and

regulate licensing, streamline revenue collections, enhance enforcement actions and improve customer service. From initial application through license issuance, Accela Licensing and Case Management solutions are both configurable and flexible to meet unique agency licensing requirements. Although the Land Management solution is included in Accela's proposal, it could also be used by other departments not in scope, such as Animal Care Services in replacing PetData.com for pet licensing.

#### *Budgetary License Costs:*

- Software License: Already included in BAFO
- Additional Named User License 5-packs: \$10,995
- Maintenance: 20% of software and user license total



### **Accela Asset Management Solution**

(<http://www.accela.com/solutions/asset>) - Accela Asset

Management helps you identify and focus on your top priorities when it comes to managing the lifecycle of your agency's infrastructure—both for investments in new assets and in the operations and maintenance of existing ones. Once you have Accela Asset Management, you can incorporate other departments to manage all your community's infrastructure assets. Because your solution runs on the Accela Civic Platform, you can also bring on planning, permitting, inspections, code enforcement and licensing management capabilities without the need to invest in, implement and train your staff on different software.

#### *Budgetary License Costs:*

- Software License: \$54,995
- Named User License 5-packs: \$10,995
- Maintenance: 20% of software and user license total



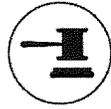
### **Accela Environmental Health and Safety Solution**

(<http://www.accela.com/solutions/environmental-health-safety>) -

Provides tracking and management of fire safety related activities and inspections, health inspections for commercial businesses (e.g., food facility inspections and licensing), and access to rapid damage assessment information following disasters. This solution module could replace the Garrison system currently used by County Health. *Please note the City of Evanston, IL is currently using this solution module for their restaurant inspections, and subsequent syndication of the health scores to Yelp as show by Accela during our February 12<sup>th</sup>, 2015 demonstration.*

#### *Budgetary License Costs:*

- Software License: \$54,995
- Named User License 5-packs: \$10,995
- Maintenance: 20% of software and user license total



### **Accela Legislative Management Solution**

(<http://www.accela.com/solutions/legislative-management>) –

Manage your Public Meetings, Cut Costs and Connect with Citizens. Easily manage your public meetings and engage your community in the process. Accela Legislative Management allows you to easily streamline legislative meetings, from document creation to video presentation, making it simple for you to save time and money.

*Budgetary Annual Subscription Costs (product only sold via subscription):*

- Agenda & Minutes modules: \$48,000
- Civic Streaming HD module: \$45,000
- Digital Boardroom module: \$30,000
- Boards & Commissions module: \$24,000



### **Accela Right of Way Management Solution**

(<http://www.accela.com/solutions/right-of-way>) - Accela offers a

dynamic, cloud-based solution, providing you with visibility and real-time insight into street projects and activities that occur within the public right of way. Map-based coordination uncovers potential conflicts, identifies new opportunities, improves planning and communication and saves you time and money when managing activities in the public right of way.

*Budgetary Annual Subscription Costs (products only sold via subscription):*

- Utility Coordination module: \$100,000
- Events & Incidents module: \$25,000
- Citizen View module: \$25,000



### **Accela Recreation and Resource Management Solution**

(<http://www.accela.com/solutions/recreation-resource-management>)

- Accela offers a complete recreation management solution that enables the public to easily access and reserve parks, forests and campgrounds, participate in other activities and register for permits and licenses. Citizens have the choice to pay for entrance passes and recreation use onsite, online or on their mobile devices. Automated technology gives

your agency the ability to capture additional revenue without requiring significant upfront capital or operational expenditure.

*Budgetary Licensing Costs:* The Recreation and Resource Management module is priced on a per transaction basis. An estimate can be provided at the time the City is interested in considering it.



**Civic Apps** (<http://www.accela.com/civic-apps>) - Accela developers and partners are working together to build and deliver apps and services that improve productivity for professionals, address community issues and connect and engage citizens with their governments. Please visit the above URL to see a partial list of many of the Civic Apps that are available for Accela customers.

*Budgetary Licensing Costs:* For any civic app developed and maintained by Accela, the licensing cost is included in the Accela Mobile umbrella license included with Accela's pricing proposal. For any civic app developed by an Accela developer partner on top of the Civic Platform, the City will need to contract directly with the Accela developer partner.



**Civicdata.com** (<http://www.civicdata.com/>) – Accela's free open data solution, CivicData enables agencies to unlock the value of open data without digging into their budgets. Accela offers expertise from leaders in the open data community who have experience leading successful open data programs from within government agencies. Built on open source using CKAN, a dependable and secure best-in-breed open source platform also used by the federal government's data.gov, the UK, Australia, Open Colorado and many local and state jurisdictions. *The City of Evanston is using Civic Data as the broker to pass health inspection data between their Civic Platform database and Yelp. You can find Evanston's data sets here: <http://bitly.com/evanstonilcivicdata>.*

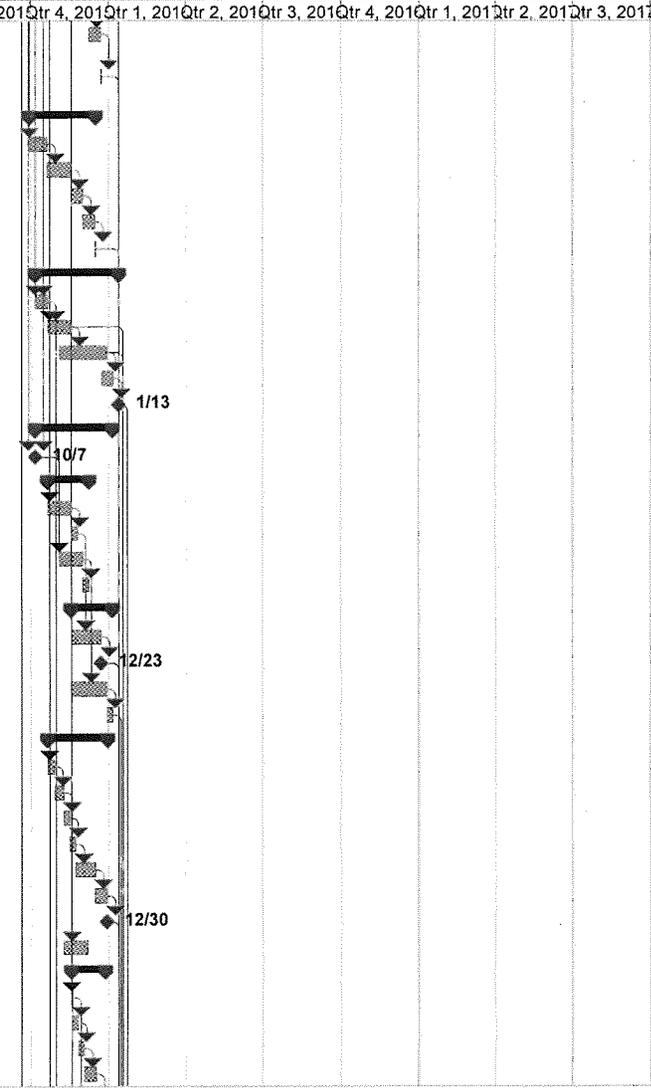
*Budgetary Licensing Costs:* There is no charge for CivicData.com. Accela customers have access to it free of charge.

*[Handwritten Signature]*

*Signature Required*

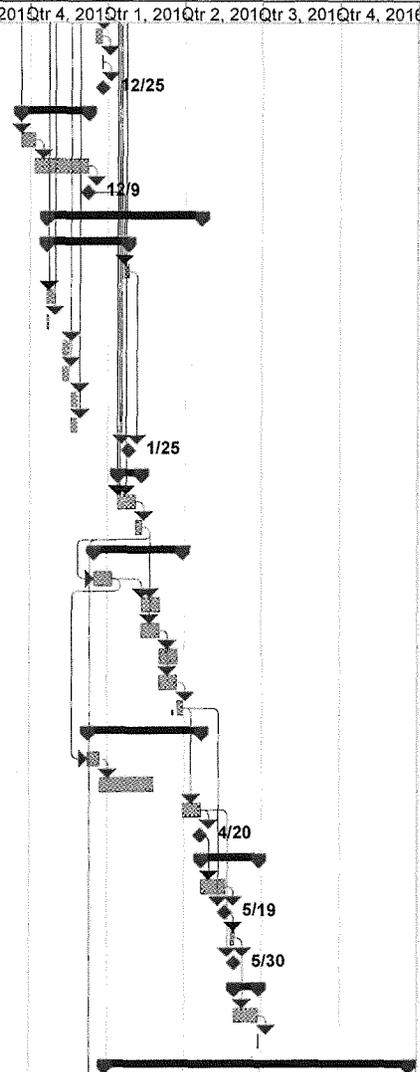
## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017
159	Bexar County Electric Recordation E-File Secure System Development	10 days	Wed 12/9/15	Tue 12/22/15											
160	Bexar County Electric Recordation E-File Secure System Interface Complete	1 day	Wed 12/23/15	Wed 12/23/15											
161	<b>Legistar/Granicus System Interface Development</b>	<b>56 days</b>	<b>Wed 9/30/15</b>	<b>Wed 12/16/15</b>											
162	Legistar/Granicus System Analysis	15 days	Wed 9/30/15	Tue 10/20/15											
163	Legistar/Granicus System Specification Document	20 days	Wed 10/21/15	Tue 11/17/15											
164	City Review and Updates	10 days	Wed 11/18/15	Tue 12/1/15											
165	Legistar/Granicus System Development	10 days	Wed 12/2/15	Tue 12/15/15											
166	Legistar/Granicus System Interface Complete	1 day	Wed 12/16/15	Wed 12/16/15											
167	<b>EMSE Scripting</b>	<b>70.35 days</b>	<b>Wed 10/7/15</b>	<b>Wed 1/13/16</b>											
168	Develop Prioritized Script List	10 days	Wed 10/7/15	Wed 10/21/15											
169	Event Script Specification	20 days	Wed 10/21/15	Wed 11/18/15											
170	Event Script Development	40 days	Wed 11/4/15	Wed 12/30/15											
171	Testing of Scripts	10 days	Wed 12/23/15	Wed 1/6/16											
172	Acceptance of Scripts	0 days	Wed 1/13/16	Wed 1/13/16											
173	<b>Reports Specification and Development</b>	<b>65 days</b>	<b>Wed 10/7/15</b>	<b>Tue 1/5/16</b>											
174	Report Work Begins - Prioritized List	10 days	Wed 10/7/15	Tue 10/20/15											
175	Report Spec Writing	34.65 days	Wed 10/21/15	Tue 12/8/15											
176	55 Reports Specifications	20 days	Wed 10/21/15	Wed 11/18/15											
177	Report Analysis and Documentation Complete	5 days	Wed 11/18/15	Wed 11/25/15											
178	98 Letters/Forms Specifications	20 days	Wed 11/4/15	Tue 12/1/15											
179	Letters/Forms Analysis and Documentation Complete	5 days	Wed 12/2/15	Tue 12/8/15											
180	Report Development	35 days	Wed 11/18/15	Tue 1/5/16											
181	Develop 55 Reports	25 days	Wed 11/18/15	Wed 12/23/15											
182	Report Acceptance	5 days	Wed 12/23/15	Wed 12/30/15											
183	Develop 98 Letters/Forms	30 days	Wed 11/18/15	Tue 12/29/15											
184	Letters/Forms Acceptance	5 days	Wed 12/30/15	Tue 1/5/16											
185	<b>Accela Citizen Access Implementation</b>	<b>51 days</b>	<b>Wed 10/21/15</b>	<b>Thu 12/31/15</b>											
186	Configuration Document Development	6 days	Wed 10/21/15	Thu 10/29/15											
187	Configuration Document Delivery	7 days	Thu 10/29/15	Mon 11/9/15											
188	Configuration Document Review	5 days	Mon 11/9/15	Mon 11/16/15											
189	Configuration Document Acceptance	5 days	Mon 11/16/15	Mon 11/23/15											
190	ACA Configuration	17 days	Mon 11/23/15	Wed 12/16/15											
191	Configuration Review	10 days	Wed 12/16/15	Wed 12/30/15											
192	Configuration Acceptance	1 day	Wed 12/30/15	Thu 12/31/15											
193	Drupal Development for Online Portal	20 days	Mon 11/9/15	Mon 12/7/15											
194	<b>Accela Mobile Office Implementation</b>	<b>28 days</b>	<b>Wed 11/18/15</b>	<b>Mon 12/28/15</b>											
195	AMO Installation Review	1 day	Wed 11/18/15	Thu 11/19/15											
196	AMO Configuration Documentation	5 days	Thu 11/19/15	Thu 11/26/15											
197	Configuration Document Acceptance	5 days	Thu 11/26/15	Thu 12/3/15											
198	AMO Configuration	10 days	Thu 12/3/15	Thu 12/17/15											



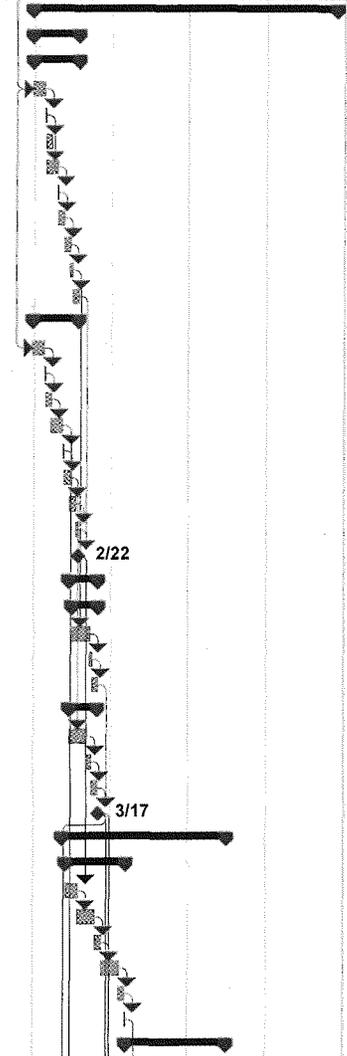
## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016
199	Configuration Review	5 days	Thu 12/17/15	Thu 12/24/15								
200	Configuration Acceptance	1 day	Thu 12/24/15	Fri 12/25/15								
201	AMO Complete	1 day	Fri 12/25/15	Mon 12/28/15								
202	<b>V360 User Experience</b>	<b>58 days</b>	<b>Mon 9/21/15</b>	<b>Wed 12/9/15</b>								
203	Analysis	12 days	Mon 9/21/15	Tue 10/6/15								
204	Configuration	45 days	Wed 10/7/15	Tue 12/8/15								
205	Configuration/User Console Config. Document	1 day	Wed 12/9/15	Wed 12/9/15								
206	<b>Stage 5 - Readiness</b>	<b>131 days</b>	<b>Wed 10/21/15</b>	<b>Thu 4/21/16</b>								
207	<b>Administrative and Technical Training</b>	<b>68.65 days</b>	<b>Wed 10/21/15</b>	<b>Mon 1/25/16</b>								
208	AA Administrator Training ( 3 days)	3 days	Thu 1/21/16	Mon 1/25/16								
209	DB/Report Schema Training (1 day)	6 days	Wed 10/21/15	Thu 10/29/15								
210	Basic Event Manager Script Training (2 days)	2 days	Wed 10/21/15	Fri 10/23/15								
211	Citizen Access Technical Training (1/2 day)	5 days	Mon 11/9/15	Mon 11/16/15								
212	Citizen Access Technical Training (1/2 day)	5 days	Mon 11/9/15	Mon 11/16/15								
213	Mobile Office Administrator Training (1/2 day)	5 days	Thu 11/19/15	Thu 11/26/15								
214	Mobile Office Administrator Training (1/2 day)	5 days	Thu 11/19/15	Thu 11/26/15								
215	Technical Training Complete	0 days	Mon 1/25/16	Mon 1/25/16								
216	<b>System Testing</b>	<b>20 days</b>	<b>Wed 1/13/16</b>	<b>Wed 2/10/16</b>								
217	Initial System Testing	15 days	Wed 1/13/16	Wed 2/3/16								
218	System Testing Completed	5 days	Wed 2/3/16	Wed 2/10/16								
219	<b>User Acceptance Testing</b>	<b>75 days</b>	<b>Wed 12/16/15</b>	<b>Wed 3/30/16</b>								
220	Develop User Acceptance Testing Plan	15 days	Wed 12/16/15	Wed 1/6/16								
221	User Acceptance Testing Round 1	15 days	Wed 2/10/16	Wed 3/2/16								
222	Review Results, Resolve Issues	15 days	Wed 2/10/16	Wed 3/2/16								
223	User Acceptance Testing Round 2	15 days	Wed 3/2/16	Wed 3/23/16								
224	Review Results, Resolve Issues	15 days	Wed 3/2/16	Wed 3/23/16								
225	User Acceptance Testing Complete	5 days	Wed 3/16/16	Wed 3/30/16								
226	<b>Daily User Training</b>	<b>96 days</b>	<b>Wed 12/9/15</b>	<b>Thu 4/21/16</b>								
227	Training Planning	10 days	Wed 12/9/15	Wed 12/23/15								
228	Training Documentation	45 days	Wed 12/23/15	Wed 2/24/16								
229	Trainer Courses Sessions	15 days	Wed 3/30/16	Wed 4/20/16								
230	Readiness Activities Complete	1 day	Wed 4/20/16	Thu 4/21/16								
231	<b>Stage 6 - Deploy</b>	<b>48 days</b>	<b>Thu 4/21/16</b>	<b>Tue 6/28/16</b>								
232	Pre Go Live System Checks - Go Live Support	20 days	Thu 4/21/16	Thu 5/19/16								
233	Go NO/GO Decision	5 days	Thu 5/19/16	Thu 5/26/16								
234	Legacy System Cutover	2 days	Thu 5/26/16	Mon 5/30/16								
235	<b>GO LIVE - Phase 1 Functional Group 1</b>	<b>1 day</b>	<b>Mon 5/30/16</b>	<b>Tue 5/31/16</b>								
236	<b>Post Production Support</b>	<b>21 days</b>	<b>Mon 5/30/16</b>	<b>Tue 6/28/16</b>								
237	Post Go-Live Support	20 days	Mon 5/30/16	Mon 6/27/16								
238	Accela Customer Resource Center (CRC) Handover Meeting	1 day	Mon 6/27/16	Tue 6/28/16								
239	<b>Phase 1 Functional Group 2 Hansen Replacement System</b>	<b>257 days</b>	<b>Wed 12/30/15</b>	<b>Fri 12/23/16</b>								



## Proposed Project Implementation Schedule

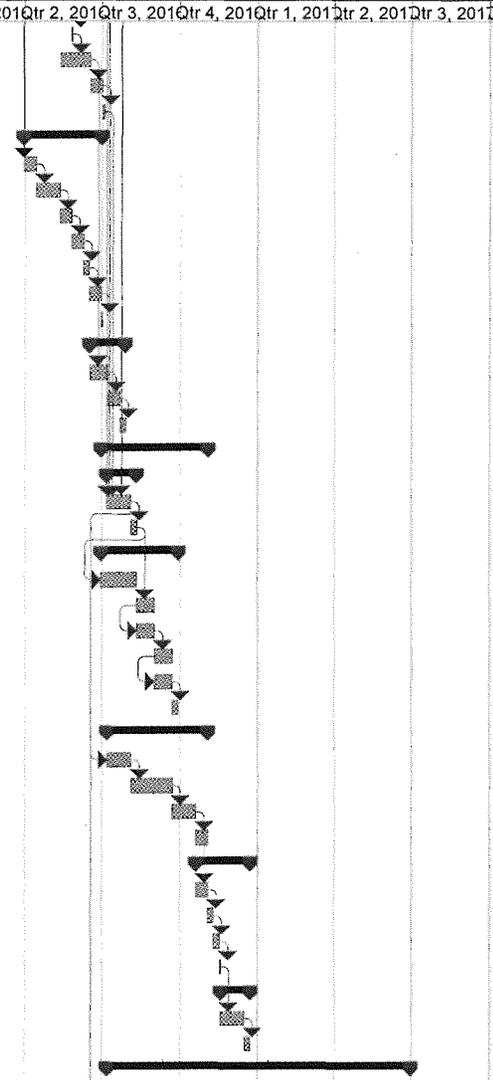
ID	Task Name	Duration	Start	Finish	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017
240	<b>Stage 2 - To Be Analysis</b>	<b>257 days</b>	<b>Wed 12/30/15</b>	<b>Fri 12/23/16</b>											
241	<b>Configuration Analysis Sessions</b>	<b>38 days</b>	<b>Wed 12/30/15</b>	<b>Mon 2/22/16</b>											
242	<b>Trade License Categories</b>	<b>38 days</b>	<b>Wed 12/30/15</b>	<b>Mon 2/22/16</b>											
243	Trade License Analysis Sessions	10 days	Wed 12/30/15	Wed 1/13/16											
244	Analysis Prototype Review Session #1	1 day	Wed 1/13/16	Thu 1/14/16											
245	Accela Automation Prototype Development	5 days	Thu 1/14/16	Thu 1/21/16											
246	Analysis Doc and Prototype Review Session #2	10 days	Thu 1/14/16	Thu 1/28/16											
247	Prototype Approval	1 day	Thu 1/28/16	Fri 1/29/16											
248	Configuration Analysis Documentation	5 days	Fri 1/29/16	Fri 2/5/16											
249	Trade License(s) Configuration Document Final Reviews	5 days	Fri 2/5/16	Fri 2/12/16											
250	Trade License(s) Sessions Complete	1 day	Fri 2/12/16	Mon 2/15/16											
251	Configuration Analysis Doc Approval	5 days	Mon 2/15/16	Mon 2/22/16											
252	<b>Permitting</b>	<b>38 days</b>	<b>Wed 12/30/15</b>	<b>Mon 2/22/16</b>											
253	Permitting Analysis Sessions	10 days	Wed 12/30/15	Wed 1/13/16											
254	Analysis and Prototype Review Session #1	1 day	Wed 1/13/16	Thu 1/14/16											
255	Accela Automation Prototype Development	5 days	Thu 1/14/16	Thu 1/21/16											
256	Analysis Doc and Prototype Review Session #2	10 days	Thu 1/21/16	Thu 2/4/16											
257	Prototype Approval	1 day	Thu 2/4/16	Fri 2/5/16											
258	Configuration Analysis Documentation Creation	5 days	Fri 2/5/16	Fri 2/12/16											
259	Permitting Configuration Document Final Reviews	5 days	Fri 2/12/16	Fri 2/19/16											
260	Configuration Analysis Doc Approval	1 day	Fri 2/19/16	Mon 2/22/16											
261	Analysis and Documentation Complete	0 days	Mon 2/22/16	Mon 2/22/16											
262	<b>Stage 3 Solution Foundation - Configuration</b>	<b>24 days</b>	<b>Fri 2/12/16</b>	<b>Thu 3/17/16</b>											
263	<b>Core System Configuration - Trade License(s)</b>	<b>23 days</b>	<b>Mon 2/15/16</b>	<b>Thu 3/17/16</b>											
264	Trade License Solution Foundation	15 days	Mon 2/15/16	Mon 3/7/16											
265	Trade License(s) Solution Foundation Final Reviews	3 days	Mon 3/7/16	Thu 3/10/16											
266	Solution Foundation Approval	5 days	Thu 3/10/16	Thu 3/17/16											
267	<b>Core System Configuration - Permitting</b>	<b>23 days</b>	<b>Fri 2/12/16</b>	<b>Wed 3/16/16</b>											
268	Permitting Solution Foundation	15 days	Fri 2/12/16	Fri 3/4/16											
269	Permittingt Solution Foundation Final Reviews	3 days	Fri 3/4/16	Wed 3/9/16											
270	Solution Foundation Approval	5 days	Wed 3/9/16	Wed 3/16/16											
271	Solution Foundation Complete	0 days	Thu 3/17/16	Thu 3/17/16											
272	<b>Stage 4 - Build</b>	<b>138 days</b>	<b>Thu 2/4/16</b>	<b>Tue 8/16/16</b>											
273	<b>Historical Data Conversion Analysis Hansen System</b>	<b>51 days</b>	<b>Mon 2/8/16</b>	<b>Tue 4/19/16</b>											
274	Database Analysis Review	10 days	Mon 2/8/16	Mon 2/22/16											
275	Create - Historical Data Conversion Specification Document	15 days	Mon 2/22/16	Mon 3/14/16											
276	Review session - Data Conversion Document	5 days	Mon 3/14/16	Mon 3/21/16											
277	Data Conversion Initial Mapping	15 days	Mon 3/21/16	Mon 4/11/16											
278	Data Conversion Document Acceptance	5 days	Mon 4/11/16	Mon 4/18/16											
279	Data Conversion Analysis Complete	1 day	Mon 4/18/16	Tue 4/19/16											
280	<b>Data Conversions</b>	<b>85 days</b>	<b>Tue 4/19/16</b>	<b>Tue 8/16/16</b>											





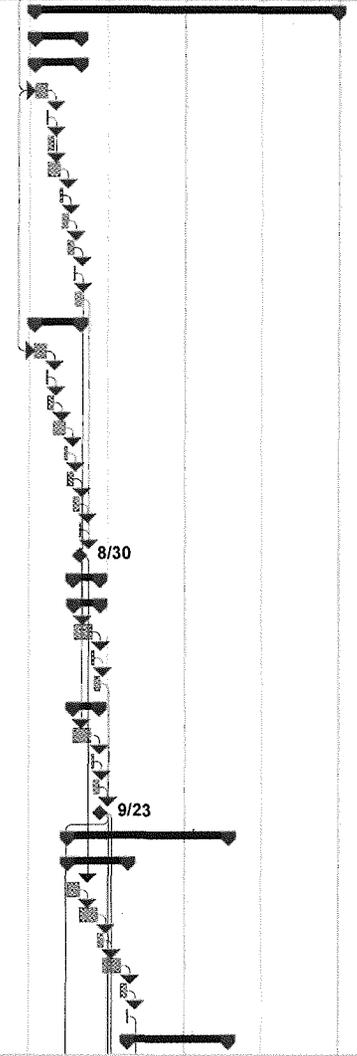
## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017	Qtr 4, 2017	Qtr 1, 2018	Qtr 2, 2018	Qtr 3, 2018	
321	Configuration Document Acceptance	1 day	Thu 5/26/16	Fri 5/27/16												
322	ACA Configuration - Licensing and Permitting Pageflows	25 days	Fri 5/13/16	Fri 6/17/16												
323	Configuration Review	10 days	Fri 6/17/16	Fri 7/1/16												
324	Configuration Acceptance	1 day	Fri 7/1/16	Mon 7/4/16												
325	<b>Accela Mobile Office Implementation</b>	<b>66 days</b>	<b>Thu 3/31/16</b>	<b>Fri 7/1/16</b>												
326	AMO Installation Review	10 days	Thu 3/31/16	Thu 4/14/16												
327	AMO Configuration Documentation	20 days	Thu 4/14/16	Thu 5/12/16												
328	Configuration Document Acceptance	10 days	Thu 5/12/16	Thu 5/26/16												
329	AMO Configuration	10 days	Thu 5/26/16	Thu 6/9/16												
330	Configuration Review	5 days	Thu 6/9/16	Thu 6/16/16												
331	Configuration Acceptance	10 days	Thu 6/16/16	Thu 6/30/16												
332	Build Complete	1 day	Thu 6/30/16	Fri 7/1/16												
333	<b>V360 User Experience</b>	<b>30 days</b>	<b>Fri 6/17/16</b>	<b>Fri 7/29/16</b>												
334	Analysis	15 days	Fri 6/17/16	Fri 7/8/16												
335	Configuration	10 days	Fri 7/8/16	Fri 7/22/16												
336	Configuration/User Console Config. Document	5 days	Fri 7/22/16	Fri 7/29/16												
337	<b>Stage 5 - Readiness</b>	<b>90 days</b>	<b>Thu 6/30/16</b>	<b>Thu 11/3/16</b>												
338	<b>System Testing</b>	<b>25 days</b>	<b>Thu 7/7/16</b>	<b>Thu 8/11/16</b>												
339	Initial System Testing	20 days	Thu 7/7/16	Thu 8/4/16												
340	Complete System testing	5 days	Thu 8/4/16	Thu 8/11/16												
341	<b>User Acceptance Testing</b>	<b>65 days</b>	<b>Thu 6/30/16</b>	<b>Thu 9/29/16</b>												
342	Develop User Acceptance Testing Plan	30 days	Thu 6/30/16	Thu 8/11/16												
343	User Acceptance Testing Round 1	15 days	Thu 8/11/16	Thu 9/1/16												
344	Review Results, Resolve Issues	15 days	Thu 8/11/16	Thu 9/1/16												
345	User Acceptance Testing Round 2	15 days	Thu 9/1/16	Thu 9/22/16												
346	Review Results, Resolve Issues	15 days	Thu 9/1/16	Thu 9/22/16												
347	User Acceptance Testing Complete	5 days	Thu 9/22/16	Thu 9/29/16												
348	<b>Daily User Training</b>	<b>85 days</b>	<b>Thu 7/7/16</b>	<b>Thu 11/3/16</b>												
349	Training Planning	20 days	Thu 7/7/16	Thu 8/4/16												
350	Training Documentation	35 days	Thu 8/4/16	Thu 9/22/16												
351	Trainer Courses Sessions	20 days	Thu 9/22/16	Thu 10/20/16												
352	Readiness Activities Complete	10 days	Thu 10/20/16	Thu 11/3/16												
353	<b>Stage 6 - Deploy</b>	<b>46 days</b>	<b>Thu 10/20/16</b>	<b>Fri 12/23/16</b>												
354	Pre Go Live System Checks - Go Live Support	10 days	Thu 10/20/16	Thu 11/3/16												
355	Go NO/GO Decision	5 days	Thu 11/3/16	Thu 11/10/16												
356	Legacy System Cutover	5 days	Thu 11/10/16	Thu 11/17/16												
357	<b>GO LIVE - Phase 1 Functional Group 2</b>	<b>1 day</b>	<b>Thu 11/17/16</b>	<b>Fri 11/18/16</b>												
358	<b>Post Production Support</b>	<b>25 days</b>	<b>Fri 11/18/16</b>	<b>Fri 12/23/16</b>												
359	Post Go-Live Support	20 days	Fri 11/18/16	Fri 12/16/16												
360	Accela Customer Resource Center (CRC) Handover Meeting	5 days	Fri 12/16/16	Fri 12/23/16												
361	<b>Phase 1 Functional Group 3 ECCO System</b>	<b>256 days</b>	<b>Thu 7/7/16</b>	<b>Fri 6/30/17</b>												



## Proposed Project Implementation Schedule

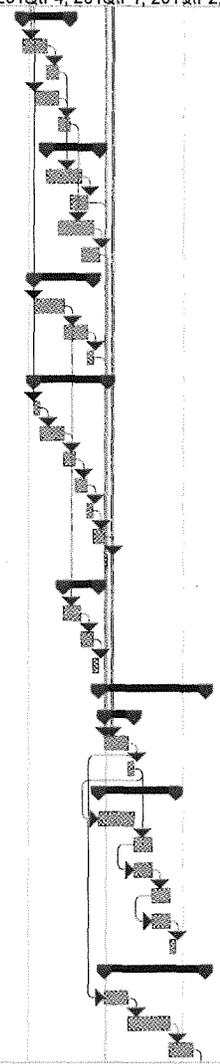
ID	Task Name	Duration	Start	Finish	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017	Qtr 4, 2017	Qtr 1, 2018	Qtr 2, 2018	Qtr 3, 2018
362	<b>Stage 2 - To Be Analysis</b>	<b>256 days</b>	<b>Thu 7/7/16</b>	<b>Fri 6/30/17</b>											
363	<b>Configuration Analysis Sessions</b>	<b>38 days</b>	<b>Thu 7/7/16</b>	<b>Tue 8/30/16</b>											
364	<b>Complaints</b>	<b>38 days</b>	<b>Thu 7/7/16</b>	<b>Tue 8/30/16</b>											
365	Complaints Analysis Sessions	10 days	Thu 7/7/16	Thu 7/21/16											
366	Analysis Prototype Review Session #1	1 day	Thu 7/21/16	Fri 7/22/16											
367	Accela Automation Prototype Development	5 days	Fri 7/22/16	Fri 7/29/16											
368	Analysis Doc and Prototype Review Session #2	10 days	Fri 7/22/16	Fri 8/5/16											
369	Prototype Approval	1 day	Fri 8/5/16	Mon 8/8/16											
370	Configuration Analysis Documentation	5 days	Mon 8/8/16	Mon 8/15/16											
371	Complaints Configuration Document Final Reviews	5 days	Mon 8/15/16	Mon 8/22/16											
372	Complaints Sessions Complete	1 day	Mon 8/22/16	Tue 8/23/16											
373	Configuration Analysis Doc Approval	5 days	Tue 8/23/16	Tue 8/30/16											
374	<b>Code Enforcement</b>	<b>38 days</b>	<b>Thu 7/7/16</b>	<b>Tue 8/30/16</b>											
375	Code Enforcement Analysis Sessions	10 days	Thu 7/7/16	Thu 7/21/16											
376	Analysis and Prototype Review Session #1	1 day	Thu 7/21/16	Fri 7/22/16											
377	Accela Automation Prototype Development	5 days	Fri 7/22/16	Fri 7/29/16											
378	Analysis Doc and Prototype Review Session #2	10 days	Fri 7/29/16	Fri 8/12/16											
379	Prototype Approval	1 day	Fri 8/12/16	Mon 8/15/16											
380	Configuration Analysis Documentation Creation	5 days	Mon 8/15/16	Mon 8/22/16											
381	Code Enforcement Configuration Document Final Reviews	5 days	Mon 8/22/16	Mon 8/29/16											
382	Configuration Analysis Doc Approval	1 day	Mon 8/29/16	Tue 8/30/16											
383	Analysis and Documentation Complete	0 days	Tue 8/30/16	Tue 8/30/16											
384	<b>Stage 3 Solution Foundation - Configuration</b>	<b>24 days</b>	<b>Mon 8/22/16</b>	<b>Fri 9/23/16</b>											
385	<b>Core System Configuration - Complaints</b>	<b>23 days</b>	<b>Tue 8/23/16</b>	<b>Fri 9/23/16</b>											
386	Complaints Solution Foundation	15 days	Tue 8/23/16	Tue 9/13/16											
387	Complaints Solution Foundation Final Reviews	3 days	Tue 9/13/16	Fri 9/16/16											
388	Solution Foundation Approval	5 days	Fri 9/16/16	Fri 9/23/16											
389	<b>Core System Configuration - Code Enforcement</b>	<b>23 days</b>	<b>Mon 8/22/16</b>	<b>Thu 9/22/16</b>											
390	Code Enforcement Solution Foundation	15 days	Mon 8/22/16	Mon 9/12/16											
391	Code Enforcement Solution Foundation Final Reviews	3 days	Mon 9/12/16	Thu 9/15/16											
392	Solution Foundation Approval	5 days	Thu 9/15/16	Thu 9/22/16											
393	Solution Foundation Complete	0 days	Fri 9/23/16	Fri 9/23/16											
394	<b>Stage 4 - Build</b>	<b>136 days</b>	<b>Tue 8/16/16</b>	<b>Wed 2/22/17</b>											
395	<b>Historical Data Conversion Analysis ECCO System</b>	<b>51 days</b>	<b>Tue 8/16/16</b>	<b>Wed 10/26/16</b>											
396	Database Analysis Review	10 days	Tue 8/16/16	Tue 8/30/16											
397	Create - Historical Data Conversion Specification Document	15 days	Tue 8/30/16	Tue 9/20/16											
398	Review session - Data Conversion Document	5 days	Tue 9/20/16	Tue 9/27/16											
399	Data Conversion Initial Mapping	15 days	Tue 9/27/16	Tue 10/18/16											
400	Data Conversion Document Acceptance	5 days	Tue 10/18/16	Tue 10/25/16											
401	Data Conversion Analysis Complete	1 day	Tue 10/25/16	Wed 10/26/16											
402	<b>Data Conversions</b>	<b>85 days</b>	<b>Wed 10/26/16</b>	<b>Wed 2/22/17</b>											





## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017	Qtr 4, 2017
441	Report Spec Writing	40 days	Fri 9/23/16	Fri 11/18/16								
442	77Report Specifications	20 days	Fri 9/23/16	Fri 10/21/16								
443	Report Analysis and Documentation Complete	10 days	Fri 10/21/16	Fri 11/4/16								
444	68 Letters/Forms Specifications	20 days	Fri 10/7/16	Fri 11/4/16								
445	Letters/Forms Analysis and Documentation Complete	10 days	Fri 11/4/16	Fri 11/18/16								
446	Report Development	45 days	Fri 10/21/16	Fri 12/23/16								
447	Develop 77 Reports	30 days	Fri 10/21/16	Fri 12/2/16								
448	Report Acceptance	15 days	Fri 11/18/16	Fri 12/9/16								
449	Develop 68 Letters/Forms	30 days	Fri 11/4/16	Fri 12/16/16								
450	Letters/Forms Acceptance	15 days	Fri 12/2/16	Fri 12/23/16								
451	<b>Online Portal/Accela Citizen Access Implementation</b>	<b>50 days</b>	<b>Fri 10/7/16</b>	<b>Fri 12/16/16</b>								
452	ACA Configuration - Licensing and Permitting Pageflows	25 days	Fri 10/7/16	Fri 11/11/16								
453	Configuration Review	20 days	Fri 11/11/16	Fri 12/9/16								
454	Configuration Acceptance	5 days	Fri 12/9/16	Fri 12/16/16								
455	<b>Accela Mobile Office Implementation</b>	<b>61 days</b>	<b>Fri 10/7/16</b>	<b>Mon 1/2/17</b>								
456	AMO Installation Review	5 days	Fri 10/7/16	Fri 10/14/16								
457	AMO Configuration Documentation	20 days	Fri 10/14/16	Fri 11/11/16								
458	Configuration Document Acceptance	10 days	Fri 11/11/16	Fri 11/25/16								
459	AMO Configuration	10 days	Fri 11/25/16	Fri 12/9/16								
460	Configuration Review	5 days	Fri 12/9/16	Fri 12/16/16								
461	Configuration Acceptance	10 days	Fri 12/16/16	Fri 12/30/16								
462	Build Complete	1 day	Fri 12/30/16	Mon 1/2/17								
463	<b>V360 User Experience</b>	<b>30 days</b>	<b>Fri 11/11/16</b>	<b>Fri 12/23/16</b>								
464	Analysis	15 days	Fri 11/11/16	Fri 12/2/16								
465	Configuration	10 days	Fri 12/2/16	Fri 12/16/16								
466	Configuration/User Console Config. Document	5 days	Fri 12/16/16	Fri 12/23/16								
467	<b>Stage 5 - Readiness</b>	<b>90 days</b>	<b>Fri 12/23/16</b>	<b>Fri 4/28/17</b>								
468	<b>System Testing</b>	<b>25 days</b>	<b>Fri 12/30/16</b>	<b>Fri 2/3/17</b>								
469	Initial System Testing	20 days	Fri 12/30/16	Fri 1/27/17								
470	Complete System testing	5 days	Fri 1/27/17	Fri 2/3/17								
471	<b>User Acceptance Testing</b>	<b>65 days</b>	<b>Fri 12/23/16</b>	<b>Fri 3/24/17</b>								
472	Develop User Acceptance Testing Plan	30 days	Fri 12/23/16	Fri 2/3/17								
473	User Acceptance Testing Round 1	15 days	Fri 2/3/17	Fri 2/24/17								
474	Review Results, Resolve Issues	15 days	Fri 2/3/17	Fri 2/24/17								
475	User Acceptance Testing Round 2	15 days	Fri 2/24/17	Fri 3/17/17								
476	Review Results, Resolve Issues	15 days	Fri 2/24/17	Fri 3/17/17								
477	User Acceptance Testing Complete	5 days	Fri 3/17/17	Fri 3/24/17								
478	<b>Daily User Training</b>	<b>85 days</b>	<b>Fri 12/30/16</b>	<b>Fri 4/28/17</b>								
479	Training Planning	20 days	Fri 12/30/16	Fri 1/27/17								
480	Training Documentation	35 days	Fri 1/27/17	Fri 3/17/17								
481	Trainer Courses Sessions	20 days	Fri 3/17/17	Fri 4/14/17								



## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2010	Qtr 2, 2010	Qtr 3, 2010	Qtr 4, 2010	Qtr 1, 2011	Qtr 2, 2011	Qtr 3, 2011	Qtr 4, 2011	Qtr 1, 2012	Qtr 2, 2012	Qtr 3, 2012
482	Readiness Activities Complete	10 days	Fri 4/14/17	Fri 4/28/17											
483	<b>Stage 6 - Deploy</b>	<b>55 days</b>	<b>Fri 4/14/17</b>	<b>Fri 6/30/17</b>											
484	Pre Go Live System Checks - Go Live Support	15 days	Fri 4/14/17	Fri 5/5/17											
485	Go NO/GO Decision	5 days	Fri 5/5/17	Fri 5/12/17											
486	Legacy System Cutover	5 days	Fri 5/12/17	Fri 5/19/17											
487	<b>GO LIVE - Phase 1 Functional Group 3</b>	1 day	Fri 5/19/17	Mon 5/22/17											
488	<b>Post Production Support</b>	<b>29 days</b>	<b>Mon 5/22/17</b>	<b>Fri 6/30/17</b>											
489	Post Go-Live Support	20 days	Mon 5/22/17	Mon 6/19/17											
490	Accela Customer Resource Center (CRC) Handover Meeting	5 days	Mon 6/19/17	Mon 6/26/17											
491	Close out project	4 days	Mon 6/26/17	Fri 6/30/17											



## 8.2 Staffing Requirements and Proposed Organizational Chart

*Within the proposal, the Respondent shall provide a Project Organizational Chart, with proposed Respondent and subcontractor staff that will be assigned to this project. Specific artifacts to be included in the description of the Respondent's Project Organization are:*

### **High-level narrative description of the project team organization**

The following resources are proposed as our Proposed Personnel: The Accela team recognizes the importance of having proposed resources assigned to the project. Accela is proposing the following personnel to this effort. When Accela is accepted, the Accela Project Manager will resource load the project plan to ensure resources are coordinated and assigned to the project ahead of time to complete the work activities assigned to them. The Accela Project Manager will coordinate with the City of San Antonio Project Manager if any resources are changed throughout the project. The resumes of the proposed resources are included at the conclusion of Attachment B.

**Executive Oversight, Keith Zielenski.** With 20 years of experience, Mr. Zielenski is the Vice President of Services for the Accela Services East Segment specializing in strategic, operational, and information technology projects for state and local government agencies. He has 5 years of experience working for, or consulting to State and Local Government agencies. Mr. Zielenski has a strong record of decisive and creative executive leadership in the public sector, and is individually responsible for managing the competing interests of diverse stakeholders in a collaborative manner to support the requirements of high profile and high risk initiatives. He is currently providing oversight for Accela work in the East Segment, including the provision of services related to the enterprise deployment of the Accela solution.

**Project Manager, Millie Crossland.** Ms. Crossland has more than 10 years of experience working with local government agencies. One of Ms. Crossland's strengths is the ability to evaluate an organization and identify areas for efficiencies. Her follow through on executing the plan to improve the efficiency benefits each organization she has had the opportunity to support. Ms. Crossland has extensive experience working with multiple organizations to achieve one goal. She has proven herself an exceptional

project manager delivering on-time and on-budget. She is currently the project manager for our work with the City of Columbus.

**Implementation Lead, Jack Tu.** Mr. Tu has more than five years of experience implementing custom-off-the-shelf solutions in various roles. He has an in-depth understanding of the Accela product features and functionality that translates well to our clients. With extensive experience working with Planning and Building departments across multiple clients, Mr. Tu has a strong understanding of best practices. Mr. Tu can take a complex process and configure the Accela Civic Platform application to meet the customer needs. Mr. Tu has worked with state and local government agencies.

**Data Conversion Lead, David Ketterer.** David Ketterer brings over 13 years of experience working on both small and large size projects. His deep understanding of database architecture working in the San Antonio Delivery Center for Accenture implementing and solving delivery issues. The complexity of the DSD System, Mr. Ketterer will lead the analysis, mapping and execution of conversion activities. With his strong Technical background, Mr. Ketterer will lead the data conversion efforts for Functional Group 1 and 3.

**Integration Lead, Jeremy Wyles.** Jeremy is a skilled object oriented developer who is highly motivated and experienced to lead the integration efforts on the DSD system. Mr. Wyles's ability to assess and understand the integration points on the project will lead to an enterprise design and build of all interface. Mr. Wyles will bring his 10 years of experience and his ability to develop complex solutions with minimal errors to the project.

**Report Lead, Michael Cox.** Mr. Cox has more than 10 years of experience as a Technical Consultant working with similar size projects. His experience working with Crystal Reports and SSRS spans from analysis, report specification documentation to developing and testing reports. Mr. Cox will apply his expertise in Crystal Reports to support the design and development of reports.

**Test Lead, Nino DePaola.** Mr. DePaola has more than six years of experience working with city government agencies. His experience with the Accela Civic Platform designing, building and testing of Land

Management implementations will be leveraged as the proposed Test Lead. The extensive testing performed on the City of New York, Department of Building will be applied to the City of San Antonio. Mr. DePaola will ensure testing strategies are followed based on the test plan and issues are resolved to support the successfully release schedule.

**Data Conversion Support, Joseph Cipriano.** Mr. Cipriano has more than 15 years of experience as a Senior Technical Consultant working with similar size projects. His experience working with database conversion spans from analysis, conversion documentation mapping data fields from legacy systems to new systems to executing conversion runs. Mr. Cipriano previous experiences working for Hansen Information Technologies will be leverage to support the data conversion of the Hansen Legacy system to Accela Civic Platform.

**Implementation Consultant, Andrea Eden.** Andrea "Andy" Eden has six years of experience with the Accela software where she's implemented/supported more than ten projects. Her extensive knowledge on Planning and Building implementations will bring Best Practices to the City of San Antonio project. Ms. Eden has specialized in implementing Accela's Electronic Document Review functionality to multiple clients over the past three years and has become an expert understanding the clients desire to leverage the document review functionality within the Accela Civic Platform.

**e-PlanSoft Consultant, Stacy Reno.** With over twenty-five years of experience, Stacy Reno has focused on providing database driven applications and custom business applications to multiple clients. Her experience spans a number of application services such as the development and integration of framework enhancements, visual and non-visual common components, support of applications and training. Ms. Reno's understanding of application architecture and software development life cycle and the application of this for plan review successfully aligns with the City's electronic plan requirements.

### **Organizational Chart including all roles of all members of the project team**

Accela believes that the foundation of a successful DSD System is an excellent working relationship between the Accela Team and the City of

San Antonio team. We will establish these relationships on Day 1 of the project, and we will establish the communication and processes for every level of the respective project teams to work together and establish constant and open communications on the scope and progress of the project.

Accela presents an integrated organizational structure to efficiently and effectively deliver the DSD System to the City. The organizational structure is shown in the following Exhibit 21.

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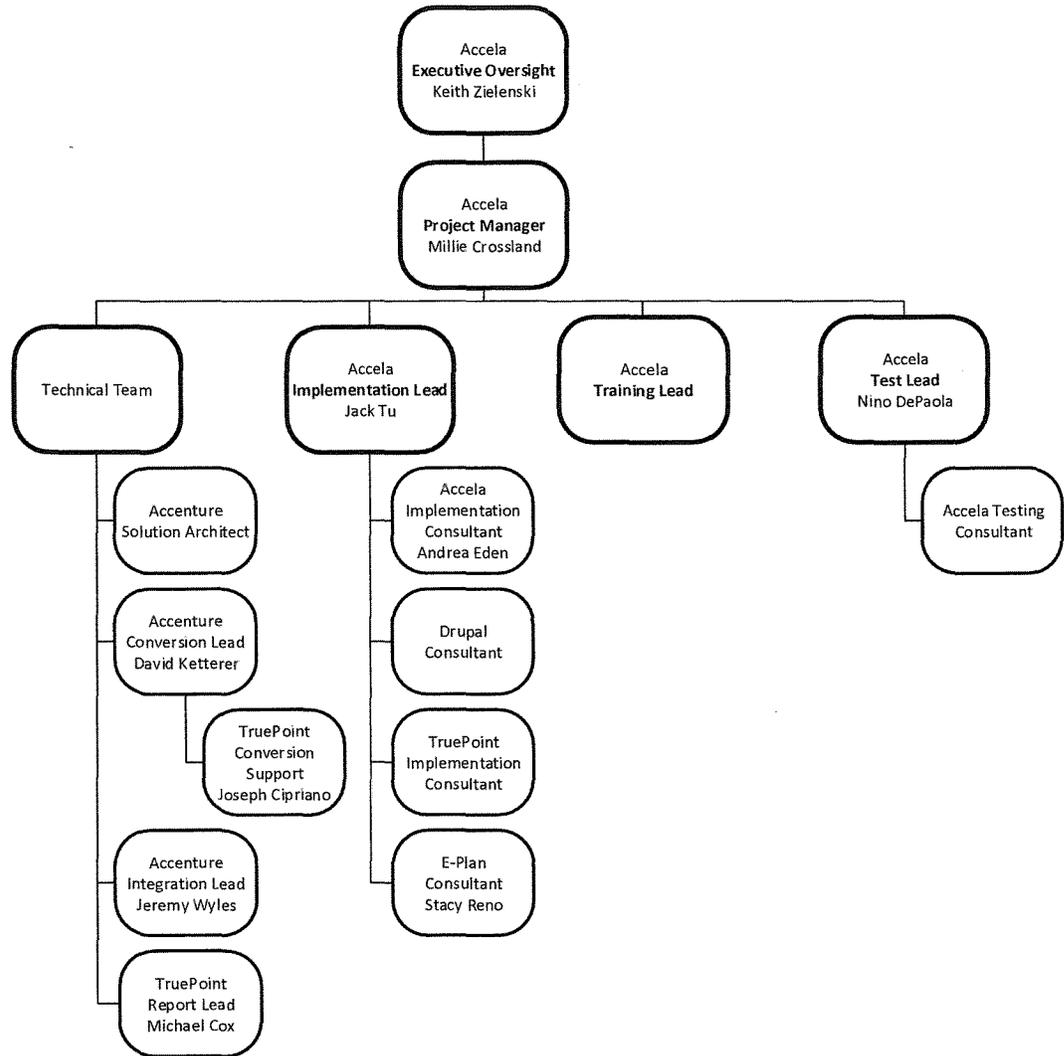


Exhibit 21: Accela's Proposed Project Implementation Team

### Governance structure for Prime and Sub-Contractor

The Accela team is committed to having the right resources assigned to the project during the different stages of the methodology to ensure success for each Functional Group release. Based on the City's response to the questions and answers and the Functional Group duration prescribed proposal documentation, the Accela team has staffed accordingly. Our approach considers the Functional Group release and the first release to be the most critical in the DSD System project implementation. To avoid

downstream rework, establishing the enterprise structure during the first release will be imperative.

Our staffing approach is outlined in our staffing plan including the number of resources assigned to the project. The staffing plan takes into consideration the heavy lifting required in Functional Group 1 release; establishing agency relationships, development of the initial documentation, defining the system construct for the enterprise, defining the State's standardization processes, analyzing the data structures, defining the data fields for Contacts, Addresses, Parcel and Owner, defining the transmission data for interfaces, establishing a training curriculum and suggestive training documentation specifically for the City's implementation.

To provide cost savings, upon completion of Functional Group 1, all subsequent release documentation will be delivered with redline modifications where applicable. This will allow the Accela team to become more efficient throughout the subsequent Functional Group releases. Establishing the standardizations upfront will benefit the City's configuration for future releases and minimize change downstream. Our staffing approach aligns with our proposed project plan.

### **Relationship**

The Accela Team offers all of the attributes described above, and we are confident we are the right choice to be your partner for this important initiative.

Every team member is a leader in its respective field:

- Accela, as the COTS provider and prime, will be responsible for the overall success of the project and seeks to establish a long term partnership to meet your requirements today and into the future. In addition to project management, we will be working with our integrated teams to provide Accela related experience, as well as the configuration and testing required to meet your business objectives.
- TruePoint, a trusted partner, will provide leadership during the Functional Group 2 release where TruePoint has extensive knowledge on the City's Hansen implementation. TruePoint will lead the data conversion activities from analysis to conversion runs into Accela Civic Platform.

- Database Publishing Consultants, Inc, a recognized leader in the web portal arena, will be assisting in establishing the City's online portal design, business wizard development and online chat.
- Accenture, a trusted partner, will provide leadership during the Functional Group 1 and 3 release for data conversion and lead the integration development activities.
- e-PlanSoft, a trusted partner, provides integration with a web-based document review application seamlessly integrated with the Accela Civic Platform.

We selected each based on the unique capabilities and value they bring to the City of San Antonio. In addition, the team dynamics with our partnerships referenced above have worked closely on other implementation projects.

### **Proposed governance structure for Respondent and City team**

Accela uses a comprehensive process to choose subcontractors, determine their roles and responsibilities, and integrate these subcontractors into our service delivery model. Our subcontractor selection process includes the following criteria:

- **Small team, easy to manage, with clear, unambiguous areas of responsibility** — A small team of proven performers enables a streamlined service model that will provide the most efficient service possible. We have chosen and integrated such a team.
- **Best-in-class performers** — Each team member is recognized as a first-tier service provider within its areas of responsibility. Accela thoroughly evaluated past performance as a basis for selection.
- **Financial stability** — We conducted a thorough due diligence investigation of each team member.
- **Ability, authority, and accountability to execute** — We required each selected team member to commit to identifying a cadre of qualified personnel and certification they were fully ready to leverage to execute its scope area.
- **Competitive price** — Finally, each team member is competitively priced yet exceeds the required performance-level and quality standards.

Accela will operate and manage the DSD system requirements using a single integrated team. All subcontractor personnel will fall under the

management and control of our project manager (PM), Ms. Millie Crossland.

Each subcontractor organization has committed to our PM having direct authority to assign, manage, and redirect all subcontractor personnel, as necessary. We identified our subcontractors early in our proposal preparation process; all have been working with us either on an implementation or during proposed solution. We have integrated the management and leadership of our subcontractor companies into our team, and they are ready to begin transition upon contract award. Our project orientations, training events, and recognition programs are several of the mechanisms that we use to integrate the individual into the larger team and to encourage and motivate personnel to perform uniformly, consistent with team and client values, and not just those of a parent company.

### **Approach for integration and interaction with the City project team**

The proposed Accela team provides the City with unique qualifications, minimal risk and impressive project team credentials. However, the DSD system project must be a collaboration of the project team and the City. Only in this manner can we complete the implementation of the solution with the highest possible level of client satisfaction. Forming the foundation of our approach are four key principles that are incorporated into our work plan and the specific activity plans we have assembled for each task:

- **People.** We have assembled a team of technical leaders, experienced COTS solution implementations and in particular the configuration and implementation of Accela. Our team brings the depth and expertise to work with the City to create a workable solution that can easily be extended to other agencies.
- **Knowledge Capital.** The members of our team bring with them not only the intellectual capital achieved through years in the industry but also access to global knowledge bases of leading practices, tools, and service accelerators.
- **Culture.** Our team is strongly devoted to client service. Our team will help the City create a solution that will address your immediate requirements and provide a baseline for serving other agencies. Intelligent people and comprehensive “knowledge capital” are powerful enabling agents – our collective team, combines these capital assets with a singular focus on client service to deliver solid results in the most efficient manner.

➤ **Stakeholder Engagement.** Our approach also seeks to substantially engage City stakeholders. The City will be asked to identify key stakeholders to be involved in the tasks as well as provide deliverable reviews and feedback. This collaborative approach will help verify that the collective knowledge of the City is reflected in the design and implementation of the new system. It will also encourage a strong level of user engagement and help communicate a clear understanding of the project processes and direction to relevant staff throughout the involved agencies.

The Accela team will manage and execute the DSD system project using an approach leveraged from our team's collective methodologies for planning, developing, and delivering the DSD system.

Our integrated delivery approach leverages consulting experience that is deeply rooted in industry research, leading practices, solution implementations, methodologies, and delivery tools. Our team provides standard and repeatable processes, procedures, guidelines, and templates that reduce risk, improve accuracy, and accelerate delivery, and can be fully tailored to the specific needs of the DSD System. Each component may be used alone or in conjunction with one or more of the other components.

Perhaps the most critical component of any large implementation and the cornerstone of any delivery methodology is the Manage work stream. A work stream is defined as a group of tightly coupled activities/deliverables that are typically performed together and/or are performed by experienced practitioners. This approach establishes a consistent experience for our customers and allows our teams to come together with a standard approach and a common convention for project management.

Underlying the Manage work stream are sub-streams that cover the key disciplines required to manage engagements. These sub-streams include:

- **Project Management.** Provides the planning, management, and leadership that supervise the methodology-driven processes providing timely and cost effective delivery consistent with the project management directives.
- **Quality Management.** Establishes, implements, communicates and supports project quality practices. The quality requirements may be based on corporate, business and/or appropriate standards/requirements.
- **Change Management.** The effectiveness of the change effort is planned, executed and monitored to help establish organizational preparedness, acceptance, and knowledge and skill retention. "Change" includes training, which provides the methods and mechanisms as well as the schedule and resources to provide the client with the necessary

additional knowledge and skills to fully realize the solution’s business value.

To complement the Manage Work Stream, the framework includes seven project components. These components separate the different types of engagement work that can be performed and address the specific needs and competencies that may be required for a particular project. While addressing these specific needs, the framework also integrates these components across the full engagement lifecycle thus allowing them to be used in conjunction with one another to address the complete scope of a project. Included below is a brief description of each of the seven project components.

**Resource plan including:**

**Respondent and City resources required by project phase**

The proposed resources and required percentage dedicated to the DSD Project have been referenced below. When selected, the Accela Project Manager will work with the San Antonio Project Manager to refine the project plan. The refinement of the project plan will further define staffing, percentage of time during each stage of the implementation, and onsite participation.

**Roles and Responsibilities for each team member of both Respondent and City**

Success of the project is dependent on resource assignment and the partnership between the Accela Team and the City assigned resources. Accela has comprised a team that has worked together on other projects, understands each team member’s strengths and will deliver a solution based on best practices from the experienced resources. The City assigned resources need to be empowered to make decisions on the DSD System.

Exhibit 22 provides a list of roles and responsibilities expected by the City staff.

Exhibit 22: Recommended City Project Staffing during Implementation

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> <li>▪ Represent the interests of the project within the City</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Represent the City's interests both strategic and financial within the context of the project</li> <li>▪ Stay informed of major project activities</li> <li>▪ Assist with major issues, problems, policy conflicts and removes obstacles. Act as final escalation point for issue resolution</li> <li>▪ Ensure the project manager receives resources where needed and in a timely fashion</li> </ul>
Program Director	<ul style="list-style-type: none"> <li>▪ Ensure the project is on schedule and on budget</li> <li>▪ Supervision of the Project Manager, Product Administrator and Technical Support</li> <li>▪ Develop recommendations on project issues for the Steering Committee</li> </ul>
Product Administrator	<ul style="list-style-type: none"> <li>▪ Primary liaison between Accela and the Project Team Leads and SME's</li> <li>▪ Lead meetings with User Groups and/or Technical staff</li> <li>▪ Assist the Program Director as necessary</li> <li>▪ Participate in system configuration and build out as much as possible, working closely with Accela implementation team</li> <li>▪ Assist City end users with Acceptance Testing</li> <li>▪ Post go-live, take over internal administration of Accela system</li> </ul>
Project Manager	<ul style="list-style-type: none"> <li>▪ Work closely with Accela's Project Manager to manage, track, facilitate and plan for all project activities. The Project Manager works with the Project Sponsors, Subject Matter Experts and other stakeholders to ensure the timely delivery of a quality product.</li> <li>▪ Overall administration, coordination, communication, and decision-making associated with the implementation</li> <li>▪ Plan, schedule, coordinate and track the implementation</li> <li>▪ Coordinate with the Planning and Enforcement projects</li> <li>▪ Ensure that the project team stays focused</li> <li>▪ Ensure tasks are completed on schedule and that the project stays on track</li> </ul>
Project Team Leads	<ul style="list-style-type: none"> <li>▪ Work with the project team and facilitate project activities for the City and communicate with each affected department to represent department needs and business processes during implementation</li> <li>▪ Attend requirements gathering workshops</li> <li>▪ Coordinate with SMEs to gather data and make decisions about business processes</li> </ul>

Role	Responsibilities
Departmental Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> <li>▪ Coordinate with SMEs to assist in the creation of specifications for reports, interfaces &amp; conversions</li> <li>▪ Review and test the system configuration</li> <li>▪ Learn the system and assist in configuration</li> <li>▪ User representative from each affected department to represent department needs and business processes during implementation</li> <li>▪ Attend requirements gathering workshops</li> <li>▪ Able to gather data and make decisions about business processes</li> <li>▪ Assist in the creation of specifications for reports, interfaces and conversions</li> <li>▪ Review and test the system configuration</li> <li>▪ Participate in knowledge transfer opportunities in order to understand the system</li> </ul>

Accela has proposed the following staff support for post-production.

Exhibit 23: Recommended City Project Staffing after Go-Live

DSD Project Team Role	Tasks
Business Analyst / Superuser	<ul style="list-style-type: none"> <li>▪ Report and business rule specification development</li> <li>▪ Simple adjustment of workflow</li> <li>▪ General support for departmental staff using Accela Mobile, Accela Citizen Access, Accela GIS, etc.</li> </ul>
Infrastructure Support	<ul style="list-style-type: none"> <li>▪ Network maintenance</li> </ul>
System Administrator	<ul style="list-style-type: none"> <li>▪ General maintenance of the system and user ID maintenance (training a primary and a backup is the best practice).</li> <li>▪ Lead the application of software patches and upgrade releases (2 to 4 days typically) to prepare, test, etc.</li> </ul>
GIS Administrator	<ul style="list-style-type: none"> <li>▪ Ongoing maintenance usually related to layer updates, new dynamic themes, etc.</li> </ul>
Report Developers	<ul style="list-style-type: none"> <li>▪ Changes/development of reports</li> </ul>

### Percentage of time that each of the Respondent's proposed staff (whether key role or not) will be on-site and dedicated to the City Project

The table below provides a summary of the expected level of participation for the Accela team based upon the roles identified for each of the Functional Group releases. As part of the Project Initiation, we will work with the City to confirm the initial resource types and level of participation identified below.

Project Role	Estimated Level of Effort														
	Executive Project Oversight	Project Manager	Solution Architect	Conversion Lead	Conversion Support	Integration Lead	Report Developer	Implementation Lead	Implementation Consultant	Drupal Consultant	Implementation Consultant	U-plan Consultant	Training Lead	Testing Lead	
<b>Phase 1 - Functional Group 1</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	5%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	20%	20%	10%	0%	0%	
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	30%	60%	100%	50%	20%	20%	10%	0%	0%	
Stage 4 - Build	1%	100%	0%	80%	100%	80%	100%	100%	100%	20%	50%	10%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	10%	50%	10%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	10%	0%	10%	30%	0%	
<b>Phase 1 - Functional Group 2</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	50%	20%	10%	0%	0%	
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	10%	60%	100%	50%	50%	20%	10%	0%	0%	
Stage 4 - Build	1%	100%	0%	0%	100%	50%	100%	100%	100%	50%	50%	10%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	0%	100%	20%	60%	100%	100%	20%	50%	10%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	0%	100%	20%	20%	100%	100%	20%	0%	10%	30%	0%	
<b>Phase 1 - Functional Group 3</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	0%	20%	0%	0%	0%	
Stage 3 - Solution Foundation	1%	100%	0%	90%	50%	30%	60%	100%	50%	0%	20%	0%	0%	0%	
Stage 4 - Build	1%	100%	0%	80%	100%	80%	100%	100%	100%	0%	50%	0%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	0%	50%	0%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	0%	0%	0%	30%	0%	

Exhibit 24: Estimated Level of Effort by Project Role

### Percentage of the time that each City resource will be utilized to the project, per project phase

When staffing the DSD System implementation, Accela took into consideration the available resources, internal skills, competing priorities, and project timing.

Exhibit 24 provides a framework for client side resource planning. This guideline assumes an apprenticeship approach to implementation. Accela's Professional Services team will execute project tasks while also transferring system maintenance and configuration knowledge to agency staff. The table represents our recommended client-side staffing to support a large, single phase, multi-release, multi-departmental enterprise implementation. The "Full Time Equivalent" (FTE) counts proposed on the number of users of the system.

Each table column is defined below:

1. **Role:** The particular title or activity that the individual typically performs on the part of the jurisdiction.
2. **Implementation FTE:** The “Full Time Equivalent” or overall percentage of time that an individual is suggested to commit to the implementation period of the project. For example, an FTE of 0.1 would indicate that the individual spend 10% of his/her time specifically to the project implementation.
3. **Responsibilities:** The description of activities that encompass the specific role of the individual as it pertains to the implementation and post-implementation periods.

Exhibit 25: Recommended City Project Staffing during Implementation

Role	Phase 1 – Functional Group 1	Phase 1 – Functional Group 2	Phase 1 – Functional Group 3
Project Sponsor	0.05	0.05	0.05
Program Director	1.0	1.0	1.0
Product Administrator	1.0 per department	1.0 per department	1.0 per department
Project Manager	1.0	1.0	1.0
Project Team Leads	1.0 per department	1.0 per department	1.0 per department
Departmental Subject Matter Experts (SMEs)	1.0 per department	1.0 per department	1.0 per department

*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 the Respondent 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.*

## **8.3 Project Management Approach**

*The Respondent should describe their approach to overall project management and integration of all activities required by the scope of work. This section should include:*

### **Project Management Methodology**

#### **Respondent's Project Management Methodology**

Accela's implementation methodology comprises six stages, each with its own project objectives, activities, and defined deliverables. A detailed project schedule defines each stage of this process.

Accela's Implementation Methodology uses principles developed from the Project Management Institute's (PMI®) Project Management Body of Knowledge (PMBOK®), the recognized ANSI standard, and it is malleable to meet specific Agency requirements. Accela will develop a project management plan that provides details of our approach, methodology, organization, communication strategy, risk mitigation strategy, integrated master schedule (IMS), staffing plan, training plan, development, transition and implementation plan, and col-laboration between the Agency and the design team for program success. We will include each task, as specified in a subsequent Request for Proposal (RFP), within the project management plan to support execution of its related scope. At the program level, we will integrate the individual tasks and activities to form an overall project management plan and a project plan.

#### **Rationale and assumptions for recommending proposed approach and strategy**

The Accela team has proposed a different approach from what was requested in the proposal documentation. The approach proposed by the Accela team is based on years of implementation and lesson learned post implementation. The approach for a commercial-off-the-shelf solution is different from a custom software implementation. The importance of

capturing the business requirements, workflow and data elements is key to the success of the project. If these elements change the downstream impacts are detrimental to the scope, schedule and cost of the project.

The Accela implementation approach has been described in detail in section 4, Implementation. The six stages of the Accela Implementation have been tested and proven in many implementations and the Accela team stands behind this approach. Implementing the business rules, integration, reports and conversion activities are all based on the completion of the Solution Foundation.

If the City selects Accela Civic Platform there are downstream benefits. The product can support change post implementation and the Accela team will recommend defining the business process, building the DSD System and after the San Antonio users have had a chance to use the system and find ways of improvement the San Antonio Support Team can build a roadmap to apply those improvements to their DSD System.

### **Including how methodology meets Project Management Institute (PMI) Standards and Best Practices**

The Accela methodology leverages principles from the Project Management Institute and is based on hundreds of implementations. The Accela team will monitor, track and report on a weekly basis accomplishments, upcoming activities, risks/issue, and project plan on the DSD system. This transparency with the San Antonio staff will allow the team to adjust and/or amend their management approach throughout the life of the project.

Accela will set expectations for the project during the initial meetings and formal kick-off presentation. These expectations will be reiterated during each stage kick-off to ensure the Accela team and the San Antonio staff understand the requirements in the stage. Accela has proposed a high-level requirements review during the initial release where Accela will analyze the overlap of requirements and how these requirements will be standardized throughout the project.

Functionality will be delivered in the first release with similar functionality delivered in the second release. Accela will manage the project in the same way, establishing standards during the initial release and if these standards need refining for future releases then an evaluation will take place to determine the impacts of the change. The Accela team will work with the San Antonio staff to ensure a successful project based on scope.

**Project Manager must have active Project Management Professional (PMP) credential and a minimum of 3 years of experience in similar sized projects**

Project management requires expertise in planning, monitoring, and controlling project performance to meet customer deliverables and expectations within cost, schedule, and quality constraints. Accela has identified Millie Crossland as the Project Manager for the DSD System implementation. The industry knowledge and project management experience she will apply to the success of the project. Ms. Crossland does not currently hold credentials for Project Management Professionals, but her experiencing working with Senior Officials in local government should not be overlooked.

Ms. Crossland leadership will guide the Accela team with proven processes, procedures, and tools that we have successfully applied to manage similar large-scale systems integration initiatives. The Project Manager, Millie Crossland, will perform project planning, project monitoring, progress evaluation, and project control functions for the technical, schedule, and cost dimensions of project delivery.

We will use our proven, mature processes and methodologies to work collaboratively with the City to provide meaningful stakeholder assessments, creating and assessing project work plans reviewed regularly for adherence to cost, schedule, and contractual constraints and milestones. Our regularly scheduled project reviews with the San Antonio staff will include discussing project status, risk identification, and issue management through monitoring and reporting.

**Risk Management**

**Requirements Management and Traceability**

The Accela Project Manager will refine and deliver a Project Risk Management Plan that includes specific activities our team will regularly perform to identify, qualify, quantify, prioritize, and manage risks to the City of San Antonio, DSD System Project.

The Accela Project Manager will regularly solicit input from the Accela Project Team and the City Project Team, to anticipate any possible events, obstacles, or issues that may produce unplanned outcomes during the course of the project. The Accela Project Manager will assess risks to both internal and external aspects of the project. Internal risks are events the

Project Team or the City Project Team can directly control, while external risks happen outside their direct influence. Throughout the project, the Accela Project Manager will continuously identify, track, and analyze risks, assess the probability of occurrence, and define mitigation actions to minimize potential impact on the project.

The Accela Project Manager will analyze risk as it applies to the DSD System Project in areas such as:

- culture of the participating agencies
- anticipated impact on the participating agencies of the resulting product or service
- the level to which the end result is defined (the more complete the definition, the lower the possibility of risk)
- technology used on the project (proven vs. new)
- relationships among team members
- impact on work units

Within the Project Risk Management Plan, the Accela team will define an approach for risk responses. Approaches can include actions to avoid, mitigate or accept each risk, depending upon the probability of occurrence and its impact on the project. When risks can be anticipated, the Accela team will assess potential consequences and define actions to minimize negative or maximize positive impacts.

The Accela team will propose an appropriate response for each risk: avoidance, mitigation or acceptance, and facilitate a decision by the San Antonio team to approve mitigation actions. The Accela team will also facilitate communication of risks and mitigation action status, and ensure those actions are implemented. The plan will focus more on those risks considered most likely, with the greatest impact on the project. The City may also make a conscious decision to accept or ignore certain risks. The Accela team will document any such decisions within the Risk Management Plan for follow-up or subsequent re-evaluation.

## **Change Control**

We will apply a straightforward change control process project-wide. The Accela Team approach includes establishing a designated City and Accela Team Change Control Board to make required change approvals at the most efficient level. Straightforward and relatively simple software changes (dictated by software providers' upgrades) with no impact on project

schedule, cost, or baseline CIs will be reviewed by the Accela Team's software and configuration and development core team.

Changes requested in response to a formal test variance (e.g., unit testing, system testing) or that affect a baseline item (e.g., after the City-approved design), cost, schedule, scope, performance, operation, technical design, deviations from standards, or scope will be quickly elevated to the joint City and Accela Change Control Board.

The Accela Team will document our Change Management policies, procedures, data flow, workflows, and decision authorities in the Application Design Plan. Change Control Board members will include managers at the appropriate levels who can make decisions and representatives of software, documentation, test, operations, and support organizations. The Accela project manager is responsible for scheduling the Change Control Board meetings, publishing an agenda, recording the agreed-to resolutions and actions, generating the minutes, and tracking all variances through retesting to closure.

We will generate and control documents using the SharePoint portal tool. We selected this tool because it provides capabilities for the various types of document types (e.g., use cases, Microsoft Word documents, PDFs, data flow diagrams) to be developed, for simultaneously viewing and collaborating, and for a baseline-controlled naming convention. Support staff in the project management organization will be responsible for the format, production, and baseline control of all documents produced on the project. The technical staff will track all changes to the baseline and to previously submitted documents, provide a written disposition, and mark changes for all comments in any resubmission. Technical staff will participate in the Change Control Board to emphasize that documents must be generated and maintained as an integral part of all steps of the project.

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## 8.4 Implementation Approach

*The Respondent must provide their proposed Deployment Strategy. The City is looking at an iterative deployment of functionality across the departments involved, as described in Table 9 and/or Figure 9.*

*Respondent should provide a narrative that identifies the implementation lifecycle approach that the Respondent will apply to the Project (appropriate to the scope, magnitude, and complexity of the solution) that includes, at a minimum, the concept stage, requirements stage, design stage, development stage, test stage, and installation stage.*

*Additionally, the Respondent shall address the following:*

### **Description of the iterative approach to implementing this solution, including approach to prototype development and deployment to various user groups**

Project implementation will be a collaborative effort between the City and the Accela team. Accela has proposed time during the first release to establish standards across the implementation with the different Agency departments. These standardizations will evaluate how the City will configure Contacts, Addresses, Parcels and Owner data fields. In addition, the Accela team will establish standards around configuration in different functional areas, such as Workflow Task, Task Status, Record Status, Electronic Document Review, Conditions, Calendar Management, etc. These standards are based on the proposed requirements where similar functionality is requested across the different organizations, such as Plan Review, Permitting, Land Management, Hearings, etc.

The time spent on establishing standards will eliminate rework for future Functional Group releases and establish enterprise interfaces for Functional Group 1 by reducing the cost in keeping the integration team for future releases. Accela has proposed meeting the mandatory requirements referenced in the proposal documentation and answers to questions during the proposal process for the DSD System.

The following list identifies the critical factors that typically have a significant impact on Accela implementations:

- ➔ **Dedicated City Participation** – Accela fully understands that City staff members have daily responsibilities that will compete with the amount of time that can be dedicated to the DSD System implementation project. However, it is critical that the City acknowledges that its staff must be actively involved throughout the entire duration of services as defined in the Project Plan. We will communicate insufficient participation of City and Accela resources through Project Status Reports with real and potential impacts to the

project timeline. The assigned City Staff participants need to be empowered to make business decisions to support the new DSD System. We have proposed staffing levels for the City's participation below. This could range from full-time during early analysis meetings to part-time during the technical implementation phase.

- **Knowledge Transfer** – While Accela cannot guarantee specific expertise for City staff because of participating in the project, we will make all reasonable efforts to transfer knowledge to the City. It is critical that City personnel actively participate in the analysis, configuration, testing and deployment of the DSD System to transfer knowledge to the City. Once Post Production assistance tasks are completed by Accela Services, the City assumes all day-to-day operations of DSD System outside of the Support and Maintenance Agreement. The Service and Maintenance Agreement does not cover any City manipulation of implemented scripts, reports, interfaces and adapters. Key knowledge transfer areas include:
  - Configuration
  - Business Process Automations
  - Batch scripts
  - Interfaces
  - Business Process Engine
  - Expressions
  - Reports and Forms
- **Deliverable Acceptance Process** – Upon completion of each deliverable according to the acceptance criteria defined herein, Accela will provide the City with a Deliverable Acceptance Form to formalize acceptance and completion. Upon completion of each Deliverables Acceptance Form, Accela will proceed toward the next milestone. Deliverable review cycles, if extensive, can extend the length of a project significantly.
- **Legacy Data Conversion** – Involvement by qualified City staff to assist in preparation and understanding of Legacy data sources to be converted into Accela Civic Platform is required. The Accela technical implementation staff will assist the City in identifying data anomalies and inconsistencies that must be resolved by the City staff prior to a successful data conversion being developed and executed.
- **Accela's Implementation Methodology** – Accela's successful, proven, implementation methodology is crucial to the project success. Accela's software and customer base is a niche market and, as such, the implementation methodology may differ from other consulting firms and software packages. It is imperative to project success that the City is willing to adhere/adopt to our implementation methodology.

- **Documentation of Current Processes and Systems** – The level of available documentation can impact a project schedule considerably. Proper documentation can expedite the learning process and the Accela team will leverage existing templates tailored to meet each deliverable. These deliverables if they can be reused for future releases will be red-lined and updated for the future release.
- **Complexity of Scope and Requirements** including:
  - + Number of departments, external reviewers, user groups and/or agencies to which the software is deployed.
  - + Business requirements and/or processes to be implemented including, but not limited to plan reviews, license types, permits, meeting calendars, inspection types and enforcement.
  - + Level of automation required and degree to which clients rely on inherent COTS configuration that maximizes out of the box functionality thereby reducing ongoing maintenance and support efforts. Accela has assumed out of the box functionality to meet many of the mandatory requirements and leveraging Business Process Engine for business rules defined in the requirement.
  - + Conversion requirements – number and complexity of sources systems for data migration. System factors that lead to additional complexity include data cleansing requirements (if any) and/or converting legacy systems with limited and/or no documentation.
  - + Interfaces requirements – number and complexity of interfaces and specification of such, including but not limited to the frequency and type of data to be exchanged.
  - + Training requirements – including the number of business users that will require training and the schedule to do so in a manner that minimizes impact to operations.
  - + Testing requirements – including the time and effort available of agency staff to define and accurately and adequately test the new functionality and data migrated.

While some or all of these factors influence the overall project schedule, it is critical to understand the business reasons for implementation, including the overall goals and objectives, or vision, of the City. The goals and objectives of our proposed solution will be considered in the development of an overall project schedule and plan that reduces risk, maximizes benefit, creates a solution and works within the constraints of the agency.

The Accela Methodology has a proven track-record and with today's methodology changes and approaches using agile approaches we remaining strong on our proven methodology.

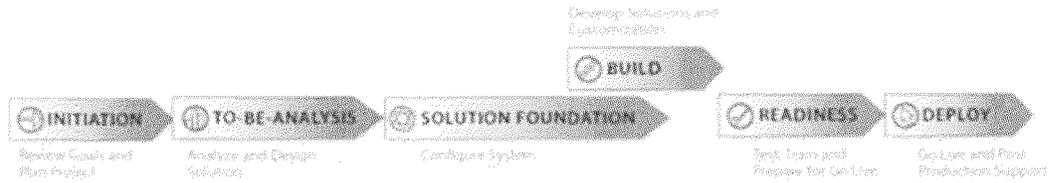


Exhibit 26: Six Stages of Accela's Implementation Methodology

The section below describes each implementation stage, which is defined by specific Objectives, Activities, and Deliverables.

Exhibit 27: Accela Implementation Methodology Definitions

Methodology Component	Definition	Expectations
<b>Objectives</b>	The defined purpose and expected achievements of the stage.	At the completion of each stage, the Agency/Accela project management team confirms that these objectives have been achieved.
<b>Activities</b>	The tasks to be performed to achieve the defined objectives.	Activities are the daily tasks of the project implementation and follow the format defined of the project plan. Activities are closely monitored and drive the overall project status/ progress.
<b>Deliverables</b>	The tangible result that will be delivered at the end the stage. A project deliverable can be anything from a completed document, a presentation, or configured system.	Deliverables are material artifacts that represent the defined objectives and are the result of Activities. A deliverable represents the objectives of the stage in a substantive manner whereby the project success can be evaluated and approved.

## Stage 1 – Initiation

Stage 1 sets the tone for the entire implementation by ensuring the project starts in a well-organized, structured fashion while re-confirming the Agency and Accela expectations regarding the implementation. This stage comprises project planning activities, core project management documents and templates and the first on-site meeting conducted between the City of San Antonio team and the Accela Team after the signing of the Statement of Work.

Exhibit 28: Implementation Methodology Stage 1 Objectives, Activities, and Deliverables

Objectives	Activities	Typical Deliverables
<ul style="list-style-type: none"> <li>▪ Develop a strong communication plan that includes status meetings, progress tracking and reporting mechanisms, issue/risk management plans, budget management, and resource management plans.</li> <li>▪ Complete all project planning activities including a complete, resource loaded project schedule/plan, Kickoff meeting, and status reporting schedule</li> <li>▪ Identify approval and sign-off requirements of all milestones.</li> <li>▪ Successful installation of licensed Accela products in the support environment. (Agency hosted only)</li> <li>▪ Ensure understanding of Agency vision for the project/solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Schedule and conduct initial meeting/call with Agency project leadership (typically Sponsor, Jurisdiction PM, Accela Director, and Accela PM) to review objectives, scope, and timeline for the project</li> <li>▪ Work with Agency PM to develop Project Charter using Accela’s Project Charter template</li> <li>▪ Review and gain approval on Project Charter</li> <li>▪ Work with Agency PM to develop Integrated Project Plan using Accela template</li> <li>▪ Review and gain approval on Project Plan from Agency Sponsor</li> <li>▪ Agree on Accela Project Status Report Template</li> <li>▪ Setup project SharePoint Site and upload pertinent documentation (Manuals, Contract, templates, etc.)</li> <li>▪ Agree on Issues and Risk Management Log (SharePoint)</li> <li>▪ Organize and conduct Project Kickoff Meeting with jurisdiction</li> <li>▪ Schedule Project Team onsite work facilitates access to any necessary buildings, systems, etc.</li> <li>▪ Deliver technical specification requirements (i.e. hardware and software) to Agency for on</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Project Charter – A</b> comprehensive deliverable that defines how the project will be managed and executed for each stage of the implementation. This document details all functional areas of the project and includes the project approach, project organization and roles/responsibilities matrix, project plan, communication plan, and the issue/risk management plan. The charter outlines how deliverables, milestones, and change control procedures are addressed.</li> <li>▪ <b>Statement of Work Review –</b> Review of the scoping document that defines all consulting/professional services work and deliverables to be provided by Accela, Inc.</li> <li>▪ <b>Baseline Project Plan – A</b> project timeline that details the dates and durations of all implementation activities, including status meetings and executive committee meetings. This plan serves as the main calendar to track all events related to this project.</li> <li>▪ <b>Project Status Report Template –</b> The template from which all project status reports are created.</li> </ul>

- premise installation where appropriate
- *For an on premise solution*, assist Agency in the installation and setup of Development (DEV) environment
- *For a managed services solution*, set up and ensure Agency access of the Development (DEV) environment.
- **Project SharePoint Site** – pre-loaded with baseline documentation.
- **Project Initiation Meeting (Kickoff)** – During the project kick-off meeting, the project charter and schedule of status meetings and deliverables will be reviewed with all participating departments and the executive committee overseeing this project.
- **System Installation Document** – For on premise Agency’s, complete and deliver a detailed document of the completed installation.

## Stage 2 – To-Be Analysis

During Stage 2, Accela reviews existing agency documentation, interviews agency staff, and conducts workshops, and meetings, to understand and document the “To-Be” vision of the Agency solution and how it will leverage the licensed Accela products. It is during this phase that Accela gains a deeper understanding of Agency processes and business rules; simultaneously, the Agency begins to gain a deeper understanding of the methodology and Accela Civic Platform capabilities.

Exhibit 29: Implementation Methodology Stage 2 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>▪ Identify the detailed system requirements for each record/transaction/activity type from inception to completion including all product extensions (Accela Citizen Access, Accela GIS, Accela Mobile).</li> <li>▪ Prepare detailed requirements for all in-scope system configuration required to meet Agency requirements.</li> <li>▪ Identify and define the level requirements for technical components such as reports, interfaces, business rule automations and data conversions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Document the to-be state of each business process as a basis for configuration in all licensed Accela products</li> <li>▪ Develop and demonstrate select end to end system prototypes to assist Agency with understanding of future state and documented requirements</li> <li>▪ Document all users and security requirements</li> <li>▪ Document intake requirements, forms, and data fields for each business process; output requirements (documents/letters/reports); fees and collection procedures for each record/activity type; and all</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Best Practice GAP Analysis and Configuration</b> – Updates to Best Practice configuration to meet Agency requirements.</li> <li>▪ <b>To-Be Analysis Document(s)</b> – The blueprint for configuring the Accela Civic Platform system. This document outlines the To-Be state of each unique Agency process to be built by Accela Services.</li> <li>▪ <b>Prototypes</b> – Used to demonstrate selected aspects of the Accela solution to assist in understanding how it will operate for the Agency.</li> </ul>

- Document high-level use/test cases to be used for unit testing and further, establish a baseline for full end-to-end test cases.
- required inspections and inspection result options for each case record/activity type.
- Assist in identifying potential data elements that should be mapped into the Accela Civic Platform application.
- Work with the Agency to identify required fields to be mapped to existing agency systems that are identified required interfaces
- Conduct workshops with management team(s) to discuss potential organizational impacts associated with enhanced workflows and job functions
- Provide orientation and core team training on licensed Accela products

### Stage 3 – Solution Foundation

In Stage 3, Accela will be built to match the to-be processes agreed to in the Analysis stage. Essential to this effort is the configuration of the Record (Case, Application, License, Permit, Work Order, etc) types that were agreed to during the To-Be Analysis stage. The Solution Foundation utilizes all ‘out of the box’ configuration tools to establish a baseline, or foundation, configuration of all Accela products as required prior to beginning the Stage 4 – Build components.

Exhibit 30: Implementation Methodology Stage 3 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>▪ Complete the configuration and unit testing of the Accela Civic Platform and corresponding product extensions (Accela Citizen Access, Accela Mobile and Accela GIS).</li> <li>▪ Unit test the as-built configuration to ensure progress towards meeting the Agency business requirements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Configure all record types and Accela Civic Platform components as required for complete solution</li> <li>▪ Unit test all base Accela product components as built</li> <li>▪ Conduct review sessions with the departments throughout the process to ensure expectations are met</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Solution Foundation Document</b> - details the technical aspects of what has been built to meet Agency-specific business rules and processes (e.g., in-scope record types (workflows, task statuses, user defined fields, fee structures, etc.).</li> </ul>

## Stage 4 – Build

Stage 4 includes development of all system integration points, business rule automations, report outputs, and data conversion/migration programs. Although Stages 3 and 4 occur overlap, configuration activities do not end until after the Build stage is completed. This Stage is comprised of all the technical components of the solution that are required to meet the Agency requirements and can only be completed once the Solution Foundation is complete. At the end of Stage 4, the complete end-to-end Solution has been developed, unit tested and is ready for full User Acceptance Testing.

Exhibit 31: Implementation Methodology Stage 4 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>▪ Develop and system test the data conversion programs to migrate data from the in-scope data sources into the Accela Civic Platform application.</li> <li>▪ Complete accurate data conversion mappings. Confirm schedules are in-line with required data loads for system and user acceptance testing cycles.</li> <li>▪ Evaluate Agency technology infrastructure for compliance with the Civic Platform's technical standards, specifications, and requirements.</li> <li>▪ Map, review, and convert/migrate all system data into the Civic Platform.</li> <li>▪ Develop and test all in-scope interfaces, business rule automations and reports.</li> <li>▪ Complete all aspects of end-to-end solution in order to prepare for User Acceptance Testing.</li> <li>▪ Agree to and develop in scope Business Process Validations and Automations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess Agency support environment to ensure that the infrastructure components meet all requirements. (Agency hosted only)</li> <li>▪ Make recommendations (if necessary) for upgrades to the support environment, if needed. (Agency hosted only)</li> <li>▪ Install/setup other required Accela environments, such as Test and Production as required to complete the implementation</li> <li>▪ Review required data conversion activities to ensure proper data field mapping</li> <li>▪ Develop and system-test the data conversion/migration programs and load the data into the Accela Civic</li> <li>▪ Configure and system-test the in-scope reports.</li> <li>▪ Develop and unit test the application interfaces. The Accela team will work with Agency IT staff to ensure the interfaces are working as required</li> <li>▪ Conduct administrative, and maintenance training</li> <li>▪ Core team testing of Accela Civic Platform Solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Process Validation and Automation Specifications and Development – Identification and development of all in-scope event scripts, batch scripts and expressions.</li> <li>▪ Report Specifications and Development – Identification and development of all in-scope reports.</li> <li>▪ Data Conversion Specifications and Development – Conversion/Migration of all legacy data.</li> <li>▪ Interface Specifications and Development – Identification and development of all in-scope interfaces.</li> <li>▪ User Experience - fine-tuning of the User Interface (“look and feel”) of the solution, usability and security. This portion is completed prior to User Acceptance Testing to provide a more refined view of the system and assistance with system acceptance for new users.</li> <li>▪ Administrative and Technical Training – Training for Agency staff that focuses on the administration, maintenance, and augmentation of its Civic Platform configuration.</li> </ul>

## Stage 5 – Readiness

During Stage 5, the Accela Civic Platform system is tested, users are trained, and Accela’s team prepares for system deployment. User acceptance testing plans are developed, approved, and executed during this stage. When this Stage is complete, the Agency must confirm all system requirements have successfully been met prior to moving to Production and system live status.

Exhibit 32: Implementation Methodology Stage 5 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>▪ Develop and execute a User Acceptance Test Plan. Gain approval/ confirmation that the system requirements as documented and signed off on have been completed and met.</li> <li>▪ Complete all User Acceptance Test activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Execute the User Acceptance Test Plan to ensure the requirements have been satisfied</li> <li>▪ Schedule, conduct, and document results of testing sessions with each participating department to execute the User Acceptance Test Plan. If necessary, corrections deemed to be in-scope will be made to the system</li> <li>▪ Schedule an executive session to review the successful completion of the User Acceptance Test Plan for approval and sign-off</li> <li>▪ Gain approval to execute the Deployment Plan.</li> <li>▪ Schedule training sessions</li> <li>▪ Conduct end user training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>User Acceptance Testing –</b> A User Acceptance plan will be developed and is used as a guideline in User Acceptance Testing. Approval of completion of this deliverable confirms that Accela has successfully met the requirements of the new system and the system is ready to be deployed.</li> <li>▪ <b>End User Training –</b> User groups are trained in the use of Accela Civic Platform. This training includes how their daily responsibilities and workflows are enhanced by the Accela application (business operations training).</li> </ul>

## Stage 6 – Deploy

The final stage of the project is marked by the transition of the Accela Civic Platform to the production environment. All necessary go-live activities are identified, documented, reviewed and executed. A review of the Statement of Work ensures that all system requirements have been met. Once deployed, the agency may begin to use the system in their day-to-day activities. Upon completion of Stage 6, all support functions are transitioned to Accela’s Customer Resource Center (CRC).

Exhibit 33: Implementation Methodology Stage 6 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>▪ Completion of all training on the use and maintenance of the Accela Civic Platform.</li> <li>▪ Successful deployment of Accela Application in the production environment.</li> <li>▪ Agency use Accela solution in their daily activities.</li> <li>▪ Obtain Project Completion Signature, indicating that the project has completed successfully and turn Agency over to Accela's CRC for ongoing support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete all training for all specified user groups</li> <li>▪ Develop and execute a deployment plan to manage the go-live event</li> <li>▪ Execute the Deployment Plan, whereby the system is installed and live in a production environment</li> <li>▪ Onsite support from Accela for negotiated amount of time during go-live deployment</li> <li>▪ Schedule an executive session to review the activities and results of deployment, and gain signature indicating that the project has been successfully completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Pre-Production Checklist Development, Tracking and Execution</b> – A document detailing all go-live required activities, timelines, and execution.</li> <li>▪ <b>Move to Production</b> – Accela is fully transitioned to the production environment and ready for daily use.</li> <li>▪ <b>Post Production Analysis</b> – A review of all activities detailed in the Production Checklist and confirmation of project completion.</li> <li>▪ <b>Formal Transition to the CRC for Ongoing Support</b> – The process whereby the Agency's project is transitioned to the CRC for ongoing support. This includes training Agency staff on the many ways to contact and interact with the CRC, as well as the transition of all documented issues and requests from the implementation team to CRC staff.</li> </ul>

**Description of how all project activities and deliverables in this solicitation will be developed using the proposed iterative approach**

Accela has proposed our proven approach for implementing the Accela Civic Platform which is more of a waterfall approach than iterative, agile approach for the DSD system implementation. A successful project is based on the partnership of Accela and the client achieving the same goal. The DSD system implementation is based on a solid configuration foundation or Solution Foundation. The Accela Platform is based on configuration of the workflow, application specific information and tables, fee schedules, document types, and smartchoice configuration. When these components are defined and built then the Build Stage can take place.

During the Analysis Phase of the project, Accela will gain an understand of the departments requirements to establish the workflow, application

specific information and tables, conditions, calendars, fee schedule, and business processes. The Accela team will build out the record structure based on these functional components. Once the configuration has been approved and the Solution Foundation completed, the build activities can take place. Build will include the design of the reports, business process engine (automation), integration, and data conversion.

The Accela Methodology is a proven approach and to apply a iterative approach to the design causes a high-volume of iterations with no final configuration. When the configuration evolves data conversion, integration, reports and business process are impacted and re-designed causing the project schedule to be impacted.

Accela has proposed eight prototypes during each release by presenting the Subject Matter Experts with a design of the record structure, application specific information and tables, fee schedule, conditions, and reference data configuration. These prototypes will be agreed upon based on analysis to demonstrate record types with high volume of application types and the more complex business processes. The prototypes will be walked through to demonstrate areas of integration, simulated reports and description of the business processes that will be automated and implemented during the Build stage.

During the Build stage of the project, Accela will validate business processes with the Subject Matter Experts and the Subject Matter Experts will be developing their test cases to support the user acceptance testing activities. By reviewing the process during the build phase both Accela and the Subject Matter Experts validate the business rules and ensure configuration meets the business process. In addition, integration activities will be taking place to process or valid information captured in the DSD system. With configuration in place, the migration team will be mapping legacy data elements to the new DSD System and reports will be developed.

Once the Build Stage is complete, the Accela team will perform system integration testing to validate all components of the release are performing as expected. At the completion of system integration testing, Accela will work with the City to execute User Acceptance Testing. The Test Case Scenarios should focus on 80% of the daily business processes to ensure the DSD System requirements are met. Users will test the system through the application lifecycle to ensure user roles and consoles are configured to support daily operations.

At the conclusion of User Acceptance Testing, the Accela team in collaboration with the City will prepare for End User Training. Accela will

work with the City in establishing training documentation to support train-the-trainer training sessions. Accela will execute the train-the-trainer sessions and begin to prepare for the Functional Group release. While the Accela team is preparing for go-live, the San Antonio staff will be completing the end user training to staff. At the conclusion of training, the integrated team will prepare for deployment.

### **Identification of key milestones and timeframes for completing the proposed tasks and deliverables**

Accela has provided a project plan outlining key milestones and timeframes outlined in our methodology. The Accela team has subscribed to the City of San Antonio's project duration of 27 months. The first Functional Group will be released in 15 months, the second Functional Group release will be delivered in 12 months and the final Functional Group will be released in 12 months. Functional Group 2 and 3 will overlap the previous release by 6 months.

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*Respondent should also describe the overall approach to implement the proposed solution with other City Departments (e.g. Metropolitan Health Department, San Antonio Fire Department, etc.) as a separate initiative. This is a separate, optional scope of effort that the City may request the selected Vendor to implement at its discretion. Key points to consider:*

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### **Potential reusability of solution components**

Accela has proposed an enterprise standardization during the analysis and design period for the first release. This approach will benefit the three proposed releases for the DSD System by eliminating rework in future releases and allowing the Accela team to build out the enterprise integration components of the project required to meet the first release. The standardizations will be adopted in the second release where data fields captured for contacts or parcel information will already be established.

This proposal is based on the documentation the City of San Antonio provided to determine solution and scope. Accela can make recommendations for potential reusability, but without requirements, use cases, and/or application information it is difficult to determine what can be reusable for other City Departments.

The Accela Civic Platform is a commercial-off-the-shelf product, once a component is configured this component such as workflow can be assigned to one record/application or multiple record/application. The potential for reusability would be around:

- Workflow
- Application Specific Information (data fields)
- Document types
- Fees
- Address, Parcel, Owner information
- Contacts
- Conditions
- Pageflows for online portal

The other department's desire to use the enterprise would be available and configuration is based on the department's business rules would determine if configuration could be reusable.

### **Economies of scales that may be achieved by leveraging existing infrastructure**

The Accela Civic Platform can be scaled to meet the agency's requirements. If these requirements change such that additional users are required or the volume of data changes due to the new additional departments the infrastructure may be impacted.

The Accela team understands the importance of building integration to external systems in a way that can be leveraged for future growth of the implementation. The integration team will build integration for example, the SAP Financial system during release one, but will build it to support release two and three. When future departments are added to the DSD System, the integration to external systems will already exist. Possible changes might be required, but if the future departments builds their configuration based on the standards defined on the DSD System then integration should be seamless.

### **Software licensing**

Accela has provided the appropriate software license per the proposal documentation provided by the City of San Antonio. Accela is more than happy to discuss additional software license based on future growth of the DSD System.

### **Dependencies**

The dependencies for other departments would be dependent upon the first phase of the DSD System implementation.

### **Timeline**

The timeline for other department's implementation of the Accela Civic Platform has not been defined. Accela would work with the City of San Antonio to better understand the requirements for the other departments working with the City to determine a timeline for the project.

*Vendor may also include any other information that will help inform the City on the best approach to expand the solution into other City departments.*

## 8.5 Key Implementation Risks and Mitigation Strategies

*The Respondent shall identify key implementation risks and risk mitigation strategies of New System based on prior Vendor experiences. Respondent shall provide a sample risk register that will be used throughout project implementation to identify, monitor and control risk.*

Based on our experience and understanding of complex and large-scale implementations, Exhibit 34 identifies and discusses the most common project risks and methods to minimize and mitigate such risks.

Exhibit 34: Risk Assessment

Risk	Prob.	Impact	Mitigation Strategy
<p><b>Sponsor/Stakeholder Involvement</b></p> <p>Neglecting concerns or not including the future end-users in the process while implementing a new system can often create a large barrier to system acceptance or buy-in.</p>	L	H	<p>Although it is often impossible to involve every potential user in an implementation project, it is possible to hold periodic workshops to gather information or requirements, document, and listen to concerns or to demonstrate a system prototype.</p>
<p><b>Scope Changes</b></p> <p>Scope is cause for constant concern during project implementations.</p>	H	L to H	<p>A well-defined scope with very clear requirements is imperative. It is also important to understand the difference between minor changes that do not affect project timeline or cost and changes that will have a direct impact on timeline, resources and/or cost. Invariably, a requirement will surface that will blur the lines between being in-scope or out-of-scope. The City and Accela should approach these on a one by one basis to come to a mutually agreeable solution.</p> <p>Accela will work collaboratively with the City to define and control the scope of the project. Our strategies for managing scope risk include:</p> <ul style="list-style-type: none"> <li>▪ Ensuring scope is well defined and detailed during the contract negotiations and initiation phase of the project. This will not only include defining the number of permits, licenses and other function points but also the number and complexity of forms, screens, reports, etc.</li> <li>▪ Provide outlines and templates for documentation deliverables as part of the scope definition so that expectations for these deliverables is clear.</li> </ul>

Risk	Prob.	Impact	Mitigation Strategy
<p><b>Resource Availability</b></p> <p>Resource Availability is a key component of a successful implementation, including both business and technical resources.</p>	L	H	<ul style="list-style-type: none"> <li>▪ Provide project team and stakeholders (both Accela and City) with orientation to the defined scope so that everyone understands the project's boundaries.</li> <li>▪ Periodically review scope to reinforce project boundaries.</li> <li>▪ Communicate process for evaluating and accepting scope changes (see change management processes in Section 3.2.2).</li> <li>▪ Use structured work authorization system to manage work packages.</li> </ul> <p>Resources must be readily available to meet the constantly changing demands of the rolling train of implementation, such as meeting configuration deadlines, conducting end user analysis, transferring knowledge, issue resolution, identifying points of escalation, etc.</p> <p>There is a direct link between readily available resources and the progress of the implementation. Implementations flow smoothly and efficiently with engaged and equipped resources, while implementations with resource challenges often reflect these challenges with a lack of progression. Documenting and opening communication with available resources will continuously build momentum toward a successful implementation.</p> <p>To ensure that our team has adequate resources to successfully complete the project, we will undertake the following mitigation activities:</p> <ul style="list-style-type: none"> <li>▪ Accela resources will be reserved for the tasks they are assigned for the duration of the project.</li> <li>▪ Weekly resource meetings are conducted within Accela. The City resources will be addressed during the weekly status meetings and will need top down support to provide their support to the project.</li> <li>▪ Ability to draw on additional expertise at Accela to augment team as required.</li> </ul>
<p><b>Knowledge Retention</b></p> <p>People assigned to the project team, both from the City and Accela side, may decide to change careers, jobs, or have other</p>	H	H	<p>Depending on their role, there can be a variety of effects to the project. Knowledge walking out the door is not an easy obstacle to overcome, however there are certain things that can be done to help disperse the effect. A repository where documents are stored is helpful to find</p>

Risk	Prob.	Impact	Mitigation Strategy
<p>circumstances that cause them to be removed from the project team.</p>			<p>work that has been done. Bi-weekly status reports help the project manager(s) know exactly what that person was/is responsible for and where they are in progress on any deliverables. Also, meeting and having knowledge transition sessions prior to their departure is important so that someone may step in and begin to pick up where another person left off.</p>
<p><b>As-Is Processes</b></p> <p>During implementation it is easy to focus on the new functionality that the system offers and begin configuring and developing new processes right away. However, without taking the time to understand the existing, or “As-Is” processes there is a large risk of overlooking existing functionality that is required. A lack of “As-Is” process understanding and documentation can result in a system that does not meet the end-user expectations.</p>	L	H	<p>During implementation any existing requirements, process flow or functional documentation that the City has should be provided as a starting point to help mitigate this risk. From there we will determine where further documentation is needed. Some other ways to mitigate this risk is to ensure that the test cases are created to test critical existing functionality, have User Acceptance Testing members review the test cases, and develop prototypes of the solution for end users to see.</p>
<p><b>Unplanned changes needed in business requirements</b></p> <p>The ability to incorporate unplanned changes in business requirements and, in turn, how the system can be reconfigured to adhere to these changes, is at the forefront of why the Accela Civic Platform system was designed and continues to be upgraded to maximize its flexibility for public agencies.</p> <p>Accela has substantially reduced the traditional risk associated with solutions that require customization or cannot be fully tailored to suit the changing needs of a department or enterprise. With the Accela Civic Platform business risk regarding unplanned changes is inherently minimized. It is rare for Accela-implemented clients to continue doing business without the need to make changes to its initial configuration.</p>	H	L	<p>To minimize the impact of changes to business requirements we will undertake the following activities:</p> <ul style="list-style-type: none"> <li>▪ At the very onset of our implementations and under our business analysis phase, Accela implementation specialists work with City staff to discuss all needed configuration and to solicit questions that aid in the anticipation of changes so that the system can be configured under the most contemporary business environment.</li> <li>▪ The training that Accela offers, both informally working with City system administrators and others, and in formal classes, will empower City technical and power users and provide them the necessary confidence of reconfiguring the system to meet changing needs. Changing business requirements no longer present an obstacle and risk is diminished if in fact not eliminated.</li> </ul>
<p><b>Users do not agree with project goals</b></p> <p>It is rare for Accela to enter into a project and find that every single end user in that community of users will be looking forward</p>	H	H	<p>It is typical that the larger the implementation audience, the larger corresponding number of ‘unconvinced’ individuals. We recognize this fact at every implementation and thus work with the</p>

Risk	Prob.	Impact	Mitigation Strategy
<p>to the benefits of automation. While these benefits clearly outweigh any disadvantages, Accela's implementation team has been trained and is experienced in dealing with the lowest common denominator – that is, seeking the buy-in of users who for one reason or another are not in agreement with the goals or articulation of the project as it moves from stage to stage.</p>			<p>client project managers and other key staff to solicit the interaction and participation of these individuals so the specific advantages of automation can be presented and discussed with them. We believe that actively seeking the input of those that for one reason or another may not be in agreement with the purpose or outcome of a software implementation project is one of the many positive actions we can render. Our organizational change management strategy and activities are focused on managing internal staff engagement to minimize this type of issue.</p>
<p><b>Sign Off</b></p> <p>Lack of a formalized signoff document and procedure can create confusion and disagreement on whether or not work has been completed according to specification.</p>	L	H	<p>Clearly defined sign off criteria for all major deliverables along with a sign off document is imperative in order to maintain agreement that work has been satisfactorily completed and for maintaining the project schedule.</p>
<p><b>Third Party Interaction</b></p> <p>An open line of communication needs to be created early on in project implementation between Accela, the City, and any vendors that will be interfacing to the Civic Platform. Much information, both business logic and technical, needs to be shared in order to interface appropriately and within the bounds of resources budgeted for the project. Without appropriate information sharing, the entire project could be affected, causing unnecessary, distracting, and oftentimes costly slippage.</p>	H	H	<p>Documenting and identifying points of contacts and procedures early in the project will help facilitate the process of successfully interfacing with third party data and preparing to meet the needs of all end users.</p>
<p><b>Staff over-allocated between project work and regular duties</b> (may lead to lack of user participation in testing and training)</p> <p>The allocation of staff to daily duties and to the important tasks of an Accela Civic Platform implementation is a common characteristic in most implementations.</p> <p>Accela fully recognizes that while an implementation is a partnership in which both parties seek to diligently commit effort and thus remain faithful to their tasks and responsibilities, there can be periods during the implementation that daily work</p>	H	H	<p>To help mitigate the impact of the project on City staff's other work obligations (and the impact of staff being unavailable for project work) we offer the following strategies:</p> <ul style="list-style-type: none"> <li>▪ During contract negotiation and project initiation we will include estimates of the work required by the City to support the implementation and work with the City Project Manager to confirm that required staff time available.</li> <li>▪ Our team will look for ways to minimize demands on staff by having our team undertake as much of the implementation work as is feasible without compromising the implementation – for example it may be</li> </ul>

Risk	Prob.	Impact	Mitigation Strategy
<p>pressures will override client project staff commitments</p>			<p>possible to have our team assist the City in executing UAT scripts.</p> <ul style="list-style-type: none"> <li>We recommend that our clients develop alternate contacts and thus expand the level of project participation. This small effort can reap great rewards when project plans are relied upon to monitor tasks and deliverables. Additionally, the project plan that guides every Accela Civic Platform implementation accounts for periodic meetings so that work is planned and reviewed not only for the task item in question but for those in the foreseeable future. This gives all project participants a view of the immediate future and can assist in deflecting tasks to other team members when daily work tasks become pressing.</li> </ul>
<p><b>System End-to-End Testing</b></p> <p>System end to end testing is where the final, complete solution is tested to insure that all components are working together, as designed, to meet the business process requirements. At this point in a project, everyone is looking for that final go, or no go decision.</p>	<p>H</p>	<p>H</p>	<p>Two areas that are extremely important to minimize risk in this area are a comprehensive test plan, and adequate resources. The test plan must attempt to contain valid testing scenarios for all variations of a business process. As this is so difficult to do, it is imperative to have as many project team members as possible review, and give input to the test plan. The actual act of testing the system can be very labor intensive. Having future end-users involved to test their business processes and areas of expertise is one way to help spread the burden of this. It also can help get their buy-in to the final product prior to go-live.</p>

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## 8.6 Test Strategy

*The Respondent shall describe their approach and ability to test and validate the functionality of the implemented solution against the documented requirements and use cases. This section should include:*

The Accela team will coordinate and prescribe an overall testing strategy and approach predicated on the assembled requirements of the DSD System as determined jointly with the City Staff during the Design stage. The goal is to ensure the Accela team will use integration testing methodologies that are based on industry best practices and solutions, innovative, practical, and cost-effective.

During the Design stage, the Test Lead along with the City's Test Lead will document the overall approach in a Test Plan that meets requirements. The Plan will outline specific strategies, activities, tools and reports. The Plans will be based on the test/acceptance strategy produced as part of the activities in the Design stage of our joint project plan.

The Accela team has based its approach to executing successful test efforts across multiple delivery releases and delivery responsibilities through our attention to these four core aspects of testing excellence:

- Providing qualified senior and experienced test lead
- Thorough planning at the program level
- Effective communication among the integrated Accela team and the stakeholders

Core to the success of this structure will be the effective communication and collective understanding of the goals, tasks, and protocol for the testing effort to all the test teams. As previously mentioned, the Test Plan will serve as the primary place where all test team members can get a complete view of all the testing efforts along with how their specific effort will coordinate with the rest of the project teams. This plan will be updated regularly and communicated to the rest of the DSD team members and stakeholders so that they can plan accordingly.

The Accela team will work with the City's Subject Matter Experts during each release in establishing test cases/scenarios to support User Acceptance Testing. In a proposed approach to keep cost down and based on past experiences Accela assumes the City will build their own test cases/scenarios. The Accela Test Lead will work with the City developing the Test Plan and identifying the different test cases. The Accela team recommends test cases should be focused on 80% of the daily business

operations to ensure the users can perform their daily jobs without interruptions.

### **Unit Testing**

The Test Plan will outline Accela's approach for the different testing activities on the project. Unit Testing will begin once Accela has completed the solution foundation or the configuration based on the Analysis Stage. The configuration will be based on To-Be Analysis documentation. The Accela implementation team will complete their configuration and assign the record to another consultant to review the configuration against the documentation. When the configuration has been accepted by the consultant who reviewed the configuration, the Accela team will coordinate a meeting with the City Staff to walk through configuration. Once all the record types have been configured and the City completed and accepts configuration. Configuration will be completed.

The Build stage will include unit testing on reports, integration built-out, and business process engine development. The Accela team will develop specification documents for reports, interfaces and business processes to ensure Accela has a clear understanding of the requirements to be developed. The City staff will approve the specification documents validating Accela's interruption of the requirement and design of the different functional areas. Once the specification has been approved, the Accela team will build the reports, the interface, and/or the business process. At the conclusion of the component's build activities, Accela will work with the City to validate the build component with the specification documentation.

### **System Testing**

The Test Plan will define how system testing will occur for the City of San Antonio. The Accela team has proposed prior to the completion of the Build stage the team will perform system testing to ensure complete business processes are met. These system testing activities will be in-line with the City's test cases/scenarios to validate system functionality prior to User Acceptance Testing.

The Accela team in collaboration with the City Project Team will take an initial pass through the test cases, the Accela team can address any major issues identified that would impede the user from processing an application or completing a business process. The System Testing should minimize the

number of issues identified during the User Acceptance Testing activities. This testing will not eliminate issues from being identified during User Acceptance Testing, but should improve the experience for the Users to test the system's functionality.

### **Performance and Reliability Testing**

Accela Civic Platform is regularly tested for performance prior to each release. The Accela team has not proposed a robust performance testing approach by leveraging RoadRunner or Rational Performance Studio to build test cases and process these test cases with concurrent users. Accela Civic Platform has been tested with concurrent users and based on Accela's recommended hardware and software infrastructure will support the proposed user count.

The Accela team will monitor the environments for any issues during each stage of the Functional Group release and if performance or reliability issues are raised, the Accela Project Manager will work with Accela's Engineering and Infrastructure team to root cause and address the issue.

### **Functional and User Acceptance Testing**

Acceptance testing will utilize the test plans and test cases/scenarios developed by the project team in support of the system testing effort. The test plans, test cases and test scenarios will document the items to be tested and the expected results. Test items will pass or fail depending on the results of the testing actions. If the actual output from the action is equal to the expected output specified by a test case, then the action passes; otherwise, the item fails. Should one or more actions within a test case fail the entire feature or sub-feature fails. The pass/fail criteria for a test will be documented in each case.

➤ **Pass criteria.** The test cases will be executed successfully without test errors.

➤ **Fail criteria.** Outcome is not what is defined in the test case.

If a test item fails, it is not automatically assumed that the configuration is defective. A failure is initially interpreted simply as a difference between actual and expected results, as derived from project documentation. There is always the possibility that expected results can be in error because of misinterpretation or incomplete or inaccurate testing or design documentation. Either based on discussions between the project team and

the corresponding participant agencies stakeholders, the test script will be revised or the configuration will be modified.

### **Regression Testing**

The Accela software configuration will be completed in the development environment. Once the City has validated the requirements traceability matrix on the Accela suite configuration the configuration will be portable to the Test Environment. The work that is dependent upon the configuration such as the data conversion, interfaces and report writing will be done in the Test environment. The Test environment will allow the data conversion team to begin migrating the City's legacy data into the new DSD system, the interface team will develop the API or web-services to the external systems and the report writers will create all reports for the Functional Group release. The Test environment will host all unit testing for data conversion, interfaces and reports. The Development environment will be migrated to the Testing Environment for all system integration testing, user acceptance testing, and regression testing.

During the Build stage of Functional Group 2, the Test team will update the Test Plan to include regression testing activities for the second release. Accela proposes a sub-set of processes for regression testing to ensure the new development work is not impacting or degrading the performance of the previous release. If issues are identified where functionality of the previous release is impacted then these issues will be managed in the issue tracker and resolved prior to the current Functional Group release.

Regression Testing will occur during the Functional Group 2 and 3 releases. Regression test cases will be tracked in the Test Plan and will follow the same issue management process referenced below.

### **Data Conversion Testing**

Section 7.5, Data Migration outlines the Accela approach for Data Migration and includes our approach on testing/validating the converted data. The Accela team will perform three mock data conversion runs during each release cycle. The initial mock data conversion run will occur in advance of the User Acceptance Test activities. The initial mock conversion run will allow the team to test and evaluate how the data was mapped, determine if all data was converted through the validation scripts and identify areas where post scripts may need to be developed to support the future mock runs.

The migration team will address issues identified during the initial data mock, these issues will be managed in a SharePoint list. The migration team will determine which issues need to be addressed prior to the second mock conversion to support User Acceptance Testing. Issues reported during the User Acceptance Testing will be tracked and managed via the issue management process outlined in the Test Plan. The test team, the migration team and the Project Managers will determine when the final mock conversion run will take place depending on the volume of conversion issues identified during User Acceptance Testing.

When the final conversion mock is schedule, recommendation would be at least two weeks prior to the conclusion of User Acceptance Testing. Issues reported during the third mock run will be tracked and managed via the issue management process outlined in the Test Plan. The migration team will address the critical and high issues related to the mock conversion run prior to deployment.

### **Test Plans**

The Accela team will work with the City and each participating departments to define the quality standards for each deliverable at the program level and to generate a detailed test plan. Test plans will include requirements and define strategy, approach, acceptance criteria, test cases, test environments, data sources, and defect tracking mechanisms on a record basis.

The Accela team will provide a comprehensive test plan defining our methodology and strategies for testing a COTS solution for the City. The test plans will include inclusive and exclusive definitions of scope, test team and stakeholder roles and responsibilities, a sequential testing schedule, issue definitions, issue reporting plan, and a clear overview of the objects of the testing effort.

### **Test Scripts**

Test scripts will begin to take shape during the Build stage of the project. The Solution Foundation or configuration is complete, the business rules are defined and specifications are complete, the report specifications are complete, and the interface specifications are completed. Accela will provide test case templates to the City to begin the development efforts. The Accela Test Lead will work with the City in guiding the team through the test script develop and the City will complete the process.

Test scripts will be developed for each release and Accela recommends these scenarios include 80% of the daily operations. The 20% of operations is normally exception handling where the City will need to define their process and policies around these exception handling. The DSD Team will be tasked to ensure the system is build based on the requirements and analysis stage and the specifications for business rules, interfaces, and reports.

### **Issue Management and Resolution**

Our team (both Accela and the City) will track issues encountered during testing and, with assistance from designated City staff, will classify them using the following criteria. These Issue (Severity) Classes will be used in developing an agreed upon Acceptance framework for deciding whether or not a test cycle has been completed successfully and is deemed acceptable to begin deployment to the production environment. Mutually agreed upon criteria for acceptance will be finalized as part of the project initiation activities, and at a minimum prior to the commencement of testing.

- ◆ **Critical.** This is a “must fix” issue, a “showstopper.” The problem is causing a major system error, fatal error, serious database corruption, serious degradation in performance, major feature malfunction, or is preventing a major business goal from being realized. The issue does not have a workaround that is reasonably acceptable to the corresponding end-users.
- ◆ **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.
- ◆ **Normal.** This is an issue that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available.
- ◆ **Low.** These are minor issues, misspellings, cosmetic changes, etc.

When execution of the test scenarios meets the pre-defined, mutually agreed upon criteria, the applicable test will be deemed “approved.” The Accela team will then proceed according to the Project Plan and Test Plan.

## 8.7 Knowledge Transfer and Training Approach

*The respondent should describe their approach and ability to satisfy the training requirements within the scope of work, including:*

### Initial Product training

During the Functional Group 1 Initiation stage, the Accela Project Manager will coordinate with the City Project Manager to schedule the Core Team training. This training will be delivered to all City staff identified to participate in the Analysis Stage in Functional Group 1 through Functional Group 3. The Core Team training includes:

- High-level overview of the Accela Civic Platform portlet
- Record Structure and how the initial form is completed to create a record
- Describes reference data and how the reference data supports the record creation
- Defines Application Specific Information and Tables
- Familiarization of Workflow and Workflow tasks to include record status
- Identifies how Fees are applied in the system
- Reviews the Conditions and how Conditions can be applied to a record or reference data

The Core Team training begins the knowledge transfer of the Accela Civic Platform to the City of Antonio staff. The concepts identified during the Core Team Training will be discussed further during the Analysis stage of the project.

### Train the Trainer sessions

A Train-the-Trainer approach allows customers to use existing personnel to conduct user training classes during and after the project implementation. Accela and the City team will work together to identify the end user sessions needed. This will be done by identifying the daily processes and functional groups. Also, before scheduling the train-the-trainer sessions, the configuration of the processes should be in a state close to final to avoid any retraining efforts.

The methods used for a train-the-trainer delivery include first teaching the customized course to the designated instructors. Upon completion of that step the students are given assignments of sections of that course to study and teach to the other students within a specified timeframe. The potential instructors teach the others and the Accela instructor in the classroom. Peer and Accela instructor feedback and critique is given and that process is repeated for all the other students.

This training format has been proposed, we can train these power users in all aspects of the process and how that process is followed using the application from the perspective of a common user, a technical/administrative user, and a trainer. This approach is often used by large agencies that have the staff and resources to conduct training sessions at its convenience.

### **Configuration Training sessions**

Accela has proposed multiple training sessions to support knowledge transfer from the Accela team to the San Antonio staff. The earlier the San Antonio leadership can identify the support staff the better positioned the project will be for maintenance and support. It is recommended to have the business analysis identified for the post maintenance activities participate in the Analysis stage of the project. This will give the business analysis an understanding of the DSD business process and begin to understand how Accela functionality will support their requirements.

Next, the business analysis can get involved by reviewing the To-Be analysis documentation and validate configuration during the Solution Foundation stage. This exercise will familiarize the business analysis with different components of the Accela Civic Platform without making any changes or impacting the delivery.

The third recommendation, the San Antonio staff engages in the specification process where business rules, reports, and interfaces will be designed to support the new DSD system. By understanding how the system will be integrated with external systems, report manager and configuration is valuable information for maintenance.

A new approach for Accela has been to deliver a boot-camp to our clients on our methodology and implementation approach. The one-week course will provide valuable training to the San Antonio staff in preparing for post go-live responsibilities. The Accela proposal does not include this boot-camp training and if this would be a viable option for the City can be discussed when selected.

### Application and System Administration Training sessions

The proposed training for the City of San Antonio DSD system takes advantage of the multiple release schedule. The Accela team has proposed an array of training classes in the first release to begin the transition of ownership from the Accela team to the San Antonio staff. The proposed training classes will be delivered prior to User Acceptance Testing, this approach will introduce the San Antonio staff to the configuration where issues can be assigned to the staff for resolution. The benefit of this approach is the staff will work side-by-side with the Accela team to encourage integration with the team.

As the San Antonio staff resolved issues and gains confidence in their ability to maintain the environment the project will be scheduled to go-live and the staff will take over maintenance of first release.

The Accela proposal includes the following training classes:

Exhibit 35: Accela Training Classes

Training Class	Class Description
Accela Civic Platform Admin Usage	<p>The <b>Administration for Clients</b> class is designed to prepare clients who use the Civic Platform in two areas:</p> <p><b>Design/Build Concepts</b> – Participants will learn the major design/build concepts of the Civic Platform. The skill sets learned are essential for any Administrative level role played by the client. Clients will become fully familiar with these concepts so they may either completely build out the Agency on their own or assist in business analysis and process design.</p> <p><b>Long Term System Management</b> - Participants will learn how to manage the day to day operation of the Civic Platform and perform minor on-going system enhancements and changes. Some V360 Admin tools will be covered.</p>
Accela Civic Platform Database Schema Fundamentals and Report Manager	<p>The <b>Database Schema Fundamentals</b> and Report Manager class is designed to prepare clients who use the Civic Platform in two areas:</p> <p><b>Understanding the Civic Platform database design</b> – Participants will learn the major schema and database layout design of the Civic Platform. The skill sets learned are essential for any Report development role played by the client. Clients will become fully familiar with the schema, Entity Relationship Diagram, and Data Dictionary which will aid them in developing reports with the supported report writing tools. These would include; Oracle Report Writer, SQL Server Reporting Service, Crystal Reports, Accela Report Writer, and the Vantage360 Report Manager.</p>

Training Class	Class Description
<p>Accela Civic Platform Event Manager Scripting Usage</p>	<p><b>Implementing Reporting</b> - Participants will learn how to use the knowledge gained of the database design to implement pre-built functions and joins</p> <p>The <b>AA EMSE Usage</b> class is designed to prepare clients who use the Civic Platform to use the Master Script. The two major functional areas of usage are:</p> <p><b>EMSE Concepts</b>– Participants will learn the major design/build concepts of EMSE scripting and how it uses the Master Script.</p> <p><b>Implementing and Planning Scripts</b> - Participants will learn how to manage the day to day operation of the EMSE script engine. How to plan, implement, modify, and delete scripts.</p>
<p>Accela Citizen Access</p>	<p>The <b>Accela Citizen Access</b> class is designed to prepare clients who use the Civic Platform and will be implementing web strategies for citizen access and usage.</p> <p><b>Standard Choice Setup</b>– Participants will learn the Standard Choice concept and which of those are used in the Citizen Access setup</p> <p><b>ACA Design</b> - Participants will learn how to configure each of the pages of Citizen Access, turn on and off functionality and implement appropriate security settings</p>
<p>Advance V360</p>	<p>The <b>Advanced V360</b> class is designed to prepare clients who use The Civic Platform V360 Administration tools. These include:</p> <p><b>Design Tools</b> – Participants will learn the tools used to modify portlets, forms and field groups. They will also learn how to design consoles.</p> <p><b>Security and Other Tools</b> - Participants will learn how to manage more advanced security settings around CAPs and Workflow, the building of data filters and queries as well as the setup of alerts and text settings.</p>
<p>Conversion and Interfaces</p>	<ul style="list-style-type: none"> <li>▪ Conversion</li> <li>▪ Tools, Usage and Mapping</li> <li>▪ Example conversions walk thrus</li> <li>▪ Conversions Cont.</li> <li>▪ Mapping exercise</li> <li>▪ Interfaces</li> <li>▪ Tools</li> <li>▪ Example Interface walk thrus</li> </ul>

### Training manuals

The City of San Antonio has referenced multiple media for training and help text within the proposal documentation. Accela approach for training materials will be to work with the City Staff appointed trainers to develop training materials in a collaborative manner. The Accela training resource will provide training templates to be tailored by both the Accela training staff and the City training staff to meet the train-the-trainer training approach.

With Accela's knowledge and best practices from hundreds of implementations the Accela team can discuss different avenues for training. Clients have provided detail instructions in their configuration, on the online portal clients have provided instructions on pageflow, some have created short videos for common processes such as registering for an account or completing an application on online. The Accela team will work with the City staff to determine the best approach for providing training and help text. The proposed solution does not include extensive help text or training outside the train-the-trainer sessions.

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*The respondent should also describe the types of documentation that will be provided to assist in training and knowledge transfer activities.*

*For pricing purposes, Respondents shall assume training twenty (20) City trainers (Train-the-Trainer) as well as ten (10) City technology staff.*

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## 8.8 Business Continuity and Disaster Recovery Plan

*Respondent shall submit a business continuity and disaster recovery plan detailing how they propose to meet the specifications in the event of service interruption. The plan shall detail the solution's backup and recovery processes.*

*The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.*

Accela recognizes the importance of having a Business Continuity and Disaster Recovery Plan to support the DSD System and these systems and plans can be costly. The Accela proposal does not include a Business Continuity and Disaster Recovery Plan. Accela has provided an option for the Accela Managed Services to support the DSD System recovery system and if the City wants to establish an environment, the Accela team will work with the City in defining the requirements. If it is the City's need to have Accela define their Business Continuity and Disaster Recovery Plan then Accela will discuss the requirements and proposed cost to support this request.

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## 8.9 Production Support and Transition

*The Respondent must provide their proposed production support and transition approach. The Respondent's proposal must provide information that can be used by the City to evaluate the Respondent's knowledge of, and intended approach to, provide production support and transition.*

The System Deployment Plan developed during the release phase will detail the high-level production preparation and support mechanisms for the life of the project. Included in this is a deployment checklist document that is developed prior to each release moving to Production where Accela will assist in final data conversions, system validation, staff preparation and training, and coordination of the deployment. The deployment checklist describes the strategy and steps required for successful deployment including:

- Scope of the deployment
- Defined readiness criteria
- Department/Staff involved and roles/responsibilities
- Schedule
- Checklist or project plan of key pre and post deployment tasks
- Support schedule and procedure

Accela's team will provide post-Production support assistance to address issues and provide consultative advice immediately following the move to Production for daily use. We will provide onsite support immediately following deployment (go-live). The Accela team will work with the City to identify and address issues identified during this period using a Post Production Issues List. This list will comprise issues related to the defined deliverables, which will be addressed by Accela, as well as any other issues that the City wishes to track outside Accela's responsibilities.

At the end of the support period, Accela will provide a final copy of the issue tracker to the customer and disable the list. Additionally a formal meeting will be scheduled with the City, Accela's Services Team, and our Customer Resource Center (CRC) to transition support of future issues and questions from the City to the CRC.

The City should begin to think about resource support prior to the first day of the project. If the City current has resources supporting the LDS, TPLT, ECCO and Hansen systems then these resources may be able to cross train and support the new DSD System. The following positions should be considered for post-production support:

- Business Analyst - Understand the business process and can apply configuration changes.
- Technical Resource - Web-service experience and Java language skills to support integration and business rule development work
- Report Resource - Skilled Crystal Report developer

## 8.10 Deliverables

*The Respondent must make all deliverables available electronically in software versions that are PC compatible with the software being utilized at the City of San Antonio (e.g., Microsoft Word, Visio, Project, Windows operating system, etc.).*

*The following table provides a listing of deliverables that must be provided at a minimum. The Respondent shall add to the list provided below in alignment with its proposed methodology and work plan. Respondent shall submit a detailed description of how they propose to meet the deliverables of the solicitation, outlined in the tables below. Respondent shall address each of the deliverables listed below in their response. If the Respondent intends to provide any additional deliverables, they may identify those in this section.*

The Accela proposal for the new DSD System adheres to the City's prescribed deliverable list. In section 4, Implementation we have defined the methodology approach for the new DSD System and in this approach we've identified Deliverables specific to our methodology. If Accela is selected to implement the DSD System, we'd like to explore the option of amending the prescribed deliverables list to align more with our methodology.

Implementations of the new DSD System should focus on the requirements and business processes defined by the departments to support the replacement of the current systems. Accela proposes keeping the deliverable list to a manageable number so documentation can align closely with the system requirements and build activity. These deliverables should not only apply to the project, but should be used as additional toolkit items for maintaining the implementation.

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## Exceptions to Proposed Terms and Conditions

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
Sec. 4.2, p. 22	Respondent takes exception only to the extent Respondent's a one-year warranty commences from date of purchase (and is in part duplicative and runs concurrently with Respondent's maintenance/support program).	Replace with the following: Respondent offers a one-year warranty from date of purchase against material defects as follows: Respondent will guarantee and warrant that the software product offered by Respondent is free of material defects and shall operate as provided within Respondent's published specifications.
Sec. 005 Additional Requirements, p. 60	Respondent takes exception in that it will not provide any hardware, so any references to hardware are inapplicable.	Remove any/all reference to Hardware
Sec. 015 Escrow, p. 68; Ex. 3, p. 72-81	Respondent takes exception on in that Respondent has an established escrow program for its customers with NCC Group which City may choose to participate in through execution of a registration agreement.	Revise to indicate that escrow shall be provided by NCC Group; Replace Exhibit 3 with NCC escrow agreement, if necessary.
Sec. 018, Insurance Requirements, p. 69	No exceptions specifically noted. However, please see comments in the adjacent column.	<ol style="list-style-type: none"> <li>1. Accela's current insurance program is comparable to the requirements of the RFP. Accela does not take exception to insurance provisions allowing City to change/modify requirements or disapprove/request changes to the amount of deductibles/self-insured retentions, but Accela would request the addition of language to establish that: (a) any increase cost of insurance resulting from City's request to modify coverage (including deductibles/SIRs) will be passed through to City for reimbursement and (b) that City acknowledges that if Accela is not able to secure insurance to meet the City's requested modification, such failure will not enable City to terminate from breach.</li> <li>2. Accela insurance coverage differs slightly in some areas, as follows:               <ol style="list-style-type: none"> <li>(a) Accela's general liability policy does not indicate independent contractors are covered under the policy, but rather that Accela is covered for work that</li> </ol> </li> </ol>

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
		<p>independent contractors perform on Accela's behalf;</p> <p>(b) Accela's professional liability policy does not use the term "malpractice", which applies to specific professions and is not applicable to our products/services;</p> <p>(c) Accela's workers' compensation/employer liability and crime policies cannot be endorsed to name the City as additional insured, as carriers will not include this provision with these policy types (this can be confirmed by City). Accela's GL coverage otherwise has additional insured status "built in", making the requirement for a separate, special endorsement redundant;</p> <p>(d) the following items need to be modified and/or removed in the Contract, as they are no longer standard provisions/offered by insurance carriers: (i) "other insurance clause will not apply with additional insureds" clause, (ii) the notice language should be revised to state that Accela will notify the City of cancellation, etc.; (ii) additional insured status coverages other than general liability and auto, (iii) the primary and non-contributory requirement for the E&amp;O, Crime, WC/EL and Auto coverage should be removed, as these policy types do not contain this provision, which are no longer standard/provided by carriers.</p>
Exhibit 2 – Indemnity	No exceptions specifically noted. However, please see comments in the adjacent column.	Accela does not take exception to this section, but with regard to the "Optional" requirement of payment for counsel, we agree with the following clarifications: (1) City's approval of our choice of counsel will not be unreasonably withheld; and (2) our obligation to pay for City defense costs if we don't secure "City approved" counsel w/in 7 days of notice from City of 'obligation to indemnify' is subject to: item (1); and (2) that where there is a dispute as to our obligation to indemnify, we would not have to pay for

Paragraph (As Noted and Wherever Referenced in the RFP)	Exception	Proposed Language / Solution or Supplemental Comments
		City defense costs unless a Court finds we had indemnity obligation, and our responsibility for City's costs ends when we assume/commence the indemnity obligation and defense.

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## RFCSP Attachment B – Respondent Questionnaire

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**RFCSP ATTACHMENT B**  
**RESPONDENT QUESTIONNAIRE**

- 1. Respondent Information:** Provide the following information regarding the Respondent.  
(NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this Item #1 for each Co-Respondent by copying and inserting an additional block(s) before Item #2.)

Respondent Name: Accela,  
(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: 2633 Camino Ramon, Suite 500

City: San Ramon State: Ca Zip Code: 9458

Telephone No. 925.659.320 Fax No: 925.659.320

Website address: www.accela.com

Year established: 1970

Provide the number of years in business under present name: 15

Social Security Number or Federal Employer Identification Number: 94-276761

Texas Comptroller's Taxpayer Number, if applicable: 19427676788  
(NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

DUNS NUMBER: 19-955-105

Business Structure: Check the box that indicates the business structure of the Respondent.

- Individual or Sole Proprietorship If checked, list Assumed Name, if any: \_\_\_\_\_  
 Partnership  
 Corporation If checked, check one:  For-Profit  Nonprofit  
Also, check one:  Domestic  Foreign  
 Other If checked, list business structure: \_\_\_\_\_

Printed Name of Contract Signatory: Julian D. [unclear]  
Job Title: Vice President

(NOTE: This RFCSP solicits proposals to provide services under a contract which has been identified as "High Profile". Therefore, Respondent must provide the name of person that will sign the contract for the Respondent, if awarded.)

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:

Not applicable. Accela, Inc. has operated under its current name since 1999.

Provide address of office from which this project would be managed:  
City: San Ramon State: Ca Zip Code: 9458

Telephone No. 925.659.320 Fax No: 925.659.320

Annual Revenue: \$ ~\$70 million (see audited financial statement for details)

Total Number of Employees: ~~400~~ 100

Total Number of Current Clients/Customers: 900

Briefly describe other lines of business that the company is directly or indirectly affiliated with: and streamline civic processes around land, licensing, asset management, environmental health and safety, legislative management, recreation and resource management, and more.

List Related Companies: Accela was established through the mergers of a number of industry-leading companies, including Sierra Computer Systems, OpenData Systems, Tidemark Solutions, Kiva Systems, and Sussex Business Systems.

2. **Contact Information:** List the one person who the City may contact concerning your proposal or setting dates for meetings.

Name: Julian D. Munoz Title: Vice President  
Address: 2633 Camino Ramon, Suite 500  
City: San Ramon State: CA Zip Code: 94583  
Telephone No. 925.659.324 Fax No: 925.659.320  
Email: jmunoz@accela.com

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes     No X

4. Is Respondent authorized and/or licensed to do business in Texas?

Yes     No X If "Yes", list authorizations/licenses.

While Accela is not currently registered as a foreign corporation in the State of Texas, we agree to meet this requirement at the time of contract signing.

5. Where is the Respondent's corporate headquarters located? San Ramon, CA

6. **Local/County Operation:** Does the Respondent have an office located in San Antonio, Texas?

Yes     No X If "Yes", respond to a and b below:

a. How long has the Respondent conducted business from its San Antonio office?

Years N/A Months N/A

b. State the number of full-time employees at the San Antonio office. N/A

If "No", indicate if Respondent has an office located within Bexar County, Texas:

Yes     No X If "Yes", respond to c and d below:

c. How long has the Respondent conducted business from its Bexar County office?

Years N/A Months N/A

d. State the number of full-time employees at the Bexar County office. N/

7. **Debarment/Suspension Information:** Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes e No x If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

\_\_\_\_\_  
\_\_\_\_\_

8. **Surety Information:** Has the Respondent ever had a bond or surety canceled or forfeited?

Yes \_\_\_ No x If "Yes", state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

\_\_\_\_\_  
\_\_\_\_\_ e

9. **Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes \_\_\_ No x If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

\_\_\_\_\_  
\_\_\_\_\_

10. **Disciplinary Action:** Has the Respondent ever received any disciplinary action, ~~or~~ any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

e No.  
\_\_\_\_\_  
\_\_\_\_\_

11. **Previous Contracts:**

a. Has the Respondent ever failed to complete any contract awarded?

Yes x No \_\_\_ If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

~~In March 2011, due to new administrative direction and agency-wide reorganization, the State of South Carolina terminated its contract. In August 2011, the South Florida Water Management District canceled its contract due to lack of funding. In May 2012, the City of El Centro, California cancelled its contract due to its "dire economic situation" and a change in operating systems~~

b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

Yes \_\_\_ No x If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

\_\_\_\_\_ e  
\_\_\_\_\_

c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

Yes \_\_\_ No  If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

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## REFERENCES

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

### Reference No. 1:

Firm/Company Name: El Paso, TX

Contact Name: Carolyn Patrick Title: Project Manager

Address: Information Technology Department, Two Civic Center Plaza

City: El Paso State: TX Zip Code: 79901

Telephone No.: (915) 541-4969 Fax No: (915) 541-4815

Contact Email Address: patrickc@elpasotexas.gov

Date and Type of Service(s) Provided: 03/2008 to 03/2011

The City of El Paso completed a significant implementation of the Accela Civic Platform to streamline its zoning, permitting, licensing, and inspection processes across its Environmental Services, Development Services, Health, Police, Fire Departments, Parks and Recreation as well as the City Manager's Office. The City has implemented the following solutions and products within the Accela Civic Platform:

- Land Management module
- Licensing and Case Management module
- Environmental Health & Safety module
- Service Request module
- Accela Citizen Access
- Accela Mobile
- Accela GIS

Accela primed the project, but Accela partner TruePoint, who is bid as a sub in Accela's response to this City of San Antonio RFP, played a large role in the implementation, including heavy involvement in requirements analysis, configuration, data conversions, interfaces and reporting.

El Paso departments using Accela Land Management module and how it is being used is as follows:

## Environmental Services Department

- Permitting
  - Haulers permit
  - Special Waste Permit
  - CDM permit
  - Animal Services
  - Nuisance Code Enforcement (non-Building)
  
- City Development
  - Building Inspections
  - Permitting
  - Building Code Enforcement
  - Planning, including Accela Electronic Document Review (EDR)
- One Stop Shop (<http://home.elpasotexas.gov/city-development/one-stop-shop>)
  
- Fire Department-Community Risk Development
  - Inspections
  - Permit
  - Plan Review

El Paso departments using Accela Licensing & Case Management module and how it is being used is as follows:

- City Development: Used to keep track of all City business and professional licenses (90+), including:
  - Alcohol, Car Dealer, Parking License, Flea Market License, Food Establishment License, Hotel/Motel License, multiple Point-of-Sale licenses, Livestock Licenses, Sexually Oriented Business Licenses, Sign Licenses, Pool/Spa License, and Tattoos & Body Art Licenses.

El Paso departments using Accela Environmental Health & Safety module and how it is being used is as follows:

- Public Health Department
  - Food inspections
  - Food Handler Course scheduling/tracking

All departments utilize Accela Citizen Access, Accela Mobile and Accela GIS. Further, El Paso has begun leveraging CivicData.com, Accela's free open data portal, to publish permitting data. To explore their data sets, visit [Civicdata.com](http://Civicdata.com), and search for "El Paso".

El Paso also provides their contractor customers with the Build El Paso inspection app, the El Paso branded inspection scheduling request app developed in both English and Spanish by CityGovApp. CityGovApp is a 3<sup>rd</sup> party app developer and Accela partner that builds value-added mobile and web apps on top of the Accela Civic Platform. The CityGovApp inspection request app is included in this RFP response. To download and

test the iPhone version of the Build El Paso inspection app, visit <http://home.elpasotexas.gov/city-development/> and look for the following image:



After downloading the app, you can use the following test license number to test the application: 14-LP-0008.

**Reference No. 2:**

Firm/Company Name: San Diego County, CA

Contact Name: David Lindsay Title: Group IT Manager - Land Use Enviro. Group

Address: 5201 Ruffin Rd., Ste. B Mail Stop 0650

City: San Diego State: CA Zip Code: 92123

Telephone No.: (858) 235-8374 Fax No: (858) 694-3559

Contact Email Address: david.lindsay@sdcounty.ca.gov

Date and Type of Service(s) Provided: Initial go-live was 8/2009. Ongoing projects continue.

Phase 1 included implementation of the Accela Civic Platform for the Air Pollution Control District and the Land Use & Environment Group (LUEG) departments, including LUEG-wide time accounting and financial interfaces to the County's ERP, Oracle Financials.

Phase 2 included the implementation of the Civic Platform for the Department of Agriculture, Weights and Measures.

Phase 3 implementation of the Civic Platform consisted of the Environmental Health, Parks and Recreation, Planning and Land Use, and Public Works departments. This phase included the migration from the then current permitting and inspection system (Kiva). The implementation included the following for all four departments:

- Implemented Land Management Module including the configuration of all record types, including workflow, assessment and collection of fees,

conditions, inspections, and reports.

- Implemented Accela GIS – provide automated maps from the County's Enterprise GIS system and provide staff access to view geographic representations of all land use, zoning, and infrastructure information associated with a parcel, permit, inspection or plan.
- Implemented Accela Mobile Office to extend inspection management capabilities to the field for inspectors, code enforcement, work orders, and service requests.
- Configured online services using Accela Citizen Access transaction portal.
- Implemented Accela financials and time accounting interface configuration with the County's ERP systems, including Oracle Financials and Kronos Time Accounting.
- Implemented Accela document management interface configuration with the County's content management system, Documentum 6.0.
- Developed custom reports using Oracle Report Writer

There are currently 800+ Accela Civic Platform users within San Diego County.

Further, San Diego County is currently implementing CivicData.com, Accela's open data portal, as the County's open data portal. In addition, the County has contracted CityGovApp, Accela mobile app developer partner, to build a County-wide 311 mobile app that is fully integrated with the Accela Civic Platform. CityGovApp is also developing a specific mobile inspection app for the County called iTrap that will streamline the inspections for dangerous insects in the County. CityGovApp. CityGovApp is included in this response to this RFP for the contractor inspection request mobile app.

It is also worth noting TruePoint provided Project Management services, advanced business rule scripting and data conversion support on the San Diego County project, and is bid as a sub on Accela's response to this RFP.

*Note: Per County regulations, San Diego County will only conduct reference interviews by phone. Please contact David Lindsay to schedule a reference interview call.*

**Reference No. 3:**

Firm/Company Name Columbus, OH

Contact Name: Michael Bowen Title: Deputy Director - Building and Zoning

Address: Public Utilities Department 910 Dublin Rd., 4th floor

City: Columbus State: OH Zip Code: 43215

Telephone No.: (614) 645-3239 Fax No: (614) 645-2400

**Contact Email Address:** msbowen@columbus.gov

Date and Type of Service(s) Provided: Initial go-live was 8/2006. Ongoing projects continue.

Columbus upgraded from an Accela Legacy System. They currently are on Accela v. 7.2 in Production, soon to move to v. 7.3. The Accela Civic Platform modules in use by Columbus are Accela Land Management, Accela GIS, Accela Mobile and Accela Citizen Access.

Current users of the system include the Department of Building and Zoning, Department of Development, the Department of Public Services and soon the Department of Public Utilities. The largest user, the Department of Building and Zoning along with Department of Development uses the Land Management solution to handle permit, inspections and code enforcement activities.

Presently, over 100 inspectors and code officers use the Accela Inspector App on an iOS device via smartphones or iPads, and with great success and efficiencies.

A current initiative involves re-engineering their current business processes to simply their record types to allow for better citizen engagement and use of Accela Citizen Access. The driver is moving their current remote offices (easily accessible to contractors) to a downtown location (which will make it more difficult for contractors) hence the need to make Accela Citizen Access a greater focus for contractor access.

## EXPERIENCE, BACKGROUND, QUALIFICATIONS

Prepare and submit narrative responses to address the following items. If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

Company Experience, Background and Qualifications	
<p>Describe Respondent's experience relevant to the Scope of Services requested by this RFCSP. List and describe three relevant projects of similar size and scope performed over the past four years. Identify associated results or impacts of the project/work performed.</p>	<p><b>Cleveland, OH</b> – The City of Cleveland is an urban center located on Lake Erie. Boasting the second largest building department in the State following Columbus, OH, Cleveland's implementation of an enterprise e-government solution through the Accela Civic Platform meant that they could easily serve customers 24/7 while dramatically improving the permit approval process.</p> <p>However, the City was impacted significantly by the downturn in the housing market and was contending with numerous vacant and distressed homes. In order to abate the nuisances and demolish the structures, the agency was required to manage multiple tracking documents and was limited to server-side Excel spreadsheets that were difficult to update across departments.</p> <p>Building Commissioner Tom Vanover wanted to leverage Accela's Civic Platform to track documentation, assign workflow and improve transparency. "We developed a demolition program. Through the Accela Land Management module we created a record that takes our property that has been issued a violation notice and has gone through the legal processes. It tags it so we know where the physical file is. As the property moves through the process, asbestos survey, demolition and cost recovery, it is tracked in one record."</p> <p>Today, the department can view and track the progress of nuisance abatement requests and demolitions online. With the Accela Land Management module demolition record, deficiencies have been quickly identified and the department is seeing a 70 percent increase in demolition contracts awarded monthly. Additionally, the City is able to track the financial aspects associated with each case, including amount spent for demolition and abatement actions as well as purchase order information. Given the City of San Antonio's new Absentee Property Owner Registration Ordinance, and DSD's stated objective to "reduce cycle time for standalone demolition permits from 8 business days to 3", we think Accela clients like Cleveland can be a great resource for how to leverage the Civic Platform to</p>

## Company Experience, Background and Qualifications

meet that objective and others.

Cleveland leverages the Accela Land Management solution within the Accela Civic Platform for planning, permitting, inspections and code enforcement, and also utilizes Accela Citizen Access, Accela GIS and Accela Mobile Office.

Vanover is confident that Cleveland's future is bright. "We're breaking records for permits and construction, but to get there you need to pull the weeds. We are moving the City to a place where we give more information to the public, are more efficient at tracking our own records and are creating a systematic process."

See the following link for an interview with Tom Vanover, Building Commissioner in Cleveland, OH: <http://bitly.com/accelacleveland>

**Sacramento, CA** - The City of Sacramento is thriving and has become the most buildable city of the eleven major West Coast cities. That growth, say City officials, is made possible thanks to the implementation of Accela software, which has allowed the City's Development Services Department to shift from a paper-based system to a computerized system, improving communication between employees, citizens, builders and inspectors, who can now connect and review permits wirelessly while they're in the field.

The demand to change came from Sacramento's citizens and builders. "Working with the City previous to the new computerized system... You didn't know what might occur on a particular day," shares Mark Abrahams, President of Abrahams Construction Company. You didn't know when you might receive your permit. There seemed to be a lot of confusion between the different departments."

In response to developer pressure, Sacramento implemented the Land Management module, Accela Citizen Access, and Accela Mobile, all components of the Accela Civic Platform. In addition, Sacramento was an early adopter of Accela Electronic Document Review feature with the Civic Platform, which enables electronic submission and markups of developer plans.

In addition, the City has gained benefit in the field by implementing Accela Mobile. "It really does make our job easier when we roll up on the job because before we even get out of the truck we can see the

### Company Experience, Background and Qualifications

history and we can see the corrections,” shares Doug Pierson, an Inspector with the City. “The instant we download it, we don’t have to wait until we get back to the office for the supervisor to look at the correction notice.” Adds William Thomas, Director of Development Services, “We’ve got communications occurring between field staff and their supervisors—and it’s happening in real time right from the field.”

Members of the building community took notice of the improvement in turnaround times. “When a correction is made in the field, that information is immediately conveyed to the department,” states John Nunan, President of Unger Construction Company, “and if our superintendent has a question about an inspection he can call down to the department, talk with somebody else and they have instant access to that information—unlike before where you had to wait two days to get that information. I can guarantee you it has, on any given project, saved us weeks in construction time just by the efficiencies we see from the City.”

See the following link for an interview with Sacramento, CA Builders Mark Abrahams and John Nunan: <http://bitly.com/accelasacramento>

**Baltimore County, MD** – Baltimore County selected the Accela Land Management module within the Accela Civic Platform. The flexibility of the Civic Platform would help the agency centralize information and provide the foundation for other solutions like building permitting, asset management and licensing without having to invest in additional software with separate implementation schedules. An added benefit was the ability to consolidate and sunset some older applications.

From the inspection and code enforcement perspective, officers are now able to get new complaints and new cases in real time. They no longer have to wait until they get into the office to get new caseloads. The cases are uploaded automatically in real time, just as the information they find and document in the field is uploaded and sent back to the County in real time.

With Accela Citizen Access, the citizens of Baltimore County have an easy way to track key civic processes, from permits and applications to violations and code enforcement actions in their neighborhoods. Anyone can go online and see the information regarding a given complaint, including correction notices and citations. And with the real-time updates, constituents receive an automated email

## Company Experience, Background and Qualifications

describing the action, next steps or changes in status and include photos of violations for additional background.

According to Lionel van Dommelen, Chief of Code Enforcement for Baltimore County, the Accela Land Management solution “has virtually eliminated the requirement for the paper files,” and “the efficiencies are enabling us to have inspectors on the street more time in a day than they normally would be, probably to the tune of about two hours more a day in the field.” With Accela and remote printing capabilities, the information is at the inspectors' fingertips. They complete all of their work in the field and “it saves us probably two days a week for the sweep inspectors,” shared Lionel. The County also benefits from savings on fuel and mileage, and Lionel projected that the new process will save his department about \$40,000 a year alone in printing costs.

The Accela solutions have reduced call volume significantly while bridging departmental silos. Rob shared that “it has helped with the constituent services area so now constituents can self-service and be able to see the process—but also, now our folks can see our constituent services and our code enforcement people can see exactly where everything is at, and that has been the big benefit. Seeing the information.”

See the following link for an interview with Lionel van Dommelen, Chief of Code Enforcement in Baltimore, County, MD:  
<http://bitly.com/accelabaltimorecounty>

### **US Treasurer Alcohol and Tobacco Tax and Trade Bureau (TTB)**

- The US Treasurer Alcohol and Tobacco Tax and Trade Bureau (TTB) selected Accela for its Permits Online system. With approximately 500 staff, TTB is responsible for enforcing and administering laws connected to the production, use, and distribution of alcohol and tobacco products. Alcohol-related businesses wishing to operate above the retail level must submit an application with TTB's Cincinnati-based National Revenue Center (NRC), which has been a primary beneficiary of the Permits Online system. TTB also issues permits to tobacco producers, importers, and export warehouses, while firearms and ammunition businesses also must register with TTB before making tax-free sales.

Moving from a heavily paper-based system, TTB deployed the Accela Civic Platform as the backbone of Permits Online, combined with use of the companion Accela Citizen Access™ online portal

**Company Experience, Background and Qualifications**

	<p>application. Significant system features include online self-registration, self-monitoring of an application's status, and electronically guided assistance through the application process. The built-in prompts and self-help instructions at each step of the application process also assure that applications reaching TTB specialists are completed correctly and contain all the required documentation.</p> <p>Based on measurements reported by TTB, Permits Online has reduced the average processing time of a permit from 67 days in FY2010 to 23 days. Within two months of rollout, TTB had an adoption rate of 63.65% by industry members and a 95% customer satisfaction rate.</p> <p>Please see the following link for additional information on the TTB: <a href="http://bitly.com/accelattb">http://bitly.com/accelattb</a>.</p>												
<p>Indicate the number of years Respondent has been in the business of providing the type of Services Sought by this RFCSP, respectively. Indicate if this is the Respondent's primary line of business. If not, state the Respondent's primary line of business.</p>	<p>Accela has been providing solutions for government agencies to streamline and automate processes around land development, permitting, inspection and compliance management, and more for over 30 years. These solutions represent our primary line of business.</p>												
<p>List all projects that the Respondent has completed in the past four years that demonstrate experience executing and successfully completing projects of this size and scope, working with federal, state, or local governmental entities providing services similar in size and scope.</p>	<p>See the following list for all Accela Civic Platform client projects that have gone live over the past four years. Please note, it is common for Accela clients to define an initial scope of services, go live with that scope, and then expand into additional departments. For example, Oklahoma City has been a customer Accela's for years using the Civic Platform Land Management module in their Development Services department for planning and permitting. However, they have recently implemented their code enforcement department in the Civic Platform also.</p> <table border="0"> <thead> <tr> <th align="left"><b>Client</b></th> <th align="right"><b>Latest Go-Live Date</b></th> </tr> </thead> <tbody> <tr> <td>Allen Co, IN</td> <td align="right">9/16/2013</td> </tr> <tr> <td>Arapahoe County, CO</td> <td align="right">10/22/2012</td> </tr> <tr> <td>Asheville, NC</td> <td align="right">12/15/2013</td> </tr> <tr> <td>Avondale, AZ</td> <td align="right">11/30/2012</td> </tr> <tr> <td>Baltimore Co, MD</td> <td align="right">7/31/2012</td> </tr> </tbody> </table>	<b>Client</b>	<b>Latest Go-Live Date</b>	Allen Co, IN	9/16/2013	Arapahoe County, CO	10/22/2012	Asheville, NC	12/15/2013	Avondale, AZ	11/30/2012	Baltimore Co, MD	7/31/2012
<b>Client</b>	<b>Latest Go-Live Date</b>												
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Baltimore Co, MD	7/31/2012												

Company Experience, Background and Qualifications

Benicia, CA	2/7/2013
Berkeley, CA	6/24/2014
Bernalillo Co, NM	10/21/2013
Boulder Co, CO	12/31/2011
Brevard Co, FL	10/29/2010
Brookhaven, NY	3/14/2014
Buncombe Co, NC	3/7/2011
Caldwell, ID	7/23/2012
State of California - OSHPD	5/17/2011
Carroll, MD -County of	5/31/2011
Ceres, CA	9/29/2014
Chandler, AZ	5/9/2014
Charlotte County, FL	6/17/2013
Charlotte, NC - City of	5/15/2010
Chattanooga, TN	11/29/2011
Clackamas County, OR	10/15/2013
Clayton, MO	3/31/2011
Clearwater, FL	12/7/2012
Cobb County, GA	8/3/2012
Columbus, OH	7/17/2014
Concord, CA - City of	2/18/2013
Contra Costa Co, CA	3/29/2013
Corvallis, OR	11/5/2012
Costa Mesa, CA	1/10/2013
Denver, CO-City and County of	6/30/2014
Downey, CA - City of	9/30/2010
Dubuque, IA - City of	5/31/2011
El Paso, TX	2/28/2011
Elk Grove, IL - Village of	11/30/2011
Evanston, IL	6/24/2014
Fort Worth, TX	6/17/2013
Fredericton, NB	6/3/2013
Galveston, TX	7/5/2011
Grand Rapids, MI	8/13/2013
Hillsborough County, FL	2/4/2013
Howard County, MD	4/30/2012
Indianapolis, IN	8/3/2012
Jackson, FL - County of	7/25/2011
Kern Co, CA	3/24/2014
King County, WA	7/9/2012
Lane, OR - County of	6/4/2012

Company Experience, Background and Qualifications

Lexington Fayette Urban County, KY	5/1/2014
Lincoln, NE	1/6/2014
Linn Co, OR	7/31/2013
Macomb Co, MI	3/13/2013
Madison, WI	2/8/2010
Maricopa, Co	5/31/2011
Maryland Heights, MO	5/20/2013
Miami Beach, FL	6/30/2011
Minnesota - University of	12/15/2011
Missoula, MT	3/29/2013
Mohave, AZ - County of	11/9/2010
Monterey County, CA	1/31/2014
Monterey Park, CA	5/27/2014
New York City Department of Information Technology and Telecommunications	12/3/2012
Oklahoma City, OK	1/13/2014
Omaha, NE	5/16/2014
Palo Alto, CA	6/25/2013
Park Co, CO	6/13/2013
Pasco Co, FL	6/28/2013
Peoria, AZ	12/13/2012
Pinal County, AZ	2/28/2014
Placer Co, CA	6/2/2014
Pleasant Hill, CA	2/12/2012
Port of San Francisco	3/14/2014
Rancho Cucamonga, CA	6/2/2014
Rancho Palos Verdes, CA	8/5/2013
Reedy Creek, FL	4/15/2013
Regional Municipality of Wood Buffalo, AB	7/26/2013
Roseville, CA	7/1/2013
Sacramento Co, CA	8/15/2013
Saint Joseph, MO	5/30/2014
Salt Lake City, UT - City of	3/30/2011
San Bernardino, CA - City of	9/30/2010
San Diego Co, CA	11/26/2012
San Mateo County, CA	12/9/2013
Santa Barbara County, CA	1/20/2014
Shasta Co, CA	10/16/2012
Shelby County, TN	8/30/2013
Skagit Co, WA	10/29/2012
Sonoma Co, CA	6/27/2011

**Company Experience, Background and Qualifications**

	Spokane, WA	5/20/2014
	Springfield, MA	12/6/2010
	Springfield, OR	4/5/2012
	St. Louis Co, MO	10/29/2012
	State of California - Coastal Commission	12/13/2013
	State of Michigan Dept of Labor and Economic Growth	10/1/2010
	State of Montana Dept of Labor and Industry	1/31/2012
	State of New York Division of Budget	8/4/2014
	State of Oregon - Building Codes Div	6/14/2013
	Tallahassee, FL - City of	9/3/2010
	Trenton, NJ - City of	5/31/2010
	Unified Government of Wyandotte County	10/16/2012
	Vail, CO	4/30/2012
	Ventura Co, CA - Building and Safety	9/30/2012
	Ventura Co, CA - Building and Safety	3/26/2012
	Virginia Beach, VA	12/13/2012
	Washington D.C. Office of the CTO	11/19/2012
	West Sacramento, CA	10/21/2013
	Westminster, CO	1/15/2013
	Yuma, AZ - County of	2/18/2011

List all relevant projects that Respondent has in progress as of the proposal due date. For each project listed, give the target date of completion, and the contact name, phone number, and email address for the project manager.

**New York, NY**

The New York City project includes the Department of Building, Department of Mental Health & Hygiene (DOHMH), and the Department of Consumer Affairs (DCA). The Department of Building is still in implementation, and is scheduled to go live in early 2015 with the Accela Civic Platform Land Management module, Accela GIS Accela Citizen Access and Accela Mobile.

The DOHMH and DCA are already live on the Accela Civic Platform Licensing & Case Management module and Accela Citizen Access, which collectively supports all business and individual licensing for each department.

Although both very large departments that are independent of each other, DOHMH and DCA chose to implement a Super Agency deployment of the Accela Civic Platform. This means both departments maintain a great degree of administrative independence while still able to provide a shared customer transaction portal (see <https://a858-elpaca.nyc.gov/CitizenAccess/>). Therefore, any

Company Experience, Background and Qualifications

business or individual needing a license from either department can use a single login. To learn more about the deployment models available with the Accela Civic Platform, including a case study on NYC's use of the Super Agency model, please visit <http://bitly.com/AccelaDeploymentModels>.

NOTE: The New York City project includes many of the same team members Accela is including as subs in our response to this RFP. More specifically, Accela, Accenture, and TruePoint are all working closely together on the New York City project. Accenture is the prime, Accela is providing configuration and analysis support, and Truepoint has supported business process re-engineering, business rule script development, data conversions, and testing.

*Contact:*

Leena Panchwagh  
NYC Technology Development Corporation  
Director  
(212) 487-4478  
[lpanchwagh@nyctdc.org](mailto:lpanchwagh@nyctdc.org)

**City/County of San Francisco, CA**

The City/County of San Francisco is implementing the Accela Civic Platform Land Management module, Accela Citizen Access, Accela GIS and Accela Mobile in the Planning Department and the Department of Building and Inspections. The Planning Department went live on the Land Management module with Accela GIS on 10/21/14. The Department of Building and Inspections is scheduled to go live in early 2015. The City will also fully go live with Accela Citizen Access and Accela Mobile in early 2015 when the Department of Building and Inspections goes live.

*Contact:*

Isabelle Vulis  
IS Project Director  
Planning Department  
(415) 575-9158- office  
[isabelle.vulis@sfgov.org](mailto:isabelle.vulis@sfgov.org)

**Seattle, WA**

### Company Experience, Background and Qualifications

Seattle is already live on the Accela Civic Platform for Rental Registration. You can visit their Rental Registration page at <https://mydpdservices.seattle.gov/RRIO/>. Click on the "Rental Registration" tab, and then click the "Search" button at the bottom of the screen to conduct a general search to view records. You can also select multiple records from the search results and then click the "Show on Map" button to plot the results on a map.

The largest phase, which is the Hansen replacement project, is scheduled to go live in August 2016, and will include Planning, Building Permitting, Inspections and Code Enforcement processes.

*Contact:*

Jennifer Hager  
Seattle Project Manager  
1-206-727-8601  
[Jennifer.hager@seattle.gov](mailto:Jennifer.hager@seattle.gov)

#### **City/County of Denver, CO**

The City/County of Denver is already live in the Department of Excise and Licenses on the Accela Civic Platform Licensing and Case Management module as of 06/01/14. The Department of Excise and Licenses is also scheduled to go live with Accela Citizen Access in early 2015, which will allow customers to apply for and renew business and individual licenses online.

In addition, the Departments of Development Services, Permitting, Inspection and Plan Review are still in implementation for the Accela Civic Platform Land Management module, Accela Citizen Access, Accela GIS and Accela Mobile. This part of the project is scheduled to go live in March of 2015.

NOTE: TruePoint is heavily involved in the Denver project, including business process re-engineering, analysis, configuration, business rule scripting, and reporting writing.

*Contact:*

Frank Daidone  
Denver, CO (City and County of)  
CIO  
(720) 865-2670  
[frank.daidone@denvergov.org](mailto:frank.daidone@denvergov.org)

## Company Experience, Background and Qualifications

Describe Respondent's specific experience with public entities clients, especially large municipalities or authorities. If Respondent has provided services for the City in the past, identify the name of the project and the department for which Respondent provided those services.

Throughout its history, Accela has served over 900 separate agencies and thousands of their departments with our Civic Platform, including agencies that range in size from Nogales, AZ to the States of New York, Oregon, Michigan, and Montana, as well as the Cities of New York, Atlanta, San Francisco, Oakland, and Washington, D.C.

Currently, Accela is proud to call 50% of the Top 50 largest cities in the United States as customers using Accela solutions, both current and legacy.

### LAND MANAGEMENT SYSTEM VENDOR CHOICES

Accela is the dominant land management software vendor in the top 50 cities with half of the market share. While this is significant, it is important to identify the technology used by the other half of the top 50 cities. The graphic below displays the breakdown.

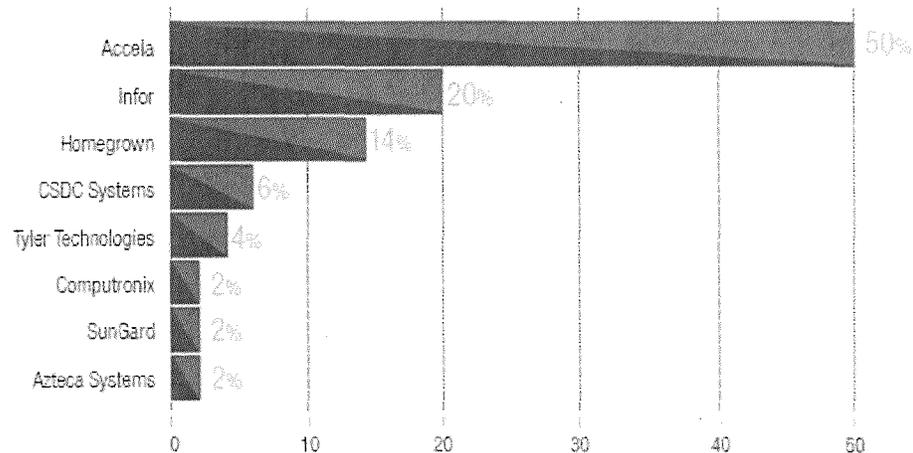


Figure 1: Research on the 50 largest U.S. cities' use of automated land management systems – Center for Digital Government Report, 2014

Accela recommends the City of San Antonio query all responding vendors asking not only how many large municipalities they claim as customers, but also how many of them are live on the latest solution marketed. To be clear, Accela has more Top 50 clients live on the Accela Civic Platform, its flagship and current solution, than all of our competitors combined have on their current solutions. This fact is documented in a recent report released by the Center for Digital Government that details what land management (e.g., planning, permitting, inspections) systems the top 50 largest (by population) U.S. cities use.

**Company Experience, Background and Qualifications**

*NOTE: The above quoted Center for Digital Government report can be found here: <http://bitly.com/CDGTop50>. Also, Accela has recently rebranded our flagship solution from Accela Automation to the Accela Civic Platform. The above mention Center for Digital Government report was released before this rebranding.*

Accela has no previous experience with the City of San Antonio.

If Respondent is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team and the extent to which the team, joint ventures and/or sub-contractors have worked together in the past.

The Accela team included with this response is as follows with explanation of team role:

- **Accela:** Prime. Will lead analysis and configuration efforts, and provide overall project management.
- **Accenture:** Primary responsible for interfaces and all data conversions, except Hansen data conversion.
- **TruePoint:** Primary responsible for reports. Will also lead Hansen data conversation effort, and will support analysis and configuration efforts.
- **DPCI:** Responsible for Drupal web portal implementation.
- **ePlanSoft:** Responsible for implementing Accela ePlanCheck as the electronic markup tool within the electronic plan review process.
- **CityGovApp:** Provider of BuildSA contractor inspection request app for both iOS and Android smartphone. Services include private label branding of app, and adding additional app features.

The rational as to why Accela has chosen each sub for this project is as follows:

- **Accenture:** Accenture and Accela have an extensive partner relationship and experience working together on large, complex projects that includes New York City, as mentioned above; Washington DC; Abu Dhabi; and the State of Massachusetts. Because of the complexity and scale of the City of San Antonio and this project in particular, Accela decided it would be valuable to have a leading system integrator on the team to support interfaces and data conversions, and no system integrator has more experience

### Company Experience, Background and Qualifications

with the Accela Civic Platform than Accenture. In addition, Accenture has a large delivery services center in San Antonio, so they are in a position to provide local resources.

- **TruePoint:** TruePoint is Accela's most experienced implementation partner with over 70 Accela projects under their belt. For example, they have worked closely with us in El Paso, San Diego County, New York City, Cleveland, Sacramento, Seattle, Denver, Atlanta, Oklahoma City, and Indianapolis to name a few. Further, both the Seattle and Oklahoma City projects include/included a replacement of Hansen, which is noteworthy because TruePoint was founded by top Hansen executives, including their COO, CTO and Sr. VP of Services, shortly before Infor's acquisition of Hansen. Further, TruePoint has current staff that worked on the original Hansen implementation for the San Antonio DSD. In addition to El Paso, TruePoint's experience implementing the Accela Civic Platform in Texas includes McAllen, TX.

Due to their extensive knowledge and experience with both the Hansen and Accela systems, and the proven experience doing data conversions from Hansen to the Accela Civic Platform, Accela has assumed they will own the Hansen conversion, in addition to report writing and providing analysis, configuration and business rule scripting support.

The TruePoint team collectively has over 400 years of experience specifically implementing land and asset management solutions in the public sector. For a more detailed overview of the scope of the Accela/TruePoint relationship, including additional information on TruePoint's deep history with both the Accela Civic Platform and Hansen, please see <http://bitly.com/TruePointAccelaCOSA>.

- **DPCI:** Because the City's web portal requirements extend beyond a transactional portal, such as Accela Citizen Access, Accela has partnered with DPCI, a leading implementer of the Drupal web content management system based in New York City. Drupal powers more .gov portals than any other web content management system, including the Cities of Austin and Kyle here in Texas, and DPCI is a leading Drupal services firm. However, it is worth noting that DPCI is the only member of the Accela team to not have a specific focus solely on public sector technology solutions. Instead, they have extensive experience delivering Drupal portal solutions to

## Company Experience, Background and Qualifications

media and publishing companies, such as NBC Universal. Given the extensive collection of public sector technology experience the rest of the Accela team has, we felt it would be beneficial to have a partner on the team that brings a different perspective to how the DSD customer portal is imagined. To get an idea of the scope of DPCI's Drupal experience, please visit their online Drupal portal showcase at <http://www.databasepublish.com/drupal-showcase-projects>.

- **ePlanSoft:** Accela has an OEM partnership with ePlanSoft, which means Accela has embedded their electronic plan markup tool into the Accela Civic Platform. Accela chose ePlanSoft as our embedded markup tool partner, because:
  - 1) It is the only plan markup software on the market that is entirely web-based, which allows for true concurrent reviews.
  - 2) ePlanSoft is able to fully leverage the powerful Accela Visual Workflow Designer tool native to the Accela Civic Platform, which means plan review workflows do not have to be duplicated as they do with other dedicated plan review tools. This makes for both a faster implementation of plan review, and one that requires less ongoing training and maintenance, since there is only once place where workflows are maintained.

Accela's embedded version of ePlanSoft's markup tool is called Accela ePlanCheck, and it is included in Accela's software estimate. Accela is including ePlanSoft in this response for the implementation of and training for the Accela ePlanCheck tool. For short video on the fully integrated Accela ePlanCheck tool, please see <http://vimeo.com/accelademos/eplancheck>.

- **CityGovApp:** CityGovApp is a leading public sector mobile app developer within the Accela Civic Platform partner ecosystem. They are experts are developing highly targeted value-add mobile and web applications on top of the Civic Platform. For example, they have a contractor inspections request mobile app that is already in use by the City of El Paso that meets the City of San Antonio requirement to replace your current contractor inspection request web app. To test the Build El Paso inspection request app for iOS, please see the El Paso reference form #1 above.

### Company Experience, Background and Qualifications

They also have developed the following mobile apps for Accela clients built on top of the Accela Civic Platform:

- Rental Property Inspections: Streamline rental property inspections through easy to use mobile app. Field Inspectors can organize inspections, perform the inspections and view the history of inspections in the field. This app eliminates paper forms and long delays due to the time gap between the filling the paper form in the field and data entry at the back office.
- 311 Service: Engage citizens and improve local communities through 311 Service request mobile platform for the Accela Civic Platform. Citizens can report potholes, graffiti, and other public nuisance through their mobile device. 311 Service Request is fully integrated with the Civic Platform and consists of a mobile app for generating a service request, citizen facing web portal, and a agency web dashboard to manage service request.
- Manhole Inspection: Manhole Inspection allow the field staff to perform regular manhole inspections using their mobile device. This app eliminates paper forms and long delays due to the time gap between the filling the paper form in the field and data entry at the back office.
- Animal Services: Animal Services app allows the field inspectors and the animal shelter staff to manage their daily workflow through mobile app.
- Garage Sale Permit: A great combination of citizen engagement and permit enforcement. Allows the citizens to view garage sales through GPS location, rate the garage sale, apply for a garage sale permit, and report any violation.
- Garbage Collection: Instantaneous documentation and reporting of obstruction, overflowing or other non-compliance issues preventing garbage collection. This app eliminates paper forms and long delays due to the time gap between the filling the paper forms in the field and data entry at the back office.

**Company Experience, Background and Qualifications**

Provide an organizational chart showing how the Respondent proposes to staff the project. For each position reflected on the organizational chart:

- Identify the number and professional qualifications (to include licenses, certifications, associations)
- Identify relevant experience on projects of similar size and scope
- State the primary work assignment and the percentage of time to be devoted to the project.

See **Section 8.2 Staffing Requirements and Proposed Organizational Chart** for complete information pertinent to this section.

Additional Information. Identify any other relevant information about the Respondent's qualifications.

With the Accela Civic Platform, the City has the flexibility, options and scalability to enable innovation over time without the need to invest in new technology. The solutions built on the Civic Platform streamline and accelerate services through online citizen access, mobile solutions, improved workflow, and the elimination of paperwork.

**Scalability**

The ability to incorporate unplanned changes in business requirements and, in turn, how the solution can be reconfigured to adhere to these changes, is at the forefront of why the Accela Civic Platform was designed and continues to be upgraded to maximize its flexibility for public agencies. Recent performance test results show the Civic Platform running with thousands of simulated users while running against a huge data set (up to 10 million records and one table for agency defined fields with 90 million records).

Accela has substantially reduced the traditional risk associated with solutions that require customization or cannot be fully tailored to suit the changing needs of a department or enterprise. With the Civic Platform, business risk regarding unplanned changes is inherently

## Company Experience, Background and Qualifications

minimized. It is rare for an Accela-implemented client to continue doing business without the need to make changes to its initial configuration.

At the very onset of our implementations and under our business analysis phase, Accela implementation specialists work with client staff to discuss all needed configuration and to solicit questions that aid in the anticipation of changes so that the solution can be configured under the most contemporary business environment. The training that Accela offers, both informally working with City system administrators and others, and in formal classes, will empower City technical and power users and provide them the necessary confidence of reconfiguring the solution to meet changing needs.

Changing business requirements no longer present an obstacle and risk is diminished if in fact not eliminated. The n-tier scalability of the Accela Civic Platform can accommodate the growth and changes that occur, as needed. The solution may be scaled both vertically (by adding additional processors) and horizontally (by adding additional server hardware) as needed.

Accela typically scales by adding more services at each tier. For instance, additional web services can be created and load balanced to offset increasing demand at the web layer. This can be accomplished by adding an additional server with a new set of Accela services. At the application tier, additional servers can be added into the application pool cluster. At the database level, typically performance is improved by adding more memory, more disks, and better CPU power.

### **Innovation Strategy**

Accela aims to be the platform of choice and the leading cloud provider for government agencies of all sizes. We continue to build on our long track record of successful deployments and deliver innovations that meet the needs of agencies large and small. We are incorporating new capabilities and adapting to changing business requirements related to security, accessibility, compatibility, mobile devices, privacy and more. We have a proven track record of innovation, including early adoption of software for tablet devices, meeting ADA Section 508 compliance, internationalization and multi-lingual support, and support across major mobile platforms. We have listened to our customers, learned from market trends and needs, and we are translating them into platform innovations in the following areas.

## Company Experience, Background and Qualifications

### ***Improved Communication***

The many channels available for civic engagement and communication have added complexity to messaging and alerts configuration. Communication Manager functionality addresses the need to engage with individuals at all levels of government, as well as the constituents they serve. Support for configurable email and text alerts keep stakeholders involved throughout the process and new enhancements will allow stakeholders to further manage and subscribe to key alerts related to both application processes and general agency communications.

### ***Enhanced GIS Capabilities***

Accela is an Esri Gold partner, and enjoys long and successful partnership with the GIS leader. GIS is native to the Civic Platform, and spatial data is a critical part of government business processes. Accela GIS enables nearly every aspect of our solutions, and we intend to continue to innovate in this area. For example, retrieving spatial information into the application during the workflow and location intelligent search capabilities provide users fast access to all transactions within a geographic area, in a selected polygon, or within user defined distance to a map feature are examples of innovative GIS-enabled functions. Accela also connects with complementary cloud services, such as ArcGIS Online. Geofencing, geotriggers and 3D modeling are functions we are researching as possible future Civic Platform innovations.

### ***Open Data Innovation***

The open data movement has the potential to impact governing, civic engagement and government business. Today, a small fraction of agencies are actively providing open data due to the complexity and cost involved, and there are very few implemented standards—datasets are described in very different ways.

To help agencies unlock and democratize public data, Accela introduces [Civcidata.com](http://Civcidata.com), a cloud-based open data platform to:

- Radically simplify how open data is published and managed
- Provide standard, cross-jurisdictional data in one place
- Enable developers to build and deploy civic apps across multiple jurisdictions
- Address the needs of agencies large and small
- Make these capabilities free and easy

A concrete example of how Accela's open data portal can be used to

Company Experience, Background and Qualifications

improve access to constituents' access to public data is the City of Evanston, and their use of CivicData.com to syndicate health scores from the Accela Civic Platform to the Yelp pages for each restaurant in the City.

*First, Evanston publishes in real time health score, violation and inspection data sets from the Civic Platform to CivicData.com...*

The screenshot shows the CivicData website interface. At the top, there is a navigation bar with 'Log In' and 'Register' links. Below the navigation bar, the 'CivicData' logo is prominently displayed. The main content area shows search results for 'City of Evanston, IL'. On the left side, there is a sidebar with the City of Evanston logo and statistics: 'Favorites: 0', 'Members: 0', and 'Datasets: 3'. Below this, there are sections for 'organization' and 'Groups'. The main search results area shows '3 datasets found' and lists three datasets: 'City of Evanston, IL-LIVES\_BUSINESSES', 'City of Evanston, IL-LIVES\_VIOLATIONS', and 'City of Evanston, IL-LIVES\_INSPECTIONS'. A callout box on the right side of the screenshot contains the text: 'City of Evanston publishes real time health, violation & inspection data sets in the LIVES data format to their CivicData.com site'.

*Second, all health scores, violation notices, and inspection data are syndicated via a JSON feed to each Evanston restaurant's Yelp page.*

## Company Experience, Background and Qualifications

The screenshot shows a Yelp profile for 'Delbe's Corner' with a health score of 94. A callout box states: 'Health scores sent from Accela Civic Platform to Yelp via CivicData.com'. The page displays inspection details for June 25, 2014, including violations and a table of previous inspections.

Date	Inspector Type	Violations	Score
December 10, 2013	Routine	1	95
February 8, 2013	Routine	0	90

Publishing health data to a destination site, such as Yelp, unlocks the value of the data and dramatically increases the odds constituents can take advantage of the data. In this example, it also serves to encourage restaurants to maintain higher health standards since the health score data is now so readily available to the public.

In addition, we are expanding our use of Microsoft Azure and building upon the capabilities of CKAN to simplify dataset creation and administration for Accela customers. In addition, we intend to provide additional API's for developers to build and deploy apps incorporating datasets from multiple jurisdictions.

### ***High Fidelity Agency User and Citizen Experience***

Accela continues to innovate around its citizen-facing solutions as we strive to provide the most engaging and intuitive solutions for constituents doing business with government. We are building on our success with map integration to allow public users to navigate directly from the map interface. Advanced, wizard-driven interfaces will help lead users through unfamiliar application and request processes, helping to ensure that users get information throughout the application process. Mobile solutions will continue to be enhanced and expanded to put citizen-facing solutions in the hands of users, regardless of device. Finally, we will incorporate additional ways for citizens to engage citizens in all aspects of government by leveraging social media.

We have already made significant investments in platform engineering resources and we are rapidly ramping that investment.

## Company Experience, Background and Qualifications

We are leveraging agile development techniques to deliver platform innovations in a rapid iterative approach.

### ***Expanding the Accela Ecosystem***

It is important to note that our business strategy includes building a vibrant community of developers and partners to build, sell and provision solutions on the Accela Civic Platform. We expect partners to deliver innovative solutions and applications that provide additional value to Accela customers, and we are making the investments across all areas of our business to guide their success.

Accela's partner eco-system is the most mature and developed within our space, and includes:

- Value Added Resellers
- Services Partners
- Technology Alliance
- System Integrators

To see a detailed list of all Accela partners by category, please visit: <https://www.accela.com/company/partners/partner-directory>. You can also see a list of many of the value-added mobile and web applications built on top of the Accela Civic Platform by Accela developer partners by visiting <https://www.accela.com/civic-apps>.

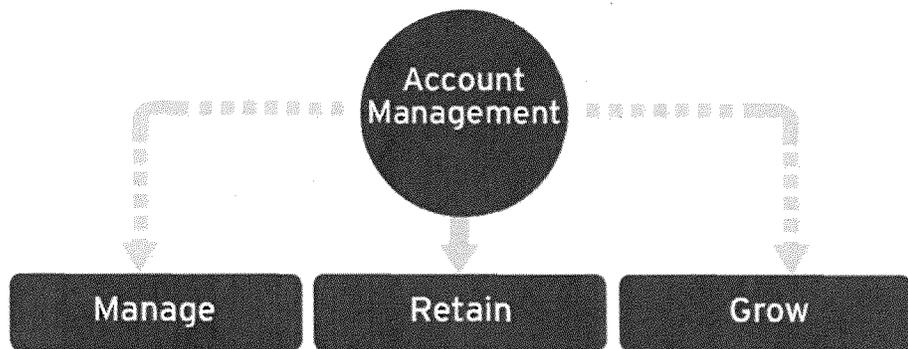
### ***Accela Customer Care Department***

Accela recognizes that earning the business of the largest municipalities in the United States is about not only about scalable and innovation technology solutions. It is also about supporting them through the full lifecycle of the relationship. As such, Accela provides an entire department known as the Customer Care Department that is completely dedicated to the day-to-day operational success of our customer's use of our solutions. The Accela Customer Care Organization is dedicated to overall customer care throughout the Accela customer lifecycle. All current customers on maintenance or subscription are supported by the entire Customer Care organization at no additional charge.

The Customer Care department is comprised of three divisions:

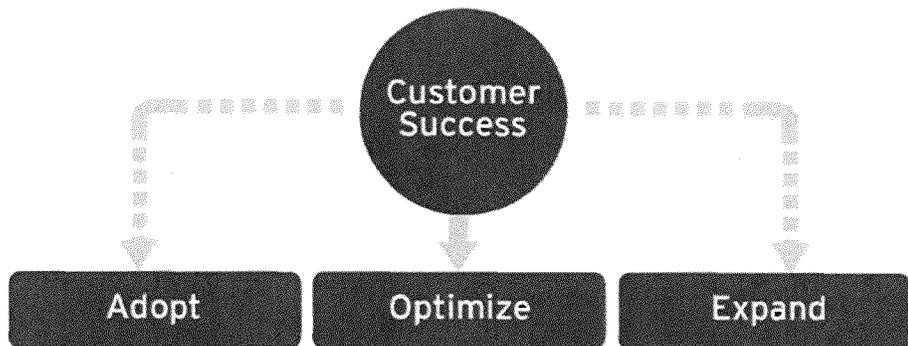
- 1) ACCOUNT MANAGEMENT

## Company Experience, Background and Qualifications



- All Accela customers have a regionally based single point of contact.
- Interface with customers onsite and via phone & email.
- Account Manager's role is to serve as a customer advocate.
- Account Manager's have visibility to all aspects of relationship

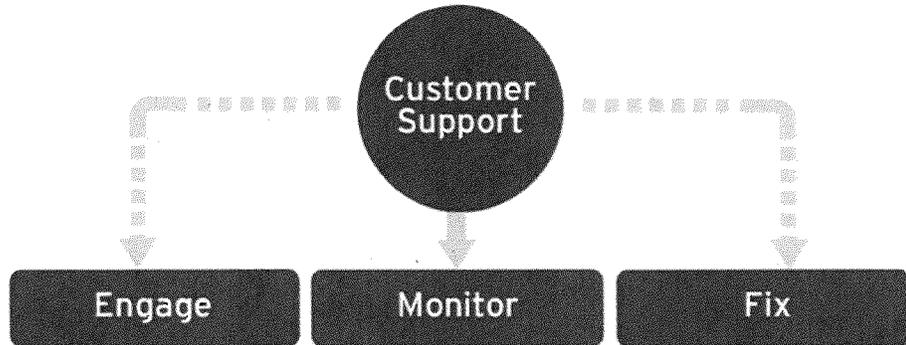
### 2) CUSTOMER SUCCESS GROUP



- Customer Success consultants are Accela ninjas (aka, Accela technology experts).
- Mandate is to help customers maximize investment by:
  - Optimizing current use of Accela Civic Platform
  - Expand use as new features are released.
- Interface with customers on-site and via phone & email.

### 3) CUSTOMER SUPPORT

**Company Experience, Background and Qualifications**



- Tasked with trouble shooting specific cases related to:
  - Product Admin, Database Support, Network Admin, Technical Product Support
- Interface with customers via web portal, email and phone
- Functional product experts
- Includes case management personnel that track to resolution

Resumes: Provide professional resumes for all proposed project staff.

See resumes attached immediately following this attachment.

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**Keith Zielenski, CISA**  
**Proposed Professional Services Vice President**

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**Employment History**

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**Accela, Inc. (San Ramon, CA)**

*Vice President, Professional Services (March 2014 – Present)*

Professional Services Vice President for the East Region

Leading the professional services team in Accela's eastern region by providing oversight of delivery on all active accounts to ensure Accela support and delivery methodologies are being followed. Responsible for ensuring appropriate and effective staff assignments and monitoring technical delivery performance to identify areas of potential improvement. Serve as the initial escalation point in the event issues are encountered/identified during technical delivery. Responsible for reviewing all contracts to ensure Accela is meeting all contractual obligations.

**CAST Software (New York, NY)**

*Senior Director of Customer Engagements (June 2012 – March 2014)*

Responsible for leading a team of consultants and contractors focused on the success of seventy North American clients implementing the CAST Application Intelligence Platform (CAST AIP). The platform was leveraged by clients to assess the quality of application code, as well as the productivity of application developers (via automated function point counting). Responsible for representing the professional services component of CAST Software during all sales initiatives to include: sales discussions, scoping calls (for the purpose of sizing infrastructure and level of effort associated with deployment), day to day customer expectation management, and leading a team of 25+ consultants/contractors as well as an offshore team of 30+ consultants. Accountable to the CAST Executive Vice President of World Wide Operations for all North American business metrics (budget, revenue, staff utilization/allocation, forecasting, etc.). Served as the customer liaison for discussion(s) with the Product Management Team and Research and Development focused on product enhancement requests, hotfixes, and work-arounds. This included scheduling meetings, gathering business and functional requirements, assisting with solution design, testing and implementation. Actively managed consultants' time to ensure sufficient investments are being made by professional services in the CAST technology to include leading beta testing teams as well as custom product enhancements. Responsible for authoring statements of work to support technical and process implementations associated with CAST AIP. Assisted clients with process enhancements required to fully integrate CAST AIP into their existing Software Development Life Cycle (SDLC). Developed processes to ensure a complete handoff from the pre sales team to the post sales engineers/consultants which helped ensure successful delivery. Developed a training program to ensure a solid baseline understanding of CAST AIP, SDLC, as well as general consulting skills.

**HP Enterprise Security/Fortify Software (New York, NY)**

*Practice Principal/Managing Consultant (January 2011 – May 2012)*

**Keith Zielenski**  
**Proposed Professional Services Vice President**

Served as the Practice Principal for the North East and Major Accounts under HP Fortify, focused on the delivery of software security assurance programs. Led engagement teams (10-15 staff members), developed business plans for the region, and was responsible for managing revenue (\$10M) and margin for practice engagements. Effectively developed and managed strong customer relationships from intermediate to C-level executives. Responsible for personnel and business management within the practice, which included accountability for team effectiveness, staff development and achieving utilization goals. Responsible for authoring and negotiating all statements of work that included the delivery of implementation/training solutions for Fortify technology.

**Deloitte and Touch, LLP (New York, NY)**

*Manager, Security and Privacy Services (September 2007 – December 2010)*

Responsible for a team of consultants and contractors responsible for developing, planning and implementation an enterprise-wide Payment Card Industry Data Security Standards (PCI DSS) compliance program for a major bank. Responsible for managing the day-to-day activities associated with ten work streams and twenty independent projects. A sample of the projects include: Policies and Standards, Data Identification and Rationalization, Network Segmentation, Format Preserving Encryption Proof of Concept, Data Leakage Prevention Solution, Merchant Assessments, Risk Management, and Third Party Vendor Management.

Developed an organization's IT security policies and standards to enable transformation to a bank holding company. The task included the analysis of over 290 regulatory drivers (e.g., ISO, FFIEC, FDIC, COBIT). Served as the facilitator for policy/standards review sessions with the chief information officer, chief information security officers, business owners, application owners, and other senior company officers.

Developed and implemented the IT security strategy for a major pharmaceutical company's global SAP-based human resource solution. The IT strategy development included the analysis of regulatory drivers, client and third party requirements, international privacy laws, physical security, and business requirements from multiple business lines. The implementation of the IT security strategy included the development of security requirements, security use cases, security functional detailed design documents and security technical detailed design specifications. Responsible for growing the initial task from \$50K to \$1.7M. Managed the security team's interaction with sixty functional analysts, thirty infrastructure specialists, and forty application/software developers.

**BearingPoint (McLean, VA)**

*Manager, Law Enforcement Sector (May 2006 – September 2007)*

Managed a team of five auditors who served as the audit liaisons for ten components at the U.S. Department of Justice (DOJ) during the Office of the Inspector General (OIG) annual financial system audit. Developed an Information Technology (IT) Mock Audit that was implemented at four of the ten DOJ components that had received material weaknesses during the FY06 OIG annual financial system audit. Performed general and application control reviews, system development life cycle reviews, physical security assessments of data centers and facilities, network vulnerability assessments, and assessments of disaster recovery planning

**Keith Zielenski**  
**Proposed Professional Services Vice President**

and system testing. Responsible for identifying and evaluating organizational risk areas based on the team's assessments during the annual audit. Worked with senior management personnel to identify and report information technology issues and developed recommendations to remediate control weaknesses. Responsible for developing and tracking the annual budget for the project (\$1.5M). This included the generation of invoices, budget forecasting, and quarterly project financial audits. Responsible for all human resource related activities for the team of auditors (e.g., professional development plans, training plans, recruiting, and performance reviews to include recommending performance-based compensation). Managed multiple proposal efforts ranging from \$250K to \$8.5M.

**Total Systems Technology Corporation (Fairfax, VA)**

*Senior IT Security Analyst (September 2005 – May 2006)*

Delivered IT Security Support Services to the Office of the Chief Information Officer (OCIO) for U.S. Citizenship and Immigration Services (USCIS). Served as the team lead responsible for investigating security breaches of an immigration system operated by USCIS. The system is used for adjudicating and granting benefits to foreign nationals. Mapped network topology, conducted a vulnerability assessment of data center physical security and IT systems, and determined that process flow was not secure due to poorly designed applications. Managed the USCIS inventory consolidation effort to ensure FY 2006 Federal Information Security Management Act (FISMA) compliance. Served as the USCIS OCIO Security Liaison for Control Review Boards, System Development Meetings, and Working Groups. Responsible for authoring Interconnection Security Agreements, Memorandums of Agreement/Understanding, Privacy Impact Assessments and various security policy memorandums. Assisted with the management of USCIS Certification and Accreditation (C&A) Program that is based on guidance from the National Institute of Standards and Technology (NIST). Responsible for reviewing System Security Plans (SSPs), Risk Assessments (RAs), Contingency Plans (CPs), Security Tests and Evaluations (ST&Es), and Plan of Actions and Milestones (POA&Ms). Provided OCIO Security oversight for physical security inspections of data centers and testing of applications. Responsible for reviewing system requirements specifications and system design documents to identify security related concerns.

**SRA International (Fairfax, VA and New York, NY)**

*Information Assurance Analyst (November 2002 – September 2005)*

Served as a team member responsible for the development, testing, and delivery of secure software applications to local and Federal law enforcement agencies operating in the states of New York, California, and New Jersey. Applications supported tracking of gang members via facial recognition and global drug trafficking. Served as the configuration management officer responsible for the development and implementation of the Configuration Management Program for the SRA Orion Center for Homeland Security. The program applied technical and administrative direction to functional requirements analysis and software/application development in order to maintain the integrity of the product throughout the project's full life cycle.

**Keith Zielenski**  
**Proposed Professional Services Vice President**

Delivered Department-wide IT Security Support Services to the Department of Labor Office of the Chief Information Officer. Responsible for the development of the annual operating budget (\$1.3 M), to include task prioritization and resource leveling. Developed NIST compliant program policy and guidance for implementation throughout the Department in the areas of Risk Management, ST&E and C&A. Authored Department's Risk Management Methodology and trained DOL employees in the implementation. Developed and managed the Department's C&A Program based on guidance from NIST. Briefed senior level government officials on the status and progress of the Department's C&A program. Managed the daily operation of the Department's Computer Security Incident Response Capability (CSIRC). Monitored, analyzed, and published unclassified information security threat information provided by the Federal Bureau of Investigation's (FBI) Watch and Warning Unit, the Federal Computer Incident Response Center (FedCIRC), the National Communications System (NCS), the National Infrastructure Protection Center (NIPC), and the National Security Council (NSC). Authored the Department's quarterly POA&Ms, and annual report submission to the Office of Management and Budget (OMB) under FISMA. Assessed weaknesses and risks associated with DOL's information systems, while tracking the corrective action progress.

**Booz Allen Hamilton (McLean, VA)**

*Senior Consultant (May 1998 – November 2002)*

As a member of the National Security Team, provided assistance with the development of the US Department of Energy's Cyber Security Performance Measurement Program, used to determine implementation and validity of Cyber Security policies throughout DOE. Assisted with the development of DOE's Anti-virus Strategy and Independent Validation and Verification (IV&V) Manual for DOE's classified and unclassified environments. Assisted with the development of DOE's Cyber Security Action Plan that defined the CIO's strategic vision for safeguarding classified and unclassified information on DOE's electronic systems and critical cyber infrastructure. Assessed action items to be undertaken over a two-year period in order to strengthen DOE's cyber security community. Monitored, analyzed, and published unclassified cyber security threat information provided by FBI's Watch and Warning Unit, FedCIRC, NCS, NIPC, NSC, and the Computer Incident Advisory Capability (CIAC). Briefed senior level government officials on DOE's Cooperative Protection Program (CPP), a passive remote network monitoring system that feeds suspicious activity to a central facility for analysis. Participated in Congressional Committee meetings on behalf DOE's Chief Information Officer.

Authored safeguards and security policy for the effective management of radioactive waste scheduled for disposal at the Yucca Mountain Disposal Facility. Provided technical support under the Resource Conservation and Recovery Act Enforcement, Permitting, and Assistance program. Conducted comprehensive technical reviews of Facility Investigation Reports. Reviewed corrective action measures, performed technical analyses of remediation system engineering plans, and provided recommendations to improve the system designs

**VARIOUS POSITIONS IN ENVIRONMENTAL ENGINEERING FROM 1993-1998, DETAILS AVAILABLE UPON REQUEST**

**Keith Zielenski**  
**Proposed Professional Services Vice President**

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**Skills and Qualifications**

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**Skills**

- Professional Services management/delivery
- Static code analysis (CAST Application Intelligence Platform and Fortify Static Code Analyzer)
- Automated Function Point counting
- IT Audits of Financial Systems
- IT Security Policy and Standards
- PCI DSS
- IT Security Strategy
- Corrective Action Plans
- Risk Assessments
- System Security Plans
- Contingency Plans
- Security Testing & Evaluations
- IT security performance metrics
- Certification and Accreditation
- Plan of Actions and Milestones
- Privacy Impact Assessments
- Emergency Response
- Vulnerability Assessments
- Security Control Analysis
- Configuration Management
- Proposal Development
- Compliance Assessments (based on ISO, NIST, FFIEC, FDIC, FISCAM)
- Software Testing
- PKI
- Computer Security Incident Response Capability

**Publications**

Contributing Author and Researcher: Wireless Security: Models, Threats, and Solutions. McGraw Hill Telecom, 2002.

Author: "Personal Digital Assistant Security: The Key to Organization or the Key to an Organization?" The George Washington University Journal of Information Security, Volume 1, Number 1, 2001.

**Professional Organizations**

**Keith Zielenski**  
**Proposed Professional Services Vice President**

- Fulbright Academy of Science and Technology, Chairman of the Board of Directors
- Information Systems Audit and Control Association (ISACA), New York Chapter
- Fulbright Alumni Association
- Sigma Nu Fraternity

**Education**

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- Bachelor's Degree (Geology)
  - *George Mason University – Fairfax, VA*
- Master's Degree (Engineering Management)
  - *George Washington University – Washington, DC*
- Graduate Certificate Information Security Management
  - *George Washington University – Washington, DC*
- Fulbright Scholar (Banking System Security)
  - *Georg-August Universität – Göttingen, Germany*
- Certified Information System Auditor (CISA) Certification
  - *Information System Audit and Control Association (ISACA)*

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## Millie Crossland Proposed Project Manager

### Employment History

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#### Accela, Inc. San Ramon, CA

*Project Manager (June 2014 – Present)*

- **Responsible** for ensuring the successful implementation of Accela's enterprise software by completing projects on-time, within scope and budget.
- **Customer focused** with a high level of knowledge regarding the public sector. Ability to leverage software to improve business processes and service delivery.
- **Accountable** - for all aspects of project management including all project resources (including partners / subcontractors), project planning, scheduling, risk management, scope management, internal and external communications, status reporting, and resource management (internal and partners).

#### Office of the City Manager City of Kansas City, MO

*Technology Project Liaison March 2012 – May 2014*

Developing solutions that enhance, expedite and exploit technology resources for the City

- **Launched the Data Catalog site** in a short time frame to meet the Manager's desire to release for the first time ever the City's Budget in line item format.
- **Coordinate Open Data adoption throughout the City** by working with Code for America, the Mayor's Office, City Departments and civic hackers.
- **Facilitate RFP process** for an Enterprise Permitting, Inspection and Land Management system. Based on the findings of an asset management and work order system survey of city owned resources a decision was made to move forward with an enterprise solution focus.
- **Launched free text alerting app for City Services.** This tool was a great improvement in communication with residents during the summer of 2012 when there was a record number of main breaks.
- **Launched 311 Service Request Phone App** another avenue for citizens to connect with city government to request services or report an issue.

#### Oakland Police Department, City of Oakland, CA

*Manager of Records Division July 2008 – March 2011*

In charge of increasing efficiency, updating processes, and improving customer service for \$3.5M, 28-person Division that creates and tracks over 90,000 crime reports and 16,000 vehicle towing reports annually. Introduced computer-based information delivery and tracking applications, vastly increased the professionalism of interactions with the public, and responded to a severe economic crisis by making the team more productive on less money.

- **Launched Web-based citizen crime reporting site** to handle our load of 600 incident reports per month. Freed two officers from taking phone reports and returned them to street patrol to better meet the needs of the community. Reduced the cost of creating reports, saving a total of \$288K per year.



- **Reduced the number of overtime shifts 73%** by redeploying staff, increasing supervision, and eliminating the night shift while reassigning its few essential duties to another department already on a 24/7 schedule. Reduced yearly overtime costs from \$900,000 to \$350,000 in two years.
- **Trained staff to better deal with difficult customers, using Police Officer Tactical Communication techniques.** Reduced yearly internal affairs complaints by 90%.
- **Eliminated division's separate, costly copier contract, using City's contract instead, saving \$60K** in superfluous expenses while obtaining better copiers and maintenance services.
- **Spearheaded changeover from paper to scanned reports,** using the new copiers and simple, out-of-the-box software. Made information instantly available to all personnel.

### **City Clerk's Office City of Kansas City, MO**

*City Clerk May 2003 – July 2008*

Modernized an outdated, paper-based process. Replaced time consuming, redundant tasks with efficient, computer-based system for 200 users. Promoted to City Clerk after 4 months. Performed community outreach to increase citizen involvement using the newly implemented online information system. Trained local leaders in 20 neighborhoods.

- **Created new process and online system for getting ordinance approvals.** Replaced "sneaker net" with deadline-driven workflow and electronic legislative tracking software (LUSI). Reduced time to pass an ordinance by 50%.
- **Put real-time streaming video of City Council meetings online for staff and public use.** Enabled staff to monitor meetings from their desks and step into the Council chamber only as needed, saving 2-3 hours daily. Eliminated 30-day wait time for videos, enabling constituents to follow the action while it's still relevant.
- **Inspired a paradigm shift by training reluctant staff on the new browser-based office technology** with seminars and one-on-one coaching. Encouraged a feeling of ownership. Used a staged rollout to ease the transition.
- **Recognized in the Kansas City Star newspaper for increasing access to legislative information** and creating a new tool that the community loved. Increased public confidence in City government.
- **Trained and mentored successor to guarantee sustainability of all changes.** Built up the next Deputy's confidence, speaking ability, and computer skills. She is now City Clerk and President of the Missouri City Clerk's Association.
- **Eliminated wait time for citizens and staff requesting documents** by scanning and putting all documents online.

### **Education**

- *MSW Master of Social Work, Administrative Track, University of Missouri, Columbia, MO*
- *MS Gerontology, Virginia Commonwealth University, Richmond, VA*
- *BA Psychology with Business Minor, Southwest Baptist University, Bolivar, MO*

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**Jack Tu**  
**Proposed Implementation Lead**

**Employment History**

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**Accela, Inc. (Cumming, GA)**

*Sr. Services Consultant (Jan 2014 – Present)*

Provided implementation services for the following jurisdictions:

- Chesapeake, VA (2014)
  - *Responsible for documenting script requirements within Accela Automation and Accela Citizen Access.*
  - *Responsible for developing scripts within Accela Automation and Accela Citizen Access.*
- Multnomah, OR (2014)
  - *Responsible for documenting script requirements within Accela Automation.*
  - *Responsible for developing scripts within Accela Automation.*
  - *Responsible for resolving issues during User Acceptance Testing.*
- San Francisco, CA (2014)
  - *Responsible for developing scripts within Accela Automation.*
  - *Responsible for resolving issues during User Acceptance Testing.*
- Milwaukee, WI (2014)
  - *Responsible for configuring and testing system: Record Types, Intake Forms, ASI, ASIT, Workflows, Fees, Inspections, Documents and Modules*
- Seattle, WA (2014)
  - *Responsible for migrating data from development to test environments before and during User Acceptance Testing.*
  - *Responsible for configuring and testing reports before User Acceptance Testing.*
- Tempe, AZ (2014)
  - *Responsible for configuring and testing system for the Engineering Department: Record Types, Intake Forms, ASI, ASIT, Workflows, Fees, Inspections, Documents, Modules, Calendar and FIDS*
- Missoula, MT (2014)
  - *Responsible for trouble shooting issues after Go-Live for the Licensing Department.*

**EnerGov Solutions / Tyler Technologies (Duluth, GA)**

*Project Manager / Senior Project Consultant (2009 - 2013)*

- Analyzed, identified, and implemented business process solutions to integrate proprietary land management software for government municipalities
- Managed projects for cities and counties with population's of over 750,000 people
- Provided both on site, as well as, remote support during Go-Live phases of projects to help resolve issues and to minimize disruptions
- Provided training sessions to end users in classroom settings
- Created custom training materials and reference documentation per client needs and requirements
- Instructed new hire training classes

**Jack Tu**  
**Proposed Implementation Lead (*continued*)**

**Symbiosis International (Norcross, GA)**

*Software Engineer (2003 - 2007)*

- Developed and maintained Visual Basic software for FoxPro databases to provide inventory shipment information to track inventory more efficiently for top client
- Developed and modified reports in Crystal Report and Access for key clients so customers could view pertinent accounting information
- Performed training sessions for company and client IT staff in addition to customer end users for newly developed software
- Created necessary documentation and user manuals to support knowledge transfer to clients
- Primary subject matter expert for all clients on Visual AccountMate accounting software; creating modifications as well as providing support for the application
- Responsible for account management regarding software issues/upgrades
- Provided customer support for key clients regarding technical issues including network and server issues, software support, managing SQL databases, phone support, and on-site assistance

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**Skills and Qualifications**

**Programming Languages**

- Microsoft Access, Visual Basic, FoxPro, SQL, C++, Java, HTML, C, VHDL

**Operating Systems**

- All versions of Windows

**Databases**

- Oracle, SQL Server, MS Access

**Reporting**

- Crystal Reports, Microsoft Access

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**Education**

- Master of Business Administration
  - *Mercer University, School of Business and Economics, Atlanta, GA*
- Bachelor of Science in Computer Engineering Technology
  - *Southern Polytechnic State University, Marietta, GA*

# David Ketterer

## Proposed Conversion Manager

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### Profile Summary

J2EE Developer, Project/Team Lead. Lead complex JAVA/Web development efforts.

### Job Experience

**Project : Federal Client**  
**Project Duration : September 2012 - Present**  
**Assigned Role : System Development Practitioner**

#### Project & Assignment Description

Client Service Team Manager/ Service Delivery Team Manager

The Application Development Delivery Manager supports overall delivery of Custom Development solutions (Java/J2EE, SOA, Open Source technologies) in the San Antonio Delivery Center. The Manager is responsible for managing, overseeing, implementing, and solving delivery issues for these projects. In addition, the candidate will provide design, development, and support experience/knowledge to aid in project delivery.

Responsibilities include:

- Designing / Managing medium- to high-complexity solutions from a functional design specification
- Ensuring that all deliverable standards are taken into consideration in the functional and technical design/solution phase
- Reviewing project delivery plans with Senior Leadership, project leadership and delivery team to ensure that solution is deliverable as planned
- Ensuring all project deliverables are well-documented and can be navigated by others
- Developing and demonstrating functional and technical understanding of client'

**Project : Federal Client**  
**Project Duration : July 2013 - February 2014**  
**Assigned Role : Program/Project Manager**

#### Project & Assignment Description

Server Operations Management Lead

The Server Operations Management Lead supports overall delivery of Custom Development solutions for the Employee User Portal program in the San Antonio Delivery Center. The Manager is responsible for managing, overseeing, implementing, and solving delivery issues for these projects. In addition, the candidate will provide design, development, and support experience/knowledge to aid in project delivery.

Resource will be responsible for the following activities:

- Designing / Managing medium- to high-complexity solutions from a functional design specification
- Ensuring that all deliverable standards are taken into consideration in the functional and technical design/solution phase
- Reviewing project delivery plans with Senior Leadership, project leadership and delivery team to ensure that solution is deliverable as planned

- Ensuring all project deliverables are well-documented and can be navigated by others
- Developing and demonstrating functional and technical understanding of

**Project : Federal Client**  
**Project Duration : April 2012 - April 2013**  
**Assigned Role : Client Service Delivery Lead**

**Project & Assignment Description**

Client Service Team Manager/ Service Delivery Team Manager

The Application Development Delivery Manager supports overall delivery of Custom Development solutions (Java/J2EE, SOA, Open Source technologies) in the San Antonio Delivery Center. The Manager is responsible for managing, overseeing, implementing, and solving delivery issues for these projects. In addition, the candidate will provide design, development, and support experience/knowledge to aid in project delivery.

Responsibilities include:

- Designing / Managing medium- to high-complexity solutions from a functional design specification
- Ensuring that all deliverable standards are taken into consideration in the functional and technical design/solution phase
- Reviewing project delivery plans with Senior Leadership, project leadership and delivery team to ensure that solution is deliverable as planned
- Ensuring all project deliverables are well-documented and can be navigated by others
- Developing and demonstrating functional and technical understanding of client

**Project : Commercial Client (Financial)**  
**Project Duration : May 2011 - February 2012**  
**Assigned Role : Program/Project Manager**

**Project & Assignment Description**

This project was an AO engagement within the client’s financial group. The San Antonio Delivery center was selected to provide L2, L3, QA and DBA application support for over 90 applications within the financial group space. My responsibilities were to establish and build the L2, QA and DBA teams with more than 50 resources and manage the transition to take over all support activities. Additional responsibilities included managing client expectations and re-align their expectations based on contractual agreements.

**Project : San Antonio Delivery Center**  
**Project Duration : January 2011 - May 2011**  
**Assigned Role : Delivery Lead**

**Project & Assignment Description**

Delivery Lead in the Custom Development capability responsible for managing, training, staffing and personnel management for java capability.

Worked with Accenture project teams on establishing projects within the delivery center. Ensured that the Client Team's expectations and requirements were appropriate for execution within the Delivery Center model. Worked with Client Teams to establish estimates for projects as well as staffing models that would fulfill requirements based on core skill sets and capabilities within the delivery center.

Work with Client Team's Solution Architects to create processes and guidelines for establishing pyramid structures and parameters in which the delivery center can be successful delivering work and communicating those to deal teams.

**Project : Federal Client**  
**Project Duration : February 2008 - December 2010**  
**Assigned Role : Client Liaison/Lead Developer/Project Manager**

### **Project & Assignment Description**

In 2001, the federal client contracted with Accenture to redesign and host their website. Our effort included implementing a high availability, multi-tiered SUN Solaris J2EE solution utilizing Vignette and Oracle DB for content management. Since the initial build-out in 2002, our O&M team has maintained 100% operational availability even during their busiest time of the year, providing citizens with a reliable, visually-consistent, and Section 508 compliant web experience. With more than 35 million daily page views at peak volume, the client today is one of the largest online offerings worldwide. It successfully handled 2.2 billion page views in 2008, over 1.7 billion page views in 2009, and 1.2 billion page views from January to July alone in 2010.

Client Liaison/Lead developer/Project Manager for all client web projects within the San Antonio Delivery Center. This included managing up to 16 resources within multiple disciplines across 3 simultaneous projects.

#### Website Updates -

- Project was a site-wide redesign that touched and improved various aspects of the website look and feel.
- Included increased resolution, updating build process for 20+ legacy applications to meet new project standards.
- Numerous changes to existing Vignette templates to accommodate new resolutions.

#### Pick List

- New development effort to improve user interface and efficiency of searching and downloading client forms and publications. Technologies included Spring MVC and Hibernate.

#### Rotating Spotlight

- New functionality to provide visitors to the site with the ability to edit and manage rotating images on the homepage. This included creating Vignette templates, XSL and Portal for auto generation of HTML.

Responsible for project execution and ensure overall delivery satisfaction across multiple projects in the San Antonio Delivery Center.

Provide coordination between projects to ensure that overall client standards are applied across platforms.

**Project : Accenture Public Service Platform (APSP)**  
**Project Duration : May 2009 - December 2009**  
**Assigned Role : Release 2 Build Lead**

### **Project & Assignment Description**

#### Release 2 Build Lead

Responsible for Release 2 development and ensure overall delivery. Ensure development deliverables adhere to ADM and project standards. Oversee day to day development, raise issues and ensure development stays on schedule. Work with multiple teams including Tech Arch, Business Analysts to ensure issues and concerns are

addresses quickly and efficiently to ensure the development team stays on track and the software developed meets requirements.

Collect measure and analyze project metrics to ensure project schedules and budgets are met. Create staffing plans for various projects in the San Antonio Delivery Center to align project requirements with skillsets.

Responsible for integration of 3rd party software including JSpell, Pitney Bowes Code 1 and Informatica.

Technologies include.

J2EE

Spring MVC

Spring Batch

Spring JDBC

WebLogic Portal

**Project : Federal Client**  
**Project Duration : December 2006 - August 2007**  
**Assigned Role : Project Lead**

#### **Project & Assignment Description**

Project lead for 15+ developer team developing a web based application for a client international system migration. This application was 77 individual batch process and web based components built on the client architecture. This architecture used Spring 2.0, WebFlow and Hibernate persistence layers.

Non-Accenture

**Project : Military Client**  
**Project Duration : September 2003 - November 2006**  
**Assigned Role : Task Lead/Lead Developer**

#### **Project & Assignment Description**

Task lead and Lead developer for a military client project. The client project is a J2EE software system that processes client data. This software system is a scalable, multi-process, multi-threaded Application that uses TCP/IP sockets for inter-process communication and synchronization. The client project also integrates with an external web-based map interface using TCP/IP socket communication.

Non-Accenture

**Project : Military Client**  
**Project Duration : September 2001 - September 2003**  
**Assigned Role : Lead Developer**

#### **Project & Assignment Description**

Lead developer for a military client message editing system for war game simulation software system. The client application is a multi-threaded C++ application that receives real-time game interactions using TCP/IP sockets and stores these interactions in an Oracle database. The web-based interface written in Cold Fusion then formats messages conforming to the client message standards and allows the user to edit message content to enhance the war game scenario.

Non-Accenture

**Project : Commercial Client**  
**Project Duration : May 2000 - August 2001**  
**Assigned Role : Senior Developer**

**Project & Assignment Description**

Senior developer assigned to the client System Management team. Worked on both the C++ and java versions developing new enhancements for future releases and bug fixes to support customers on previous releases and ensured all development was compatible on AIX, Solaris, Linux and HP Unix platforms.

Non-Accenture

**Project : Commercial Client**  
**Project Duration : April 1999 - May 2000**  
**Assigned Role : Senior Developer**

**Project & Assignment Description**

Senior developer assigned to the client to develop a CORBA interface to their P2K/Atlas 3 tier client server billing system. This is the billing system that is used by several high profile Cellular companies. Responsibilities included full lifecycle software development using Java and C++ as well as mentoring junior developers. P2K/Atlas also used Oracle database in excess of 100 tables, some which contain more than 10 million rows.

Non-Accenture

**Project : Commercial Healthcare Provider**  
**Project Duration : November 1997 - April 1999**  
**Assigned Role : Senior Developer**

**Project & Assignment Description**

Senior Developer assigned to a commercial healthcare provider to develop a HIPPA compliant batch processing system whereby healthcare providers could submit claims electronically. This batch system read and processed data for insertion into their 3 tier client server claims processing system. This development was done using C/C++ front end, IBM Encina middleware and a Sybase database.

Non-Accenture

**Project : Commercial Telecommunication provider**  
**Project Duration : March 1997 - November 1997**  
**Assigned Role : Software Developer**

**Project & Assignment Description**

Mid-level software engineer assigned to a team responsible for developing a three-tier client server application using Visual Basic, Tuxedo middleware and C++ server side code with an Oracle database

**Education**

University/College	Degree	Year
National University	B.S. Computer Science	7/1992

## Professional Societies

Professional Society	Member Since
PMI - PMP Project Management Professional	5/2008

## Certifications

Certification	Year Certified
PMI PMP-Project Management Professional	2008

## Skills

Skill	Proficiency
C & C++	P2 - Proficient
Java Servlet	P2 - Proficient
Java Standard Edition	P2 - Proficient
Oracle	P2 - Proficient
Project Management	P2 - Proficient

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# Jeremy Wyles

## Proposed Interface Lead

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### Profile Summary

Highly motivated and experienced development resource. Skilled object oriented developer and detail oriented resource. Using his experience with the software development lifecycle including designs, development, testing, and knowledge transfer, Jeremy is prepared to take that to the next level as he builds his knowledge base.

### Job Experience

**Project : Federal Client**  
**Project Duration : August 2011 - Present**  
**Assigned Role : Application Lead**

#### Project & Assignment Description

Web Applications Portal Development Team Lead

- Support requirements lead in finalizing solution requirements
- Assess use of Kapow vs. Vignette content migration tool and present findings to supervisor
- Develop and finalize Portal design documentation
- Coordinate with vendor and the client on look and feel templates
- Manage team of developers supporting portal build out
- Install and configure Portal software in collaboration with technical architecture team
- Build and configure Portal solution to meet client requirements
- Configure of Active Directory for Portal permissions
- Adhere to project quality processes through to include documentation and code peer reviews
- Work with Vendors to resolve issues in a timely manner
- Support testing team during various test cycles
- Communicate status to supervisor regarding any issues or schedule concerns

**Project : Federal Client**  
**Project Duration : March 2014 - October 2014**  
**Assigned Role : System Development Practitioner**

#### Project & Assignment Description

As the Java developer worked with the existing development team in order to maintain and enhance a custom Java web applications for the client. I was responsible for designing, coding, and unit testing assigned changes as well as peer reviews of the design and code of others. Since we work with a small team, we were also to also train and occasionally provide support for other teams such as performance testing or technical architecture as required.

**Project : Federal Client**  
**Project Duration : March 2013 - March 2014**  
**Assigned Role : Application Lead**

### **Project & Assignment Description**

Was responsible for the Java and Web Content Management and served as the Development Lead for the team. Supported the release activities and team through system lifecycles. Worked with project Enhancements and other Portal task orders to support the client development through deployment.

Resource will be responsible for the following activities:

- Lead development of components for content management updates (e.g. Workflow creation, Content Type Definition Creation)
- Lead the team of developers for the Java Web Application

Skills needed:

- XML, JavaScript, Java, Java EE, JSP, Groovy
- OpenText Web Experience Management
- Integration with Active Directory groups and permissions management
- Spring framework
- Session Management, File Processing and Messaging
- Web Services (SOAP)
- Build Automation and Continuous Integration
- 508 Compliance (nice to have)
- Rational ClearCase and ClearQuest (nice to have)
- JBOSS Application Server (nice to have)

**Project : Federal Client**  
**Project Duration : October 2010 - August 2011**  
**Assigned Role : Software Developer**

### **Project & Assignment Description**

In 2001, the client contracted with Accenture to redesign and host the client website. Our effort included implementing a high availability, multi-tiered SUN Solaris J2EE solution utilizing Vignette and Oracle DB for content management. Since the initial build-out in 2002, our O&M team has maintained 100% operational availability even during the heavy tax season, providing citizens with a reliable, visually-consistent, and Section 508 compliant web experience. With more than 35 million daily page views at peak volume, the client website today is one of the largest online offerings worldwide. It successfully handled 2.2 billion page views in 2008, over 1.7 billion page views in 2009, and 1.2 billion page views from January to July alone in 2010.

- Serve as a developer for the Flexible Web Design effort, with focus on the Client HomePage Redesign
- Support the Flexible Web Design effort and clearly document, communicate, and follow-up on any issues discovered during design and development
- Support the other Flexible Web Design developers who are assigned to RSS Enhancement and JavaScript Upload
- Comply with development and UI standards, including accessibility (Section 508), HTML 4.01, privacy, and usability
- Perform the necessary component testing for development of the Client Homepage Redesign
- Become knowledgeable of the client Privacy Impact Assessment (PIA) procedures and escalate any compliance issues
- Conduct peer reviews of all development work products, including code reviews for application code

- Become knowledgeable of the development impacts regarding the client system testing processes including browser, Section 508, Look & Feel, HTML 4.01 validation, and P3P testing
- Become familiar with the functionality of the client websites hosted applications
- Provide development support during System Testing, UAT, Performance Testing, and deployment activities
- Provide code fixes for all SIRs found

**Project : Federal Client**  
**Project Duration : February 2010 - October 2010**  
**Assigned Role : Software Developer**

**Project & Assignment Description**

Implement RFP solution prior to proposal submission to support major win theme that our solution is "ready now" and Accenture has made a significant investment. Started initial install at Tech Labs to get things moving while IO servers were identified. Transitioned to CBTS datacenter for full RNS pre-RFP build out. Developed plan for post-RFP for use of Sterling NTTA CHP and dedicated server approach.

- Installed and configured RHEL, JBOSS, Apache, and Oracle on VMWare virtual servers.
- Installed and configured CMS/ Portal install.
- Installed and configured MS Active Directory
- Installed CMS and Portal Connector, DPM
- Configured content types and created content instances
- Implemented portal grids and portlets
- Embedded google reporting tag in portal template
- Installed and configured Google GSA
- Created account to track reporting tag embedded in CBTS RNS

**Project : Federal Client**  
**Project Duration : October 2009 - February 2010**  
**Assigned Role : Software Developer**

**Project & Assignment Description**

- Serve as a developer for the 2009 client Assistant Application effort
- Support the 2009 client development effort and clearly document, communicate, and follow-up on any issues discovered during design and development
- Comply with development and UI standards, including accessibility (Section 508), HTML 4.01, privacy, and usability
- Perform the necessary component testing for development of the 2009 client Assistant
- Become knowledgeable of the client Privacy Impact Assessment (PIA) procedures and escalate any compliance issues
- Conduct peer reviews of all development work products, including code reviews for application code
- Become knowledgeable of the development impacts regarding the client system testing processes including browser, Section 508, Look & Feel, HTML 4.01 validation, and P3P testing
- Become familiar with the functionality of the client websites hosted applications
- Provide development support during System Testing, UAT, Performance Testing, and deployment activities
- Provide code fixes for all SIRs found during testing
- Support the client security review activities as needed
- Attend client meetings as needed and provide updates on development progress
- Update the design documentation as necessary after design sign-off
- Provide status to the Workstream Lead as needed

- Escalate all issues to the Workstream Lead
- Assist in creation of necessary Deployment Checklists and Go / No Go Decision Criteria
- Attend deployment checklist meetings, Pre-CCB meetings, and CCB meetings, as needed
- Transition 2009 client Assistant application development knowledge to the O&M team after a successful implementation
- Update the Application Development functional team status presentation and speak to updates during meetings
- Attend weekly work stream status, functional team meetings, and All Hands meetings

**Project : Federal Client**  
**Project Duration : July 2007 - October 2009**  
**Assigned Role : Software Developer**

### **Project & Assignment Description**

Major responsibilities for Developer on the Development Team for the project:

1. Production Support/SIR Resolution

Investigating and resolving defects, implementing change requests, or identifying and resolving data issues. The resolution includes full documentation of changes and testing. All SIRs will be completed quickly and with low instance of rejection. In the case that a SIR is not able to be completed quickly due to the nature of the solution, completing the SIR within a set budget is expected.

2. Assisting The Technical Team

Investigating and resolving issues and upgrades to our existing Portal and Migration tools. In this role I also aided and assisted others on the project with problems and issues related to tools used in the development of this project.

Key Role, Project or Client Challenges

The client system is quite complex, and during development many aspects need to be considered. It is a significant challenge to accurately and exhaustively resolve SIRs, and code new modules with as few errors as possible. This requires a strong combination of functional and technological knowledge of the system, which takes time to learn and is continuously changing.

Key Performance Measures for a Senior Programmer on the UTS project include:

- Timely resolution of SIRs
- Low rejection rate
- Developing expertise in an area, and supporting the team through it

Skills Used Throughout This Project:

- Debugging Skills
- COBOL Programming Language
- Oracle PL/SQL
- Oracle Forms
- Oracle Reports
- VB.NET ( Visual Studio )
- ASP.NET ( Visual Studio )
- Java ( Netbeans )

**Project : Java Bootcamp**  
**Project Duration : November 2006 - December 2006**  
**Assigned Role : Software Developer**

#### **Project & Assignment Description**

Accenture Technology Solutions Java Boot Camp:

Participated in a 4 week boot camp to develop Object oriented programming skills using Java in a formal, team based, structured environment.

The skills learned in the Java boot camp were:

Using the Rational Application Developer IDE for Java development.

Java Basics, branching and looping, Arrays

Advanced class concepts, Exception handling, Stream I/O, Collections

Multi-threading in Java

Introduction to JDBC, JSPs and Servlets

Websphere Studio Application Developer (WASD) to create and compile the Java code.

Non-Accenture

**Project : Java Application**  
**Project Duration : June 2006 - October 2006**  
**Assigned Role : Software developer**

#### **Project & Assignment Description**

This project was based solely in Java and consisted of no database. It was for use client side only. I wrote an encryption to pass data directly to files and store them until called back into the program. It included work with Java Swing and JPanel components to create an interface. This program was abandoned before completion.

Non-Accenture

**Project : PC Technician**  
**Project Duration : September 2003 - June 2006**  
**Assigned Role : PC Repair Technician**

#### **Project & Assignment Description**

In this job, I was responsible for diagnosis and repair of customer computers as well as the setup and installation and configuration of new software in them.

Skills Summary

- Basic MS-DOS
- Windows 95-XP
- Small C++ Scripts

## Education

University/College	Degree	Year
Westwood College	Associates of Applied Science in Software Engineering	12/2004

## Skills

Skill	Proficiency
Java Standard Edition	P3 - Advanced
JavaServer Pages (JSP)	P3 - Advanced
JBoss-Application Server-Application Deployment	P3 - Advanced
Vignette-Portal	P3 - Advanced
Apache-Ant	P2 - Proficient
Apache-Struts	P2 - Proficient
Java Swing	P2 - Proficient
Joomla	P2 - Proficient
Microsoft-SQL Server	P2 - Proficient
Oracle	P2 - Proficient
Oracle-Forms	P2 - Proficient
Oracle-PL/SQL	P2 - Proficient
SpringSource Tool Suite	P2 - Proficient
XML Schema	P2 - Proficient
XSLT	P2 - Proficient
Grails	P1 - Novice
Hibernate	P1 - Novice
Microsoft-Active Directory	P1 - Novice
Spring-Application Framework	P1 - Novice
Spring-MVC	P1 - Novice

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# MICHAEL COX

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## PROPOSED TECHNICAL CONSULTANT

### PROFILE

For the past 13 years, Mike has worked in the capacity of Technical Consultant, Owner and CEO, Preventative Maintenance Systems Specialist, Data Conversion Specialist, and Systems Integrator. He has a BS in Management of Information Systems from CSUS and is also an Oracle DBA Certified Professional and PL/SQL Certified Associate.

### PROFESSIONAL EXPERIENCE:

#### **TruePoint Solutions**

##### ***Technical Consultant***

***March 2013 – Present***

##### ***Loomis, CA***

As a Technical Consultant on various projects Michael has the following responsibilities:

- Create Report Specifications and Reports in Crystal or SSRS
- Develop strategies for converting data from legacy systems
- Create data conversion documents and data conversion programs
- Create interfaces to 3rd party data
- Create JAVA scripting (Event Scripts) to automate business processes
- Installation of various products on clients servers

Engagements include:

- Gwinnett County - APO to Accela Interface – Transact SQL
- Clackamas County - Permits Plus to Accela Conversion – Transact SQL
- San Mateo County- Tidemark to Accela Conversion (in development) – PL/SQL
- City of Santa Monica - Permits Plus to Accela Conversion (in development) – Transact SQL
- City of Cleveland - Accela to XML Finance Interface – (in development) - .NET Application
- Sacramento County - Laser Fiche to Accela Interface Support – Transact SQL and batch scripting

#### **Turn-Key Solutions, Inc.**

##### ***Owner & Chief Executive Officer***

##### ***Roseville, CA***

***July 2005 – March 2013***

Identify and execute strategies to leverage opportunities within the real estate market. Oversee and streamline company operations. Negotiate contracts with customers and vendors. Manage company finances including working capital, accounts receivable/payable and payroll. Monitor profitability of various functionally and geographically specific initiatives. Recruit, hire, train, manage and terminate human resources. Lead marketing & sales efforts to develop and maintain relationships with customers and perspective clients. Ensure legal compliance with various real estate, mortgage, contracting and employment laws.

#### **Preventive Maintenance Systems Specialist**

##### ***City of Roseville***

##### ***Roseville, CA***

***Feb 2005 – June 2005***

Supported City's Environmental Utilities' (EU) preventative maintenance system (Hansen Version 7) while interacting with City's IT department. Primarily utilized Hansen modules included sewer, water, street and parts.

#### **Hansen Information Technologies (Infor)**

##### ***System Integrator***

##### ***Sacramento, CA***

***2000 – 2004***

Conducted and supervised requirements analysis, design, programming, testing and documentation of software solutions during the implementation of all Hansen software modules.

#### Notable Projects

- **County of Riverside, CA** – Project technical lead for County's implementation of Hansen 8 permits and code enforcement modules. Design address and parcel interface between Hansen and Riverside's GIS SDE database utilizing VB.NET. Work with Hansen QA department to test and install software upgrades on County's web servers.
- **Mid-Kent Water, London, England** – Conducted initial project interviews with various levels of Mid-Kent Water staff to gather preliminary information and formulate key project goals. Summarized key findings and prepared reports for incoming Hansen project staff.
- **City of Winston-Salem, NC** – Designed a real-time PL/SQL interface between a third party cashing system and Hansen's permit module. Developed a PL/SQL general ledger interface to extract qualifying financial transactions from Hansen's asset work management and permit modules. Created Visual Basic GUI and PL/SQL procedures enabling Hansen users to administrate permit stage progression schedules. Conducted database trigger requirements analysis and delegated development to other system integrators.
- **Caltrans** – Organized and conducted meetings with cross-functional teams comprised of both Caltrans and consultant (Deloitte) staff to facilitate various development and analysis efforts. Created Crystal report to extract regulated chemical usage data from Hansen Version 7 into a specified data format for a state-mandated report. Maintained PL/SQL interface to update Hansen inventory control module with inventory cost updates. Designed PL/SQL interface to create signal and lighting inventory files for an external billing system. Developed PL/SQL interface utilizing Oracle's replication technology to synchronize bridge data between structure management system and maintenance management system. Created Oracle database triggers to enforce various work management business rules. Constructed Visual Basic 6 GUI and PL/SQL scripts to propagate cost center changes throughout the asset management system, which seamlessly integrated with the Version 7.x suite. Standardized and documented PL/SQL exception handling for entire Integrated Maintenance Management System project.
- **City of Troy, MI** – Created a Transact SQL conversion to move existing utility billing accounts from a legacy utility billing system into the Hansen data structure. Constructed a Transact SQL interface to download water meter reading routes from Hansen into a proprietary meter reading system and upload resulting meter readings back into Hansen.
- **City of Louisville, KY** – Developed preventive maintenance and work order triggers to auto-fill and validate data upon data entry. Redesigned existing customer service triggers to improve effectiveness and performance. Designed PL/SQL interface to synchronize address and parcel data between a GIS SDE db and City's Hansen db. Converted Metropolitan Sewer District's City Call data into the Hansen Version 7.x data structure.
- **City of Seattle, WA** – Developed customized Oracle database triggers to enforce business rules for building permit fee transactions. Designed triggers to auto-populate and validate employee data during data entry.
- **New York City, NY** – Converted stock inventory data from a legacy system into Hansen's data structure. Developed interface for Hydroqual Inc. to convert catch basin inspection data into Hansen.

#### Hansen Information Technologies (Infor)

##### *Data Conversion Specialist*

Lead, defined and documented data collection procedures and converted data into Version 7.x for all projects undertaken by the Engineering Services Department.

#### Notable Projects

- **City of Norfolk, Virginia** – Planned, organized, documented and led the conversion of storm and sewer asset data from planimetric maps.

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**Nino DePaola**  
**Proposed Test Lead**

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**Employment History**

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**Accela, Inc. (San Ramon, CA)**

*Principal Consultant (March 2012 – Present)*

Nino comes to Accela with strong experience in leveraging technology to improve operations in the public sector. As Principal Consultant, his primary focus is to ensure that our implementations produce comprehensive, user-centric solutions that fully leverage our software's robust capabilities. He has led or contributed to the conceptual solution design, analysis and configuration efforts for some of Accela's larger government agency customers, including:

- New York City Department of Buildings
- New York City Department of Consumer Affairs
- New York City Department of Health and Mental Hygiene
- Department of Planning and Development - City of Tampa, FL

**New York City Department of Small Business Services (New York, NY)**

*Executive Director, NYC Business Express (June 2011 – March 2012)*

Led a multidisciplinary team of business and technology resources to develop and maintain NYC Business Express ([www.nyc.gov/BusinessExpress](http://www.nyc.gov/BusinessExpress)) - an online portal enabling businesses and entrepreneurs to identify and apply for licenses, permits and certifications and to execute other transactions with New York City.

- **Implementation Management**
  - *Managed several interdependent work streams to ensure successful and timely implementation of over \$1 million in enhancements to the site and its supporting applications.*
  - *Oversaw key aspects of the development life cycle, including scope definition, project planning, business analysis, requirements documentation, and user acceptance testing.*
- **Partner Agency Engagement and Operations Oversight**
  - *Managed a network of subject matter experts and other staff at over 20 City agencies in order to maintain the website's underlying system of cross-agency data exchanges and to understand and document business processes related to licenses, permits and other regulatory requirements.*
  - *Directly supervised a staff of five deployed to maintain the website's existing functionality through the creation of content, management of business rules and oversight of customer support operations.*
- **User Experience Strategy**
  - *Identified opportunities for leveraging technology to increase business process transparency within oversight agencies and improve service delivery to business customers.*
  - *Analyzed proposed technology solutions to evaluate their potential impact on business customer experience.*

**Nino DePaola**  
**Proposed Test Lead (*continued*)**

**New York City Department of Small Business Services (New York, NY)**  
*Executive Director of Operations and Knowledge Management, NYC Business Express*  
*(July 2010 – June 2011)*

Oversaw all aspects of the information delivery systems established to clarify regulatory requirements for New York City businesses and entrepreneurs.

- Identified and documented the City, State and Federal regulatory and programmatic requirements relevant to New York City businesses through independent research and as chair of an interagency work group.
- Developed and managed the over 3,500 business rules used to power the website's dynamic applications, which deliver customized content to users, allowing them to more easily understand and comply with government regulations and program requirements.
- Managed the citywide system for the creation and maintenance of over 1,000 pages of web content for businesses, including the establishment and enforcement of standards for clarity, accuracy and completeness.
- Directed the work of business and technology resources to maintain and enhance the functionality and utility of the website's supporting applications, including an enterprise content management platform and a business rules management system.

**New York City Department of Small Business Services (New York, NY)**  
*Senior Policy Advisor, Mayor's Office of Industrial and Manufacturing Businesses*  
*(May 2008 – July 2010)*

Managed special projects designed to improve the delivery of government services to industrial firms in New York City and to foster a healthy operating environment in key industrial areas.

- Managed a successful redesign of the financing services delivered through a citywide business assistance program for industrial firms that resulted in the implementation of a more efficient service delivery model.
- Set revised guidelines for the provision of business assistance services by staff at 12 external vendor organizations, which included the institution of outcome-based performance metrics.
- Engaged staff at City agencies on behalf of industrial business customers in order to resolve issues related to regulatory requirements, enforcement and incentive programs.



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**Nino DePaola**  
**Proposed Test Lead (*continued*)**

**The Commonwealth Fund (New York, NY)**  
*Grants Manager (January 2006 – May 2008)*

Oversaw the day-to-day operations of the grants management office of a foundation awarding \$28 million in grants annually.

- Managed the administration of health policy research projects by enforcing deadlines, tracking deliverables, and communicating organizational goals to teams of internal and external experts.
- Prepared reports on the effectiveness of the organization's completed grants, analyses of extramural grant appropriations, and summaries of the potential risk and reward of projects under consideration.
- Reviewed and approved project budgets and expenditures and oversaw disbursements to grantee institutions.

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**Skills and Qualifications**

**Operating Systems**

- Microsoft Windows 7

**Other**

- Accela Civic Platform and related applications
- Microsoft Office Suite
- HP Quality Center
- Webtrends Analytics
- HP Autonomy TeamSite
- Fair Issac Blaze Advisor

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**Education**

- Master of Public Administration (Public Finance and Economic Development)
  - *New York University – New York, NY*
- Bachelor of Arts (Major: Journalism, Minor: Political Science)
  - *New York University – New York, NY*

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**Nino DePaola**  
**Proposed Test Lead (*continued*)**

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# JOSEPH CIPRIANO

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## Proposed Data Conversion Support

### PROFILE

Responsible for the coordination and allocation of personnel resources to individual Land Management projects. Assist and support project managers in overall project management approach & problem solving. Monitor progress and status of projects. Provide technical expertise in the Land Management and Consumption Billing arenas.

### PROFESSIONAL EXPERIENCE:

#### **TruePoint Solutions, LLC.**

**Loomis, CA**

**05/07 – Present**

#### **Senior Technical Consultant**

As the Senior Technical Consultant at TruePoint Solutions, Joseph has utilized his technical background to assist in large and small implementations with various software products. His attention to detail and his organizational skills result in quality installations.

Responsibilities include:

- Create Report Specification and Reports in Crystal or SSRS
- Develop strategies for converting data from legacy systems
- Create data conversion documents and data conversion programs
- Create interfaces to 3rd party data
- Create JAVA scripting (Event Scripts) to automate business processes
- Installation of various products on clients servers

Notable Projects:

- Buncombe County, NC – Converted historical data into clients existing Accela Automation database.
- County of San Diego, CA – Develop JAVA script interfaces to handle real time events in Accela Automation environment.
- City of West Sacramento, CA – Create Transact SQL procedure to convert Parcel and Address information into staging tables for Accela APO interface.
- Clackamas County, OR – Converted historical data into clients existing Accela Automation database.
- Stanislaus County, CA – Converted historical data into clients existing Accela Automation database.
- City of Cleveland, Cleveland, OH - Develop java script interfaces to handle real time events in Accela environment.
- City of El Paso, El Paso TX – Converted historical data from Tidemark to Accela Automation

#### **Hansen Information Technologies**

**Sacramento, CA**

**07/95 – 05/07**

#### **Data Conversion Specialist**

Joseph was recognized for his technical talents early in his career with Hansen and was assigned many varying tasks on large and small implementations.

Responsibilities included:

- Worked in team environments as either the lead conversion/interface developer or as a member in large conversion/interface implementations.
- Acquire Business processes and procedures at client sites to organize, document and create a functional analysis of business requirements.

- Interface with project managers and clients
- Coordinate and create plans for conversion, data mapping, data formats and implementation plans.
- Implement client data from various sources (text files, Dbase, MS Access, SQL Server and Oracle) using ODBC, MS Access, T-SQL, PL/SQL.
- Convert and preserve decommissioned, legacy system data as part of phased software implementations.
- Perform database tasks such as development of stored procedures, functions, SQL Queries, packages, triggers and creation of database objects such as tables, indexes, and views.
- Provide technical solutions and consultation on the conversion/ interface development needs of a given project.

**SOFTWARE EXPERIENCE:**

- |  |                                  |
|--|----------------------------------|
| • Accela Automation, AMO, ACA,               | • Microsoft Office               |
| • Oracle 7.3/8i/9i/10g/11g Client and Server | • SQL Server 7/2000/2005/2008 R2 |
| • Oracle PL/SQL                              | • Java Script                    |
| • Crystal Reports                            | • Microsoft Transact SQL         |
| • Visual Studio                              | • SQL Server Reporting           |
| • Windows Operating Systems                  | • PL/SQL Developer               |
|  | • Dbase                          |

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**Andrea Eden**  
**Proposed Implementation Consultant**

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**Employment History**

**Accela, Inc. (San Ramon, CA)**

*Implementation Consultant (2008 – Present)*

Andrea is responsible for implementing Accela's product on behalf of Accela's Eastern Region. She is an IT professional with experience in a variety of disciplines including project management, business analysis, requirements gathering, gap fit, configuration, implementation, software development/customization/installation, data migrations, reporting, testing, and end-user training.

- **Charlotte County**
  - *Analysis of existing business processes supporting the Planning and Permitting departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Analysis of existing business processes and systems that support Permitting and Inspections.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Report development using Crystal Reports, replacing many manually generated reports with automated process for creation.*
  - *Delivery of implementation ready for production at anticipated go-live date*
  - *Facilitating understanding and component integration for Accela add-on products: Accela IVR and ACA (Citizen Access)*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
  - *Structure UAT and support UAT. Resolve UAT issues prior to go-live, and post go-live.*
  
- **Columbia, SC**
  - *Analysis of existing business processes supporting the Code Enforcement departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Analysis of existing business processes and systems that support Permitting and Inspections.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Report development using Crystal Reports, replacing many manually generated reports with automated process for creation.*
  - *Delivery of implementation ready for production at anticipated go-live date*
  - *Facilitating understanding and component integration for Accela add-on products: Accela ACA (Citizen Access).*
  - *Develop interface specs*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*

**Andrea Eden**  
**Proposed Implementation Consultant (continued)**

- *Structure UAT and support UAT. Resolve UAT issues prior to go-live.*
  
- **City of Madison, WI**
  - *Analysis of existing business processes supporting Planning and Zoning departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Delivery of implementation ready for production at anticipated go-live date.*
  - *Facilitating understanding and component integration for organizational structure and compatibility with Active Directory.*
  - *Develop interface specs*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
  - *UAT Support*
  - *Data Mapping for 18 data sources*
  
- **Columbus, OH**
  - *Report development using Crystal Reports, replacing many manually generated reports with automated process for creation.*
  
- **Oklahoma City, OK**
  - *Analysis of existing business processes supporting Planning and Zoning departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Delivery of implementation ready for production at anticipated go-live date.*
  - *Facilitating understanding and component integration for organizational structure and compatibility with Active Directory.*
  - *Develop interface specs*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
  - *UAT Training and Support*
  
- **Dane County, WI**
  - *Analysis of existing business processes supporting Planning and Zoning departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*

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**Andrea Eden**  
**Proposed Implementation Consultant (continued)**

- *Facilitating understanding and component integration for organizational structure and compatibility with Active Directory.*
- *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
- *UAT Training and Support*
- *Data Mapping*
  
- **New York City, NY**
  - *Analysis of existing business processes supporting Small Business Services (DEFO) department.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Delivery of implementation ready for production at anticipated go-live date.*
  - *Facilitating understanding and component integration for organizational structure.*
  - *Assist with the development of interface specs*
  - *Facilitating understanding and component integration for Accela add-on products: Accela ACA (Citizen Access) Phase II.*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
  - *UAT Training and Support*
  - *Data Mapping and assist with the Data Conversion*
  - *Resolve UAT issues prior to go-live, and post go-live*
  
- **Galveston, TX**
  - *Analysis of existing business processes supporting Building, Code Enforcement and Public Works departments.*
  - *Requirements gathering and design of Accela Automation to support and improve integration of departments with the city.*
  - *Design of Accela Automation system configuration to support and improve operations.*
  - *Configuration of Accela Automation to support design and requirements of implementation.*
  - *Delivery of implementation ready for production at anticipated go-live date.*
  - *Facilitating understanding and component integration for organizational structure.*
  - *Facilitating understanding and component integration for Accela add-on products: Accela ACA (Citizen Access).*
  - *Mentoring of identified city resources responsible for supporting the Accela Automation implementation in functional, technical and reporting guidance.*
  - *UAT Training and Support*
  - *Resolve UAT issues prior to go-live*

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**Andrea Eden**  
**Proposed Implementation Consultant (*continued*)**

- Virginia Beach, VA
  - *Resolve UAT issues prior to go-live.*
  
- Richmond, VA
  - *UAT Citizen Access (ACA) for Department of Housing and Community Development (DHCD).*
  
- Columbus, OH
  - *Lead Consultant for Gap Fit Analysis, Configuration, Implementation ACA AA.*
  
- Tampa, FL
  - *Analysis, Configuration and Deployment of Planning, Building, Code Enforcement AA, ACA, IVR, EDR. Lead for Code Enforcement.*
  
- Hillsborough County, FL
  - *Analysis, Configuration and Deployment of Planning, Building, Code Enforcement AA, ACA, EDR.*
  
- Brevard County, FL
  - *Lead Consultant for Analysis, Configuration for Planning and Building. EDR solution provided. Train.*
  
- El Paso, TX
  - *ACA and EDR Analysis and Implementation.*
  
- Bernalillo, NM
  - *EDR Consultant Analysis and Implementation.*
  
- Lexington, KY
  - *Analysis and Configuration for enterprise solution.*
  
- Newfoundland, Canada
  - *Data migration, resolve issues, train.*
  
- Chesapeake, VA
  - *Lead Consultant to carry customer to and through go-live.*

**Andrea Eden**  
**Proposed Implementation Consultant (*continued*)**

**Infor (Hansen), (San Antonio, Texas)**

*Application Consultant*

- Under contract with San Antonio Water System to implement their Utility Billing system version 8.1. Enterprise project utilizing Hansen Work Management, Hansen Permitting and Lawson Financials.
- Oversee the business process review for all identified departments and functional areas.
- Interview and document the results interviews with client team.
- Identify and document business processes, including opportunities for improvement in partnership with Client Project Team.
- Document requirements for system design, interfaces, data conversion, implementation & training.
- Create the business process review schedule by functional area, and create data flow diagrams.
- Support the creation and/or create test plans and training materials relevant to the approved client business processes. Configure software for core team training.
- Collaborate with resources to ensure all system design requirements adequately reflect the defined business processes and fully support all components of the functional business requirements.

**Clear Channel Communications, Inc. (San Antonio, Texas)**

*Project Manager and Business Analyst*

- Project Manager for Active Directory, Company White Pages, Synergy, and Real Estate Imaging System (inclusive or establishing budget, hiring staff, develop artifacts and software interface, train and complete project under budget and before estimated roll out). Assist with implementation of PeopleSoft 8.4 for GL, AP, and Fixed Assets.
- Review, analyze, and evaluate user needs and business systems. Facilitate requirements gathering, and solution-definition activities. Develop use-cases, define business rules, construct prototype, and produce test scripts and other pertinent documentation.
- Model current business processes and workflows and provide revised methods in order to provide data quality and improve the bottom line.
- Ensure system is user friendly. Develop training strategies and materials, as well as user guides. Select test markets to train and observe users during beta testing.
- Responsible for verifying functions against requirements, developing defect reports, validating defect resolution, and defect management.
- Design the user interface, navigation paradigm, and human-computer interactions.

**KPMG Toronto (Ontario, Canada)**

*Project Manager and Business Analyst*

- Project Manager for approved projects such as MS Exchange, CBT (project owner as well), Y2K and Virus Management. Utilized business analyst skills to progress projects. Meet on time and within budget
- Directly work for Global CIO/CKO
- Manage the IT Procurement and Administration group and evaluate performance

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**Andrea Eden**  
**Proposed Implementation Consultant (*continued*)**

- Oversee and secure all confidential information
- Liaison with vendors and negotiate contracts and standard levels of agreements
- Authorize IT purchases for payment, review general ledger coding, monitor the budgets for each of the department's projects
- Suggest, create and implement processes, policies and forms to simplify administrative, call centre and procurement services
- Maintain IT information web page, process new/terminated employees

**Aegis Group (San Antonio, Texas)**

*Jr. Appraiser*

- Responsible for producing appraisal reports and complying to institution standards
- Liaison with financial institutions and clients
- General accounting (A/R, A/P, deposits, month-end reports, payroll, set budgets)

**Skills and Qualifications**

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**Operating systems:**

- Windows7

**Databases:**

- Oracle 11
- Microsoft SQL Server
- MS Access

**Programming Languages:**

- Hansen 8.1 Billing, Assets and Permitting
- PeopleSoft 8.4 (HRMS, AP, GL, FA)
- Kofax
- LAWSON Insight Desktop
- Rational Unified Process (BA courses and software training)
- MS Office98,2000,XP (Word, Excel, Powerpoint, Project, Access, Outlook, Publisher, Producer)
- FrontPage98,2000
- Crystal Reports 11g, Directory+
- FileMaker Pro
- Harvard Graphics,
- RTC, CLO2,
- DataPerfect,
- QuarkExpress
- Adobe (Photoshop, Illustrator, Print Shop, Acrobat) Programming Language
- SQL, Java

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**Andrea Eden**  
**Proposed Implementation Consultant (*continued*)**

**Education**

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- Bachelor Science (Business Administration)
  - *Oral Roberts University – Tulsa, Oklahoma*
- Certification (Business Architect)
  - *Rational University*

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**Andrea Eden**  
**Proposed Implementation Consultant (*continued*)**

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#### Company

- E-PlanSoft

#### Years of Experience

- 25

#### Software Applications/

#### Training

- VB.Net, VBA
- MS SQL Server
- Microsoft Office
- Axure
- Visio
- XML
- Sentinel Visualizer
- Blackbaud
- Financial Edge
- SharePoint 2010 Administration
- Solomon Software
- Paradox

## Stacy Reno

### Proposed ePlan Consultant

Ms. Reno has 25 years of experience providing information technology consulting services in a variety of industries. Her extensive background building database driven applications and custom business applications from the ground floor up through deployment, support and training give her a comprehensive, hands-on knowledge that serves the end-user and management of her technical team well.

#### REPRESENTATIVE EXPERIENCE

E-PlanSoft  
Irvine, CA  
Manager of Product Development  
2010 - *Current*

#### KEY RESPONSIBILITIES:

- Serves as E-PLAN software development manager to identify, prioritize and manage product enhancements.
- Manages development for and prepares *business requirements* and *technical documentation* for functionality for each software application.
- Prepares scope of work per customer specifications, including diagrams and business models.
- Supervises and supports company's technical support staff, assists with product testing as needed.
- Designs and diagrams user interfaces with inter-active HTML wireframe mockups of web page designs and functionality.
- Provides a key role in the preparation of RFP, RFI and technical marketing materials for the company.
- Provides technical training and prepares user software documentation for each software application for the company.
- Serves as technical advisor and sales engineer for product demonstrations to partners and prospective clients.
- Work closely with outside software development team to provide guidance and support of ongoing development.

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## RFCSP Attachment C – Discretionary Contracts Disclosure Form

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\* = Required fields



## City of San Antonio Contracts Disclosure Form

Office of the  
City Clerk

Please fill out this form online, print completed form and submit with proposal to originating department. All questions must be answered.

For details on use of this form, see [Section 2-59 through 2-61](#) of the City's Ethics Code.

\*This is a  New Submission or  Correction or  Update to previous submission.

1. Name of person submitting this disclosure form.

First: Julian M.I. D Last: Munoz Suffix: \_\_\_\_\_

2. Contract information.

a) Contract or project name: Land Development, Permit, Inspection, Licensing & Compliance Management Software Syst.

b) Originating department: City of San Antonio Development Services Department

3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract)

Accela, Inc.

\*4. List any individual(s) or entity(ies) that is a partner, parent, joint venture, or subsidiary entity(ies) of the individual or entity listed in Question 3.

Not applicable. Contracting party(ies) does not have partner, parent, joint venture, or subsidiary entities.

Names of partner, parent, joint venture or subsidiary entities, and all the board members, executive committee members, and officers of each entity:

5. List any individuals or entities that will be subcontractors on this contract.

Not applicable. No subcontractors will be retained for this contract.

Subcontractors may be retained, but have not been selected at the time of this submission.

List of subcontractors, including the name of the owner(s), and business name:

Database Publishing Consultants, Inc. (Owner: Joseph Bachana)  
Accenture (Owner: Publicly Traded)  
e-PlanSoft (Owner: Michael Chegini)  
TruePoint Solutions (Owners: Kent Johnson, Keith Hobday)  
CityGovApp (Owner: Haseeb Chaudhry)

6. List any attorneys, lobbyists, or consultants retained by any individuals listed in Questions 3, 4, or 5 to assist in seeking this contract.

Not applicable. No attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.

List of attorneys, lobbyists, or consultants retained to assist in seeking this contract:

\* = Required fields



## City of San Antonio Contracts Disclosure Form

Office of the  
City Clerk

### 7 Disclosure of political contributions.

List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections:

- a) any individual seeking contract with the city (Question 3)
- b) any owner or officer of entity seeking contract with the city (Question 3)
- c) any individual or owner or officer of an entity listed above as a partner, parent, or subsidiary business (Question 4)
- d) any subcontractor or owner/officer of subcontracting entity retained for the contract (Question 5)
- e) the spouse of any individual listed in response to (a) through (d) above
- f) any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

Not applicable. No campaign or officeholder contributions have been made in preceding 24 months by these individuals.

List of contributions:

### Updates on Contributions Required

Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contract identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

### Notice Regarding Contribution Prohibitions for "High-Profile" Contracts

Under [Section 2-309 of the Municipal Campaign Finance Code](#), the following listed individuals are prohibited from making a campaign or officeholder contribution to any member of City Council, candidate for City Council or political action committee that contributes to City Council elections from the 10th business day after a contract solicitation has been released until 30 calendar days after the contract has been awarded:

- a) Legal signatory of a high-profile contract
- b) Any individual seeking a high-profile contract
- c) Any owner or officer of an entity seeking a high-profile contract
- d) The spouse of any of individual listed in response to (a) through (c) above
- e) Any attorney, lobbyist, or consultant retained to assist in seeking a high-profile contract

**Penalty.** A high-profile contract cannot be awarded to the individual or entity if a prohibited contribution has been made by any of these individuals during the contribution "black-out" period, which is the 10th business day after a solicitation has been released until 30 calendar days after the contract has been awarded.

### 8. Disclosure of conflict of interest.

Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under [Sections 2-43 or 2-44](#) of the City Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials?

I am not aware of any conflict(s) of interest issues under Section 2-43 or 2-44 of the City Ethics Code for members of City Council or a city board/commission.

I am aware of the following conflict(s) of interest:

\* = Required fields



## City of San Antonio Contracts Disclosure Form

Office of the  
City Clerk

### 9 Prohibited Interest in Contracts.

Currently, or within the past twelve (12) months, have you, your spouse, sibling, parent, child or other family member within the first degree of consanguinity or affinity served on a City board or commission?

Currently, or within the past twelve (12) months, has an owner, partner or employee of a business entity in which you, your spouse, parent, child own 10% or more of the voting stock or shares, or 10% or more of the fair market value served on a City board or commission?

Currently, or within the past twelve (12) months, has an owner, partner, or employee of a business entity who owns 10% or more of the voting stock or shares, or 10% or more of the fair market value, that will be a subcontractor for this contract, served on a City board or commission?

No

Yes

### Notice Regarding Prohibited Interest in Contracts

Please be aware, the City's Charter and Ethics Code prohibits members of certain more-than-advisory boards and commissions, as well as their close family members and any businesses they or their families hold a 10% or greater ownership interest from obtaining a contract with the City during their board or commission service. The prohibition extends to subcontracts on City contracts, and would also apply to parent, subsidiary or partner businesses owned by the member of the board or commission and their family. Please see [Section 141 of the City Charter](#) and [Section 2-52 of the City Ethics Code \(Prohibited Interests in Contracts\)](#) for complete information.

Former members of certain more-than-advisory boards and commissions, their family members and the businesses they own will continue to be prohibited from obtaining any discretionary contracts for one year after leaving City service. Please see [Section 2-58 of the City Ethics Code \(Prohibited Interest in Discretionary Contracts\)](#) for complete information.

Please note that any contract in place at the time the applicant becomes a City officer may remain in effect, but cannot be amended, extended, modified, or changed in any manner during the officer's City service on the more-than-advisory board.

If you have any questions, please contact the Office of the City Attorney to request to speak with a member of the Ethics staff: (210) 207-8940.

### Acknowledgements

#### \* 1. Updates Required

I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract, housing and retail development incentive, or the purchase, sale, or lease of real estate to or from the City is the subject of action by the City Council, and no later than 5 business days after any change has occurred, whichever comes first. This includes information about political contributions made after the initial submission and up until 30 calendar days after contract has been awarded.

#### 2. No Contact with City Officials or Staff during Contract Evaluation

I understand that a person or entity who seeks or applies for a city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualification (RFQ), or other solicitation has been released.

This no-contact provision shall conclude when the contract is posted as a City Council agenda item. If contact is required with city officials or employees, the contact will take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in [Section 2-61 of the City Ethics Code](#) by respondents or their agents may lead to disqualification of their offer from consideration.

\* = Required fields



## City of San Antonio Contracts Disclosure Form

Office of the  
City Clerk

### \*3. Contribution Prohibitions for "High-Profile" Contracts

- This is not a high-profile contract.  
 This is a high-profile contract.

I acknowledge that this contract has been designated as a high-profile contract by the city. I further acknowledge that the following individuals are prohibited from making campaign or officeholder contributions to members of City Council, candidates for City Council, or political action committees that make contributions to City Council elections from the 10th business day after the solicitation has been released until 30 calendar days after the contract has been awarded: legal signatory to contract individual(s) seeking the contract, owner or officer of an entity seeking the contract, the spouse of any of these individuals, and any attorney, lobbyist, or consultant retained to assist in seeking the contract.

I warrant that no contributions have been made by these individuals in violation of Section 2-309 of the Municipal Campaign Finance Code.

### \*4. Conflict of Interest Questionnaire (CIQ)

Chapter 176 of the Local Government Code requires all contractors and vendors to submit a Conflict of Interest Questionnaire Form (CIQ) to the Office of the City Clerk, even if contract is not designated as "High Profile".

I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

### Oath

I swear or affirm that the statements contained in this Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Your Name: Julian D. Munoz Title: Vice President

Company Name or DBA: Accela, Inc. Date: 11/24/2014

Please fill this form out online, print completed form and submit with proposal to originating department. All questions must be answered.

If necessary to mail, send to:  
Purchasing  
P.O. Box 839966  
San Antonio, Texas 78283-3966

## RFCSP Attachment D – Litigation Disclosure

*(This page intentionally left blank.)*

**RFCSP ATTACHMENT D**  
**LITIGATION DISCLOSURE FORM**

**Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.**

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes   e        No   X  

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes   \_\_\_        No   X  

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes   \_\_\_        No   X  

**If you have answered "Yes" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.**

## RFCSP Attachment E – SBEDA Form

*(This page intentionally left blank.)*



**CITY OF SAN ANTONIO  
SUBCONTRACTOR/SUPPLIER UTILIZATION PLAN**

SOLICITATION NAME: **Land Development, Permit, Inspection & Compliance Management Software Solutions**

RESPONDENT NAME: Accela, Inc.

SOLICITATION API: **None**

API REQUIREMENTS: **None**

Enter Respondent's (Prime) proposed contract participation level. Leave blank for revenue generating contracts.

	PARTICIPATION DOLLAR AMOUNT	% LEVEL OF PARTICIPATION	CERTIFICATION TYPE AND NUMBER	TYPE OF WORK TO BE PERFORMED (BY NIGP CODE)
Prime: Accela, Inc.	\$ 8,692,499	70.88 %		208-11, 920-66
SAePS Vendor #: 10032746			SCTRCA #:	

List ALL subcontractors/suppliers that will be utilized for the entire contract period, excluding possible extensions, renewals and/or alternates. Use additional pages if necessary.

Sub: Accenture	\$ 2,337,235	19.06 %		920-66
SAePS Vendor #: 10011357			SCTRCA #:	
Sub: TruePoint	\$ 805,350	6.57 %		920-66
SAePS Vendor #: 10041695			SCTRCA #:	
Sub: DPCI	\$ 281,485	2.3 %		920-66
SAePS Vendor #: 10041651			SCTRCA #:	
Sub: ePlanSoft	\$ 126,344	1.03 %		920-66
SAePS Vendor #: 10022111			SCTRCA #:	
Sub: CityGovApp	\$ 20,983	0.17 %		208-11
SAePS Vendor #: 10022242			SCTRCA #:	

**\*\* Prime respondent and all subcontractors/suppliers must be registered in the City of San Antonio Electronic Procurement System (SAePS). To learn more about how to register, please call (210) 207-0118 or visit <http://www.sanantonio.gov/purchasing/saeps.aspx>.**

Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
A.Total Prime Participation:	\$ 8,692,499	70.88 %	A. Total base bid amount to be kept by prime.
B.Total Sub Participation:	\$ 3,571,397	29.12 %	B. Total amount prime will pay to certified and non-certified subcontractors/suppliers
C.Total Certified Sub Participation:	\$	%	C. Total amount prime will pay to certified subcontractors/suppliers per the eligibility requirements stated above
D.Total Prime & Sub Participation*:	\$	%	D. Total prime and subcontractor(s)/supplier(s) participation must equal your base bid amount (A+B)

**If a business is not certified, please call the Small Business Program Office at (210) 207-3900 for information and details on how subcontractors and suppliers may obtain certification.**

**I HEREBY AFFIRM THAT I POSSESS DOCUMENTATION FROM ALL PROPOSED SUBCONTRACTORS/SUPPLIERS CONFIRMING THEIR INTENT TO PERFORM THE SCOPE OF WORK FOR THE PRICE INDICATED ABOVE. I FURTHER AFFIRM THAT THE ABOVE INFORMATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I UNDERSTAND AND AGREE THAT, IF AWARDED THE CONTRACT, THIS DOCUMENT SHALL BE ATTACHED THERETO AND BECOME A BINDING PART OF THE CONTRACT.**

Print Name: Julian D. Munoz

Sign: 

Title: Vice President

Date: 11/25/2014

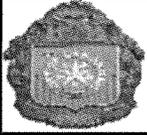
\*\*\*\*\*  
**FOR CITY USE**

Action Taken: Approved \_\_\_\_\_ Denied \_\_\_\_\_

**ASSISTANT DIRECTOR  
ECONOMIC DEVELOPMENT DEPARTMENT**

## RFCSP Attachment F – Pricing Schedule

*(This page intentionally left blank.)*



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

### Instructions

Insert Respondent Name

Please refer to RFCSP Scope of Work for details describing the services and scope of the system implementation services, software ongoing maintenance and operations (M&O) support services, to be provided and priced in accordance with this Cost Workbook.

1.	This Cost Workbook contains multiple worksheets designed to provide a robust understanding of the costing models used by the Respondent. Use of this Cost Workbook is critical to Proposal evaluation, and it is essential that the Respondent use this form in preparing pricing response to this RFCSP .
2.	This Cost Workbook shall be completed and be provided separately in a sealed envelope from the rest of the Respondent's Proposal as per the RFCSP instructions.
3.	Each worksheet is designed to elicit specific pricing information related to the requirements of this RFCSP . If the Respondent's typical pricing model does not normally charge for a specific element provided within this workbook, then please provide a statement in the "Cost Assumptions" regarding the Respondent methodology for charging for that element (e.g., not applicable, no additional charge).
4.	The Respondent must provide details pertaining to the assumptions, expectations, and/or performance parameters that have been used as the basis for the pricing. Please note that the Respondent's response to this Cost Workbook will not be considered as an actual commitment to perform the project, but WILL BE considered the costing model and pricing structure commitment if the Respondent is the selected Respondent.
5.	For each deliverable in the Pricing Sheet, assign a fixed priced cost for accomplishing that deliverable. Additional deliverable line items may be added as appropriate to satisfy the solicitation requirements. Respondents may modify the table as needed to include all relevant information regarding deliverable price.
6.	City of San Antonio DSD reserves the right to procure a subset of the items listed in the pricing sheet based on its own discretion.



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

### Pricing Sheet

Insert Respondent Name

Item	Description	Quantity	Unit Price	Price
<b>System Software Licensing</b>				
	<b>System Licensing Costs</b>	(use '1' for unlimited users)		
1	Core licensing costs for Development Services Department (Core Hansen-ECCO-LDS-TPLT Replacement) includes land, permit, inspection, license and violation management functionalities	500	\$ 3,049	\$ 1,524,700
	- Self-service Portal (if licensed separately)	1	\$ 145,707	\$ 145,707
	- Electronic Plan Review (if licensed separately)	1	\$ 216,000	\$ 216,000
	- Mobile Insections/Field Access (if licensed separately)	150	\$ 2,459	\$ 368,850
2	Licensing costs for future additional City Department users (cost per user)	1	\$ 2,199	N/A
	<insert additional lines as necessary>			\$ -
<b>System Licensing Costs Subtotal</b>				<b>\$ 2,255,257</b>

**Note: The City reserves the right to procure software licenses directly with the proposed software vendor(s).**



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

### Pricing Sheet

Insert Respondent Name

Item	Description	Quantity	Unit Price	Price
<b>Implementation Services (include all services related to the installation, configuration and customization of the software)</b>				
<b>Project Initiation</b>				
1	Project Kickoff Presentation	47	\$ 245	\$ 11,506
2	Project Work Plan	63	\$ 245	\$ 15,341
3	Project Management Plan	78	\$ 245	\$ 19,176
4	Risk Management Plan	63	\$ 245	\$ 15,341
5	Communication Management Plan	47	\$ 245	\$ 11,506
<insert additional lines as necessary>				
<b>Project Initiation Subtotal</b>				<b>\$ 72,869</b>

<b>Prototype</b>				
6	Prototype Scope and Design	204	\$ 245	\$ 49,858
7	Prototype Completion Report	0	\$ 245	\$ -
8	Prototype Presentation and Demonstration	31	\$ 245	\$ 7,670
<insert additional lines as necessary>				
<b>Prototype Subtotal</b>				<b>\$ 57,528</b>

<b>Functional Group 1 (LDS/TPLT Replacement Focus)</b>				
9	Business Requirements Document	1,096	\$ 245	\$ 268,466
10	Application Design Specification	1,628	\$ 245	\$ 398,864
11	Solution Architecture Design	783	\$ 245	\$ 191,762
12	Interface Design Specification	939	\$ 245	\$ 230,114
13	Report Design Specification	470	\$ 245	\$ 115,057
14	Environment Management Plan	63	\$ 245	\$ 15,341
15	Development Environment	78	\$ 245	\$ 19,176
16	Test Environment	78	\$ 245	\$ 19,176
17	UAT Environment	78	\$ 245	\$ 19,176
18	Test Management Plan	125	\$ 245	\$ 30,682
19	Initial Product Training	31	\$ 245	\$ 7,670
20	Training Plan	63	\$ 245	\$ 15,341

21	Data Conversion Plan	2,035	\$	245	\$	498,580
22	Change Management Plan	94	\$	245	\$	23,011
23	Iteration Test Plan	94	\$	245	\$	23,011
24	Iteration System Test Report	1,252	\$	245	\$	306,818
25	Iteration User Acceptance Testing (UAT) Report	1,096	\$	245	\$	268,466
26	Iteration Deployment Plan	94	\$	245	\$	23,011
27	Production Environment	78	\$	245	\$	19,176
28	System Transition Training Plan	94	\$	245	\$	23,011
29	Final As Built Design and Configuration	783	\$	245	\$	191,762
30	Development Completion Milestone	0	\$	245	\$	-
31	Test Completion Milestone (includes unit, system, integration, and performance testing)	1,252	\$	245	\$	306,818
32	UAT Completion Milestone	1,252	\$	245	\$	306,818
33	Deployment Completion Milestone	1,565	\$	245	\$	383,523
	<insert additional lines as necessary>					

**Functional Group 1 Subtotal    \$    3,704,832**

<b>Functional Group 2 (Hansen Replacement Focus)</b>						
34	Business Requirements Document	809	\$	245	\$	198,288
35	Application Design Specification	1,468	\$	245	\$	359,752
36	Solution Architecture Design	462	\$	245	\$	113,308
37	Interface Design Specification	462	\$	245	\$	113,308
38	Report Design Specification	405	\$	245	\$	99,144
39	Environment Management Plan	46	\$	245	\$	11,331
40	Development Environment	46	\$	245	\$	11,331
41	Test Environment	46	\$	245	\$	11,331
42	UAT Environment	46	\$	245	\$	11,331
43	Test Management Plan	92	\$	245	\$	22,662
44	Initial Product Training	23	\$	245	\$	5,665
45	Training Plan	46	\$	245	\$	11,331
46	Data Conversion Plan	1,503	\$	245	\$	368,250
47	Change Management Plan	69	\$	245	\$	16,996
48	Iteration Test Plan	69	\$	245	\$	16,996
49	Iteration System Test Report	925	\$	245	\$	226,615
50	Iteration User Acceptance Testing (UAT) Report	925	\$	245	\$	226,615
51	Iteration Deployment Plan	69	\$	245	\$	16,996
52	Production Environment	46	\$	245	\$	11,331
53	System Transition Training Plan	69	\$	245	\$	16,996
54	Final As Built Design and Configuration	809	\$	245	\$	198,288
55	Development Completion Milestone	0	\$	245	\$	-
56	Test Completion Milestone (includes unit, system, integration, and performance testing)	983	\$	245	\$	240,779
57	UAT Completion Milestone	983	\$	245	\$	240,779
58	Deployment Completion Milestone	1,156	\$	245	\$	283,269

	<insert additional lines as necessary>			
			<b>Functional Group 2 Subtotal</b>	<b>\$ 2,832,690</b>

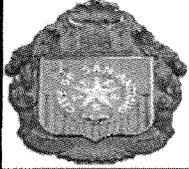
<b>Functional Group 3 (ECCO Replacement Focus)</b>				
59	Business Requirements Document	719	\$ 245	\$ 176,045
60	Application Design Specification	1,304	\$ 245	\$ 319,395
61	Solution Architecture Design	411	\$ 245	\$ 100,597
62	Interface Design Specification	411	\$ 245	\$ 100,597
63	Report Design Specification	359	\$ 245	\$ 88,022
64	Environment Management Plan	41	\$ 245	\$ 10,060
65	Development Environment	41	\$ 245	\$ 10,060
66	Test Environment	41	\$ 245	\$ 10,060
67	UAT Environment	41	\$ 245	\$ 10,060
68	Test Management Plan	82	\$ 245	\$ 20,119
69	Initial Product Training	21	\$ 245	\$ 5,030
70	Training Plan	41	\$ 245	\$ 10,060
71	Data Conversion Plan	1,334	\$ 245	\$ 326,940
72	Change Management Plan	62	\$ 245	\$ 15,090
73	Iteration Test Plan	62	\$ 245	\$ 15,090
74	Iteration System Test Report	821	\$ 245	\$ 201,194
75	Iteration User Acceptance Testing (UAT) Report	821	\$ 245	\$ 201,194
76	Iteration Deployment Plan	62	\$ 245	\$ 15,090
77	Production Environment	41	\$ 245	\$ 10,060
78	System Transition Training Plan	62	\$ 245	\$ 15,090
79	Final As Built Design and Configuration	719	\$ 245	\$ 176,045
80	Development Completion Milestone	0	\$ 245	\$ -
81	Test Completion Milestone (includes unit, system, integration, and performance testing)	873	\$ 245	\$ 213,769
82	UAT Completion Milestone	873	\$ 245	\$ 213,769
83	Deployment Completion Milestone	1,027	\$ 245	\$ 251,493
<b>&lt;insert additional lines as necessary&gt;</b>				
			<b>Functional Group 3 Subtotal</b>	<b>\$ 2,514,925</b>

<b>Functional Group 4 (New Functionality Focus)</b>				
84	Business Requirements Document	1		\$ -
85	Application Design Specification	1		\$ -
86	Solution Architecture Design	1		\$ -
87	Interface Design Specification	1		\$ -
88	Report Design Specification	1		\$ -
89	Environment Management Plan	1		\$ -
90	Development Environment	1		\$ -
91	Test Environment	1		\$ -
92	UAT Environment	1		\$ -

93	Test Management Plan	1		\$	-
94	Initial Product Training	1		\$	-
95	Training Plan	1		\$	-
96	Data Conversion Plan	1		\$	-
97	Change Management Plan	1		\$	-
98	Iteration Test Plan	1		\$	-
99	Iteration System Test Report	1		\$	-
100	Iteration User Acceptance Testing (UAT) Report	1		\$	-
101	Iteration Deployment Plan	1		\$	-
102	Production Environment	1		\$	-
103	System Transition Training Plan	1		\$	-
104	Final As Built Design and Configuration	1		\$	-
105	Development Completion Milestone	1		\$	-
106	Test Completion Milestone (includes unit, system, integration, and performance testing)	1		\$	-
107	UAT Completion Milestone	1		\$	-
108	Deployment Completion Milestone	1		\$	-
	<insert additional lines as necessary>				

**Functional Group 4 Subtotal**    \$ -

**Implementation Costs Subtotal**    \$ 9,182,845



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

### Pricing Sheet

Insert Respondent Name

Item	Description	Quantity	Unit Price	Price
<b>Training</b>				
	<b>Training Costs</b>	(use '1' for unlimited users)		
1	End user training ("train the trainer" approach)	1	\$ 91,140	\$ 91,140
2	Technical training (development functions - configuration and customizations)	1	\$ 19,600	\$ 19,600
3	System administration training (maintenance and support functions)	1	\$ 87,220	\$ 87,220
4	Training Manuals	1	\$ 107,800	\$ 107,800
	<insert additional lines as necessary>			
<b>Training Costs Subtotal</b>				<b>\$ 305,760</b>



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

### Pricing Sheet

Insert Respondent Name

Item	Description	Year			Optional Year	
		1	2	3	4	5
	<b>Software Maintenance Costs</b>					
	<b>Software Support and Maintenance Costs</b>					
1	Annual Software Support and Maintenance Costs	\$520,035	\$546,036	\$573,338	\$602,005	\$632,105
	<insert additional lines as necessary>					

Software Support and Maintenance Costs Subtotals \$ 520,035 \$ 546,036 \$ 573,338 \$ 602,005 \$ 632,105

Software Support and Maintenance Costs Subtotal \$ 2,873,519

Note: The City reserves the right to procure software support and maintenance directly with the proposed software vendor(s).



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

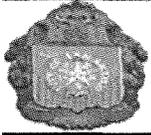
## Attachment - Pricing

### Pricing Sheet

Insert Respondent Name

Item	Description	Price
<b>Pricing Summary</b>		
<b>Cost Summary Line Items (City Hosted) - Mandatory</b>		
1	Software Licensing Costs Subtotal	\$ 2,255,257
2	Implementation Costs Subtotal	\$ 9,182,845
3	Training Costs Subtotal	\$ 305,760
4	Software Maintenance Costs Subtotal	\$ 2,873,519
<b>Total Solution Costs *</b>		<b>\$ 14,617,381</b>

\* Costs do not include hardware and infrastructure costs to be procured by the City



# City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

## Attachment - Pricing

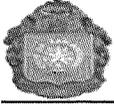
### Labor Rates

Insert Respondent Name

Hourly Rates		
Staff Position	Hourly Rate	Annual Rate
Architect	\$0	\$0
Application Configuration Specialist	\$245	\$0
Business Analyst/Funct. Lead	\$245	\$0
Change Management Lead	\$245	\$0
Comm./Network Specialist	\$0	\$0
Database Administrator	\$245	\$0
Database Designer	\$245	\$0
Help Desk Specialist	\$0	\$0
Hardware Specialist	\$0	\$0
Operations Lead/Manager	\$0	\$0
Project Director	\$245	\$0
Project Manager	\$245	\$0
Programmer	\$0	\$0
Quality Assurance Manager	\$0	\$0
Security Systems Engineer	\$0	\$0
Systems Administrator	\$0	\$0
Technical Support	\$245	\$0
Technical Writer	\$0	\$0
Test Lead/Manager	\$0	\$0
Tester	\$245	\$0
Training Lead/Manager	\$245	\$0
Training Specialist	\$0	\$0
Other (specify)	\$0	\$0

#### Notes:

1. The table on this worksheet shall be used to provide Respondent/subcontractor hourly labor rates for the various classifications and grades of personnel.
2. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Respondent's staff training, project facility, and any other expenses associated with the delivery and implementation of the proposed items must be included in the Respondent's costs and fixed hourly rates.
3. The Respondent may include additional titles to accurately represent the classifications it uses for describing the various classifications and grades of its personnel.
4. If existing Respondent titles differ from those listed, Respondent shall map its titles to the listed categories to the extent possible and provide its mapping reference in the Cost Assumptions worksheet.
5. Respondents may insert additional rows as required (e.g., a Senior-Level Programmer and a Junior-Level Programmer require two separate rows). It is the responsibility of the Respondent to ensure spreadsheet calculations are correct.
6. Annual rate should reflect a discount from the hourly rate if the City requests the resource(s) to serve as a full-time resource on an annual basis.
7. Roles and rates may be used by the City, at its discretion, to procure additional services, including but not limited to, application maintenance, support, and enhancements services.



City of San Antonio

Land Development, Permit, Inspection, Licensing & Compliance Management Software System

Attachment - Pricing

Cost Assumptions

Insert Respondent Name

Item #	Proposal Section, Page, Paragraph	Description	Rationale	Cost Impact if the Assumption Turns Out Not To Be Valid
1		Accela assumes mandatory requirements are priced in this estimate utilizing out of the box functionality and where business requirement references business rules. Accela will leverage the business process engine to meet.		
2		Accela assumes the City will take on 25% of the form, letters and report development work and Accela will complete the remaining 75% of the forms, letters and reports referenced in Attachment H		
3		Accela assumes 109 Violation Types in the ECCO system		
4		Accela assumes 32 Permit Types and 153 Inspection types in the TPLT system		
5		Accela assumes 18 Internal Plan Review Types, 8 External Plan Review Types and 13 Land Entitlement Review Types in the LDS system		
6		Accela assumes a 27 month implementation with Phase 1 and three releases based on the prescribed schedule for Functional Group 1 through Functional Group 3		
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Notes:

The Respondent is required to state all assumptions upon which its pricing is being determined. Insert as many lines as necessary to ensure all concerns are accurately expressed. Assumptions shall not conflict with the Terms and Conditions or Mandatory Requirements of this RFCSP.

The Respondent shall provide pricing consistent with the following:

- Apply the pricing in accordance with the Terms and Conditions and Mandatory Requirements of the RFCSP .
- Clearly identify and explain all of the pricing assumptions made, upon which pricing is predicated including the cost/pricing impact if the assumption turns out not to be valid.

## Accela Civic Platform Estimate for City of San Antonio - Perpetual Software License Option

PROPOSAL SUMMARY <sup>1</sup>	
Software and Named Users Licenses Summary <sup>2</sup>	Totals
Accela Civic Platform Software Estimate (Includes Accela Land Management module, Accela Licensing & Case Management module, Accela GIS, Accela ePlanCheck, Accela Mobile & Accela Citizen Access)	\$2,255,257
Software and Named Users Maintenance, 1st Year <sup>3</sup>	
Includes access to major and minor software updates, Customer Product Support, and the Customer Success Group. Customer Success Group provides post-go-live onsite system optimization support.	\$451,051
Software and Named Users Maintenance, 2nd through 5th Years	
Includes access to major and minor software updates, Customer Product Support, and the Customer Success Group. Customer Success Group provides post-go-live onsite system optimization support.	\$2,041,292
Required Software Subscription Summary, 1st Year <sup>4</sup>	
Accela Legislative Management, BuildSA Inspection Request apps, My Web Chat Enterprise	\$68,983
Required Software Subscription Summary, 2nd through 5th Years <sup>5</sup>	
Accela Legislative Management, BuildSA Inspection Request apps, My Web Chat Enterprise	\$312,193
Implementation Costs <sup>6</sup>	
Implementation Services Team comprised of Accela Services as lead, and Accenture and TruePoint Solutions as subcontractors. Assumes 27 month project split into three releases.	\$9,182,845
Training Costs	
Including End user train-the-trainer, Technical Training, System administration training and Training Manuals	\$305,760
<b>Total Project Estimate</b>	<b>\$14,617,380</b>
<i>Annual Accela Managed Services - Optional<sup>7</sup></i>	<i>\$563,814</i>
<i>Total with Optional Accela Managed Services</i>	<i>\$15,181,195</i>

Note 1: Pricing in this estimate is valid for 90 days from the date of this estimate, which is: 12/5/2014

Note 2: Includes named user licenses for back-office users, mobile users, Accela GIS for all back-office and mobile users, native Electronic Document Review (EDR) functionality, and full licensing for the Accela Citizen Access Public Portal. Hardware & Disaster Recovery services NOT included unless optional Accela Managed Services is included. The Agency is responsible for hardware and software upgrades. See Table 1 below for additional detail.

Note 3: Maintenance is calculated at 20% of the total list software & user licenses. First year maintenance is due at contract signing. The standard annual maintenance increase is 10%. A 5% annual increase is assumed for the purposes of this proposal. See Table 1 below for additional detail.

Note 4: The City requirements related to Hearings and the Contractor Inspection Request app are met by Accela solutions that are only delivered via a subscription model. In addition, the City requirements regarding web

chat/collaboration within the DSD Customer Portal are met by a proposed 3rd party solution (My Web Chat Enterprise) that also only delivers their solution via a subscription model.

Note 5: This amount is included in the "Software Maintenance Costs" tab in Attachment F, because there was no place to include it in other tabs due to how locked down Attachment F is. However, this amount does not represent maintenance on the perpetual software licenses, but rather the total subscription costs for the required subscriptions. A 5% annual increase is assumed for the purposes of this proposal.

Note 6: See Table 3 below for an overview of implementation services included.

Note 7: All infrastructure is hosted in the Accela Civic Cloud when Managed Services is included, although the Agency still owns the perpetual software licenses. Hardware and Disaster Recovery services are included, and Accela is responsible for software upgrades. Major clients leveraging Accela Managed Services includes the State of OR Bureau of Construction Codes, City/County of San Francisco, Charlotte, Sacramento, Atlanta, and Oakland.

Table 1 - Software License Detail - Accela Civic Platform – a three-tiered, web-based platform that provides a complete solution for automate workflow, forms management, activity tracking, cashiering, and many other mission critical tasks.	Number of Licenses	License Cost	Maintenance Cost
<b>Civic Platform Modules Priced:</b>			
Land Management Module - provides tracking and management all of planning, permitting, electronic plan reviews, complaints and inspections activities.	490	\$1,121,510	\$224,302
Licensing & Enforcement Module - provides tracking and management all of licensing, examination, complaint/enforcement and hearing activities.	10	\$65,990	\$13,198
Asset Management Module - provides detailed asset inventory & lifetime history, smart work order management, preventative maintenance schedules, materials management, conditions assessment and reporting.	0	\$0	\$0
Public Health & Safety Module - provides tracking and management of fire safety related activities and inspections, health inspections for commercial businesses, and access to rapid damage assessment information following disasters.	0	\$0	\$0
<b>Accela Add-on Products:</b>			
Accela Citizen Access - provides a complete solution where constituents can access services and carry out entire processes on-line. Population-based software license.	1,409,019	\$145,707	\$29,141
Accela Mobile - gives field staff direct, real-time wireless or off-line access on iOS, Android and Windows devices.	150	\$368,850	\$73,770
Accela ePlanCheck (site license) - allows web based plan review staff to electronic markup plans submitted online by customers and assign documents to multiple departments for parallel and concurrent review, allowing plans to move quickly through the review process.	Site License	\$216,000	\$43,200
Accela GIS - provides direct access to view geographic representations of all permitting, licensing and complaint information.	500	\$337,200	\$67,440

Table 2 - Software Subscription Detail - Enabling Accela Civic Platform & 3rd party technologies delivered only via subscription.	Number of Subscriptions	Annual Subscription
<b>Accela &amp; 3rd Party Software Subscriptions</b>		
Accela Legislative Management Agenda & Minutes module subscription - manages preparation for civic meetings, including submitting and approving agenda items, generating digital documents, creating agenda packets and capturing minutes. Includes support, maintenance and upgrades.	1 Module Subscription	\$48,000
BuildSA Inspection Scheduling Mobile App (iOS & Android) - allows contractors & developers to view permits, schedule, reschedule, cancel, add to calendar and share inspection appointments. Includes support, maintenance and upgrades.	2 Mobile OS App Subscriptions	\$20,983
Drupal - an open source content management platform powering millions of websites and applications. The proposed DSD Customer Portal by Accela is powered by by Drupal as the CMS and Accela Citizen Access as the transactional service.	N/A - Open source	\$0
My LiveChat Enterprise - a fast and high performance live chat solution fully integrated with Drupal. Watch in real-time as web site visitors enter and exit your web site. See web pages viewed by them, how they found your site, accept chats, and invite them to chat. All done through the Agent Console.	10 Customer Service Agents	\$1,188

Table 3 - Services Description of Work Overview	
The following table provides a high level overview of the Services that Accela is proposing. More detail will be contained in a Statement of Work.	
Implementation Deliverables	Total
Project Initiation: Support for finalization of Work Plan and Schedule, Kick-off Preparation, initial technical consultations.	\$14,700
Infrastructure Support (Self-Hosted): Setup 5 software environments, Development, Conversion, Training, Staging and Production. On-going infrastructure support through full lifecycle of project, including on-going maintenance and configuration migrations between environments.	\$1,014,300
Project Management: 27 months of project management at 36 hours/week and includes managing Accela resources and schedule. Assumption is Agency will also provide Agency PM to manage agency resources and schedule.	\$1,124,550
Configuration Analysis & Documentation: Includes analysis and documentation for 36 high complexity, 75 medium complexity, and 27 low complexity business process (e.g., event manager script requirements, user defined fields, workflows, fees, inspections, etc.). These estimates are based on the records types identified by the agency in Exhibit 10 of the RFP.	\$828,590

Configuration: Configuration of 36 complex business processes, 75 medium complex business process, and 27 low complex business processes. Configuration of 8 departmental user consoles, including forms, text settings, quick queries, etc. for each department. Also includes prototyping of 27 processes. These estimates are based on the records types identified by the agency in Exhibit 10 of the RFP.	\$920,465
Business Rule Automation: Creation of an estimated 387 business rule scripts to support the agency business rules (e.g., license renewals and amendments, data validation, automatic fee and inspection assignment, expressions, etc.).	\$721,280
Data Conversion: The following data conversions are assumed: ECCO, Hansen, TPLT, LDS.	\$1,764,000
Interface: The following interfaces are assumed: FileNet, Remedy, Cashiering System (TBD), Online Payment Gateway (TBD), SAP, Lagan 311, Municipal Court Case Management system, SAWS Web Application system, San Antonio Information System, Public county Information system, CPS work order management system, Digital Health, Route Optimization system, Quick Vtr.NET, Bexar County Electronic Recordation E-File Secure system, Legistar/Granicus	\$823,690
Report Development: Accela Team will develop 75%, or 453, of the 605 reports, forms and letters listed in Exhibit 10 of the RFP. It is assumed agency will staff will develop the remaining 25%, or 152 reports forms and letters listed in Exhibit 10 of the RFP. The purpose of having City report writer resources developing 25% of the identified reports, forms, and letters is to ensure knowledge-transfer on report development during the project. Accela Report Writer training is included in Training.	\$611,520
User Acceptance Testing: Two resources providing 6 weeks of support for answering questions, and addressing errors uncovered by agency staff.	\$352,800
Go-Live Support: Includes two resources onsite for end of week activities, and over the weekend to prepare for Go-Live. Also, includes one month of two resources onsite providing Post Go-Live support, and transition to Accela Customer Support Center.	\$411,600
Accela GIS: Includes base analysis and configuration, attribute retrieval, proximity alerts, dynamic themes, and EDMS integration.	\$30,380
Accela Mobile: Includes Bing Mapping, Configure Accela Mobile to work with Agency GIS data for offline mapping, Deliver customized installation and user guide.	\$60,270
Drupal + Accela Citizen Access: Includes 17 wire frames, 113 page flows, updates to core configuration to include specific text in Accela Citizen Access and specific watermarks/end-user instructions. Analysis, Configuration, and Testing updates.	\$504,700
<b>Totals</b>	<b>\$9,182,845</b>
Training: Training includes the following classes: Core Team; Administrator; Train-the-trainer; Database Schema Fundamentals; Accela Business Rules Scripting Usage (Basic); Advanced Business Rule Scripting; Accela Citizen Access Admin; Accela GIS Train-the-trainer; Accela GIS Admin; Accela Mobile Admin; Accela Civic Platform Admin Self Hosted; Console Configuration; Advanced Fees, Ad Hoc Report Writer training, and Report Workshop. Also includes custom training materials.	\$305,760

## RFCSP Attachment G – Functional Requirements/Additional Project Documents

Please note: Despite best efforts to the contrary, it is possible that some cells within this matrix may have truncated a portion of the contents within a cell. As requested, we have also provided the electronic copies of the matrix. Please refer to the electronic copy should any cell be truncated in print.

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## Hansen-ECCO Replacement System Functional Requirements

### Summary

Section	# of Functional Requirements	# Mandatory Requirements	# Optional Requirements
Customer Portal	279	256	23
Application Mgmt	109	101	8
Permitting	133	133	0
Licensing	120	60	60
Hearings	99	99	0
Plan Review	141	123	18
Inspection	173	119	54
Mobile	42	31	11
Enforcement	84	80	4
Finance	79	78	1
General	99	97	2
<b>TOTAL</b>	<b>1358</b>	<b>1177</b>	<b>181</b>



# Hansen-ECCO Replacement System Functional Requirements

## Table of Contents

Categories (Tab)	Topics
<u>Customer Portal</u>	<a href="#">Select a Service</a> <a href="#">Online Applications</a> <a href="#">Application Status</a> <a href="#">Application Modifications</a> <a href="#">Online Inspection Request</a> <a href="#">Online Plan Submittal</a> <a href="#">Online Payment</a> <a href="#">Online User Account</a> <a href="#">Escrow Account</a>
<u>Application Mgmt</u>	<a href="#">Application Intake</a> <a href="#">Application Assignment</a> <a href="#">Completeness Review</a> <a href="#">Internal Notes</a> <a href="#">Application Rejection</a> <a href="#">Application Management</a>
<u>Permitting</u>	<a href="#">Permit Applications</a> <a href="#">Permit Issuance</a> <a href="#">Final Project Clearance</a> <a href="#">Permit Renewals</a>
	<a href="#">Land Dev Applications</a> <a href="#">Technical Review</a>

Categories (Tab)	Topics
<u>Land Development</u>	<u>Staff Recommendation</u> <u>Platting</u> <u>Zoning</u> <u>Addressing</u> <u>Parent Child Relationship</u> <u>Validity</u> <u>Flag a Property</u> <u>Consent Agreement</u> <u>Performance Agreement</u> <u>Time Extension</u> <u>Technical Review</u>
<u>Licensing</u>	<u>License Applications</u> <u>License Exam/Class</u> <u>License Issuance</u> <u>License Management</u> <u>License Renewals</u>
<u>Hearings</u>	<u>Manage Hearings</u> <u>Build Agenda</u> <u>Schedule Hearings</u> <u>Conduct Hearing</u>
<u>Plan Review</u>	<u>Plan Intake</u> <u>Plan Review Assignment</u> <u>Plan Review Management</u> <u>Conduct Plan Review</u>
<u>Inspection</u>	<u>Create Inspection</u> <u>Inspection Scheduling</u> <u>Inspection Assignment</u> <u>Inspection Management</u> <u>Route Optimization</u> <u>Conduct Inspection</u> <u>Inspection Results</u>

Categories (Tab)	Topics
	<u>Utility Release</u>
<u>Mobile</u>	<u>Mobile</u>
<u>Enforcement</u>	<u>Create Complaint</u> <u>Complaint Management</u> <u>Record Violation</u>
<u>Finance</u>	<u>Finance &amp; Cashiering</u> <u>Manage Fees</u>
<u>General</u>	<u>Document Management</u> <u>Document Generation</u> <u>Notifications</u> <u>Searching &amp; Reporting</u> <u>Workflow Management</u> <u>Account Management</u> <u>GIS Data</u>

### Functional Requirements Matrix - Respondent Instructions

Respondent shall complete and submit the Functional Technical Requirements Matrix.

For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

1. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
2. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
3. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
4. **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred."

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
SS 1	Select a Service	The system will be web-based and accessible by designated internal (City of San Antonio) and external (outside agency) users	1.1	DSD	Mandatory	Yes				
SS 2	Select a Service	The system shall have, or be integrated with a system that supports, a robust online portal capable of processing all online application types and their associated workflow and business rules	1.1	DSD	Mandatory	Yes				
SS 3	Select a Service	The system shall be able to support links to external websites from the online portal (e.g., link to SAWS website) that an online portal user can use to navigate to another site	1.1	SAWS	Mandatory	Yes				
SS 4	Select a Service	The system shall have the ability to prompt a user to respond to a series of questions to guide an applicant in selecting a service or to build a customized application	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide a custom portal as well as decision-tree functionality to guide an applicant in selecting a service or initiating the completion of a new application.
SS 5	Select a Service	The system shall present a structured and guided series of questions that reflect a predetermined dynamic decision tree to assist the user with the selection process, such as questions in the following categories:	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	
SS 6	Select a Service	Application Type (e.g., Permit, License)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting an Application Type.
SS 7	Select a Service	Filing Type (e.g., initial, subsequent, amendment)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting a Filing Type.
SS 8	Select a Service	Type of Project (e.g., Residential Building, Commercial Building)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting a Type of Project.
SS 9	Select a Service	Project Use (e.g., Multi-family House, Single-family house)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting a Project Use.
SS 10	Select a Service	Project Description (square feet, number of rooms, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting an Application Type.
SS 11	Select a Service	Project Duration (start date, end date)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in completing a Project Description.
SS 12	Select a Service	Project Location	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	
SS 13	Select a Service	Address (including suite number, unit number, legal description)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting an Address.

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
SS 14	Select a Service	Owner	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting an Owner.
SS 15	Select a Service	Intersection (streets, cross-streets)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting an Intersection.
SS 16	Select a Service	Select a parcel/address by map through GIS integration	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting a parcel/Address via a map and GIS integration.
SS 17	Select a Service	Street segment/boundaries	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting a Street Segment or Boundary.
SS 18	Select a Service	Applicable Municipal Code Sections	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in identifying applicable Municipal Code Sections.
SS 19	Select a Service	The system shall have the ability to suggest one or more recommended services or options based on information entered by the applicant	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to suggest one or more recommended services or options based on information entered by the applicant.
SS 20	Select a Service	The system shall notify the applicant if information entered does not return any results for services, or if the specifics of the project exceed the complexity the wizard can handle, and provide information on how to contact Intake Staff for further assistance	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality. When the decision-tree functionality does not or cannot return results, a message directing the user to contact Intake Staff for further assistance can be provided.
SS 21	Select a Service	The system shall allow the applicant to select a service or confirm the recommended service, which initiates the application process	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in selecting the recommended service(s) and initiating the application process.
SS 22	Select a Service	The system shall have the ability for applicant to utilize self-guided help options through a Frequently Asked Questions (FAQ) page, links to Information Bulletins (IB's), etc. rather than through the service selection process	1.2	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The custom Drupal portal can provide self-guided help through Frequently Asked Questions and other links to information.
SS 23	Select a Service	The system shall retrieve pertinent information from the System that informs the service process, including but not limited to the following:	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 24	Select a Service	Existing Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 25	Select a Service	Existing Certificate of Occupancy	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 26	Select a Service	Existing Use	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 27	Select a Service	Existing Violations	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
SS 28	Select a Service	Existing MDP's, PUD's, Rights Determination, Certificates of Determination, etc.	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 29	Select a Service	Existing Zoning	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 30	Select a Service	Geographic Area (flood plain, historic district, in airport flight path, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 31	Select a Service	The system shall save the services selection at any point in the process for future retrieval by the user	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 32	Select a Service	The system shall allow the service selection process to be bypassed for a direct selection of actions or online tasks	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 33	Select a Service	The system shall have the ability to generate a customized application based on the service type selected by the applicant	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 34	Select a Service	The system shall display an overview of the steps involved in processing that application type to inform the applicant and provide awareness of typical "gotchas" that might complicate the process and help ensure the applicant is prepared prior to beginning the application process (i.e. review types required, departments involved, estimated duration of the process, expected fees)	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide a custom portal that can display an overview of processing steps and "gotchas" prior to the initiation of the application process.
SS 35	Online Applications	The system shall have the ability for applicants to select to complete and submit an application for services (e.g., permit, license) online	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 36	Online Applications	The system shall have the ability for a customer to perform a number of actions online, including but not limited to the following:	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 37	Online Applications	Manage Existing Project/Application	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 38	Online Applications	Check Application or Project Status	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 39	Online Applications	View Project Information/History	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 40	Online Applications	Request an Inspection	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 41	Online Applications	Communicate with City Resources (e.g., Case Manager)	1.1	DSD; SAFD; SAPD; MHD	Optional	Yes				
SS 42	Online Applications	Modify/Withdraw an Existing Application	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 43	Online Applications	Request Review of an Issue (e.g., Appeal)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 44	Online Applications	Start a New Project	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 45	Online Applications	Select a Service Wizard	1.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	The proposed Accela Civic Platform will integrate with Drupal to provide decision-tree functionality to guide an applicant in identifying a new service and allow the user to select and then navigate through the application process.
SS 46	Online Applications	Complete an Online Application	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 47	Online Applications	Submit Plans or Other Required Supporting Documentation	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 48	Online Applications	Financial Transactions	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 49	Online Applications	Submit Payment	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 50	Online Applications	View Payment History	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 51	Online Applications	Request Refund	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 52	Online Applications	Request Receipt	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 53	Online Applications	Report a Violation/Complaint	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 54	Online Applications	Obtain General Information	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 55	Online Applications	Submit Contact Us Request	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 56	Online Applications	Review GIS Maps/GEO Validation	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 57	Online Applications	Research a Property (address, homestead, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 58	Online Applications	Research a Business	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
SS 59	Online Applications	Manage Profile	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 60	Online Applications	Contact Information	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 61	Online Applications	Escrow Account	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 62	Online Applications	The system shall have the ability to configure application content in the online forms according to pre-defined criteria (e.g., Application Type, Filing Type, Location, Project Description, etc.)	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 63	Online Applications	The system shall have the ability to configure and maintain required and optional fields on the online application forms	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 64	Online Applications	The system shall have the ability to pre-populate information into the online application based on preexisting data in the System (i.e., account information, related projects, owner, company, location, license information)	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 65	Online Applications	The system shall have the ability to pre-populate information into the online application based on the project information entered by the user as part of the service selection process	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 66	Online Applications	The system shall have the ability for the user to relate the application to previously filed applications by the user using multiple relationship types (e.g., hierarchical/parent-child, network/link, other relational, etc.)	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	No				Acela recommends that these types of associations would need to be managed by the City's business rules that are enforced as a part of the application process. We are unsure that the City would want to leave that type of "filing and organization" to the untrained customer. The wizard process might be able to ask questions that would indicate whether the new application should be a child of an existing one, for example.
SS 67	Online Applications	The system shall have the ability to associate the application with an existing, or multiple, project ID(s)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 68	Online Applications	The system shall provide a dynamic estimate of the anticipated fees associated with the application as information is entered by the applicant (e.g., shopping cart)	1.1; 1.2; 4.1; 4.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 69	Online Applications	The system shall have the ability to designate a point of contact for an application other than the applicant	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 70	Online Applications	The system shall have the ability to associate multiple contacts with an application	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 71	Online Applications	The system shall have the ability to store contacts in an address book for easy use on future applications	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 72	Online Applications	The system shall have the ability to configure the automated workflow and associated business rules for processing an application by application type, including but not limited to the following:	1.1; 1.2; 4.1; 4.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 73	Online Applications	Application Requirements (application form content, required supporting documentation)	1.1; 1.2; 4.1; 4.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 74	Online Applications	Routing Requirements (departments, reviewing agencies involved)	1.1; 1.2; 4.1; 4.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 75	Online Applications	Review Requirements (plan review, inspections, supervisory approvals)	1.1; 1.2; 4.1; 4.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 76	Online Applications	The system shall require supporting documentation to be uploaded for selected application types (e.g., documents, plans)	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				No limitations on file types or size unless designated by the City.

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SS 77	Online Applications	The system shall have the ability to enforce an in-person verification for some application content according to business rules (e.g., some documentation or verifications must be performed in person vs. online) and will notify the applicant of this requirement	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 78	Online Applications	The system shall prevent an application from moving forward when an in-person verification is required until an internal user has taken action in the system to advance the application forward in the process	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 79	Online Applications	The system shall alert the applicant to complete any required missing data in mandatory fields and/or required documentation has not been uploaded, and prevent submission of the application until all prerequisites are met	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 80	Online Applications	The system shall have the ability for user to save incomplete/un-submitted applications (e.g., "draft")	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 81	Online Applications	The system shall have the ability to allow an incomplete application to be retained for a designated time period	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 82	Online Applications	The system shall have the ability for a user to return to a previously saved point in the application process, if user has logged out or otherwise navigated away from the application form	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 83	Online Applications	The system shall have the ability for user to copy previously submitted applications into a new record (e.g., to serve as a template for a new application)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 84	Online Applications	The system shall have the ability to submit application for partial or conditional approval	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 85	Online Applications	The system shall allow the modification of an existing application according to business rules	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Accela Civic Platform and its integrated Drupal portal supports the modification of existing applications using a best practice methodology of Amendments. Amendments basically allows the customer to "apply" to make a change to an existing application already submitted to the agency. Business rules would drive the approval process for the Amendment and, when approved, the application record would be updated to reflect the change. The exception to this is in-process applications that have been saved but not submitted. These applications may be modified until such time that they are submitted. Then they too will need to be modified using the Amendment process.
SS 86	Online Applications	The system shall allow an existing application to be withdrawn	1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 87	Online Applications	The system shall identify any inconsistencies or errors in the application that the applicant must resolve before it can be submitted	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 88	Online Applications	The system shall provide the ability to capture electronic signature	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 89	Online Applications	The system shall provide the ability of electronic notarization	1.2	DSD	Optional	No				
SS 90	Online Applications	The system shall provide the ability for an Applicant to self-certify the information they have entered is accurate and truthful	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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SS 91	Online Applications	The system shall allow the applicant to elect to complete part, or all, of the application in person with intake staff after it has been initiated online	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 92	Online Applications	The system shall have the ability to allow applicants to print documents from the online portal, including approval documents (as allowed by business rules), including but not limited to:	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 93	Online Applications	Receipts	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 94	Online Applications	Permits	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 95	Online Applications	Licenses	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 96	Online Applications	Letters	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 97	Online Applications	Certificates	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 98	Online Applications	The system shall have the ability to indicate a document may only be picked up in person (e.g., Certificate of Occupancy) and provide detailed instructions to the applicant on how to obtain the document	1.2, 3.1, 4.1, 3.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 99	Application Status	The system shall allow an applicant to track the status of his or her application / project online	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 100	Application Status	The system shall display relevant application information to the applicant about active applications/projects, including but not limited to the following:	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 101	Application Status	Pending application list	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 102	Application Status	Application ageing metrics (e.g., date of submission, days in current review phase, etc.)	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 103	Application Status	Remaining steps to completion	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 104	Application Status	Typical benchmarks for time to completion of review	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 105	Application Status	Pending actions, requests, or other communications to the applicant	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 106	Application Status	Responsible point of contact (e.g., Case Manager)	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 107	Application Status	The system shall provide appropriate online help features (chat, email, phone contact information) at all points in the application lifecycle	1.5	DSD; SAFD; SAPD; MHD	Optional	Yes			Yes	All supported with the exception of "chat". Chat functionality to be provided by third party product (To Be Determined).
SS 108	Application Status	The system shall have the ability to track when deliverables / action is on applicant vs. City personnel and send periodic reminders to the applicant according to business rules	1.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
SS 109	Application Status	The system shall have the ability to provide the applicant with options to progress the application through the workflow when outstanding actions are to be performed by the applicant	1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 110	Application Modifications	The system shall allow or disallow the modification of an existing application at various points in the application process according to pre-defined business rules (e.g., cannot upload new plans when application is in plan review status)	1.6; 1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 111	Application Modifications	The system shall have the ability to determine if any additional payments are required based on changes to application, and prompt the applicant to submit payment	1.6; 1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 112	Application Modifications	The system shall have the ability to determine if any additional inspections are required based on changes to application, and prompt the applicant to schedule the inspection	1.6; 1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 113	Application Modifications	The system shall prompt the applicant to submit a request for refund if application has been withdrawn and applicant meets eligibility criteria	1.9; 8.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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SS 114	Application Modifications	The system shall alert all staff assigned to an application that a modification has been performed or has been withdrawn	1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 115	Application Modifications	The system may prevent an application from being modified or withdrawn, and provide the reason(s) to the applicant	1.9	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 116	Online Inspection Request	The system shall have the ability to notify an Applicant if one or more inspection types are required for his or her project and prompt the Applicant to submit an inspection request	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 117	Online Inspection Request	The system shall allow applicants to request and schedule an inspection online according to pre-defined business rules	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 118	Online Inspection Request	The system shall enforce scheduling rules related to inspections, including but not limited to the below workflow:	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 119	Online Inspection Request	Allow/Disallow based on project/application status	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 120	Online Inspection Request	Only display inspection types the project/application is eligible for according to business rules	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 121	Online Inspection Request	Availability of inspectors	6.1	DSD; SAFD; SAPD; MHD	Optional	Yes				
SS 122	Online Inspection Request	The system shall allow an applicant to request a preferred (not guaranteed) date/time for inspection	6.1	DSD; SAFD; SAPD; MHD	Optional	Yes				
SS 123	Online Inspection Request	The system shall display available dates/times according to business rules	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 124	Online Inspection Request	The system shall allow the applicant to upload supporting documentation related to the inspection request	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 125	Online Inspection Request	The system shall provide a template, customizable by inspection type, to enter the inspection request information	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 126	Online Inspection Request	The system shall allow the inspection request to be canceled or rescheduled according to pre-defined business rules	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 127	Online Inspection Request	The system shall have the capability to display estimated inspector arrival via the online portal based on inspector's route	6.1	DSD; SAFD; SAPD; MHD	Optional	No				
SS 128	Online Inspection Request	The system shall have the capability to display estimated inspector arrival via the online portal based on data input by the inspector into the system	6.1	DSD; SAFD; SAPD; MHD	Optional	No				
SS 129	Online Inspection Request	The system shall have the ability to display inspection results via the online portal	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 130	Online Inspection Request	The system shall allow a user to view the inspection history for his or her project(s)	6.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
SS 131	Online Inspection Request	The system shall allow an applicant to submit a request for a utility release online and schedule an associated inspection	6.1; 6.6	DSD; SAWS; CPS	Mandatory	Yes				
SS 132	Online Plan Submittal	The system shall allow plans to be submitted online as part of the application or review processes	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 133	Online Plan Submittal	The system shall have the ability to accept plan/drawings in multiple formats including but not limited to the following:	5.1	DSD	Mandatory	Yes				Acceptance is inherent of any type of document in an electronic file or document.
SS 134	Online Plan Submittal	.PDF	5.1	DSD	Mandatory	Yes				
SS 135	Online Plan Submittal	CAD files	5.1	DSD	Mandatory	Yes				
SS 136	Online Plan Submittal	.JPG	5.1	DSD	Mandatory	Yes				
SS 137	Online Plan Submittal	.TIFF	5.1	DSD	Mandatory	Yes				

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SS 138	Online Plan Submittal	Microstation (DGN)	5.1	DSD	Optional	Yes				
SS 139	Online Plan Submittal	The system shall have the ability to define specific categories of plans (e.g., plan types) to be submitted / required for particular application types	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 140	Online Plan Submittal	The system shall send periodic reminders to an applicant regarding an incomplete and/or unsubmitted plans required for an application type	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 141	Online Plan Submittal	The system shall provide detailed online instructions and guidelines for plan submissions, including acceptable formats, level of detail, content requirements, sample scope of work, and sample for plan types to be submitted	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 142	Online Plan Submittal	The system shall link each plan submitted to the specific plan submission requirements in the application (e.g., a Site Plan shall be attached to all application components or permits that require a site plan, etc.)	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 143	Online Plan Submittal	The system shall enforce any file size limitations specified by the City	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 144	Online Plan Submittal	The system shall have a mechanism where the applicant can track the upload of the file (e.g., percentage complete)	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 145	Online Plan Submittal	The system shall display all uploaded files for the user to review to ensure quality of upload	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 146	Online Plan Submittal	The system shall link all the uploaded files to the designated project or application	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 147	Online Plan Submittal	The system shall support version control of plans	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 148	Online Plan Submittal	The system shall record the date and time the plans were uploaded	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 149	Online Plan Submittal	The system shall prevent further alteration to the original submittals unless part of the defined review process	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 150	Online Plan Submittal	The system shall provide a document check-in tool to allow users to update the status of existing documents upon check-in; prevent when documents are checked-out.	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 151	Online Plan Submittal	The system shall provide user-defined template fields to allow users to provide key metadata during the document upload process	5.1	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 152	Online Plan Submittal	The system shall allow applicants to request an in-person plan review meeting	5.3	DSD; SAFD; MHD; SAWS; CPS	Mandatory	Yes				
SS 153	Online Payment	The system shall have the ability to collect payment online	1.2; 8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 154	Online Payment	The system shall display via the portal any outstanding payments due	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 155	Online Payment	The system shall have the ability to indicate applicant will pay in person or via mail in lieu of online payment	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 156	Online Payment	The system shall have the ability to collect partial or full payment online	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 157	Online Payment	The system shall have the ability to display payment history for a user, project, and/or application	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 158	Online Payment	The system shall allow an applicant to pay for multiple fees on multiple applications at the same time in one transaction (e.g., shopping cart)	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 159	Online Payment	The system shall allow the applicant to choose one or more fees (or a subset of fees due) they wish to pay	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				

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SS 160	Online Payment	The system shall accept online payment via a variety of methods, including but not limited to the following:	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 161	Online Payment	Credit Card	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 162	Online Payment	Electronic Check	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 163	Online Payment	Escrow Account	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 164	Online Payment	The system shall have the capability to generate a receipt of payment that the applicant can print or download from the online portal	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 165	Online Payment	The system shall have the ability to provide unique receipt/transaction number	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 166	Online Payment	The system shall have the ability to create itemized receipts by payment or application	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 167	Online Payment	The system shall have the capability to allow a customer to request a refund for a previous payment, according to business rules	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 168	Online Payment	The system shall require the customer to provide detailed information for the refund request, including but not limited to the following:	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 169	Online Payment	Identify transaction	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 170	Online Payment	Identify desired refund amount	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 171	Online Payment	Reason for refund	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 172	Online Payment	The system shall have the capability to determine if transaction is eligible for refund according to predefined business rules	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 173	Online Payment	The system shall allow the Applicant to save preferred payment method/options for future use (i.e. credit card and billing information)	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	No				
SS 174	Online Payment	The system shall have the ability to accept/deny payment transaction type (check, credit card, etc.) based on payment type (application, fee, penalty)	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	No				
SS 175	Online Payment	The system shall have the ability to allow the use of multiple tender types for payment within one transaction	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 176	Online Payment	The system shall have the ability to itemize outstanding payments associated with project number or applicant	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 177	Online Payment	The system shall have the ability to request an exemption from fees or deferral of payment	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 178	Online Payment	The system shall have the ability to enter additional information for exemption and deferral requests (i.e., Text Box)	8.1	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
SS 179	Online User Account	The system shall allow a customer to create and register a user account online	1.7	DSD	Mandatory	Yes				
SS 180	Online User Account	The system shall have the ability for a customer to access City of San Antonio service and account-related information online via their user account	1.7	DSD	Mandatory	Yes				
SS 181	Online User Account	The system shall have the ability to enforce the creation of a user account prior to specific transactions being performed online	1.7	DSD	Mandatory	Yes				
SS 182	Online User Account	The system shall have the capability to allow specific transactions to be performed without a user account	1.7	DSD	Mandatory	Yes				

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SS 183	Online User Account	The system shall have the ability to maintain user information, including but not limited to the following:	1.7	DSD	Mandatory	Yes				
SS 184	Online User Account	Name (First, Last, Middle, Suffix)	1.7	DSD	Mandatory	Yes				
SS 185	Online User Account	Mailing Address	1.7	DSD	Mandatory	Yes				
SS 186	Online User Account	Date of Birth	1.7	DSD	Mandatory	Yes				
SS 187	Online User Account	Phone Number(s)	1.7	DSD	Mandatory	Yes				
SS 188	Online User Account	Identification Number(s) (e.g., Drivers License, Contactor ID/Customer No.)	1.7	DSD	Mandatory	Yes				
SS 189	Online User Account	Email Address	1.7	DSD	Mandatory	Yes				
SS 190	Online User Account	Payment Information (e.g., Credit Card, Advance Pay Account)	1.7	DSD	Mandatory	Yes				
SS 191	Online User Account	Project Role	1.7	DSD	Mandatory	Yes				
SS 192	Online User Account	Business Information	1.7	DSD	Mandatory	Yes				
SS 193	Online User Account	The system shall have the ability to maintain all City of San Antonio-related information associated with the individual's account (application status, license status, account history, recent transactions, etc.) online for the customer to access / view	1.7	DSD	Mandatory	Yes				
SS 194	Online User Account	The system shall have the ability for the user to modify his or her account details, including changes to existing licenses, applications, contact information, etc. based upon business rules	1.7	DSD	Mandatory	Yes				Accela Civic Platform and its integrated Drupal portal supports the modification of existing account information. Modifications to applications are managed using a best practice methodology of Amendments. Amendments basically allows the customer to "apply" to make a change to an existing application already submitted to the agency. Business rules would drive the approval process for the Amendment and, when approved, the application record would be updated to reflect the change. The exception to this is in-process applications that have been saved but not submitted. These applications may be modified until such time that they are submitted. Then they too will need to be modified using the Amendment process.
SS 195	Online User Account	The system shall have the ability to enforce workflow processes according to pre-defined criteria for any modifications made to account information	1.7	DSD	Mandatory	Yes				

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SS 196	Online User Account	The system shall allow a user to identify preferences, including but not limited to the following:	1.7; 1.8	DSD	Mandatory	Yes				Accela Civic Platform and its integrated Drupal portal supports the modification of existing applications using a best practice methodology of Amendments. Amendments basically allows the customer to "apply" to make a change to an existing application already submitted to the agency. Business rules would drive the approval process for the Amendment and, when approved, the application record would be updated to reflect the change. The exception to this is in-process applications that have been saved but not submitted. These applications may be modified until such time that they are submitted. Then they too will need to be modified using the Amendment process.
SS 197	Online User Account	Preferred method of communication (e-mail, SMS, phone, etc.)	1.7; 1.8	DSD	Mandatory	Yes				
SS 198	Online User Account	Preferences for receiving automated notifications or alerts	1.7; 1.8	DSD	Mandatory	No				
SS 199	Online User Account	Best time to contact (during business hours, outside of business hours, etc.)	1.7; 1.8	DSD	Optional	No				
SS 200	Online User Account	Subscription to alerts and notifications (changes to client record, new messages, or referrals received, etc.)	1.7; 1.8	DSD	Mandatory	No				
SS 201	Online User Account	The system shall have the ability to automatically approve user accounts	1.7	DSD	Mandatory	Yes				
SS 202	Online User Account	The system shall have the ability to route a user account request to City personnel for review	1.7; 1.8	DSD	Mandatory	Yes				
SS 203	Online User Account	The system shall provide password management (i.e. issue temporary passwords, change passwords)	1.8	DSD	Mandatory	Yes				However, while password restrictions can be configured for user adherence, the actual password under those conditions is of the end user's designation.
SS 204	Online User Account	The system shall have the ability to have the user accept usage terms and conditions	1.8	DSD	Mandatory	Yes				
SS 205	Online User Account	The system shall have the ability to provide a user tutorial to familiarize new users with the system	1.8	DSD	Mandatory	Yes				
SS 206	Online User Account	The system shall have the ability to automatically reject the request for a user account according to predefined business rules (e.g., duplicate account request)	1.9	DSD	Mandatory	Yes				
SS 207	Online User Account	The system shall provide the reason(s) for denial and provide detailed information for the applicant to resolve the issue	1.9	DSD	Mandatory	Yes				
SS 208	Escrow Account	The system shall allow a customer to apply for an Escrow Account online	8.5	DSD	Mandatory	Yes				
SS 209	Escrow Account	The system shall associate an Escrow Account with an online portal User Account to facilitate payment of transactions online utilizing the Escrow Account	8.5	DSD	Mandatory	Yes				
SS 210	Escrow Account	The system shall display a template for the applicant to enter his/her identifying information which includes but is not limited to the following:	8.5	DSD	Mandatory	Yes				
SS 211	Escrow Account	Name (First, Last, Middle, Suffix)	8.5	DSD	Mandatory	Yes				
SS 212	Escrow Account	Mailing Address	8.5	DSD	Mandatory	Yes				
SS 213	Escrow Account	Date of Birth	8.5	DSD	Mandatory	Yes				

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SS 214	Escrow Account	Phone Number(s)	8.5	DSD	Mandatory	Yes				
SS 215	Escrow Account	Email Address	8.5	DSD	Mandatory	Yes				
SS 216	Escrow Account	Identification Number(s) (e.g., Drivers License)	8.5	DSD	Mandatory	Yes				
SS 217	Escrow Account	Project Role (if applicable)	8.5	DSD	Mandatory	Yes				
SS 218	Escrow Account	Business Information (if applicable)	8.5	DSD	Mandatory	Yes				
SS 219	Escrow Account	The system shall allow a customer to deposit money into an Escrow Account online via a bank account	8.5	DSD	Mandatory	Yes				
SS 220	Escrow Account	The system shall have the ability to verify the payment sources provided for the Escrow Account	8.5	DSD	Mandatory	Yes				
SS 221	Escrow Account	The system will allow a customer to designate authorized users of the Advance Pay Account	8.5	DSD	Mandatory	Yes				
SS 222	Escrow Account	The system shall have the ability to enforce requirements for authorization of use of the Advance Pay Account, including but not limited to:	8.5	DSD	Mandatory	Yes				
SS 223	Escrow Account	Signed letter from account owner	8.5	DSD	Mandatory	Yes				
SS 224	Escrow Account	Identifying information for the authorized user (name, ID #'s, address, etc.)	8.5	DSD	Mandatory	Yes				
SS 225	Escrow Account	Copies of identification	8.5	DSD	Mandatory	Yes				
SS 226	Escrow Account	Copies of license(s)	8.5	DSD	Mandatory	Yes				
SS 227	Escrow Account	The system shall have the ability to generate and display monthly statements of activity / balances on the Advance Pay Account	8.5	DSD	Optional	No				
SS 228	Escrow Account	The system shall have the ability to track and display real time activity and balances via the online portal	8.5	DSD	Mandatory	Yes				
SS 229	Escrow Account	The system shall prevent the creation of an escrow account according to various business rules (e.g., unable to verify payment source) and prompt the applicant to apply for account in person	8.3	DSD	Mandatory	Yes				
SS 230	Exam/Class Scheduling	The system shall allow an applicant to schedule an exam/class conducted by the City online as part the license application process or continuing education requirements	4.4	DSD; SAPD	Optional	Yes				
SS 231	Exam/Class Scheduling	The system shall maintain and display an applicant's exam/class history	4.4	DSD; SAPD	Optional	Yes				
SS 232	Exam/Class Scheduling	The system shall display a calendar of available exam/class dates for exam/class types and facilities	4.4	DSD; SAPD	Optional	Yes				
SS 233	Exam/Class Scheduling	The system shall display exam/class details (location, date, time, duration, open/closed book, written or oral, recommended material for prep, etc.)	4.4	DSD; SAPD	Optional	Yes				
SS 234	Exam/Class Scheduling	The system shall prompt the applicant to pay any fees associated with the exam/class	4.4	DSD; SAPD	Optional	Yes				
SS 235	Exam/Class Scheduling	The system shall display a notification to the applicant of confirmation of the exam/class, along with appropriate exam/class details (directions, confirmation number)	4.4	DSD; SAPD	Optional	Yes				
SS 236	Exam/Class Scheduling	The system shall allow the printing of information related to the exam/class (e.g., confirmation of enrollment)	4.4	DSD; SAPD	Optional	Yes				
SS 237	Exam/Class Scheduling	The system shall allow the Applicant to modify the exam/class request according to pre-defined business rules	4.4	DSD; SAPD	Optional	Yes				
SS 238	Exam/Class Scheduling	The system shall have the ability to enforce exam/class scheduling limitations (e.g., an exam/class has been failed once and can be rescheduled no less than 30 days later)	4.4	DSD; SAPD	Optional	Yes				

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SS 239	Exam/Class Scheduling	The system shall provide the capability of integrating with external calendaring systems, such as Google Calendar and/or Microsoft Outlook	4.4	DSD; SAPD	Optional	Yes				
SS 240	Report a Complaint	The system shall have the ability to intake complaints online	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 241	Report a Complaint	The system shall have the capability to intake detailed complaint information (e.g., Complainant, Violator, Location, etc.) in a structured format, including but not limited to:	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 242	Report a Complaint	Complaint Type	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 243	Report a Complaint	Complaint Information	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 244	Report a Complaint	Violator Information	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 245	Report a Complaint	Violation Type(s)	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 246	Report a Complaint	Comments (e.g., Text Box)	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 247	Report a Complaint	The system shall have the ability to allow anonymous complaints that do not record complainant information	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 248	Report a Complaint	The system shall have the ability to track or make updates to complaints according to business rules	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 249	Report a Complaint	The system shall have the ability for the public to upload images/ pictures/ other data when originating a complaint	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 250	Report a Complaint	The system shall generate a unique Complaint ID Number upon submittal for reference purposes	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 251	Report a Complaint	The system shall have the ability to view status of submitted complaint online (e.g., resolved)	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 252	Report a Complaint	The system shall have the capability to provide detailed instructions to the Complainant on how to file their complaint	7.2	DSD; SAPD; SAFD; MHD	Mandatory	Yes				
SS 253	Report a Complaint	The system shall have the capability to notify the Complainant if his or her complaint type cannot be filed online (e.g., Driver complaints require notarization)	7.2	DSD; SAPD; SAFD; MHD	Optional	Yes				
SS 254	Report a Complaint	The system shall have the capability to notify the Complainant if his or her complaint type must be filed with another agency (e.g., Submit complaint via the City's 311 online portal)	7.2	DSD; SAPD; SAFD; MHD	Optional	Yes				
SS 255	Request Issue Review	The system shall allow a user to request an opportunity to meet with a governing authority to review an issue online	3.3	DSD	Optional	Yes				
SS 256	Request Issue Review	The system shall support multiple review types, including but not limited to the following:	3.3	DSD	Mandatory	Yes				
SS 257	Request Issue Review	Appeals of a violation	3.3	DSD; SAFD; SAPD	Mandatory	Yes				
SS 258	Request Issue Review	Appeals of a rejection of an application (e.g., license application)	3.3	DSD; SAPD	Mandatory	Yes				
SS 259	Request Issue Review	Appeals of the result of a completeness review	3.3	DSD	Mandatory	Yes				
SS 260	Request Issue Review	Appeals of the result of an inspection	3.3	DSD	Mandatory	Yes				
SS 261	Request Issue Review	Appeals of the result of a plan review	3.3	DSD	Mandatory	Yes				
SS 262	Request Issue Review	Appeals of an Administrative Decision	3.3	DSD	Mandatory	Yes				
SS 263	Request Issue Review	Requests for an Administrative Exception	3.3	DSD	Mandatory	Yes				
SS 264	Request Issue Review	Requests for a Variance	3.3	DSD	Mandatory	Yes				

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SS 265	Request Issue Review	Request for a Code Modification	3.3	DSD; SAFD	Mandatory	Yes				
SS 266	Request Issue Review	Request for an application type that requires a hearing before a board (Planning Commission, Board of Adjustments, Zoning Board, Building Standards Board) such as the following:	3.3	DSD	Mandatory	Yes				
SS 267	Request Issue Review	Non-Conforming Use	3.3	DSD	Mandatory	Yes				
SS 268	Request Issue Review	Request for Rezoning	3.3	DSD	Mandatory	Yes				
SS 269	Request Issue Review	Address Change	3.3	DSD	Mandatory	Yes				
SS 270	Request Issue Review	Land Development Application (MDP, PUD)	3.3	DSD	Mandatory	Yes				
SS 271	Request Issue Review	The system shall support the ability to have City of San Antonio external agencies log into the system to request an item to be considered by a board or commission, as business rules allow	3.4	DSD	Optional	Yes				
SS 272	Request Issue Review	The system shall provide a structured method to intake the request, prompting the user to provide information and supporting documentation according to the review type requested	3.3	DSD	Mandatory	Yes				
SS 273	Request Issue Review	The system shall support customized templates per review type to prompt the user to provide the information required to process that review	3.3	DSD	Mandatory	Yes				
SS 274	Request Issue Review	The system shall allow the applicant to request a review date	3.3	DSD	Mandatory	Yes				
SS 275	Request Issue Review	The system shall allow review dates to be managed in the system by review type	3.3	DSD	Mandatory	Yes				
SS 276	Request Issue Review	The system shall enforce required time periods or deadlines driven by ordinance for that particular review type	3.3	DSD	Mandatory	Yes				
SS 277	Request Issue Review	The system shall also provide calendaring functionality which will govern availability of personnel to conduct review	3.3	DSD	Mandatory	Yes				
SS 278	Request Issue Review	The system shall enforce any business rules related to review scheduling (e.g., limit of number of hearings per day)	3.3	DSD	Mandatory	Yes				
SS 279	Request Issue Review	The system shall disallow reviews to be scheduled according to business rules and provide the reason(s) why to the applicant	3.3	DSD	Mandatory	Yes				
SS 280	Request Issue Review	The system may automatically trigger a review and notify the applicant via the portal to select a review date	3.3	DSD	Mandatory	Yes				
SS 281	Request Issue Review	The system may prompt the applicant to perform certain actions in the system as part of the review request, such as self-certify he or she has read an ordinance related to the issue at hand (e.g., rejection of permit for an event)	3.3	DSD	Mandatory	Yes				
SS 282	Request Issue Review	The system shall provide information related to the review via the online portal for the applicant to print, such as confirmation of the review, directions to the hearing, etc.	3.3	DSD	Mandatory	Yes				
SS 279	Request Issue Review	The system shall allow a user to modify his or her review request according to business rules	3.3	DSD	Mandatory	Yes				

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AM 1	Application Intake	The system shall have the capability to allow applicants to submit applications online	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 2	Application Intake	The system shall have the capability for intake staff to data enter applications submitted via paper (in person, mail, etc.)	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 3	Application Intake	The system shall provide a checklist/guide (similar to the online portal wizard) for intake staff to use to intake an application in person	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 4	Application Intake	The system shall have the ability to generate a unique ID for an application based on application type and business rules (i.e. plat number, permit number, project number)	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 5	Application Intake	The system shall have the ability to issue a tracking number (may be temporary) to un-submitted applications which can be given by the user to intake staff for support purposes	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 6	Application Intake	The system shall support multiple application types	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 7	Application Intake	The system shall support configurable application forms, with varying content, workflow, and requirement by application type	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 8	Application Intake	The system shall generate a receipt upon application submission	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The "receipt" would be configured as a notification to the applicant.
AM 9	Application Intake	The system shall associate the receipt with the application as an original document that is available for future retrieval	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 10	Plan Submission	The system shall allow plans to be submitted online (see Self Service Requirements for online plan submittal requirements)	5.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 11	Plan Submission	The system shall allow personnel to scan in plans into the system that were submitted in paper format	5.1	DSD; SAFD; SAPD; MHD	Optional	Yes			Yes	The scanning would need to be accomplished by an external application or an interface would need to be developed to accomplish the scanning function. Once scanned, any electronic document can be uploaded to the system. Alternately, scanning can be accomplished directly to the EDMS system and tagged with Metadata that will relate it to records within the system. Accela Civic Platform will then poll the interfaced EDMS system and make this document available for retrieval in Accela Civic Platform.
AM 12	Plan Submission	The system shall allow personnel to upload plans to the system that were submitted in person via physical media (i.e. CD, DVD)	5.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 13	Plan Submission	The system shall track all versions of plans submitted for a project (see Plan Review requirements)	5.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 14	Application Intake	The system will prevent an application from being submitted until all required validations have been performed, including all required fields completed and supporting documentation uploaded	5.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 15	Application Intake	The system will process applications according to pre-defined workflow for that application type, which may or may not include the following major steps:	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 16	Application Intake	Application Submission/Payment	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 17	Application Intake	Completeness Review	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 18	Application Intake	Technical Review (Including Plan Review, if appropriate)	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 19	Application Intake	Staff Recommendation	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 20	Application Intake	Administrative Review/Decision Processes	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 21	Application Intake	Application Approval	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 22	Application Intake	Permit or License Issuance	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 23	Application Intake	Inspection	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 24	Application Intake	Final Project Clearance (e.g., Certificate of Occupancy)	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 25	Application Intake	Ongoing Compliance (renewals, inspections, project validity, etc.)	All	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 26	Application Assignment	The system shall support manual and condition-based routing of applications for review	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 27	Application Assignment	The system shall support the following types of work queues for routing:	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 28	Application Assignment	Individual User Account Work Queues	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 29	Application Assignment	Location-Based Group Work Queue (e.g., department)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 30	Application Assignment	Role-Based Group Queue (e.g., Supervisors)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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AM 31	Application Assignment	The system shall have the ability to automatically or manually assign a particular staff member or group to review an application according to business rules	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 32	Application Assignment	The system shall allow for reassignments of completeness reviews	1.3	DSD	Mandatory	Yes				
AM 33	Application Assignment	The system shall have the ability to maintain a list of pending applications that have been assigned to a given user in the system (e.g., queue or work list)	1.3	DSD	Mandatory	Yes				
AM 34	Application Assignment	The system shall support the manual or automatic prioritization or escalation of applications according to business rules	1.3	DSD	Optional	Yes				
AM 35	Application Assignment	The system shall support ad-hoc sorting and filtering of pending applications list	1.3	DSD	Mandatory	Yes				
AM 36	Application Assignment	The system shall support conditional filtering and sorting of pending applications (e.g., time-sensitive applications, chronological, location-based, etc.)	1.3	DSD	Optional	Yes				
AM 37	Completeness Review	The system shall have the ability to verify that supplied information meets the requirements of application (e.g., project type, work type, filing status) through configurable checklists for application types	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 38	Completeness Review	The system shall support application review processes, including but not limited to the following:	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 39	Completeness Review	Ability to capture internal notes / comments about application	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 40	Completeness Review	Ability to highlight parts of the application that contain errors or that are incomplete	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The solution enforces the completion of all required fields prior to submission of the application, so we proactively prevent incomplete applications. Error handling on the application is another story. What repeatable business rules would be available to determine "errors" and then highlight those? We promote the use of drop-down values whenever possible to eliminate typing errors, for example. So again, avoiding errors in advance rather than finding them after the fact.
AM 41	Completeness Review	Ability to support multiple methods of notation (e.g., free text fields, drop-downs)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 42	Completeness Review	Ability for reviewer to validate items have been provided via a checklist	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 43	Completeness Review	The system shall support approval activity (task or document is approved, declined, need more information, etc.)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 44	Completeness Review	The system shall support the ability to auto-approve application packages based on business logic and parameters, bypassing a completeness review	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 45	Completeness Review	The system shall allow for a permit to be generated and printed via the online portal as the "receipt" option for applications that can be auto-approved	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 46	Completeness Review	The system shall support the ability to partially, or conditionally, pass an application according to pre-defined business rules, allowing downstream workflow tasks to be initiated while also monitoring the outstanding pieces of the application	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 47	Completeness Review	The system shall have the ability to allow required items to be satisfied by multiple types of means (e.g., required inspection, external documentation, self-certification, plan checker approval, planner approval, etc.)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 48	Completeness Review	The system shall have the ability to allow required items to be satisfied at various stages of the workflow (e.g., as late as possible - prior to approval, prior to permit, etc.) according to business rules	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 49	Completeness Review	The system shall support a checklist of all reviews and approvals needed from various reviewing agencies (internal and external) to process an application and advance it to the next phase in the workflow (staff recommendation)	1.3	DSD	Mandatory	Yes				
AM 50	Completeness Review	The system shall support the following types of work queues for completeness review routing	1.3	DSD	Mandatory	Yes				
AM 51	Completeness Review	Individual User Account Work Queues	1.3	DSD	Mandatory	Yes				
AM 52	Completeness Review	Location-Based Group Work Queue (e.g., Land Development Department)	1.3	DSD	Mandatory	Yes				
AM 53	Completeness Review	Role-Based Group Queue (e.g., Electrical Plan Reviewer, reviewing agencies (internal and external))	1.3	DSD	Mandatory	Yes				
AM 54	Completeness Review	The system shall allow a case manager to select reviewing agencies from a redefined list	1.3	DSD	Mandatory	Yes				
AM 55	Completeness Review	The system shall support auto-assignment of reviewing agencies according to business rules	1.3	DSD	Mandatory	Yes				

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AM 56	Completeness Review	The system shall support identification of reviewing agencies and by pinpointing the affected property on a map and identifying responsible authorities (i.e., city council districts, recharge zone, zoning, neighborhood associations, etc.)	1.3	DSD	Mandatory	Yes				
AM 57	Completeness Review	The system will allow reviewing agencies to perform Electronic Plan Review (see EPR Requirements)	1.3	DSD	Mandatory	Yes				
AM 58	Completeness Review	The system will provide a structured method for reviewing agencies to indicate their feedback and overall pass/failure of the review	1.3	DSD	Mandatory	Yes				
AM 59	Completeness Review	The System shall allow clocks for the review to be reset according to business rules (e.g., the completeness review could not be completed because further information was needed to complete the review)	1.3	DSD	Mandatory	Yes				
AM 60	Completeness Review	The System initiates any downstream workflow activities related to the application based on the completed status of the completeness Review, such as a technical review begins	1.3	DSD	Mandatory	Yes				
AM 61	Completeness Review	The system shall provide a template to document comments or requests for additional information from the applicant, that include but are not limited to:	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				This template can be configured as a report template using the supported reporting engines to allow for the capture of needed information.
AM 62	Completeness Review	Summary sheet	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				See comment to AM 61 above.
AM 63	Completeness Review	Comments section	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				A comment area is provided as part of every configured workflow task or activity.
AM 64	Completeness Review	Steps applicant must take to resolve application package	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				See comment to AM 61 above.
AM 65	Completeness Review	Marked-up application	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				See comment to AM 61 above.
AM 66	Completeness Review	Contact information for reviewer (Name, Department, Email, Phone Number)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				See comment to AM 61 above.
AM 67	Completeness Review	The system shall automatically update application status depending on where it is in the workflow	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 68	Completeness Review	The system shall automatically send reminders to an Applicant based on the application status according to business rules (e.g., payment has not been submitted)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The applicant will also be able to view this information if payment was a configured element in the application workflow.
AM 69	Internal Notes	The System shall have a single point to view all notes associated to a single permit/project	1.10	DSD	Optional	Yes				Best achieved through the generation of a report that would gather all notes/comments together.
AM 70	Internal Notes	The system shall provide a template for the user to enter an internal note	1.10	DSD	Mandatory	Yes				This can simply be configured as a text field that would not be made visible on the web portal.
AM 71	Internal Notes	The system shall pre-populate the template with information about the user entering the note (name, role, date, time)	1.10	DSD	Mandatory	Yes				
AM 72	Internal Notes	The system shall have the ability to link application pieces or references in application notes	1.3; 1.10	DSD	Mandatory	Yes				We have responded to this requirement based on the ability to add links to the application.
AM 73	Internal Notes	The system shall have the ability to associate supporting documents or plans to the note	1.10	DSD	Mandatory	No				Supporting documents in an electronic format can be instead associated with the record and made available for viewing by authorized users.
AM 74	Internal Notes	The system shall send electronic notifications to other collaborating users when notes are added/modified on the record	1.10	DSD	Optional	No				
AM 75	Internal Notes	The system shall have the ability to make application notes private (City only) or public to the applicant	1.3; 1.10	DSD	Mandatory	Yes				
AM 76	Internal Notes	The system shall allow or disallow the editing or deletion of notes according to business rules	1.10	DSD	Optional	No				
AM 77	Internal Notes	The system shall have the capability to record action taken on a record (e.g., approval of application) as a "note," viewable in the same way as manually created notes, capturing the user responsible, and the date and time of the action to manage and view activity taken on a record	1.10	DSD	Mandatory	Yes				
AM 78	Application Rejection	The system shall have the ability to automatically reject an application according to business rules (e.g., deadlines, ordinances, etc.)	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 79	Application Rejection	The system shall have the ability to automatically create a rejection based on predefined criteria including but not limited to the following:	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 80	Application Rejection	Missing requirements based on project type or work type	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 81	Application Rejection	Missing applicant certification requirements	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 82	Application Rejection	Outstanding payments	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 83	Application Rejection	Missing pre-approvals from other departments	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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AM 84	Application Rejection	Indicate if professional certification/license is active and allow/dissallow permit issuance accordingly	1.3; 1.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 85	Application Rejection	The system shall have the ability to associate rejection and requests for additional information/clarification with project ID and uploaded documentation	1.3; 1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				It is one and the same record onto which all of this information is captured and managed.
AM 86	Application Rejection	The system shall have the ability to configure and maintain multiple rejection categories (Administrative, Plan Review, Inspection, etc.)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 87	Application Rejection	The system shall have the ability to put a hold on an application and/or project until objection resolved	1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 88	Application Rejection	The system shall have the ability to manually override objections, including ability to limit such function to specific users / user-groups (e.g., Supervisors)	1.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 89	Application Management	The system shall have the ability to capture and track application metrics against pre-defined metrics	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Supported through the generation of a report using the reporting engines.
AM 90	Application Management	The system shall allow a Supervisor to override workflow steps at any time during the process	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 91	Application Management	The system shall have the ability to notify a supervisor if application performance metrics are approaching or have surpassed standard metrics	1.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
AM 92	Application Management	The system shall have the ability to display applications in graphical "dashboard" format	1.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
AM 93	Application Management	The system shall allow the sorting and filtering of applications via ad-hoc and categorical measures (e.g., pending inspections sorted by request date)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 94	Application Management	The system shall allow the Supervisor to manage the workload for his or her staff	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 95	Application Management	The system shall allow the Supervisor to reassign tasks	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 96	Application Management	The system shall notify the Supervisor if any assignments conflict with pre-defined business rules, such as inspection type or workload maximums	1.3	DSD; SAFD; SAPD; MHD	Optional	No				
AM 97	Application Management	The system shall update work queues for staff according to assignments/reassignments made by Supervisor	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 98	Application Management	The system shall support automatic notifications to designated personnel/roles when a predefined service level/timeline has reached a certain threshold	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 99	Application Management	The system shall have the ability to purge applications and associated files for those projects that are abandoned prior to a permit being issued.	1.3	DSD; SAFD; SAPD; MHD	Mandatory	No				The system does not accomplish this task but it can be accomplished by appropriately authorized staff. However, best practice calls for retaining such historical records so that they can be employed for research or reporting purposes.
AM 100	Application Management	The system shall have the ability to notify the applicant when there is no activity for a defined period of time (e.g., 180 days from the date of a request for updated information from a Plan Reviewer) and warn of pending deletion	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 101	Application Management	The system shall have the ability to automatically purge files and plans after a predefined period of inactivity (e.g., 365 days)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	No				The system does not accomplish this task but it can be accomplished by appropriately authorized staff. However, best practice calls for retaining such historical records so that they can be employed for research or reporting purposes.
AM 102	Application Management	The system shall prevent the processing of an application according to any pre-defined business rules or potential compliance issues (e.g., hold on an applicant's account)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 103	Application Management	The system shall notify applicant of any compliance issues affecting the processing of his or her application (e.g., hold on his or her account)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 104	Application Management	The system shall have the ability to automatically put a hold on an application according to pre-defined criteria (e.g., days outstanding payment has been due)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 105	Application Management	The system shall have the ability to manually put a hold on an application according to pre-defined criteria (e.g., dropdown) and user permissions	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 106	Application Management	The system shall have the ability to manually override existing holds on applications according to pre-defined business rules and user permissions	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 107	Application Management	The system shall generate notifications and communications regarding application status changes as defined according to business rules	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
AM 108	Application Management	The system shall send or display any notifications to an applicant regarding issues with the application (e.g. hold on the account due to outstanding payments)	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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AM 109	Application Management	The system shall prevent the applicant from taking any action on the portal for which his or her project/application is ineligible for according to business rules or other compliance issues	1.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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PM 1	Permit Applications	The system shall have the ability to auto-assign a unique number to a new permit	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 2	Permit Applications	The system shall support the management of multiple permit types	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 3	Permit Applications	The system shall support multiple permit types, with varying business rules, workflow, and requirements configurable in the system	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 4	Permit Applications	The system shall support customizable permit applications for each permit type, including but not limited to the following permit categories:	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 5	Permit Applications	Certificate of Occupancy Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 6	Permit Applications	Commercial Building Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 7	Permit Applications	Demolition Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 8	Permit Applications	Electrical Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 9	Permit Applications	Mechanical Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 10	Permit Applications	Plumbing, Gas, Sewer Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 11	Permit Applications	Maintenance Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 12	Permit Applications	Residential Building Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 13	Permit Applications	Sign Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 14	Permit Applications	Tree Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 15	Permit Applications	Fire Alarm Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 16	Permit Applications	Burglar Alarm Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 17	Permit Applications	Vehicles for Hire Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 18	Permit Applications	Event Permits	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 19	Permit Applications	The system shall have the ability to capture building permit application information, including but not limited to the following:	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 20	Permit Applications	Applicant Information (Name, Contact Information, ID Numbers, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 21	Permit Applications	Basic Project Location Information, including but not limited to:	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 22	Permit Applications	Physical Site Address Information (including building number, suite number, unit number)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 23	Permit Applications	Intersection (streets, cross-streets)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 24	Permit Applications	Street Segment / Boundaries	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 25	Permit Applications	Select a parcel/address by map through GIS integration	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 26	Permit Applications	Parcel Number	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 27	Permit Applications	Legal Description (including NCB, Block, Lot)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 28	Permit Applications	Subdivision Information, if applicable	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 29	Permit Applications	Existing Zoning and/or Districts	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 30	Permit Applications	Project Information, including but not limited to the following:	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 31	Permit Applications	Type of Work	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 32	Permit Applications	Scope of Work	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 33	Permit Applications	Principal Products or Services to be Provided	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 34	Permit Applications	Construction Type	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 35	Permit Applications	Occupancy Group	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 36	Permit Applications	Building Details (e.g., building, lot characteristics)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 37	Permit Applications	Trade Work to be Performed	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 38	Permit Applications	Utilities Information	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 39	Permit Applications	Proposed Use	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 40	Permit Applications	Individuals associated with the project (Owner, Contractor, Engineer, Designer, Architect)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 41	Permit Applications	Identifying information (Name, ID Numbers)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 42	Permit Applications	Role (e.g., filing representative, applicant, owner, subcontractors, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 43	Permit Applications	Security Level and Permissions (e.g., license holder, staff member)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 44	Permit Applications	Contact Information (e.g., email address, phone numbers), mailing address)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 45	Permit Applications	Communication Preferences (e.g., phone vs. email, time of day)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 46	Permit Applications	License information for entities related to a project (e.g., license number, license type)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 47	Permit Applications	Insurance information for entities related to a project	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 48	Permit Applications	Company Information (e.g., Name, Mailing Address, Physical Location)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 49	Permit Applications	Supporting Documentation (e.g., permission letters, surety bonds, lease agreements, required affidavits, etc.)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 50	Permit Applications	Plans (see Plan Submittal and Plan Review requirements)	1.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 51	Permit Applications	The system shall have the ability to indicate estimated application cost based on information provided by the applicant, including but not limited to:	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 52	Permit Applications	Project Type	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 53	Permit Applications	Work Type	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 54	Permit Applications	Filing Status	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 55	Permit Applications	Project Size (e.g., Cost, Square Footage)	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 56	Permit Applications	The system shall have the ability to save estimated costs in the system for future reference	1.1; 1.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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PM 57	Permit Applications	The system shall retrieve pertinent information based on the location entered on the application from the System, including but not limited to existing permits, existing certificates of occupancy, existing use, existing violations, inspection reports, zoning requirements, land use covenants, flood zone, historic zone, etc. and validate that information against the application information enforcing any business rules	1.1; 1.2	DSD; SAFD; SAPD; MHD; OHP	Mandatory	Yes				
PM 58	Permit Applications	The system shall retrieve pertinent information regarding the location via integration with the City's existing GIS System, including but not limited to the following:	1.1	DSD; SAFD; MHD; OHP	Mandatory	Yes				
PM 59	Permit Applications	Validation of the address with the City's GIS Central Data Repository	1.2	DSD; SAFD; MHD; OHP	Mandatory	Yes				
PM 60	Permit Applications	Identifying application requirements for locations as identified through integration with the City's GIS Central Data Repository (e.g., zoning requirements)	1.2	DSD; SAFD; MHD; OHP; AV	Mandatory	Yes				
PM 61	Permit Applications	Conditions placed on the plat by the Land Development Department	1.2; 2.7	DSD	Mandatory	Yes				
PM 62	Permit Applications	Conditions placed on the location through inter-local agreements	1.2; 2.7	DSD	Mandatory	Yes				
PM 63	Permit Applications	Conditions placed on the location through parent-child relationships through previously existing applications	1.2; 2.7	DSD	Mandatory	Yes				
PM 64	Permit Applications	The system shall support conditional approval of an application due to the inability of the system to validate the address (e.g., delay in GIS layer uploaded in the GIS Central Data Repository)	1.2	DSD	Mandatory	Yes				
PM 65	Permit Applications	The system shall be able to perform automatic ordinance checks of the application (e.g., proposed fence height does not meet regulations)	1.2	DSD; SAFD	Mandatory	No				
PM 66	Permit Applications	The system shall be configured to prompt the applicant to submit a variance request if a potential compliance issue is detected	1.2	DSD	Mandatory	Yes				
PM 67	Permit Applications	The system shall have the ability to determine required permits, inspections, clearances, bonds and conditions based on the completed application questionnaire	1.2	DSD	Mandatory	Yes				
PM 68	Permit Applications	The system shall identify any permit, inspection, clearances, and conditions requirements for the permitting process via integration with the City's existing GIS System	1.1; 1.2	DSD	Mandatory	Yes				
PM 69	Permit Applications	The system shall have the ability to determine existing permitted use of proposed project site	1.2	DSD	Mandatory	Yes				The response here would be dependent on having the existing permitted use available as an attribute to parcel data, say in GIS or other parcel information.
PM 70	Permit Applications	The system shall have the ability to capture "non-addressable" locations (e.g., Points in the ROW, etc.) through GIS coordinates/pin	1.2	DSD	Mandatory	Yes				
PM 71	Permit Applications	The system shall have the ability to print a parcel map with relevant information (parcel lines, building footprint, etc.) from the City's GIS System	1.2	DSD	Mandatory	Yes				
PM 72	Permit Applications	The system shall have the ability to notify the applicant if plans are required for their project	1.2	DSD	Mandatory	Yes				
PM 73	Permit Applications	The system shall have the ability to issue a tracking number and issue a permit even if all applications, paperwork, plans are maintained outside of the system (paper, not scanned in)	5.1	DSD	Mandatory	Yes				The system would need to have some information captured to identify the application in order for the number to be issued.
PM 74	Permit Issuance	The system shall have the prompt the applicant to indicate any parent/child relationships between permits, to facilitate downstream workflow activities (i.e. a certificate of occupancy or utility release) to be issued when all inspections on the children permits are approved	1.2; 2.7	DSD	Mandatory	No				Typically parent/child relationships are established by formal application processes. There should be no need for "prompting" by the system since the system will apply conditions and business rules to subsequent applications.
PM 75	Permit Issuance	The system shall have the ability to configure the required approvals and conditions for different permit types	3.1	DSD	Mandatory	Yes				
PM 76	Permit Issuance	The system shall have the ability to trigger downstream workflow related to the issuance of a permit, such as inspections	All	DSD	Mandatory	Yes				
PM 77	Permit Issuance	The system shall have the ability to trigger automatic notifications to related parties when a permit has been issued	All	DSD	Mandatory	Yes				
PM 78	Permit Issuance	The system shall have the ability to auto-associate a digital permit or license report with the generated license or permit record for storage in the system's document management system	3.1	DSD	Mandatory	Yes				
PM 79	Permit Issuance	The system shall be able to access permit from the system's document management system to view or print	3.1	DSD	Mandatory	Yes				
PM 80	Permit Issuance	The system shall have the ability to associate permit or multiple permits with project ID or multiple application records (e.g., parent/child or brother/sister relationship)	3.1	DSD	Mandatory	Yes				
PM 81	Permit Issuance	The system shall have the ability to reopen a closed or canceled permit	3.1	DSD	Mandatory	Yes				
PM 82	Permit Issuance	The system shall have the ability to record and track expiration dates and conditions and automatically set expiration date according to business rules	3.1	DSD	Mandatory	Yes				
PM 83	Permit Issuance	The system shall have the ability to prevent/allow issuance of permit according to business rules/conditions, including but not limited to the following:	3.1	DSD	Mandatory	Yes				
PM 84	Permit Issuance	Outstanding required payments or other conditions are present	2.1	DSD	Mandatory	Yes				
PM 85	Permit Issuance	Application Status	3.1	DSD	Mandatory	Yes				
PM 86	Permit Issuance	Conflicting Approvals/Denials from reviewers	3.1	DSD	Mandatory	Yes				Typically, this should not occur if the workflow tasks and activities have been correctly configured.
PM 87	Permit Issuance	Project Hold	3.1	DSD	Mandatory	Yes				

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PM 88	Permit Issuance	The system shall allow the issuance of a temporary building permit if required conditions are met	2.1	DSD	Mandatory	Yes				
PM 89	Permit Issuance	The system shall have the ability to auto-issue a permit if all conditions are met according to business rules	3.1	DSD	Mandatory	Yes				
PM 90	Permit Issuance	The system shall have the ability to route the request to a user for final review and manual issuance of a permit	3.1	DSD	Mandatory	Yes				
PM 91	Permit Issuance	The system shall notify the customer when the permit is ready for issuance and provide instructions on how to obtain permit (print it out, pick it up in person, etc.)	3.1	DSD	Mandatory	Yes				
PM 92	Permit Issuance	The system shall automatically enroll the permit in a renewal period according to business rules	3.1	DSD; SA/SD; SAPD; MHD	Mandatory	Yes				
PM 93	Permit Issuance	The system shall have the ability to perform batch transactions that affect multiple permits or projects	All	DSD	Mandatory	Yes				
PM 94	Permit Issuance	The system shall have the capability to track approval conditions that affect a location that have been input on a plat by the Land Development department (enforce parent/child relationships)	1.2; 2.7	DSD	Mandatory	Yes				
PM 95	Final Project Clearance	The system shall allow a Supervisor to proactively monitor and manage active projects (projects issued a permit and are moving towards final project completion) through a dashboard, or other graphical format	3.2	DSD	Mandatory	Yes				
PM 96	Final Project Clearance	The system shall track the validation steps for the project and the status of each	3.2	DSD	Mandatory	Yes				Validation steps must be configured in Workflow in order to fully meet this requirement.
PM 97	Final Project Clearance	The system shall track timelines and other performance measurements for active projects	3.2	DSD	Mandatory	Yes				
PM 98	Final Project Clearance	The system shall allow sorting, filtering, etc. of active projects list	3.2	DSD	Mandatory	Yes				
PM 99	Final Project Clearance	The system shall allow a Supervisor to view staff assigned to a project	3.2	DSD	Mandatory	Yes				
PM 100	Final Project Clearance	The system shall allow the Supervisor to drill down into specific sections of the project as necessary to view details associated with the project (e.g., inspections)	3.2	DSD	Mandatory	Yes				
PM 101	Final Project Clearance	The system shall provide a variety of means for a Supervisor to resolve any project issues, including but not limited to the following:	3.2	DSD	Mandatory	Yes				
PM 102	Final Project Clearance	Flag the property and set up configurable email notifications	3.2	DSD	Mandatory	Yes				
PM 103	Final Project Clearance	Put a hold on the project and/or all permitting activity at an address	3.2	DSD	Mandatory	Yes				
PM 104	Final Project Clearance	Perform a supervisory override or action (e.g., conditional pass) to move a project forward through the workflow	3.2	DSD	Mandatory	Yes				
PM 105	Final Project Clearance	The system shall have the capability to apply multiple holds at one time (e.g., batch holds)	3.2	DSD	Mandatory	Yes				
PM 106	Final Project Clearance	The system shall have the ability to prevent/allow issuance of a Certificate of Occupancy according to business rules/conditions, including but not limited to the following:	3.6	DSD	Mandatory	Yes				
PM 107	Final Project Clearance	Outstanding required payments or other conditions are present	3.6	DSD	Mandatory	Yes				
PM 108	Final Project Clearance	Application Status	3.6	DSD	Mandatory	Yes				
PM 109	Final Project Clearance	Land Development conditions (e.g., plat deferral)	3.6	DSD	Mandatory	Yes				
PM 110	Final Project Clearance	Conflicting Approvals/Denials from reviewers	3.6	DSD	Mandatory	Yes				Typically, this should not occur if the workflow tasks and activities have been correctly configured.
PM 111	Final Project Clearance	Project Hold	3.6	DSD	Mandatory	Yes				
PM 112	Final Project Clearance	The system shall have the ability to configure, maintain, track and validate inspection approvals from multiple departments	3.6	DSD	Mandatory	Yes				
PM 113	Final Project Clearance	The system shall have the ability to generate standard approval documentation for an application/project, such as formal letters, certificates, etc.	3.6	DSD	Mandatory	Yes				
PM 114	Final Project Clearance	The system shall have the ability to trigger an event upon final project clearance, including but not limited to the following:	3.6	DSD	Mandatory	Yes				
PM 115	Final Project Clearance	Deposit Release	3.6	DSD	Mandatory	Yes				
PM 116	Final Project Clearance	Bond Release	3.6	DSD	Mandatory	Yes				
PM 117	Final Project Clearance	Send notifications to relevant parties (e.g., contractors, departments)	3.6	DSD	Mandatory	Yes				
PM 118	Final Project Clearance	The system shall store and archive an original copy of the approval document	3.6	DSD	Mandatory	Yes				
PM 119	Final Project Clearance	The system shall have the ability to determine appropriate type of clearance or sign off (Certificate of Occupancy or other document type) based on job type, work type, application type	3.6	DSD	Mandatory	Yes				
PM 120	Final Project Clearance	The system shall have the ability to determine if all required inspections have been completed prior to allowing or issuing sign off	3.6	DSD	Mandatory	Yes				
PM 121	Final Project Clearance	The system shall track compliance with conditions of temporary building permit (e.g., prevent COO issuance without plat recordation)	3.6	DSD	Mandatory	Yes				
PM 122	Permit Renewals	The system shall have the ability to identify permits due for renewal according to pre-defined business rules (e.g., permit crosses a date-based threshold)	3.7	DSD; SA/SD; SAPD; MHD	Mandatory	Yes				

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PM 123	Permit Renewals	The system shall have the ability to maintain a customizable template for permit renewal notices that can be pre-populated with information for a particular account, including the ability to calculate fees due via a fee table	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 124	Permit Renewals	The system shall have the ability to generate renewal letters for batches of permits	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 125	Permit Renewals	The system shall have the ability to initiate electronic renewal notifications to permit holders, individually or as part of a batch	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 126	Permit Renewals	The system shall have the ability to track when renewal notifications were sent (electronically or manually)	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 127	Permit Renewals	The system shall have the ability to track renewal notifications as activity on the account	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 128	Permit Renewals	The system shall have the ability to associate the renewal letter to the project record	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 129	Permit Renewals	The system shall have the ability to define renewal periods for permit types	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 130	Permit Renewals	The system shall have the ability to automatically process batches of permit renewal notifications	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 131	Permit Renewals	The system shall have the ability to generate renewal notices on demand	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 132	Permit Renewals	The system shall have the ability to generate renewal notices in monthly, bimonthly, and annual batches	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
PM 133	Permit Renewals	The system shall have the ability to trigger events if a permit status changes (e.g., expired, violation)	3.7	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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LD 1	LD Applications	The system shall have the ability to auto-assign a unique number to a new land development application	1.1: 2.1	DSD	Mandatory	Yes				
LD 2	LD Applications	The system shall support the management of multiple land development application types	1.1: 2.1	DSD	Mandatory	Yes				
LD 3	LD Applications	The system must have the capability to track the status of Land Development applications	1.1: 2.1	DSD	Mandatory	Yes				
LD 4	LD Applications	The system shall support multiple land development application types, with varying business rules, workflows, and requirements configurable in the system	1.1: 2.1	DSD	Mandatory	Yes				
LD 5	LD Applications	The system shall support customizable land development applications for each application type, including but not limited to the following land development application categories:	1.1: 2.1	DSD	Mandatory	Yes				
LD 6	LD Applications	Master Development Plan (MDP)	1.1: 2.1	DSD	Mandatory	Yes				
LD 7	LD Applications	New MDP	1.1: 2.1	DSD	Mandatory	Yes				
LD 8	LD Applications	MDP Amendment (major/minor)	1.1: 2.1	DSD	Mandatory	Yes				
LD 9	LD Applications	Appeal of a denial	1.1: 2.1	DSD	Mandatory	Yes				
LD 10	LD Applications	Planned Unit Development (PUD)	1.1: 2.1	DSD	Mandatory	Yes				
LD 11	LD Applications	MDP/PUD Plan (combination)	1.1: 2.1	DSD	Mandatory	Yes				
LD 12	LD Applications	New PUD Plan	1.1: 2.1	DSD	Mandatory	Yes				
LD 13	LD Applications	PUD Amendment (major/minor)	1.1: 2.1	DSD	Mandatory	Yes				
LD 14	LD Applications	Appeal of a denial	1.1: 2.1	DSD	Mandatory	Yes				
LD 15	LD Applications	Certificate of Determination	1.1: 2.1	DSD	Mandatory	Yes				
LD 16	LD Applications	Rights Determination	1.1: 2.1	DSD	Mandatory	Yes				
LD 17	LD Applications	Fair Notice	1.1: 2.1	DSD	Mandatory	Yes				
LD 18	LD Applications	Addressing to include addresses, parcels (City and Bexar County), legal descriptions, suite numbers, preliminary address plat, accessory addresses, and building numbers	1.1: 2.1	DSD	Mandatory	Yes				
LD 19	LD Applications	Street Name Changes	1.1: 2.1	DSD	Mandatory	Yes				
LD 20	LD Applications	Zoning	1.1: 2.1	DSD	Mandatory	Yes				
LD 21	LD Applications	Platting	1.1: 2.1	DSD	Mandatory	Yes				
LD 22	LD Applications	Plat Identification Number / Letter of Certification (LOC)	1.1: 2.1	DSD	Mandatory	Yes				
LD 23	LD Applications	Replat	1.1: 2.1	DSD	Mandatory	Yes				
LD 24	LD Applications	Amending Plat	1.1: 2.1	DSD	Mandatory	Yes				
LD 25	LD Applications	Vacate	1.1: 2.1	DSD	Mandatory	Yes				
LD 26	LD Applications	Vacate and Resubdivision	1.1: 2.1	DSD	Mandatory	Yes				
LD 27	LD Applications	Building Setback Line (BSL)	1.1: 2.1	DSD	Mandatory	Yes				
LD 28	LD Applications	Rescind	1.1: 2.1	DSD	Mandatory	Yes				
LD 29	LD Applications	Administrative Exception	1.1: 2.1	DSD	Mandatory	Yes				
LD 30	LD Applications	Variance/Appeal	1.1: 2.1	DSD	Mandatory	Yes				
LD 31	LD Applications	Plat Deferral	1.1: 2.1	DSD	Mandatory	Yes				
LD 32	LD Applications	Trees Preservation/Inspection	1.1: 2.1	DSD	Mandatory	Yes				
LD 33	LD Applications	Infrastructure Review/Inspections	1.1: 2.1	DSD	Mandatory	Yes				
LD 34	LD Applications	Bonds	1.1: 2.1	DSD	Mandatory	Yes				
LD 35	LD Applications	Variances/Appeals	1.1: 2.1	DSD	Mandatory	Yes				
LD 36	LD Applications	Development Preservation Rights	1.1: 2.1	DSD	Mandatory	Yes				
LD 37	LD Applications	The system shall support the capability to flag a property and send notifications to identified City Staff alerting them when a development/permitting application has been submitted for review	1.1: 2.1	DSD	Mandatory	Yes				
LD 38	LD Applications	The system shall support the capability to automatically validate all development applications according to business rules for each application type	1.1: 2.1	DSD	Mandatory	Yes				
LD 39	LD Applications	The system shall link applications with the tracking of Addressing, MDP, PUD, Plats, Rights Determination, Consent Agreements, Annexation Agreements, Development Agreements, Zoning Special Use Ord., Variances, and other permit activities through a parent/child relationship	1.1: 2.1	DSD	Mandatory	Yes				
LD 40	LD Applications	The system shall have the ability to capture land development application information, including but not limited to the following:	1.1: 2.1	DSD	Mandatory	Yes				
LD 41	LD Applications	Applicant Information (Name, Contact Information, ID Numbers, etc.)	1.1: 2.1	DSD	Mandatory	Yes				
LD 42	LD Applications	Project Name	1.1: 2.1	DSD	Mandatory	Yes				
LD 43	LD Applications	Plan proposal to include total number of lots, existing zoning, density, number of dwellings units per phase, total number of phases, units, total acreage, proposed zoning, typical residential lot size.	1.1: 2.1	DSD	Mandatory	Yes				
LD 44	LD Applications	PUD applications only to include private and public linear streets, total open space, percent of open space, gated or not gated, and construction date.	1.1: 2.1	DSD	Mandatory	Yes				
LD 45	LD Applications	X and Y coordinates for project, major street entrance, and closest intersection	1.1: 2.1	DSD	Mandatory	Yes				
LD 46	LD Applications	Project Location Information, including but not limited to:	1.1: 2.1	DSD	Mandatory	Yes				
LD 47	LD Applications	Physical/Site Address Information (including GIS Geometry, parcel(s), primary address, building number, suite number, unit number, and accessory addresses)	1.1: 2.1	DSD	Mandatory	Yes				
LD 48	LD Applications	Intersection (streets, cross-streets)	1.1: 2.1	DSD	Mandatory	Yes				
LD 49	LD Applications	Street Segment / Boundaries	1.1: 2.1	DSD	Mandatory	Yes				

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LD 50	LD Applications	Select a parcel/address by map through GIS integration	1.1: 2.1	DSD	Mandatory	Yes				
LD 51	LD Applications	Parcel Number(s)	1.1: 2.1	DSD	Mandatory	Yes				
LD 52	LD Applications	Legal Description (including NCB, Block, Lot)	1.1: 2.1	DSD	Mandatory	Yes				
LD 53	LD Applications	Subdivision Information, if applicable	1.1: 2.1	DSD	Mandatory	Yes				
LD 54	LD Applications	Existing Zoning and/or Districts	1.1: 2.1	DSD	Mandatory	Yes				
LD 55	LD Applications	Project information, including but not limited to the following:	1.1: 2.1	DSD	Mandatory	Yes				
LD 56	LD Applications	Land uses, acreage, square footage	1.1: 2.1	DSD	Mandatory	Yes				
LD 57	LD Applications	Type of Work	1.1: 2.1	DSD	Mandatory	Yes				
LD 58	LD Applications	Scope of Work	1.1: 2.1	DSD	Mandatory	Yes				
LD 59	LD Applications	Principal Products or Services to be Provided	1.1: 2.1	DSD	Mandatory	Yes				
LD 60	LD Applications	Construction Type	1.1: 2.1	DSD	Mandatory	Yes				
LD 61	LD Applications	Occupancy Group	1.1: 2.1	DSD	Mandatory	Yes				
LD 62	LD Applications	Building Details (e.g., building, lot characteristics)	1.1: 2.1	DSD	Mandatory	Yes				
LD 63	LD Applications	Trade Work to be Performed	1.1: 2.1	DSD	Mandatory	Yes				
LD 64	LD Applications	Utilities Information	1.1: 2.1	DSD	Mandatory	Yes				
LD 65	LD Applications	Proposed Use	1.1: 2.1	DSD	Mandatory	Yes				
LD 66	LD Applications	Individuals associated with the project (Owner, Contractor, Agent, Engineer, Designer, Architect)	1.1: 2.1	DSD	Mandatory	Yes				
LD 67	LD Applications	Identifying Information (Name, ID Numbers)	1.1: 2.1	DSD	Mandatory	Yes				
LD 68	LD Applications	Role (e.g., filing representative, applicant, agent, Engineer, owner, subcontractors, etc.)	1.1: 2.1	DSD	Mandatory	Yes				
LD 69	LD Applications	Security Level and Permissions (e.g., license holder, staff member)	1.1: 2.1	DSD	Mandatory	Yes				
LD 70	LD Applications	Contact Information (e.g., email address, phone number(s), mailing address)	1.1: 2.1	DSD	Mandatory	Yes				
LD 71	LD Applications	Communication Preferences (e.g., phone vs. email, time of day)	1.1: 2.1	DSD	Mandatory	Yes				
LD 72	LD Applications	License information for entities related to a project (e.g., license number, license type)	1.1: 2.1	DSD	Mandatory	Yes				
LD 73	LD Applications	Insurance information for entities related to a project	1.1: 2.1	DSD	Mandatory	Yes				
LD 74	LD Applications	Company Information (e.g., Name, Mailing Address, Physical Location)	1.1: 2.1	DSD	Mandatory	Yes				
LD 75	LD Applications	Supporting Documentation (e.g., permission letters, surety bonds, lease agreements, required affidavits, etc.)	1.1: 2.1	DSD	Mandatory	Yes				
LD 76	LD Applications	Plans (see Plan Submittal and Plan Review requirements)	1.1: 2.1	DSD	Mandatory	Yes				
LD 77	LD Applications	Plat Name	1.1: 2.1	DSD	Mandatory	Yes				
LD 78	LD Applications	Date Submitted	1.1: 2.1	DSD	Mandatory	Yes				
LD 79	LD Applications	Plat ID Number	1.1: 2.1	DSD	Mandatory	Yes				
LD 80	LD Applications	Property Address/Legal description, parcel(s), suite, building number, accessory addresses	1.1: 2.1	DSD	Mandatory	Yes				
LD 81	LD Applications	Property Owner Information (Business/Company Name, Point of Contact, Mailing Address, Contact Information including phone numbers and email address)	1.1: 2.1	DSD	Mandatory	Yes				
LD 82	LD Applications	Agent/Representative Information (Business/Company Name, Point of Contact, Mailing Address, Contact Information including phone numbers and email address)	1.1: 2.1	DSD	Mandatory	Yes				
LD 83	LD Applications	Engineer/Surveyor Information (Business/Company Name, Point of Contact, Mailing Address, Contact Information including phone numbers and email address)	1.1: 2.1	DSD	Mandatory	Yes				
LD 84	LD Applications	Specific Uses Proposed (i.e. residential, non-residential, mixed-use, floor area, number of units)	1.1: 2.1	DSD	Mandatory	Yes				
LD 85	LD Applications	The system shall have the ability to validate geographical areas and boundaries, including but not limited to the following:	1.1: 2.1	DSD	Mandatory	Yes				
LD 86	LD Applications	Within San Antonio City Limits	1.1: 2.1	DSD	Mandatory	Yes				
LD 87	LD Applications	Outside City Limits within the City's Extra-territorial Jurisdiction	1.1: 2.1	DSD	Mandatory	Yes				
LD 88	LD Applications	Within military installation notification area	1.1: 2.1	DSD	Mandatory	Yes				
LD 89	LD Applications	Within Edwards Aquifer Recharge zone	1.1: 2.1	DSD	Mandatory	Yes				
LD 90	LD Applications	Within previous/existing landfill	1.1: 2.1	DSD	Mandatory	Yes				
LD 91	LD Applications	Districts (i.e. city council, school)	1.1: 2.1	DSD	Mandatory	Yes				
LD 92	LD Applications	County Precinct	1.1: 2.1	DSD	Mandatory	Yes				
LD 93	LD Applications	Within flood plain	1.1: 2.1	DSD	Mandatory	Yes				
LD 94	LD Applications	The system shall have the ability to associate an application with existing records in the system, including but not limited to the following:	1.1: 2.1	DSD	Mandatory	Yes				
LD 95	LD Applications	Zoning Area	1.1: 2.1	DSD	Mandatory	Yes				
LD 96	LD Applications	Existing Zoning Case(s)	1.1: 2.1	DSD	Mandatory	Yes				
LD 97	LD Applications	Existing Building Permit(s)	1.1: 2.1	DSD	Mandatory	Yes				
LD 98	LD Applications	Master Development Plan (MDP)	1.1: 2.1	DSD	Mandatory	Yes				
LD 99	LD Applications	Planned Unit Development (PUD)	1.1: 2.1	DSD	Mandatory	Yes				
LD 100	LD Applications	Rights Determination	1.1: 2.1	DSD	Mandatory	Yes				
LD 101	LD Applications	The system shall have the ability to configure fees for land development applications, including calculating fees due according to the following criteria:	1.1: 2.1	DSD	Mandatory	Yes				
LD 102	LD Applications	Application submittal	1.1: 2.1	DSD	Mandatory	Yes				
LD 103	LD Applications	Application technical review	1.1: 2.1	DSD	Mandatory	Yes				

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LD 104	LD Applications	Prior to recordation (for plats only)	1.1; 2.1	DSD	Mandatory	Yes				
LD 105	LD Applications	Number of acres	1.1; 2.1	DSD	Mandatory	Yes				
LD 106	LD Applications	Number of lots	1.1; 2.1	DSD	Mandatory	Yes				
LD 107	LD Applications	Flat fee (e.g., base fee)	1.1; 2.1	DSD	Mandatory	Yes				
LD 108	LD Applications	Other predefined criteria	1.1; 2.1	DSD	Mandatory	Yes				
LD 109	LD Applications	The system shall have the capability to associate fees to an application at any point in the processing of the application, such as during technical review (e.g., not limited to initial application generation)	1.1; 2.1	DSD	Mandatory	Yes				
LD 110	LD Applications	The system shall retrieve pertinent information based on the location entered on the application from the System, including but not limited to existing permits, existing certificates of occupancy, existing use, citations, inspection reports, land use covenants, Addressing, MDP, PUD, Plats, Rights Determination, Consent Agreements, Annexation Agreements, Development Agreements, Zoning Special Use Ord., Variances, and other permit activities through a parent/child relationship, etc.	1.1; 2.1	DSD	Mandatory	Yes				
LD 111	LD Applications	The system shall retrieve pertinent information regarding the location via integration with the City's existing GIS System	1.1; 2.1	DSD	Mandatory	Yes				
LD 112	LD Applications	The system shall identify any requirements for the platting, MDP, PUD, Rights, Addressing, and Street Name Change, process via integration with the City's existing GIS System	1.1; 2.1	DSD	Mandatory	Yes				
LD 113	LD Applications	The system shall have the ability to capture "non-addressable" locations through GIS coordinates/pin	1.1; 2.1	DSD	Mandatory	Yes				
LD 114	LD Applications	The system shall have the ability to print a parcel map with relevant information (parcel lines, building footprint, etc.) from the City's GIS System	1.1; 2.1	DSD	Mandatory	Yes				
LD 115	LD Applications	The system shall have the ability to notify the applicant if plans are required for their project	1.1; 2.1	DSD	Mandatory	Yes				
LD 116	Technical Review	The system shall have the ability to determine required technical reviews based on the completed application questionnaire	2.3	DSD	Mandatory	Yes				
LD 117	Technical Review	The system shall support a checklist of all reviews and approvals needed from various reviewing agencies to process a land development application and advance it to the next phase in the workflow (staff recommendation)	2.3	DSD	Mandatory	Yes				
LD 118	Technical Review	The system shall support the following types of work queues for technical review routing:	2.3	DSD	Mandatory	Yes				
LD 119	Technical Review	Individual User Account Work Queues	2.3	DSD	Mandatory	Yes				
LD 120	Technical Review	Location-Based Group Work Queue (e.g., Land Development Department)	2.3	DSD	Mandatory	Yes				
LD 121	Technical Review	Role-Based Group Queue (e.g., Electrical Plan Reviewer)	2.3	DSD	Mandatory	Yes				
LD 122	Technical Review	The system shall allow a case manager to select reviewing agencies from a redefined list	2.3	DSD	Mandatory	Yes				
LD 123	Technical Review	The system shall support auto-assignment of reviewing agencies according to business rules	2.3	DSD	Mandatory	Yes				
LD 124	Technical Review	The system shall support identification of reviewing agencies by pinpointing the affected property on a map and identifying responsible authorities (i.e., city council districts, recharge zone, zoning, neighborhood associations, etc.)	2.3	DSD	Mandatory	Yes				Our response is Yes but it is highly dependent on having reviewing agencies and responsible authorities associated as metadata within GIS or other parcel sources.
LD 125	Technical Review	The system will support customized checklists for each reviewing authority to perform their technical review	2.3	DSD	Mandatory	Yes				
LD 126	Technical Review	The system will allow reviewing agencies to perform Electronic Plan Review (see EPR Requirements)	2.3	DSD	Mandatory	Yes				Users at those reviewing agencies need to be licensed users of the solution and also have licenses related to the EDR+ePlanCheck functionality.
LD 127	Technical Review	The system will provide a structured method for reviewing agencies to indicate their feedback and overall pass/failure of the review	2.3	DSD	Mandatory	Yes				
LD 128	Technical Review	The system shall identify all related parent child permits so that the Reviewing Agencies can see all the applicable development application that have already been approved, expired, or are currently being reviewed.	2.3	DSD	Mandatory	Yes				
LD 129	Technical Review	The System shall allow clocks for the review to be reset according to business rules (e.g., the technical review could not be completed because further information was needed to complete the review)	2.3	DSD	Mandatory	Yes				
LD 130	Technical Review	The System initiates any downstream workflow activities related to the application based on the completed status of the Technical Review, such as a staff recommendation	2.3	DSD	Mandatory	Yes				
LD 131	Technical Review	The system shall notify the applicant of the status taken on his or her application, and be able to view and access all related documentation via the online portal	2.3	DSD	Mandatory	Yes				Status is also visible to the applicant on the web portal, Citizen Access, 24/7/365.
LD 132	Technical Review	The system shall also support identifying affected property owners within a predefined radius who must receive public notice be notified of the application	2.3	DSD	Mandatory	Yes				Supported by the solution and its GIS component in conjunction with the City's Esri GIS system.
LD 133	Technical Review	The system shall support tracking the activity taken on a land development application, including but not limited to:	2.3	DSD	Mandatory	Yes				
LD 134	Technical Review	Manual notes taken by personnel	2.3	DSD	Mandatory	Yes				

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LD 135	Technical Review	Systematic notation of actions taken (e.g., status change)	2.3	DSD	Mandatory	Yes				
LD 136	Technical Review	Time stamps	2.3	DSD	Mandatory	Yes				
LD 137	Technical Review	Name of personnel	2.3	DSD	Mandatory	Yes				
LD 138	Technical Review	The system shall capture plat file date	2.3	DSD	Mandatory	Yes				
LD 139	Technical Review	The system shall enforce timelines related to technical reviews through notifications and statuses, including but not limited to the following:	2.3	DSD	Mandatory	Yes				
LD 140	Technical Review	Time allowed for technical review by each reviewing agency	2.3	DSD	Mandatory	Yes				
LD 141	Technical Review	Time allowed for follow-up after a rejection (application incomplete, application denied)	2.3	DSD	Mandatory	Yes				
LD 142	Technical Review	Time allowed for appeal	2.3	DSD	Mandatory	Yes				
LD 143	Staff Recommendation	The system will provide a structured method for staff to capture a recommendation for a land development application that will be presented to a governing authority at a hearing	2.4	DSD	Mandatory	Yes				
LD 144	Staff Recommendation	The system will allow staff to capture information related to the recommendation, including but not limited to the following:	2.4	DSD	Mandatory	Yes				
LD 145	Staff Recommendation	Site visit notes and associated pictures	2.4	DSD	Mandatory	Yes				
LD 146	Staff Recommendation	Documentation of surrounding land uses and neighborhood character	2.4	DSD	Mandatory	Yes				
LD 147	Staff Recommendation	Documentation of existing infrastructure	2.4	DSD	Mandatory	Yes				
LD 148	Staff Recommendation	The system will support formal documentation to be generated from the system regarding the recommendation, such as a formal letter	2.4	DSD	Mandatory	Yes				Supported by the generation of the letter(s) employing the integrated reporting engines.
LD 149	Staff Recommendation	The system will support the recommendation to be included as part of the agenda for the hearing	2.4	DSD	Mandatory	Yes				
LD 150	Staff Recommendation	The system will support the recommendation to be included as part of the "hearing package" generated for the hearing	2.4	DSD	Mandatory	Yes				
LD 151	Platting	The system shall track the status of the plat from completeness review, technical review, decision, and validity as identified above	2.1	DSD	Mandatory	Yes				
LD 152	Platting	The system shall have the capability to refer a plat application for final decision to a governing authority or administrative approval	2.1	DSD	Mandatory	Yes				
LD 153	Platting	The system shall have the capability to capture plat submittal date, completeness review, technical review, approval date, and recordation date	2.1	DSD	Mandatory	Yes				
LD 154	Platting	The system shall have the ability to track a recordation timeline with expiration and notifications for the 3 years to record plat from approval date	2.1	DSD	Mandatory	Yes				
LD 155	Platting	The system shall have the ability to trigger downstream workflow based on plat status (i.e. inspections, bonds, plan submittal, technical review, approvals, plan submittal, etc.)	2.1	DSD	Mandatory	Yes				
LD 156	Platting	The system shall support plat deferral process, which allows for a building permit and/or utility services to be issued prior to recordation of a plat	2.1	DSD	Mandatory	Yes				
LD 157	Platting	The system shall enforce eligibility conditions related to approval/denial of plat deferral	2.1	DSD	Mandatory	Yes				
LD 158	Platting	The system shall enforce duration conditions related to the approval of the plat deferral (e.g., deferral shall not exceed 180 days from date of deferral approval)	2.1	DSD	Mandatory	Yes				
LD 159	Platting	The system shall trigger enforcement action related to failure to meet conditions of a plat deferral (e.g., notify personnel to stop building permit, construction, inspections, or to terminate utility service)	2.1	DSD	Mandatory	Yes				
LD 160	Platting	The system shall support a replat (an existing plat is replatted/reconfigured, is given a new plat number)	2.1	DSD	Mandatory	Yes				
LD 161	Platting	The system will track replats and preserve the history of linkage to the original plat and original plat information	2.1	DSD	Mandatory	Yes				
LD 162	Platting	The system shall support plat amendments, where limited corrective changes can be applied to a plat after original plat approval and recordation	2.1	DSD	Mandatory	Yes				
LD 163	Platting	If plat approval is referred to an outside governing agency (e.g., Commissioners Court b/c part of the ETJ), the review may be conducted outside of the system but related documents and decisions may be scanned and entered into the system by City personnel	2.1	DSD	Mandatory	Yes				
LD 164	Platting	The system shall support plat vacates, where a portion or the entirety of a plat is erased and the plat is reverted back to unplatted property	2.1	DSD	Mandatory	Yes				
LD 165	Platting	The system shall support plat vacates and resubdivision, where the original plat is vacated and then immediately replatted	2.1	DSD	Mandatory	Yes				
LD 166	Platting	The system shall support the replat process to change or remove a Building Setback Line (BSL)	2.1	DSD	Mandatory	Yes				
LD 167	Platting	The system shall support administrative exceptions and variances, which are deviations from UDC approved at the plat level	2.1	DSD	Mandatory	Yes				
LD 168	Platting	The system shall support variances, which are approved by the Planning Commission approved at the plat level	2.1	DSD	Mandatory	Yes				
LD 169	Platting	The system shall support the granting of time extensions, which is an extension for an approved plat to complete required infrastructure prior to and after recordation	2.1	DSD	Mandatory	Yes				

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LD 170	Platting	The system shall capture plat file date for technical review and final review before PC or Director approval.	2.1	DSD	Mandatory	Yes				
LD 171	Platting	The system shall have the ability to automatically update a preliminary address when plat is recorded	2.1	DSD	Optional	No				
LD 172	Zoning	The system shall support zoning for properties	2.2	DSD	Mandatory	Yes				User-defined fields can be generated to capture zoning information or such information can be secured from third party sources with integrations. Integration with GIS as the source is inherent under the GIS component of the solution.
LD 173	Zoning	The system shall track the size, shape, and permitted usage of lots and structures	2.2	DSD	Mandatory	Yes				
LD 174	Zoning	The system shall track associated ordinances and unified development code (UDC) related to zoning for a property	2.2	DSD	Mandatory	Yes				
LD 175	Zoning	The system shall track overlay districts for a property	2.2	DSD	Mandatory	Yes				
LD 176	Zoning	The system will support the zoning verification process, including but not limited to the following:	2.2	DSD	Mandatory	Yes				
LD 177	Zoning	Zoning staff researching and verifying the current zoning of a property by zoning district	2.2	DSD	Mandatory	Yes				
LD 178	Zoning	Zoning staff researching and documenting the existence of any variances approved for the property	2.2	DSD	Mandatory	Yes				
LD 179	Zoning	Zoning staff researching and documenting if a nonconforming use has been registered on the specified site or other nonconforming use	2.2	DSD	Mandatory	Yes				
LD 180	Zoning	The system will support the generation of documentation related to zoning, including the following:	2.2	DSD	Mandatory	Yes				
LD 181	Zoning	Zoning Verification Letters	2.2	DSD	Mandatory	Yes				
LD 182	Zoning	Zoning Maps via GIS Integration	2.2	DSD	Mandatory	Yes				
LD 183	Zoning	The system will be integrated with the City's Central GIS Data Repository, which will maintain zoning data	2.2	DSD	Mandatory	Yes				Supported by the inherent integration offered by the GIS component of the solution.
LD 184	Zoning	The system will support the rezoning of a property, including updating property information with any changes made to zoning data in the City's Central GIS Data Repository	2.2	DSD	Mandatory	Yes				Supported by the inherent integration offered by the GIS component of the solution.
LD 185	Addressing	The system will support the addressing of properties	2.6	DSD	Mandatory	Yes				
LD 186	Addressing	The system will integrate with the City's Central GIS Data Repository which will maintain addressing data for locations	2.6	DSD	Mandatory	Yes				
LD 187	Addressing	The system shall support one source of information for all Addressing reviews throughout the development process	2.6	DSD	Mandatory	Yes				
LD 188	Addressing	The system will track addressing information for properties, including but not limited to the following:	2.6	DSD	Mandatory	Yes				
LD 189	Addressing	Street Address	2.6	DSD	Mandatory	Yes				
LD 190	Addressing	Parcel ID/Key	2.6	DSD	Mandatory	Yes				
LD 191	Addressing	Legal Description	2.6	DSD	Mandatory	Yes				
LD 192	Addressing	Suite Numbers	2.6	DSD	Mandatory	Yes				
LD 193	Addressing	Building Numbers	2.6	DSD	Mandatory	Yes				
LD 194	Addressing	Accessory Numbers	2.6	DSD	Mandatory	Yes				
LD 195	Addressing	Floor Numbers	2.6	DSD	Mandatory	Yes				
LD 196	Addressing	Block Numbers	2.6	DSD	Mandatory	Yes				
LD 197	Addressing	Lot Numbers	2.6	DSD	Mandatory	Yes				
LD 198	Addressing	New City Block (NCB) Numbers	2.6	DSD	Mandatory	Yes				
LD 199	Addressing	The system will support integration with addressing tools (i.e. ESRI, Arch/Map) to enforce addressing validation rules	2.6	DSD	Mandatory	Yes				
LD 200	Addressing	The system will allow for preliminary plat address assignment	2.6	DSD	Mandatory	Yes				
LD 201	Addressing	The system will enforce conditions related to the preliminary assignment (e.g., certificate of occupancy cannot be issued for a building permit until plat is recorded)	2.6	DSD	Mandatory	Yes				
LD 202	Addressing	The system will enforce a review and re-addressing fees if any changes to a plat, site plan or NIDP that could affect addressing is resubmitted	2.6	DSD	Mandatory	Yes				
LD 203	Addressing	The system will require site plans for projects with multiple buildings and for multiple suites within a building	2.6	DSD	Mandatory	Yes				
LD 204	Addressing	The System must support the tracking of all Addressing request for a parcel/lot and preserve the history and related exhibits for future reference.	2.6	DSD	Mandatory	Yes				
LD 205	Addressing	The System must support the tracking of street renaming requests, reviews, timelines, decision, outcomes, public hearing requirements, and preserve the history and related exhibits	2.6	DSD	Mandatory	Yes				
LD 206	Addressing	Includes whether the request was Applicant or City-initiated	2.6	DSD	Mandatory	Yes				

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LD 207	P/C Relationship	The system must ensure any downstream activity (e.g., building permit) occurring on a property (e.g., plat) must comply with any previously granted land development conditions (e.g., zoning, rights determination, annexation agreements, development agreements).	2.7	DSD	Mandatory	Yes				
LD 208	P/C Relationship	The system must be able to link a new land development application to any previously existing land development application for that location.	2.7	DSD	Mandatory	Yes				
LD 209	P/C Relationship	The system must be able to validate automatically validate an application with the tracking of plats and other permit activities through the parent child relationship (e.g., if underlying permit or activities expires for an MDP, PUD, Plat than a Rights Determination would expire as well).	2.7	DSD	Mandatory	Yes				
LD 210	P/C Relationship	The system will notify staff according to previously defined business rules of the relationship (e.g., plan review for a building permit would require that existing Master Development Plan, PUD, Plats, Rights Determination, all agreements be referenced during review to ensure compliance)	2.7	DSD	Mandatory	Yes				
LD 211	P/C Relationship	The system will search for any existing land development applications that are associated with that location according to, but not limited to, the following criteria:	2.7	DSD	Mandatory	Yes				
LD 212	P/C Relationship	City Parcel Key(s)	2.7	DSD	Mandatory	Yes				
LD 213	P/C Relationship	Bexar County Appraisal Parcel(s) IDs	2.7	DSD	Mandatory	Yes				
LD 214	P/C Relationship	Address(es)	2.7	DSD	Mandatory	Yes				
LD 215	P/C Relationship	Legal Description(s)	2.7	DSD	Mandatory	Yes				
LD 216	P/C Relationship	Lot(s)	2.7	DSD	Mandatory	Yes				
LD 217	P/C Relationship	Block(s)	2.7	DSD	Mandatory	Yes				
LD 218	P/C Relationship	NCB(s)	2.7	DSD	Mandatory	Yes				
LD 219	P/C Relationship	The System shall support the maintenance of parent child relationships related to Inter-local agreements; the boundary of an inter-local agreement should be tracked in the GIS Central Repository any subsequent development within that area should be flagged to comply with the agreement.	2.7	DSD	Mandatory	Yes				
LD 220	P/C Relationship	The System shall support the maintenance of parent child relationships related to zoning; the boundary of a zone shall be tracked in the GIS Central Repository and as development applications are submitted in the System, the proposed zoning regulations shall be checked against the proposed land usage in the application and flagged accordingly.	2.7	DSD	Mandatory	Yes				
LD 221	P/C Relationship	The System shall support the maintenance of a parent child relationship related to Consent Agreements; A consent agreement is a legal agreement between the City and a developer to meet certain development standards that a geographical area (project) must build to (street standards, tree standards, vesting); Would affect reviewing agencies and their reviews, as well as subsequent inspections.	2.7	DSD	Mandatory	Yes				
LD 222	P/C Relationship	The System shall allow for the removal of the parent/child relationship	2.7	DSD	Mandatory	Yes				
LD 223	P/C Relationship	The System shall allow for the supervisory override of conditions related to the parent/child relationship or add conditions.	2.7	DSD	Mandatory	Yes				
LD 224	Validity	The system shall be able to track the platting process throughout a project, ensuring that granted rights are continued to be validated during platting, site work, and plan review stages of development	2.8	DSD	Mandatory	Yes				
LD 225	Validity	The system will track reviews which determine that a project is consistent with the project recognized in the Rights Determination, the project has not gone dormant, progress is provided for every 5 years, the underlying permit does not expire, than the rights and project are continued to be recognized and considered valid.	2.8	DSD	Mandatory	Yes				
LD 226	Validity	The system will track project validity for the following types of land development applications:	2.8	DSD	Mandatory	Yes				
LD 227	Validity	Master Development Plan (MDP)	2.8	DSD	Mandatory	Yes				
LD 228	Validity	Planned Unit Development (PUD)	2.8	DSD	Mandatory	Yes				
LD 229	Validity	Rights Determination	2.8	DSD	Mandatory	Yes				
LD 230	Validity	Certificate of Determination	2.8	DSD	Mandatory	Yes				
LD 231	Validity	Interlocal Agreements	2.8	DSD	Mandatory	Yes				
LD 232	Validity	Consent Agreements	2.8	DSD	Mandatory	Yes				
LD 233	Validity	Plats	2.8	DSD	Mandatory	Yes				
LD 234	Validity	Tree Preservation Plans	2.8	DSD	Mandatory	Yes				
LD 235	Validity	System will notify staff when activity occurs on a property with a land development condition (e.g., Rights Determination decision, annexation agreements, consent agreements, development agreements)	2.8	DSD	Mandatory	Yes				This requirement can be fulfilled as long as Conditions of Approval or other Conditions are applied as part of the process.
LD 236	Validity	If activity is a Plan Review, the System notifies the Plan Reviewer that a Rights Determination has been granted to the property. Plan Reviewer will review plans and indicate whether the plans comply with the rights granted to the project.	2.8	DSD	Mandatory	Yes				

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LD 237	Validity	If activity is an inspection, the System notifies the Inspector that a Rights Determination has been granted to the property. Inspector reviews site work and indicates as part of his or her inspection results whether the site work complies with the rights granted to the project.	2.8	DSD	Mandatory	Yes				
LD 238	Validity	The System will update the Rights Determination information for the project to indicate that the Rights Determination project has been validated or invalidated by the activity.	2.8	DSD	Mandatory	Yes				
LD 239	Validity	The System should support the tracking of project validity requirement as part of the project validation process, as well as trigger downstream workflow processes if rights are not maintained.	2.8	DSD	Mandatory	Yes				
LD 240	Validity	The System shall have the ability to monitor expiration dates.	2.8	DSD	Mandatory	Yes				
LD 241	Flag a Property	The system shall allow staff to flag a property (not meant to stop any activity, but to allow staff to monitor the property/lot/parcel and be alerted if development may be occurring)	2.9	DSD	Mandatory	Yes				
LD 242	Flag a Property	Flagging options should include, but are not limited to, the following:	2.9	DSD	Mandatory	Yes				
LD 243	Flag a Property	Duration of flag, including a permanent option	2.9	DSD	Mandatory	Yes				
LD 244	Flag a Property	Type of development activity, including but not limited to:	2.9	DSD	Mandatory	Yes				
LD 245	Flag a Property	All activity	2.9	DSD	Mandatory	Yes				
LD 246	Flag a Property	New Permit Filed	2.9	DSD	Mandatory	Yes				
LD 247	Flag a Property	Status Changes	2.9	DSD	Mandatory	Yes				
LD 248	Flag a Property	Type of notification (e.g., email)	2.9	DSD	Mandatory	Yes				
LD 249	Flag a Property	Who should receive the notification	2.9	DSD	Mandatory	Yes				
LD 250	Flag a Property	By role	2.9	DSD	Mandatory	Yes				This requirement is fulfilled using the Communications Manager functionality in the solution.
LD 251	Flag a Property	By name	2.9	DSD	Mandatory	Yes				This requirement is fulfilled using the Communications Manager functionality in the solution.
LD 252	Flag a Property	The system will notify LD Staff according to the preferences selected if future activity takes place on the selected property(s) that meets the criteria selected by LD Staff	2.9	DSD	Mandatory	Yes				
LD 253	Flag a Property	The System shall have the ability to remove the flag	2.9	DSD	Mandatory	Yes				
LD 254	Flag a Property	The System shall have the ability to modify the flag	2.9	DSD	Mandatory	Yes				
LD 255	Flag a Property	The System shall have the ability to view flag(s) on a property	2.9	DSD	Mandatory	Yes				
LD 256	Flag a Property	The System shall have the ability to generate a report of the flag properties	2.9	DSD	Mandatory	Yes				
LD 257	Flag a Property	The System will capture information about the flag, such as who flagged the property, date/time stamp of flag, etc.	2.9	DSD	Mandatory	Yes				
LD 258	Consent Agreement	The system shall have the ability to capture Consent Agreement information for a property, including but not limited to the following information:	2.10	DSD	Mandatory	Yes				
LD 259	Consent Agreement	Time and phasing plan for the proposed development	2.10	DSD	Mandatory	Yes				
LD 260	Consent Agreement	Plan for the provision of public facilities and services to the proposed development, by phase	2.10	DSD	Mandatory	Yes				
LD 261	Consent Agreement	The conditions under which the proposed development will be authorized to proceed	2.10	DSD	Mandatory	Yes				
LD 262	Consent Agreement	The conditions under which approvals or permits will lapse or may be revoked	2.10	DSD	Mandatory	Yes				
LD 263	Consent Agreement	The System shall flag or otherwise indicate a Consent Agreement is associated with the property, allowing users who interact with the property in the System to be aware of the agreement (i.e. inspectors performing an inspection, reviewing authority performing a review)	2.10	DSD	Mandatory	Yes				
LD 264	Consent Agreement	The System shall support a parent child relationship between the existing and any new land development application in the System that may be affected by the Consent Agreement	2.10	DSD	Mandatory	Yes				
LD 265	Consent Agreement	The system shall allow staff to indicate activities are valid with Consent Agreement; Activity allowed to proceed on the property	2.10	DSD	Mandatory	Yes				
LD 266	Consent Agreement	The system shall allow staff to indicate if activity is found to be in conflict with the Consent Agreement and proceed with enforcement actions according to business rules	2.10	DSD	Mandatory	Yes				
LD 267	Performance Agreement	The system shall have the ability to capture Performance Agreement information for a property, including but not limited to the following information:	2.11	DSD	Mandatory	Yes				
LD 268	Performance Agreement	Site Improvements remaining (streets, drainage, water and/or sewer, trees, parks, street lights, TIA improvements, etc.) and percentage complete	2.11	DSD	Mandatory	Yes				
LD 269	Performance Agreement	Terms and conditions of the performance agreement	2.11	DSD	Mandatory	Yes				
LD 270	Performance Agreement	Current bond amount	2.11	DSD	Mandatory	Yes				
LD 271	Performance Agreement	The System will prompt the Applicant to indicate a type of performance guarantee that will be tracked in the System and associated to the location, including the following options	2.11	DSD	Mandatory	Yes				
LD 272	Performance Agreement	Performance Bond - A single performance bond will be executed by a surety company in an amount equal to the cost estimate of all uncompleted & unaccepted site improvements, as approved by the DSD Director	2.11	DSD	Mandatory	Yes				

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LD 273	Performance Agreement	Trust Agreement – Similar to a performance bond, but limited to no lower than 20% of the cost estimate	2.11	DSD	Mandatory	Yes				
LD 274	Performance Agreement	Irrevocable Standby Letter of Credit – Limited to 10% of estimated cost	2.11	DSD	Mandatory	Yes				
LD 275	Performance Agreement	Cash or Cashier's Check – Limited to 10% of estimated cost	2.11	DSD	Mandatory	Yes				
LD 276	Performance Agreement	The system will have the ability to notify the Applicant that a cost estimate is required to be performed and approved by Review Staff prior to approval/issuance of a performance bond	2.11	DSD	Mandatory	Yes				
LD 277	Performance Agreement	The System will prompt the Applicant to complete the required form(s) (e.g., Performance Bond form will include the Performance Bond Terms and Conditions)	2.11	DSD	Mandatory	Yes				
LD 278	Performance Agreement	The System shall flag or otherwise indicate a Performance Agreement is associated with the property, allowing users who interact with the property in the System to be aware of the agreement	2.11	DSD	Mandatory	Yes				
LD 279	Performance Agreement	The System shall support a parent child relationship between the existing and any new land development application in the system that may be affected by the Performance Agreement	2.11	DSD	Mandatory	Yes				
LD 280	Performance Agreement	The System shall support bond substitutions (as work is performed on the project the Applicant may apply for a lesser bond amount)	2.11	DSD	Mandatory	Yes				
LD 281	Performance Agreement	The System shall allow for performance agreements to be confirmed as part of the inspection process and captured in the inspection results	2.11	DSD	Mandatory	Yes				
LD 282	Performance Agreement	The System shall allow for the results of an inspection to trigger downstream workflow activities, including notifying staff of impact to an existing bond/performance agreement	2.11	DSD	Mandatory	Yes				
LD 283	Performance Agreement	The System must enforce timelines, expiration dates associated with the bond(s) (e.g., required site improvements must be completed within 3 years of the date of the plat approval by the Planning Commission)	2.11; 2.12	DSD	Mandatory	Yes				
LD 284	Performance Agreement	The System shall track the history of development activities on the project (e.g., percentages of completion submitted over time)	2.11; 2.12	DSD	Mandatory	Yes				Providing that these completion percentages are being input into the system by authorized users.
LD 285	Performance Agreement	The System shall track the history of bonds for the property	2.11	DSD	Mandatory	Yes				
LD 286	Time Extension	The system will capture information related to a time extension request, including but not limited to the following:	2.12	DSD	Mandatory	Yes				
LD 287	Time Extension	Affected Property and Performance Agreement	2.12	DSD	Mandatory	Yes				
LD 288	Time Extension	Percentage Complete and Improvements Remaining	2.12	DSD	Mandatory	Yes				
LD 289	Time Extension	Outcome of Technical Review	2.12	DSD	Mandatory	Yes				
LD 290	Time Extension	Outcome of Planning Commission Review	2.12	DSD	Mandatory	Yes				
LD 291	Time Extension	The System will update the Performance Agreement and property status with the time extension, if approved	2.12	DSD	Mandatory	Yes				Business rules will need to be configured and enforced via BRE. Assuming Performance Agreement is a Record Type in the system and can be updated via the BRE.
LD 292	Time Extension	The System shall track the history of time extensions on the property	2.12	DSD	Mandatory	Yes				
LD 293	Traffic Impact Analysis	The System shall trigger a TIA according to business rules (e.g., commercial development that is renovating or changing the use of a property that may result in an increase of traffic to a particular threshold for that land use)	2.13	DSD	Mandatory	Yes				
LD 294	Traffic Impact Analysis	The system shall provide a configurable TIA threshold worksheet that will dynamically calculate results based on information entered by the user	2.13	DSD	Mandatory	No				
LD 295	Traffic Impact Analysis	The TIA worksheet will include information such as, but not limited to, the following:	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 296	Traffic Impact Analysis	Project Information (Name, Location, Address, Contact Information)	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 297	Traffic Impact Analysis	Permit Type or Reason for TIA Study/Worksheet	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 298	Traffic Impact Analysis	Proposed Type of Development	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.

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LD 299	Traffic Impact Analysis	Previous Development on Site	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 300	Traffic Impact Analysis	Previous TIA Report (if applicable) and differences in Peak Hour Trips	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 301	Traffic Impact Analysis	Turn Lane Requirements (if applicable)	2.13	DSD	Mandatory	Yes				The assumption here is that the TIA is a record type that would be configured to include these fields. Also assuming that it will be created and made a child of an application or record. BRE may be able to be configured to bring over key fields of data when the TIA is created.
LD 302	Traffic Impact Analysis	The system will capture results of a review of the TIA, including but not limited to the following result(s):	2.13	DSD	Mandatory	Yes				
LD 303	Traffic Impact Analysis	TIA report is required	2.13	DSD	Mandatory	Yes				
LD 304	Traffic Impact Analysis	TIA report is not required as the traffic generated by the proposed development does not exceed the threshold requirements	2.13	DSD	Mandatory	Yes				
LD 305	Traffic Impact Analysis	TIA has been waived; include reason(s).	2.13	DSD	Mandatory	Yes				
LD 306	Traffic Impact Analysis	Comments	2.13	DSD	Mandatory	Yes				
LD 307	Traffic Impact Analysis	The System will log who performed the review and date/time of review	2.13	DSD	Mandatory	Yes				
LD 308	Traffic Impact Analysis	The System will allow a customer to upload a TIA report into the system via the online portal	2.13	DSD	Mandatory	Yes				
LD 309	Traffic Impact Analysis	The System will associate that TIA report to the project/location	2.13	DSD	Mandatory	Yes				
LD 310	Traffic Impact Analysis	The System will enforce any related downstream workflow processes, including platting, building, etc.	2.13	DSD	Mandatory	Yes				

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LS 1	License Applications	The system shall have the ability to auto-assign a unique number to a new license	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 2	License Applications	The system shall support the management of multiple license types	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 3	License Applications	The system shall support multiple license types, with varying business rules, workflow, and requirements configurable in the system	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 4	License Applications	The system shall support customizable license applications for each license type, including but not limited to the following license categories:	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 5	License Applications	The system shall have the ability to license and permit individuals (e.g., contractors, drivers)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 6	License Applications	The system shall have the ability to license and permit vehicles (e.g., taxi cabs, limousines)	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 7	License Applications	The system shall have the ability to license and permit machines (e.g., coin operated machines)	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 8	License Applications	The system shall have the ability to license and permit businesses (e.g., Towing Companies, Vehicle-for-Hire, Sexually Oriented Businesses)	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 9	License Applications	The system shall have the ability to license and permit alarms (burglar, fire)	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 10	License Applications	The system shall have the capability to manage the requirements for multiple license types, including but not limited to:	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 11	License Applications	Required application information	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 12	License Applications	Required supporting documentation	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 13	License Applications	Required exam/classes	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 14	License Applications	Required background check and/or fingerprinting	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 15	License Applications	Renewal periods and associated requirements	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 16	License Applications	The system shall have the ability to capture application information, including but not limited to the following:	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 17	License Applications	Applicant Information (Name, Contact Information, ID Numbers, etc.)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 18	License Applications	Address Information (Physical Address, Mailing Address)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 19	License Applications	Filing Type (e.g., initial application, renewal, suspended)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 20	License Applications	License Information, including but not limited to:	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 21	License Applications	License Number	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 22	License Applications	License Type	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 23	License Applications	License Status	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 24	License Applications	License Issuance Dates	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 25	License Applications	License Renewal and Expiration Dates	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 26	License Applications	Insurance Information	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 27	License Applications	Bond Information	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 28	License Applications	Qualifying Experience	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 29	License Applications	Company Information (Permit Number, DBA Name, Address(es), Phone Numbers)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 30	License Applications	Vehicle Information (Make/Model, Year, Class, Seating Capacity, Mileage, License, VIN#)	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 31	License Applications	The system shall have the ability to capture amount of fees per license, approval, or registration type	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 32	License Applications	The system shall have the ability to auto-generate late fees based on various criteria, such as expiration date, filing type, license type	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 33	License Applications	The system shall have the ability to collect payment for licensing fees online, in person, or mail	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 34	License Applications	The system shall have the ability to associate the application with an existing license (e.g., expired license)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 35	License Applications	The system shall have the ability to identify estimated cost for license application according to business rules, such as license type or filing type	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 36	License Applications	The system shall have the ability to track insurance certificate information such as type, insurance amount, insurance company name, policy number, etc.	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 37	License Applications	The system shall have the ability to associate an insurance certificate to a license, approval, or registration application	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 38	License Applications	The system shall have the ability to process a request for a transfer of a permit from one vehicle to another	1.1; 4.1	SAPD	Optional	Yes				
LS 39	License Applications	The system shall have the ability to process a request for a transfer of a vehicle from one company to another	1.1; 4.1	SAPD	Optional	Yes				

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LS 40	License Applications	The system shall have the ability to process a request to change information on the license (e.g., name change)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 41	License Applications	The system shall have the ability to maintain license history, including but not limited to:	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 42	License Applications	Payment History and Details	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 43	License Applications	Renewal History and Details	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 44	License Applications	Transfer Details	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 45	License Applications	exam/class Details	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 46	License Applications	The system shall have the ability to process applications according to pre-defined workflow processes and business rules (see Application Management requirements)	1.1; 4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 47	License Exam/Class	The system shall have the ability to require the completion of an exam/class, and/or certification of completion of continuing education, as part of the licensing process	1.1; 4.1	DSD; SAPD; MHD	Optional	Yes				
LS 48	License Exam/Class	The system shall allow license examiners/trainers to manage licensing exams/classes, including defining the following for exam/class types:	4.4; 4.5	SAPD	Optional	Yes				
LS 49	License Exam/Class	Exam/class Dates	4.4; 4.5	SAPD	Optional	Yes				
LS 50	License Exam/Class	Exam/class Facilities	4.4; 4.5	SAPD	Optional	Yes				
LS 51	License Exam/Class	Exam/class Materials	4.4; 4.5	SAPD	Optional	Yes				
LS 52	License Exam/Class	Exam/class Durations	4.4; 4.5	SAPD	Optional	Yes				
LS 53	License Exam/Class	The system shall allow license examiners/trainers to create draft exam/class calendars	4.4; 4.5	SAPD; DSD	Optional	No				
LS 54	License Exam/Class	The system shall allow license examiners/trainers to modify existing calendars	4.4; 4.5	SAPD	Optional	Yes				
LS 55	License Exam/Class	The system shall have the capability to dynamically update exam/class calendars, rosters, etc. as exam/classes are scheduled	4.4; 4.5	SAPD; DSD	Optional	Yes				
LS 56	License Exam/Class	The system shall have the capability to integrate with City Employee calendaring systems, such as Google Calendar or Microsoft Outlook	4.4; 4.5	SAPD; DSD	Optional	Yes				We support the integration to Exchange/MS Outlook for Calendaring, so we meet this requirement and accomplish much more than just email notifications.
LS 57	License Exam/Class	The system shall have the capability to auto schedule exam/classes according to business rules (e.g., available exam/class dates, trade type classifications, exam/class types, required durations)	4.4; 4.5	SAPD	Optional	Yes				
LS 58	License Exam/Class	The system shall have the capability to route an exam/class request submitted online to City personnel for review and approval prior to scheduling the exam/class	4.4; 4.5	SAPD	Optional	Yes				
LS 59	License Exam/Class	The system shall have the capability to associate fees with exam/classes	4.4; 4.5	SAPD	Optional	Yes				
LS 60	License Exam/Class	The system shall have the capability to maintain a roster for exam/classes	4.4; 4.5	SAPD	Optional	Yes				
LS 61	License Exam/Class	The system shall have the capability to limit the number of participants in an exam/class	4.4; 4.5	SAPD; DSD	Optional	Yes				
LS 62	License Exam/Class	The system shall have the capability to send a notification to the applicant of confirmation of the exam/class, along with appropriate exam/class details (directions, confirmation number)	4.4; 4.5	SAPD; DSD	Optional	Yes				
LS 63	License Exam/Class	The system shall have the capability to send reminders to the applicant according to his or her communication preferences	4.4; 4.5	SAPD	Optional	Yes				
LS 64	License Exam/Class	The system shall have the ability to enforce exam/class scheduling limitations (e.g., an exam/class has been failed once and can be rescheduled no less than 30 days later)	4.4; 4.5	SAPD	Optional	Yes				
LS 65	License Exam/Class	The system shall have the ability to generate template for a license exam/examiner/trainer to record exam/class results, including but not limited to:	4.6	DSD; SAPD	Optional	Yes				
LS 66	License Exam/Class	exam/class Scores	4.6	DSD; SAPD	Optional	Yes				
LS 67	License Exam/Class	Generic Pass/Fail Result	4.6	DSD; SAPD	Optional	Yes				
LS 68	License Exam/Class	Comments Section	4.6	DSD; SAPD	Optional	Yes				
LS 69	License Exam/Class	The system shall have the capability to allow exam/class results to be uploaded via a file that contains exam/class scores (e.g., Excel spreadsheet)	4.6	SAPD	Optional	Yes				
LS 70	License Exam/Class	The system shall have the capability to enter multiple scores as part of a batch process (e.g., Select multiple exam/class participants and enter "pass" result)	4.6	SAPD	Optional	Yes				

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LS 71	License Exam/Class	The system shall have the capability to notify the applicant of exam/class results according to his or her communication preferences	4.6	SAPD	Optional	Yes				
LS 72	License Exam/Class	The system shall have the capability to post exam/class results online to the customer portal	4.6	SAPD	Optional	Yes				
LS 73	License Exam/Class	The system shall have the capability to manage an applicant's exam/class history (e.g., exam/class dates, scores, etc.)	4.6	SAPD	Optional	Yes				
LS 74	License Exam/Class	The system shall allow an applicant to retake (and reschedule) and exam/class according to pre-defined business rules	4.6	SAPD	Optional	Yes				
LS 75	License Exam/Class	The system shall have the capability to automatically generate relevant documents, such as exam/class result notification letters and certification/registration issuance letters, as required (e.g. generate and print from the exam/class location for Applicant) or in a batch fashion (e.g. generate, print, and mail monthly letters).	4.6	SAPD	Optional	Yes				
LS 76	License Exam/Class	The system shall have the ability to notify applicants as well as examiners/trainers of exam/classes/performance test registration	4.6	SAPD	Optional	Yes				
LS 77	License Exam/Class	The system shall have the ability to generate exam/class documentation	4.6	SAPD	Optional	No				
78	License Issuance	The system shall have the ability to verify that supplied information meets the requirements of application (e.g., background check, valid insurance) through various checklists	4.1	DSD; SAPD; MHD	Mandatory	Yes				
79	License Issuance	The system shall allow City Employee to indicate a Pass/Fail result for a requirement	4.1	DSD; SAPD; MHD	Optional	No				
80	License Issuance	The system shall have the ability to allow required items to be satisfied by multiple types of means (e.g., external documentation, self-certification, results of exam/class, etc.)	4.1	DSD; SAPD; MHD	Optional	Yes				
81	License Issuance	The system shall allow City Employee to document he or she has validated a license requirement outside of the system (e.g., called Employer to verify work history)	4.1	DSD; SAPD; MHD	Optional	Yes				The action can be taken by a system user and annotated in the system.
82	License Issuance	The system shall have the ability to verify professional certification/license is active through integration with the State Licensing System	4.1	DSD; SAPD; MHD	Optional		Yes			The development of an interface to the State's third party licensing system would be required.
83	License Issuance	The system shall have the ability to manually create an objection	4.1	DSD; SAPD; MHD	Optional	Yes				
LS 84	License Issuance	The system shall have the ability to print a license, approval, or registration in pre-defined format by type (e.g., Renewal Certificate)	4.1	DSD; SAPD; MHD	Optional	Yes				
LS 85	License Issuance	The system shall have the ability to generate and issue an identification card for a license holder, that includes but is not limited to the following components:	4.1	SAPD	Optional	Yes				
LS 86	License Issuance	Photo	4.1	SAPD	Optional	Yes				
LS 87	License Issuance	Ability to reuse photo for renewals	4.1	SAPD	Optional	Yes				
LS 88	License Issuance	The system shall have the ability to generate and issue decals for a licensed vehicle or machine, that includes but is not limited to the following components:	4.1	SAPD	Optional	Yes				Any decals that would be printed would require special printing hardware and decal materials.
LS 89	License Issuance	Object Identifying Information (e.g., License Number, Serial/VIN Number)	4.1	SAPD	Optional	Yes				
LS 90	License Issuance	Bar Code containing Identifying Information (e.g., Vehicle Information, Company Information)	4.1	SAPD	Optional	Yes				
LS 91	License Issuance	The system shall have the ability to determine license, approval, or registration length based on pre-defined criteria	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 92	License Issuance	The system shall have the ability to reinstate expired licenses	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 93	License Issuance	The system shall store and archive an original copy of the approval document	4.1	DSD; SAPD; MHD	Optional	Yes				
LS 94	License Issuance	The system shall have the ability to capture and store electronic signature	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 95	License Issuance	The system shall have the ability to upload, store, and print insurance certificates	4.1	DSD; SAPD; MHD	Mandatory	Yes				Providing such certificates are dependent on saved data from the system.
LS 96	License Issuance	The system shall have the ability to upload, store, and print pictures for licenses	4.1	DSD; SAPD; MHD	Mandatory	Yes				While uploading and storage of photos are enabled, printing dependent on the capabilities of the local printing device.
LS 97	License Renewals	The system shall have the ability to define renewal periods for license types	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 98	License Renewals	The system shall have the ability to identify licenses due for renewal according to pre-defined business rules (e.g., license crosses a date-based threshold)	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 99	License Renewals	The system shall have the ability to maintain a customizable template for license renewal notices that can be pre-populated with information for a particular account	4.1	DSD; SAPD; MHD	Mandatory	Yes				

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LS 100	License Renewals	The system shall have the ability to generate a username/password for the license holder to log on to the online portal to renew his or license with in lieu of maintaining a user account	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 101	License Renewals	The system shall have the ability to generate renewal letters for batches of licenses automatically	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 102	License Renewals	The system shall have the ability to generate renewal notices on demand	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 103	License Renewals	The system shall have the ability to generate renewal notices in monthly, bi-monthly, and annual batches	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 104	License Renewals	The system shall have the ability to initiate electronic renewal notifications to license holders, individually or as part of a batch	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 105	License Renewals	The system shall have the ability to track when renewal notifications were sent (electronically or manually)	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 106	License Renewals	The system shall have the ability to track renewal notifications as activity on the account	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 107	License Renewals	The system shall have the ability to associate the renewal letter to the license record	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 108	License Renewals	The system shall have the ability to require various pre-requisites for license renewal according to the business rules for the renewal period (e.g., drug test required annually, new fingerprints every three years)	4.1	DSD; SAPD; MHD	Mandatory	Yes				
109	License Renewals	The system shall have the ability to put a license application on hold pending review for various reason(s), including review of chief inspector and/or receipt of background check	4.1	DSD	Mandatory	Yes				
110	License Renewals	The system shall have the ability to capture reviewing authority approval of license in the system	4.1	DSD	Optional	Yes				
LS 111	License Renewals	The system shall have the ability to trigger events if a license status changes (e.g., expired, suspended)	4.1	DSD; SAPD; MHD	Mandatory	Yes				
LS 112	License Management	The system shall have the ability to alert license holder of imminent license expiration	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 113	License Management	The system shall have the ability to alert license holder of imminent insurance certificate expiration	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 114	License Management	The system shall have the ability to export a data file to printer/ mailing company along with instructions (number of copies, date of mailing, etc.)	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 115	License Management	The system shall have the ability to track history of complaints/violations on a license holder	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 116	License Management	The system shall have the ability to track contacts within license record with multiple attributes (e.g., ownership of company)	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 117	License Management	The system shall have the ability to track continuing education requirements	4.3	DSD	Mandatory	Yes				
LS 118	License Management	The system shall have the ability to protect personal identifying information maintained in the System down to the field level according to user permissions	4.3	DSD; SAPD; MHD	Mandatory	Yes				
LS 119	License Management	The system shall have the ability to capture or validate license information from other agencies (e.g. Texas State Licensing System)	4.3	DSD; SAPD; MHD	Optional		Yes			Any such capture or validation would necessitate that an interface be developed to those third party agency systems.
LS 120	License Management	The system shall have the ability to integrate with a learning management system that conducts exam/classes and records scores electronically	4.3	DSD; SAPD; MHD	Optional		Yes			Would necessitate the need for development of an interface to the selected system to accomplish the needed functionality.

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HR 1	Manage Hearings	The system shall manage multiple hearing types, including but not limited to the following:	1.2; 3.3; 3.4	DSD	Mandatory	Yes				Hearing types are managed with respect to their applicability for case types that involve the scheduling, participation and outcome of such hearings. The system is not designed to be a Hearing Appointment System incorporating all City hearings.
HR 2	Manage Hearings	Administrative Departmental Review (e.g., Code Modifications)	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 3	Manage Hearings	Review before a Hearing Officer	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 4	Manage Hearings	Review before the Planning Commission	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 5	Manage Hearings	Review before the Zoning Commission	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 6	Manage Hearings	Review before the Board of Adjustments	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 7	Manage Hearings	Review before the Building Standards Board	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 8	Manage Hearings	The system shall support multiple hearing types, with varying business rules, workflow, and requirements configurable in the system	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 9	Manage Hearings	The system shall be able to determine the type of hearing that should be scheduled based on the issue type submitted by the applicant or entered by City personnel	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 10	Manage Hearings	Code Modification Request	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 11	Manage Hearings	License Application Rejection	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 12	Manage Hearings	Permit Application Rejection	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 13	Manage Hearings	Inspection Failure Result	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 14	Manage Hearings	Notice of Violation	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 15	Manage Hearings	Citation	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 16	Manage Hearings	Variance	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 17	Manage Hearings	Special Exception	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 18	Manage Hearings	Appeal of Administrative Decision	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 19	Manage Hearings	Non-Conforming Use	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 20	Manage Hearings	Request for Rezoning	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 21	Manage Hearings	Address Change	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 22	Manage Hearings	Land Development Application (i.e. MDP, PUD, Plat, Rights, Variances)	1.2; 3.3; 3.4	DSD	Mandatory	Yes				
HR 23	Build Agenda	The system shall provide a configurable template to document the issue to be reviewed in a structured manner customizable to each review type	2.5	DSD	Mandatory	Yes				
HR 24	Build Agenda	The system shall support the generation of an agenda and supporting documentation for the upcoming hearing	2.5	DSD	Mandatory	Yes				
HR 25	Build Agenda	The system shall provide customized checklists for each hearing type to assist staff in preparing for the hearing	2.5	DSD	Mandatory	Yes				
HR 26	Build Agenda	The system shall support the ability to generate public hearing notices from a customizable template	2.5	DSD	Mandatory	Yes				The hearing notices would be generated as reports from the supported reporting engines.
HR 27	Build Agenda	The system shall support an agenda template that can be customized with information related to the issues to be reviewed at the hearing, including but not limited to the following:	2.5	DSD	Mandatory	Yes				
HR 28	Build Agenda	Date/Time of hearing	2.5	DSD	Mandatory	Yes				
HR 29	Build Agenda	Attendees/Board Members	2.5	DSD	Mandatory	Yes				
HR 30	Build Agenda	Timeline of hearing	2.5	DSD	Mandatory	Yes				
HR 31	Build Agenda	Topics of Discussion	2.5	DSD	Mandatory	Yes				
HR 32	Build Agenda	Case to be Reviewed	2.5	DSD	Mandatory	Yes				
HR 33	Build Agenda	Case Number	2.5	DSD	Mandatory	Yes				
HR 34	Build Agenda	Affected Council District (or other geographic location information)	2.5	DSD	Mandatory	Yes				
HR 35	Build Agenda	Case Status	2.5	DSD	Mandatory	Yes				
HR 36	Build Agenda	Case Description	2.5	DSD	Mandatory	Yes				
HR 37	Build Agenda	Issue/Request Details	2.5	DSD	Mandatory	Yes				
HR 38	Build Agenda	Staff Recommendation	2.5	DSD	Mandatory	Yes				
HR 39	Build Agenda	The system shall support the routing of the agenda for drafting, review, and approval workflow processes	2.5	DSD	Mandatory	Yes				
HR 40	Build Agenda	The system shall support the attaching and routing of supporting documentation (e.g., plans) for drafting, review, and approval processes	2.5	DSD	Mandatory	Yes				
HR 41	Build Agenda	The system shall support the electronic distribution of agenda and supporting documentation to all stakeholders (i.e. COSA agencies, Managers, Assistant Director, Directors, and Deputy City Managers)	2.5	DSD	Mandatory	Yes				

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HR 42	Build Agenda	The system shall allow personnel to select recipients from a checklist and automatically distribute electronically	2.5	DSD	Mandatory	Yes				
HR 43	Build Agenda	The system shall support staff identifying plats/properties designated for review (e.g., search on plat filing date)	2.5	DSD	Mandatory	Yes				
HR 44	Build Agenda	The system shall notify personnel if a selected property does not have a Staff Recommendation stored in the system	2.5	DSD	Mandatory	Yes				
HR 45	Build Agenda	The system shall support the generation of meeting materials, such as cover sheets, for the meeting	2.5	DSD	Mandatory	Yes				
HR 46	Build Agenda	The system shall support the posting of the agenda to the City's website	2.5	DSD	Mandatory	Yes				
HR 47	Schedule Hearings	The system shall support hearing types that occur periodically on a regular schedule, as well as hearing types that are ad-hoc	3.4	DSD	Mandatory	Yes				
HR 48	Schedule Hearings	The system shall have the capability to route a request for a hearing submitted via the online portal to a City Case Manager for review, confirmation, and scheduling	3.4	DSD	Mandatory	Yes				
HR 49	Schedule Hearings	The system shall have the ability to schedule a hearing manually	3.4	DSD	Mandatory	Yes				
HR 50	Schedule Hearings	The system shall have the capability to automatically trigger a hearing according to business rules (e.g., if an application for a license has been denied by a new company)	3.4	DSD	Mandatory	Yes				
HR 51	Schedule Hearings	The system shall have the ability to re-schedule a hearing	3.4	DSD	Mandatory	Yes				
HR 52	Schedule Hearings	The system shall have the ability to cancel a hearing	3.4	DSD	Mandatory	Yes				
HR 53	Schedule Hearings	The system shall have the capability to manage hearing calendars, including but not limited to the following calendar components:	3.4	DSD	Mandatory	Yes				
HR 54	Schedule Hearings	Hearing Types	3.4	DSD	Mandatory	Yes				
HR 55	Schedule Hearings	Facilities	3.4	DSD	Mandatory	Yes				
HR 56	Schedule Hearings	Working days	3.4	DSD	Mandatory	Yes				
HR 57	Schedule Hearings	Holidays and Non-Working Days	3.4	DSD	Mandatory	Yes				
HR 58	Schedule Hearings	Hearing Duration(s)	3.4	DSD	Mandatory	Yes				
HR 59	Schedule Hearings	Number of Hearings per Working Day	3.4	DSD	Mandatory	Yes				
HR 60	Schedule Hearings	The system shall have the ability to present hearings information in a "dashboard" like display for supervisor review	3.4	DSD	Mandatory	Yes				
HR 61	Schedule Hearings	The system shall have the ability to populate a hearing calendar with all scheduled hearings	3.4	DSD	Mandatory	Yes				
HR 62	Schedule Hearings	The system shall have the ability to display the agendas for all scheduled hearings	2.5; 3.4	DSD	Mandatory	Yes				
HR 63	Schedule Hearings	The system shall have the ability to manually enter hearing attendee information and/or select attendees from a project/application/license record	3.4	DSD	Mandatory	Yes				
HR 64	Schedule Hearings	The system shall have the capability to automatically notify attendees with hearing information (e.g., scheduled dates, outcome, changes)	3.4	DSD	Mandatory	Yes				
HR 65	Schedule Hearings	The system shall have the capability to reject a hearing request	3.4	DSD	Mandatory	Yes				
HR 66	Schedule Hearings	The system shall have the ability to generate hearing notices and agendas, including the following:	3.4	DSD	Mandatory	Yes				
HR 67	Schedule Hearings	Standard Letters to be printed and mailed	3.4	DSD	Mandatory	Yes				
HR 68	Schedule Hearings	Electronic Notifications	3.4	DSD	Mandatory	Yes				
HR 69	Schedule Hearings	Post Notices Online on City's Website	3.4	DSD	Mandatory	Yes				
HR 70	Schedule Hearings	The system shall have the capability to generate a Review Package that contains relevant information, documentation, etc. that can be sent to selected parties or external agencies in preparation for the hearing (agenda, plans, project information)	3.4	DSD	Mandatory	Yes				
HR 71	Schedule Hearings	The system shall have the capability to grant access to related documentation in the system to attendees, such as allowing City personnel invited to the hearing access the record(s) for review	3.4	DSD	Mandatory	Yes				
HR 72	Conduct Hearing	The system shall facilitate a structured method to record the hearing outcome, including the following:	3.5	DSD	Mandatory	Yes				
HR 73	Conduct Hearing	Disposition (request approved, request denied)	3.5	DSD	Mandatory	Yes				
HR 74	Conduct Hearing	Confirmation of conditions proposed through the review, if applicable	3.5	DSD	Mandatory	Yes				
HR 75	Conduct Hearing	Addition of new conditions proposed through the review	3.5	DSD	Mandatory	Yes				
HR 76	Conduct Hearing	Comments/concerns raised during the course of review	3.5	DSD	Mandatory	Yes				
HR 77	Conduct Hearing	Any approval conditions (e.g., deadlines)	3.5	DSD	Mandatory	Yes				

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HR 78	Conduct Hearing	Review Officer(s) responsible for review and individual recommendations/votes, if applicable	3.5	DSD	Mandatory	Yes				
HR 79	Conduct Hearing	Fine(s)	3.5	DSD	Mandatory	Yes				
HR 80	Conduct Hearing	Disciplinary Actions (e.g., suspension/revocation)	3.5	DSD	Mandatory	Yes				
HR 81	Conduct Hearing	Scanning of any documentation produced from the review, including signatures from Review Officer(s) making decisions and/or recommendations	3.5	DSD	Mandatory				Yes	The solution has the capability of attaching scanned documents but the actual scanning process must be completed by a third party system.
HR 82	Conduct Hearing	The system shall have the ability to upload outcome of hearing process and associate with project ID	3.5	DSD	Mandatory	Yes				
HR 83	Conduct Hearing	The system shall have the ability to add and remove holds (e.g., permits on hold)	3.5	DSD	Mandatory	Yes				
HR 84	Conduct Hearing	The system shall have the capability to generate a customizable Letter of Decision template that can be pre-populated with existing data from the system	3.5	DSD	Mandatory	Yes				
HR 85	Conduct Hearing	The system shall have the capability to send the letter electronically to designated parties	3.5	DSD	Mandatory	Yes				
HR 86	Conduct Hearing	The system shall have the capability to route the letter for manual printing/mailing	3.5	DSD	Mandatory	Yes				
HR 87	Conduct Hearing	The system shall have the ability to publish the letter online on the City Website	3.5	DSD	Mandatory	Yes				
HR 88	Conduct Hearing	The system shall enforce any conditions associated to a project, license, location, etc. related to the review, including but not limited to the following:	3.5	DSD	Mandatory	Yes				
HR 89	Conduct Hearing	Approved Code Modification	3.5	DSD	Mandatory	Yes				
HR 90	Conduct Hearing	License Application Approval	3.5	DSD	Mandatory	Yes				
HR 91	Conduct Hearing	Permit Application Approval	3.5	DSD	Mandatory	Yes				
HR 92	Conduct Hearing	Reversal of Violation/Citation	3.5	DSD	Mandatory	Yes				
HR 93	Conduct Hearing	Variance	3.5	DSD	Mandatory	Yes				
HR 94	Conduct Hearing	Special Exception	3.5	DSD	Mandatory	Yes				
HR 95	Conduct Hearing	Appeal of Administrative Decision	3.5	DSD	Mandatory	Yes				
HR 96	Conduct Hearing	Non-Conforming Use	3.5	DSD	Mandatory	Yes				
HR 97	Conduct Hearing	Updating of GIS Information	3.5	DSD	Mandatory	Yes				
HR 98	Conduct Hearing	Address Change	3.5	DSD	Mandatory	Yes				
HR 99	Conduct Hearing	Zoning Change	3.5	DSD	Mandatory	Yes				

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PR 1	Plan Intake	The system shall have the capability for staff to upload plans into the system that are submitted via physical media (i.e. CD, DVD)	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 2	Plan Intake	The system shall have the capability for staff to scan in plans into the system that are submitted via paper	5.1	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				Scanning hardware to be supplied by others. Scanned documents need to be output in PDF format in order to be reviewed via Accela EDR.
PR 3	Plan Intake	The system shall have the capability to generate and display an overall list of plans associated with an application/project	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 4	Plan Intake	The system shall have the ability to require plan documentation to be of certain file type, including but not limited to the following formats:	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 5	Plan Intake	PDF	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 6	Plan Intake	CAD	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Accela Civic Platform supports the ability to limit the upload of documents to selected document types only. While Accela Civic Platform is file format agnostic, documents to be reviewed via Accela EDR must be in PDF format.
PR 7	Plan Intake	TIFF	5.1	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				Accela Civic Platform supports the ability to limit the upload of documents to selected document types only. While Accela Civic Platform is file format agnostic, documents to be reviewed via Accela EDR must be in PDF format.
PR 8	Plan Intake	Microstation (DGN)	5.1	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				Accela Civic Platform supports the ability to limit the upload of documents to selected document types only. While Accela Civic Platform is file format agnostic, documents to be reviewed via Accela EDR must be in PDF format.
PR 9	Plan Intake	The system shall have the ability to require plan documentation to meet various attributes (e.g., dimensions) according to plan type	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 10	Plan Intake	The system shall be able to automatically perform file conversion to reduce file sizes during the review process	5.1	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 11	Plan Intake	The system shall have the ability to store and retrieve plans in an external document management system	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 12	Plan Intake	The system shall have the ability to archive plans and comply with document retention policies (e.g., maintain documents for 7 years)	5.1	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 13	Plan Review Assignment	The system shall have the ability to determine the plan reviews required for an application type	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				This is not built-in product functionality but there are options to archive. It is a function of the EDMS at the City.
PR 14	Plan Review Assignment	The system shall have the ability to trigger a plan review as part of a workflow process	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Required Document Types can be configured by the application type.
PR 15	Plan Review Assignment	The system shall have the ability to manually create a plan review task	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 16	Plan Review Assignment	The system shall support the following types of work queues for plan review routing:	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory					
PR 17	Plan Review Assignment	Individual User Account Work Queues	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Each user has a task list of plans assigned to them.
PR 18	Plan Review Assignment	Location-Based Group Work Queue (e.g., Land Development Department)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Specific business rules supporting task assignment by location would be configured in Accela Civic Platform Business Rule Engine.
PR 19	Plan Review Assignment	Role-Based Group Queue (e.g., Electrical Plan Reviewer)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Work tasks display by department or user. There is not a specific queue or display by discipline.
PR 20	Plan Review Assignment	The system shall have the ability to prevent plan review according to pre-defined business rules (e.g., project status, outstanding payment)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Specific business rules supporting the prevention of plan review would be configured in Accela Civic Platform's Business Rule Engine.
PR 21	Plan Review Assignment	The System shall support a First In First Out (FIFO) based approach for plan review assignments based on department goals for different plan/plot types	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Specific business rules supporting FIFO would be configured in Accela Civic Platform's Business Rule Engine.

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PR 22	Plan Review Assignment	The system shall have the capability to maintain information for each plan reviewer, including specific skill sets, plan review types, department, supervisor, etc.	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				User information maintained in EDR includes user name, email address, department, role, skill set, active/inactive status, user initials, however, Supervisor is not maintained for the individual user.
PR 23	Plan Review Assignment	The system shall have the ability to automatically assign a plan review, according to various criteria, including but not limited to the following:	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 24	Plan Review Assignment	Skill set required for plan type	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 25	Plan Review Assignment	Department	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 26	Plan Review Assignment	Workload / Availability	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				If integrated with Outlook, the users availability can be viewed but the business rule engine does not use this to assign plans.
PR 27	Plan Review Assignment	Previous association to project or application record	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 28	Plan Review Assignment	The system shall have the ability to hold a plan review for manual assignment according to business rules	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 29	Plan Review Assignment	The system shall have the ability to automatically or manually assign plan review components to external parties (e.g., SAWS, CPS) based on the plan type or project type	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 30	Plan Review Assignment	The system shall have the ability to manually reassign plan reviews to another reviewer	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 31	Plan Review Assignment	The system shall have the capability to reassign multiple plan reviews from one plan reviewer to another	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				Re-assignment is available one document at a time. It cannot be done in bulk.
PR 32	Plan Review Assignment	The system shall have the ability to automatically trigger a follow up plan review when a modified plan is submitted by the applicant	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 33	Plan Review Assignment	The system shall have the ability to assign a weighting to plan reviews indicating difficulty or complexity to assist with scheduling	5.2	DSD; CPS; SAWS; MHD; SAFD	Optional	No				
PR 34	Plan Review Assignment	The system shall have the ability to estimate a particular review's duration through multiple detailed criteria (e.g., job type, cost, number of fixtures, trade, building type, etc.)	5.2	DSD; CPS; SAWS; MHD; SAFD	Optional	No				
PR 35	Plan Review Management	The system shall support multiple plan review types, with varying business rules, workflow, and requirements configurable in the system	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 36	Plan Review Management	The system shall support use of "Master Plans" and allow child plans to be linked to the parent plan	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				There is no Parent-Child functionality for documents.
PR 37	Plan Review Management	The system shall have the capability to allow workflows to accommodate simultaneous reviews	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 38	Plan Review Management	The system shall have the capability to allow workflows to accommodate dependent reviews	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 39	Plan Review Management	The system shall have the capability to "check-in" and "check-out" documents	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Documents support concurrent reviews so there is no need for check in and check out processes. All reviewers can access and comment on the same set of Plans at the same time without conflict.
PR 40	Plan Review Management	The system shall have the ability to view all plan reviews (pending and in-progress) in graphical "dashboard" format	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 41	Plan Review Management	The system shall have the ability to track plan review metrics against pre-defined performance metrics	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 42	Plan Review Management	The system shall provide the functionality for a Supervisor dashboard to present performance metrics in a meaningful manner, such as prioritization and aging metrics	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 43	Plan Review Management	The system shall have the capability to alert a user if a plan review approaches or moves beyond an acceptable measure	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 44	Plan Review Management	The system shall have the capability to flag a plan review for supervisor review	5.2	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 45	Plan Review Management	The system shall have the capability to flag plans that have been reviewed/resubmitted a certain number of times (e.g., three times)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				

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PR 46	Plan Review Management	The system shall display information related to plan review workload, including but not limited to:	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory					
PR 47	Plan Review Management	Unassigned plan reviews	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Assignment of plan review is not required. Plans can be reviewed by users with permissions to review plans.
PR 48	Plan Review Management	Workload for resources, including availability and backlog for each reviewer	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				Do not support check view of backlog at a supervisor level. Individual reviewers can view their own back in their task list.
PR 49	Plan Review Management	Visual cues for potential issues (e.g., aging of workload)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 50	Plan Review Management	The system shall allow the ad-hoc or categorical sorting and filtering of plan review list	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Plans can be filtered and sorted by document type information, dates, and submission information.
PR 51	Plan Review Management	The system shall have the capability to prioritize or escalate plans for review	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				There is no prioritization available for plan review.
PR 52	Plan Review Management	The system shall allow for permission settings that govern plan review activities (e.g., user's ability to assign reviews)	5.2	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 53	Conduct Plan Review	The system shall allow plan reviewers to view their assigned workload	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 54	Conduct Plan Review	The system shall allow plan reviewers to sort and filter their assigned plan reviews ad-hoc or categorically	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 55	Conduct Plan Review	The system shall allow plan reviewers to view project information related to the plan review, including clearances, conditions, or other relevant information as listed below:	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 56	Conduct Plan Review	Variations	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 57	Conduct Plan Review	Administrative Exceptions	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 58	Conduct Plan Review	Non-Conforming Use	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 59	Conduct Plan Review	Code Modifications	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 60	Conduct Plan Review	Location-Based Conditions pulled from the GIS Central Data Repository	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 61	Conduct Plan Review	Zoning District	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 62	Conduct Plan Review	Floodplain	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 63	Conduct Plan Review	Overlay Districts	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 64	Conduct Plan Review	Project information	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 65	Conduct Plan Review	Proposed Use/Project	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 66	Conduct Plan Review	Proposed lots, blocks, subdivisions	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 67	Conduct Plan Review	Parent Applications	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 68	Conduct Plan Review	MDP's	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 69	Conduct Plan Review	PUD's	2.3; 5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 70	Conduct Plan Review	Annexation Agreements, Incentive Agreements, Consent Agreements, Development Agreements, rights determination, other permits and plats, etc.	2.3; 5.3	DSD	Mandatory	Yes				
PR 71	Conduct Plan Review	The system shall track assigned reviewer for each plan review component	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 72	Conduct Plan Review	The system shall track the status of each plan review component by all reviewing agencies	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 73	Conduct Plan Review	The System shall allow the Plan Reviewer to view alternate layers of the plans checked and marked by other Plan Reviewers from all involved departments.	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 74	Conduct Plan Review	The System shall allow the Plan Reviewer to view previous versions of the plan, previously requested corrections and other historic information	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				

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PR 75	Conduct Plan Review	The system shall allow viewing of multiple plans/sheets at the same time	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 76	Conduct Plan Review	The system shall have the ability to track and identify multiple versions of the same plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 77	Conduct Plan Review	The system shall have the capability to indicate differences between multiple versions of plans, including but not limited to the following:	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 78	Conduct Plan Review	Ability to superimpose two drawings to view differences	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 79	Conduct Plan Review	Ability to automatically flag, or otherwise visually indicate, any new sheets or changes made	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Comparison tool will present differences to the user.
PR 80	Conduct Plan Review	The system shall have the ability to associate meta-data such as Code sections and Code book types/years to standard plan review checklist tasks	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 81	Conduct Plan Review	The system shall have the ability to generate standardized plan check checklists based on various application criteria and plan type	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 82	Conduct Plan Review	The system shall have the capability for a plan reviewer to create ad-hoc plan review checklist tasks	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Adhoc checklist items can be selected during review.
PR 83	Conduct Plan Review	The system shall have the ability to sort drawing sheets by metadata such as drawing type (architectural, engineering, energy analysis, etc.)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 84	Conduct Plan Review	The system shall have the ability for plan reviewer to escalate specific components of review (e.g., checklist items) to a supervisor	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 85	Conduct Plan Review	The system shall have the ability to load code sets into system (e.g., building, zoning, etc.)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Code sets can be batch uploaded into the Library. Each "record" can be associated to a project type, discipline and flagged as a "checklist" item.
PR 86	Conduct Plan Review	The system shall have the ability to acquire code sets from system (e.g., building, zoning, etc.)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				Interfacing with other systems is not supported. Codes can be loaded into system using CSV.
PR 87	Conduct Plan Review	The system shall have the ability to place comments/objections visually on plan	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 88	Conduct Plan Review	The system shall have the ability to indicate if a bond is required	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 89	Conduct Plan Review	The system shall have the ability to input required bond amount and attach as a condition	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 90	Conduct Plan Review	The system shall have the option to automatically launch a document viewer to review Portable Document Format (PDF) documents (e.g. Adobe Acrobat Pro)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 91	Conduct Plan Review	The system shall allow plan reviewers to use templates or standard measurement tools including but not limited to the following:	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 92	Conduct Plan Review	Measuring Tools	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 93	Conduct Plan Review	Calculators	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 94	Conduct Plan Review	Scaling	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 95	Conduct Plan Review	Zoom Capability	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 96	Conduct Plan Review	Side by side viewing of different plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 97	Conduct Plan Review	The System shall allow for one reviewer, at any time during the review process, to "hold" the plan review. (This is to allow one plan reviewer to alert other departments that there are significant problems with the plans that will affect all aspects of the plans/project)	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 98	Conduct Plan Review	The system shall have the ability to capture notes (internal or public) regarding a plan review	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 99	Conduct Plan Review	The system shall have the ability to configure standard plan review comment/objection types (Dropdown list - Missing Zoning Plan, Inaccurate Cost Estimation, etc.)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 100	Conduct Plan Review	The system shall have the ability for plan reviewer to apply digital signature to plan review	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 101	Conduct Plan Review	The system shall enable before and after corrections to be easily identified (e.g., call-outs, color) to highlight the review comments and the corresponding corrections made	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 102	Conduct Plan Review	The system shall have the ability to consolidate all comments from reviewers into a plan review report	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 103	Conduct Plan Review	The system shall have the ability to markup plans online (tablet/stylus tools and text tools) and save changes to the plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				

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PR 104	Conduct Plan Review	The system shall have the ability to save edited plans as new attachment to project application (i.e., version control)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 105	Conduct Plan Review	The system shall have the ability to put a hold on an application until plan review objection resolved	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 106	Conduct Plan Review	The System shall support a variety of hold types, with different levels of severity that affect what can and cannot be done going forward until the issue is resolved	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 107	Conduct Plan Review	The system shall have the ability to associate metadata such as multiple Code sections and Code types to objections (e.g., plan is rejected because of failure to comply with this code)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 108	Conduct Plan Review	The system shall have the ability to lock/secure plan objections placed on plan or otherwise from modification by the applicant	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 109	Conduct Plan Review	The system shall have the ability to associate objection with multiple contacts (Design, License Professional, Owner, etc.)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 110	Conduct Plan Review	The system shall have the ability to enter updates or notes on existing rejections	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 111	Conduct Plan Review	The system shall have the ability to add meta data to all marks ups (e.g. date, time, reviewer)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 112	Conduct Plan Review	The system shall enable the customer to respond to each comment	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 113	Conduct Plan Review	The system shall have the capability to restart the application process if the requested corrections force the Applicant to re-engineer the plans, at the appropriate step as dictated by the Plan Reviewer for the affected process.	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 114	Conduct Plan Review	The System shall support batch approvals, denials, and/or conditions for multiple projects / locations, including but not limited to locations like neighborhoods or apartment buildings.	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 115	Conduct Plan Review	The system shall have the ability to issue partial approvals (e.g., by sheet) and for partial approvals to allow some workflow to continue (e.g., issuance of foundation permit)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 116	Conduct Plan Review	The system shall have the ability to approve plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 117	Conduct Plan Review	The system shall enable electronic approval stamps to be applied on a single page, all pages and specified range of pages of a plan	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 118	Conduct Plan Review	The system shall secure the electronic approval stamps and prevent the stamps to be copied	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 119	Conduct Plan Review	The system shall support the development and deployment of electronic "smart" stamps and seals that are date, time, and author stamped	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 120	Conduct Plan Review	The system shall have the capability to customize stamps by department	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 121	Conduct Plan Review	The system shall have the capability to include approval conditions in the approval language and/or stamped on the plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 122	Conduct Plan Review	The system shall allow some selected sheets to be marked "approved" while others may be marked "not reviewed for code compliance" or similar language	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 123	Conduct Plan Review	The system shall allow some selected sheets (previous plan files that are out of date/older versions of plans already reviewed and commented on) to be marked with language signifying plans/sheets are "not approved" or similar language	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 124	Conduct Plan Review	The system shall have the capability to save approved plans in a file format that prevents any further changes to the plans (e.g., PDF)	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 125	Conduct Plan Review	The system shall have the capability to provide the approved plans and review report available for download by the applicant via the online portal	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 126	Conduct Plan Review	The system shall have the ability to archive plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	No				
PR 127	Conduct Plan Review	The system shall have the ability to overlay uploaded plans with watermarks (e.g., "accepted" or "approved")	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 128	Conduct Plan Review	The system shall have the capability to overlay dynamically generated images (e.g., barcodes) on plans	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				This can be done using stamps.
PR 129	Conduct Plan Review	The system shall have the ability to send automated notification to other agencies or departments based on plan review outcome	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 130	Conduct Plan Review	The system shall have the ability for applicant to review plan review information, updates and status online	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 131	Conduct Plan Review	The system shall have the ability to automatically notify applicant of key statuses via electronic notification	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 132	Conduct Plan Review	The system will support expedited plan review services, with corresponding workflow	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				

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PR 133	Conduct Plan Review	The system will support applications that can be processed with limited or no plan review at all for certain types of construction	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 134	Conduct Plan Review	The system shall have the ability to indicate an in-person meeting required related to a plan review	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 135	Conduct Plan Review	The system shall have the ability to manage a calendar organizing plan review-related meetings	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 136	Conduct Plan Review	The system will allow for tracking of in-person plan review meetings	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 137	Conduct Plan Review	The system will allow plan reviewers to capture comments (both internal and external) related to the plan review meeting	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 138	Conduct Plan Review	The system will allow plan reviewers to access and markup plans during the meetings	5.3	DSD; CPS; SAWS; MHD; SAFD	Mandatory	Yes				
PR 139	Conduct Plan Review	The system shall have the ability to indicate an in-person meeting required related to a plan review	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				
PR 140	Conduct Plan Review	The system shall have the ability to interface with Outlook	5.3	DSD	Optional	Yes				
PR 141	Conduct Plan Review	The system shall have the ability to manage a calendar organizing plan review-related meetings	5.3	DSD; CPS; SAWS; MHD; SAFD	Optional	Yes				

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IN 1	Create Inspection	The system shall have the capability to configure and manage multiple inspection types	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 2	Create Inspection	The system shall have the ability to designate required inspections for a project according to various business rules (e.g., project type, work type, filing type)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 3	Create Inspection	The system shall have the ability to associate various fee(s) with an inspection type	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 4	Create Inspection	The system shall have the ability to weight an inspection type, indicating difficulty or complexity to assist with scheduling/assignment	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 5	Create Inspection	The system shall have the ability to designate the skill set(s) required for the assigned inspector for that inspection type	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 6	Create Inspection	The system shall have the ability to categorize inspection types by department	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 7	Create Inspection	The system shall have the ability to categorize inspection types by permit type(s)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 8	Create Inspection	The system shall allow an inspection to be manually created in the System	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 9	Create Inspection	The system shall have the capability to automatically create the initial or next logical inspection from a predefined sequence of inspections defined in the workflow for that application/project type, including the following scenarios:	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				No scenarios are listed as part of this requirement.
IN 10	Create Inspection	The system shall have the ability to enforce business rules governing manual or automatic creation of inspections, including but not limited to:	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 11	Create Inspection	Inspection Type	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 12	Create Inspection	Project Type	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 13	Create Inspection	Project Status	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 14	Create Inspection	User Permissions	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 15	Create Inspection	Scheduling Rules (number of inspections per day, availability of inspectors, holidays)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 16	Create Inspection	The system shall support a "smart" calendar to forecast dates and comply with predetermined timelines for inspection types	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 17	Create Inspection	The system shall allow for supervisor override of all workflow related to creating an inspection	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 18	Create Inspection	The system shall provide a customizable template for capturing information related to the inspection request by inspection type (e.g., dropdowns, text boxes, yes/no questions)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 19	Create Inspection	The system shall allow supporting documentation to be uploaded to the inspection request	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 20	Create Inspection	The system shall allow for rescheduling or cancellation of inspections	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 21	Create Inspection	The system shall have the capability to associate an inspection with multiple objects in the system (projects, applications, inspectors, applicants, etc.)	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 22	Create Inspection	The system shall have the capability to display only the inspection types that are available to choose from according to pre-defined business rules	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 23	Create Inspection	The system shall have the ability to define which inspection types can be requested or scheduled manually online by a customer	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 24	Create Inspection	The system shall have the ability to provide estimate for inspection fees as well as alert the applicant to additional fees that may be charged as a result of an extra trip or no show	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 25	Create Inspection	The system shall have the ability to automatically trigger an inspection according to pre-defined business rules, including but not limited to the following:	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 26	Create Inspection	Automatically schedule inspections based on permit start date	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 27	Create Inspection	Automatically schedule inspections based on job type, work type	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 28	Create Inspection	Automatically schedule periodic inspections	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 29	Create Inspection	Automatically schedule inspections according to available qualified inspectors (e.g., inspector skills, workload, calendar)	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 30	Create Inspection	Automatically schedule a reinspection based on inspection results / status	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				

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31	Create Inspection	Automatically schedule an inspection based on complaint type received	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 32	Create Inspection	The system shall have the ability to automatically schedule inspection for a specific day, but allow specific time to be established later in the process	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 33	Create Inspection	The system shall have the ability to combine multiple inspections into a single inspection (e.g., multi-discipline inspections)	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 34	Create Inspection	The system shall have the ability to assign multiple inspectors to one inspection/team inspections (appropriate user permissions required)	6.2	DSD; SAFD; SAPD; MHD	Optional	Yes				Accela Civic Platform supports parent and child inspections. The lead inspector for the team is assigned the parent inspection and then each team member is assigned a child inspection. That way each team member can have their own checklist and result their own portion of the inspection. The lead inspector then reviews the child inspection results and results the parent inspection.
IN 35	Create Inspection	The system shall have the ability for inspection staff to manually override list of required inspections	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 36	Create Inspection	The system shall have the ability to batch load and schedule inspection requests	6.2	DSD; SAFD; SAPD; MHD	Optional	No				
IN 37	Create Inspection	The system shall have the ability to create an ad-hoc inspection from the field not on the original inspection list (according to user permissions)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 38	Create Inspection	The system shall support multi-phased inspections (e.g., two-part inspections)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 39	Create Inspection	The system shall support partial pass inspections	6.2	DSD	Mandatory	Yes				
IN 40	Create Inspection	The system shall support inspections that do not result in a fee	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 41	Create Inspection	The system shall support inspections that are informal (e.g., walk through)	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 42	Create Inspection	The system shall support the creation of inspections that require inspection by multiple inspectors and/or departments	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Accela Civic Platform supports parent and child inspections. The lead inspector for the team is assigned the parent inspection and then each team member is assigned a child inspection. That way each team member can have their own checklist and result their own portion of the inspection. The lead inspector then reviews the child inspection results and results the parent inspection.
IN 43	Create Inspection	The system shall identify inspection types that require entry to private property (e.g., graffiti cleanup) and prompt the inspector to confirm right of entry (e.g., signature from property owner) has been secured and is stored in the system	6.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 44	Inspection Scheduling	The system shall allow the creation and scheduling of a same-day inspection according to business rules	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 45	Inspection Scheduling	The system shall be able to notify an inspector of a change in his or her inspection schedule (e.g., addition, cancellation)	6.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 46	Inspection Scheduling	The system shall have the ability to sign-up for a "first available" inspection	6.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 47	Inspection Scheduling	The system shall have the ability to automatically notify applicant of scheduled inspection via electronic notification	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 48	Inspection Scheduling	The system shall have the ability to estimate a particular inspection's duration through multiple detailed criteria (e.g., job type, cost, number of fixtures, trade, building type, etc.)	6.3	DSD; SAFD; SAPD; MHD	Optional	No				
IN 49	Inspection Assignment	The system shall have the ability to automatically assign an inspection to an inspector, according to various criteria, including but not limited to the following:	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 50	Inspection Assignment	Skill set required for inspection type	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 51	Inspection Assignment	Geographic Location / Assigned Territories	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 52	Inspection Assignment	Inspector availability (Workload, Date, Time)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 53	Inspection Assignment	Previous inspector association to project or application record	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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IN 54	Inspection Assignment	The system shall support the capability to queue the inspection for review and assignment by inspection Supervisor prior to scheduling the inspection	6.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 55	Inspection Assignment	The system shall allow the manual assignment of an inspection to an Inspector	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 56	Inspection Assignment	The system shall have the capability to alert a Supervisor if an assignment conflicts with pre-defined business rules, such as inspection type per Inspector, or workload maximums	6.3	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 57	Inspection Assignment	The system shall have the ability to view Inspector workload by various parameters (e.g., day, inspection type)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 58	Inspection Assignment	The system shall allow supervisors to view Inspector details (e.g., skill sets, territories)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 59	Inspection Assignment	The system shall have the ability to maintain employee calendars indicating inspector availability	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 60	Inspection Assignment	The system shall have the ability to maintain a threshold of inspections that can be assigned to an Inspector for a given time period (e.g., hours, day, week)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 61	Inspection Assignment	The system shall have the ability to override automatic inspection assignments	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 62	Inspection Assignment	The system shall have the ability to reassign inspections (appropriate user permissions required)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 63	Inspection Assignment	The system shall have the ability to configure inspection assignment order or prioritization	6.3	DSD; SAFD; SAPD; MHD	Optional	No				
IN 64	Inspection Management	The system shall have the ability to capture and track inspection metrics against pre-defined metrics	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 65	Inspection Management	The system shall have the ability to notify a supervisor if inspection performance metrics are approaching or have surpassed standard metrics	6.3	DSD; SAFD; SAPD; MHD	Optional	No				
IN 66	Inspection Management	The system shall have the ability to display inspections in graphical "dashboard" format	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 67	Inspection Management	The system shall allow the sorting and filtering of inspections via ad-hoc and categorical measures (e.g., pending inspections sorted by request date)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 68	Inspection Management	The system shall provide visual cues for potential issues with inspections (e.g., inspector workload reaching maximum threshold, aging of inspections)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	No				
IN 69	Inspection Management	The system shall have the capability to update, change, or create geographic boundaries for inspections and inspectors through integration with the City's Central GIS Repository	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Fulfilled through the seamless and inherent integration of the GIS component of the Accela Civic Platform and the City's GIS system.
IN 70	Inspection Management	The system shall require Supervisor approval for overtime inspections	6.3	DSD; SAFD; SAPD; MHD	Optional	No				
IN 71	Inspection Management	The system shall have the ability to track inspection scheduling history for an inspector	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 72	Inspection Management	The system shall have the ability to track inspection cycle time	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				We can track the start and end times of a particular inspection with Accela Mobile, and therefore its duration.
IN 73	Inspection Management	The system shall be able to track scheduled inspections that do not have an associated inspection outcome (e.g., orphaned inspections)	6.3	DSD; SAFD; SAPD; MHD	Mandatory	No				We are unclear about this requirement since we do not know if the reference is to tracking inspections that never got assigned, or ones that were never completed.
IN 74	Inspection Management	The system shall track the types and frequency of inspection types performed by individual inspectors	6.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 75	Route Optimization	The system shall have the ability to provide route optimization functionality	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 76	Route Optimization	The system shall provide an optimized route for inspectors based on the following criteria:	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 77	Route Optimization	Inspector geographical assignments and project assignment	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 78	Route Optimization	Inspector skills/certifications	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 79	Route Optimization	Inspector workload requirements	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 80	Route Optimization	Inspector starting location	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.

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IN 81	Route Optimization	Inspector availability (based on Inspector's calendar)	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 82	Route Optimization	Inspection type and estimated difficulty	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 83	Route Optimization	Inspection location (address or coordinates)	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 84	Route Optimization	Inspection priority	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 85	Route Optimization	Requested inspection time and real-time changes (e.g., customer cancels)	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 86	Route Optimization	Supervisor real-time overrides	6.4	DSD; SAFD; MHD; SW	Optional				Yes	Feature dependent on capabilities of DSD's existing route optimization tool.
IN 87	Route Optimization	The system shall have the ability to integrate with the City's Central GIS Repository to support route optimization	6.4	DSD	Optional	Yes				
IN 88	Route Optimization	The system shall have the ability to automatically determine inspector travel time based on multiple criteria (e.g., previous inspection location, does inspector have vehicle, time of day, etc.)	6.4	DSD	Optional	No				
IN 89	Route Optimization	The system shall allow inspectors to designate his or her inspection route/schedule manually	6.4	DSD	Optional	Yes				
IN 90	Route Optimization	The system shall have the ability to estimate an inspector's arrival time according to various criteria (e.g., travel time, identified route)	6.4	DSD	Optional	No				
IN 91	Route Optimization	The system shall update routes real-time as inspectors progress with work during the day	6.4	DSD	Optional	No				
IN 92	Route Optimization	The system shall have the ability to view optimized route schedules in a map format	6.4	DSD	Optional	Yes				
IN 93	Route Optimization	The system shall graphically display inspection locations on a map viewable by supervisors in a dashboard format to monitor progress	6.4	DSD	Optional	No				
IN 94	Route Optimization	The system shall graphically display inspection locations on a map viewable by inspectors on mobile devices	6.4	DSD	Optional	Yes				
IN 95	Route Optimization	The system shall have the ability for inspections to be displayed spatially on a map with line drawn representing route	6.4	DSD	Optional	Yes				
IN 96	Route Optimization	The system shall have the ability to notify the applicant (or make available on the portal) the estimated time of an inspector's arrival according to pre-defined business rules (e.g., four hour window)	6.4	DSD	Optional	No				
IN 97	Conduct Inspection	The system shall have the capability for inspectors to perform all inspection transactions from his or her mobile device (see Mobile Requirements)	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 98	Conduct Inspection	The system shall allow an inspector to view application and/or project information, including but not limited to the following:	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 99	Conduct Inspection	View Application/Project Details (e.g., Registered Contractors for a project)	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 100	Conduct Inspection	Access Application or Plans by scanning a coversheet onsite with a barcode or QR code scanner	6.4	DSD; SAFD; SAPD; MHD	Optional	No				
IN 101	Conduct Inspection	Access License information by scanning identification issued from the System (e.g., scan vehicle decal)	6.4	DSD; SAFD; SAPD; MHD	Optional	No				
IN 102	Conduct Inspection	Access GIS Viewer and data	6.4	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 103	Conduct Inspection	Search for an address or perform a location search to view projects associated with the site	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 104	Conduct Inspection	Add a new project, permit, or address to the System (given user permissions)	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 105	Conduct Inspection	The system shall have the ability to review location history, including any previous or existing development work or violations, from inspection records online or via mobile devices	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 106	Conduct Inspection	The system shall have the ability to upload external documentation, pictures, or data objects and link to specific inspection	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 107	Conduct Inspection	The inspector shall be able to take pictures with his or her mobile device	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Providing the mobile device is equipped with a camera.
IN 108	Conduct Inspection	The inspector must be able to associate the pictures with the inspection record	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 109	Conduct Inspection	The inspector must be able to batch upload large picture sets	6.4	DSD; SAFD; SAPD; MHD	Mandatory	No				

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IN 110	Conduct Inspection	The inspector must be able to upload supporting documentation after the inspection has been conducted	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 111	Conduct Inspection	The inspector must be able to indicate if he or she was unable to complete the inspection and indicate the reason(s) (i.e., no show, wrong location)	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 112	Conduct Inspection	The inspector must be able to automatically generate a fee according to business rules if the inspection could not be performed due to predefined reasons that warrant a penalty	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 113	Conduct Inspection	The system shall have the ability to capture seals (i.e., authorized inspector seal) electronically	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The assumption is that seals exist as images or as graphics.
IN 114	Conduct Inspection	The system shall have the ability to capture electronic signature	6.4	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 115	Conduct Inspection	The system shall have the ability to link uploaded document to specific step in workflow process	6.4	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 116	Inspection Results	The system shall prompt the inspector to capture the results of the inspection		DSD; SAFD; SAPD; MHD	Mandatory	Yes				The system provides guidesheets to capture specific results of the required inspection items, and the system will not close an inspection without a result.
IN 117	Inspection Results	The system shall have the ability to create a configurable inspection checklist/task list that can be customized according to the following criteria:	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 118	Inspection Results	Inspection Type	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 119	Inspection Results	Project Type, utilizing various application criteria fields (e.g., building type, job size, job type, etc.)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 120	Inspection Results	The system shall provide a template for the inspector to capture the inspection results, including but not limited to:	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 121	Inspection Results	Standard disposition and rejection codes for an inspection type(s)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 122	Inspection Results	Standard sets of comments and conditions for an inspection type(s)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 123	Inspection Results	Any standard DSD language	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 124	Inspection Results	Standard objection/infraction and violation types (see Enforcement Requirements)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 125	Inspection Results	Instructions for corrections, feedback, and recommendations including ability to create a "punch list"	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The punch list would be generated as a report extracting appropriate system data.
IN 126	Inspection Results	Allow the inspector to highlight/indicate on plan areas that need to be modified	6.5	DSD; SAFD; SAPD; MHD	Mandatory	No				
IN 127	Inspection Results	The system will capture whether the inspection earned a "pass" or a "fail" score	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Assumes that this designation is given as a "status" by the inspector to the inspection.
IN 128	Inspection Results	The system will initiate any downstream workflow activities based on the score outcome of the inspection, including but not limited to the following:	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 129	Inspection Results	Final Project Clearance (e.g., COO issuance)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 130	Inspection Results	Reinspection scheduling	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 131	Inspection Results	Fees	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 132	Inspection Results	Notifications	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 133	Inspection Results	Updates to project status	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 134	Inspection Results	Bond Release	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 135	Inspection Results	Transmission of information via interfaces to external agencies (e.g., notify CPS of utility release eligibility)	6.5; 6.6	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 136	Inspection Results	The system shall have the ability to record inspection notes / updates (both public and internal)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 137	Inspection Results	The system shall have the ability to automatically determine inspection results (e.g., Pass / Fail) based on submitted information (e.g., inspection checklists, inspector comments)	6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
IN 138	Inspection Results	The system shall have the ability for inspector to indicate need for follow-up inspection	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 139	Inspection Results	The system shall have the ability to generate an inspection report from a customizable template	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 140	Inspection Results	The system shall have the ability to trigger batch production of inspections reports	6.5	DSD; SAFD; SAPD; MHD	Optional	No				
IN 141	Inspection Results	The system shall have the ability to apply inspection results to multiple inspections	6.5	DSD; SAFD; SAPD; MHD	Optional	No				
IN 142	Inspection Results	The system shall have the ability to send automated notification to other departments based on inspection outcome	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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IN 143	Inspection Results	The system shall have the ability to automatically notify applicant of key statuses via text message	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 144	Inspection Results	The system shall have the ability to submit infraction or violation related to inspection (see Enforcement Requirements)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 145	Inspection Results	The system shall have the ability to automatically close-out or cancel permits or licenses based on inspection results	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 146	Inspection Results	The system shall have the ability to issue and print inspection documentation onsite (i.e., Sign-Off, issue a final)	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Requires use of field printers not provided under this proposal.
IN 147	Inspection Results	The system shall have the ability for the inspector to email the inspection report to the customer	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 148	Inspection Results	The system shall support the issuance of a Stop Work Order, which prevents a portion or all work on a project from occurring until the identified issue is resolved	6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
IN 149	Inspection Results	The system shall allow an inspector to indicate the location is eligible for a utility release as part of the inspection outcome	6.5; 6.6	DSD; SAFD; CPS; SAWS	Optional	Yes				
IN 150	Inspection Results	The system shall allow an inspector/code officer to indicate cleanup work is required	6.5	DSD	Mandatory	Yes				
IN 151	Inspection Results	The system shall allow for the cleanup effort to be estimated using calculation tables (e.g., square feet and gallons of paint needed to cover graffiti)	6.5	DSD	Mandatory	Yes				
IN 152	Inspection Results	The system shall be able to capture the cleanup work performed, including but not limited to the following information:	6.5	DSD	Mandatory	Yes				
IN 153	Inspection Results	Square Footage	6.5	DSD	Mandatory	Yes				
IN 154	Inspection Results	Time of Work	6.5	DSD	Mandatory	Yes				
IN 155	Inspection Results	Officer(s) Performing Work	6.5	DSD	Mandatory	Yes				
IN 156	Inspection Results	Before and After Photos	6.5	DSD	Mandatory	Yes				
IN 157	Inspection Results	Mileage	6.5	DSD	Mandatory	Yes				
IN 158	Inspection Results	Product Used	6.5	DSD	Mandatory	Yes				
IN 159	Inspection Results	The system shall track the status of the cleanup work	6.5	DSD	Mandatory	Yes				
IN 160	Inspection Results	The system shall allow the cleanup task to be assigned/reassigned to individuals and/or user groups	6.5	DSD	Mandatory	Yes				
IN 161	Inspection Results	The system shall allow for cleanup work performed proactively to be tracked in the system (e.g., does not have to be attached to an inspection)	6.5	DSD	Mandatory	Yes				
IN 162	Inspection Results	The system shall allow for an inspector/code officer to indicate a Work Order is needed to initiate services by the City to resolve a violation as part of the results of an inspection	6.5	DSD	Mandatory	Yes				
IN 163	Inspection Results	The system shall support generation of a configurable work order template that can be prepopulated with property information and customized by the Inspector/Code Officer	6.5	DSD	Mandatory	Yes				
IN 164	Inspection Results	The system shall allow for the routing of the work order via workflow	6.5	DSD	Mandatory	Yes				
IN 165	Inspection Results	The system shall allow for the assignment of tasks related to the work order	6.5	DSD	Mandatory	Yes				
IN 166	Inspection Results	The system shall capture track the work order status (i.e. awaiting approval, awaiting contractor assignment, work in progress)	6.5	DSD	Mandatory	Yes				
IN 167	Inspection Results	The system shall support the ability to dictate inspection results into a device (e.g., iPhone) that then converts the voice record into text in the System	6.5	DSD	Optional	Yes				The inspector can use speech to text features native to the phone device to dictate comments that will be input in text in the inspection checklist.
IN 168	Inspection Results	The system shall have the ability for inspectors to close/ disposition complaints in the field	6.5	DSD	Mandatory	Yes				
IN 169	Utility Release	The system shall allow a request for a utility release to be captured in the system manually or through the online portal	6.6	DSD; SAFD; CPS; SAWS	Mandatory	Yes				
IN 170	Utility Release	The system shall be able to automatically create an inspection related to a utility release request or route the request to a supervisor for scheduling	6.6	DSD; SAFD; CPS; SAWS	Mandatory	Yes				
IN 171	Utility Release	The system shall periodically compile all locations eligible for a utility release (per inspection results) into a notification that can be sent to the utility company and/or other external agency via a report or email	6.6	DSD; SAFD; CPS; SAWS	Mandatory	Yes				
IN 172	Utility Release	The system shall include any location or project information in the transmission required by the utility company to process the utility release and/or generate a work order	6.6	DSD; SAFD; CPS; SAWS	Mandatory	Yes				
IN 173	Utility Release	The system shall track the status of the utility release (e.g., utility release sent to SAWS)	6.6	DSD; SAFD; CPS; SAWS	Mandatory	Yes				

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MB 1	Mobile	The system shall allow field staff to view on their mobile device a list of inspections assigned to them according to configurable criteria and user permissions	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 2	Mobile	The system shall allow the ad-hoc and categorical sorting and filtering of the inspection list for display on mobile units, including but not limited to the following options:	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 3	Mobile	By Timeframe (e.g., Today's Inspections)	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 4	Mobile	By Status or Priority	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 5	Mobile	By Inspection Type (e.g., Final Inspection)	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 6	Mobile	The system shall provide real-time updates to the mobile device and indicate any changes to an assigned inspection workload made in the System	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 7	Mobile	The system shall allow standard, common, or regulatory sets of data to be configured and available for quick selection from inspection records on mobile units	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 8	Mobile	The system shall have the ability to research record-specific (i.e. Permits, Enforcement records) information from the field on mobile units in both connected and disconnected modes.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 9	Mobile	The system shall have the ability to research location-specific (i.e. parcel, address, building, covenant records) information from the field on mobile units in both connected and disconnected modes.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 10	Mobile	The system shall have the capability for field personnel to research location-specific information via GIS integration	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 11	Mobile	The system shall have the ability to research contact-specific (i.e. applicants, licensed trades, complainants) information from the field on mobile units in both connected and disconnected modes.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 12	Mobile	The system shall have the ability to access, view, and edit documents and files (assuming mobile software compatibility) associated to inspection records on mobile units	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	No				
MB 13	Mobile	The system shall allow field staff to review inspections history for related inspections from mobile units	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 14	Mobile	The system shall provide the ability for a mobile user to view inspections or investigations at nearby locations from mobile device	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 15	Mobile	The system shall have the ability to review application information, images of submitted document, and application status from mobile device	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 16	Mobile	The system shall have the ability to search outstanding inspections related to project from mobile device	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 17	Mobile	The system shall have the capability for field staff to view plans by scanning an application/inspection coversheet onsite via scanner	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	No				
MB 18	Mobile	The system shall have the capability for field staff to view license information by scanning identification issued from the system (e.g., decal, ID card) via scanner	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	No				
MB 19	Mobile	The system shall have the ability to view optimized route schedules in a map format on mobile units.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				Dependent on COSA's optimized routing software.
MB 20	Mobile	The system shall have the capability for field staff to modify the suggested route on mobile unit	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 21	Mobile	The system shall have the ability to perform all inspection tasks in the field from a mobile device either with or without connectivity	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 22	Mobile	The system shall have the ability to define dynamic checklists for inspection types, or groups of inspections, to be utilized by field staff from mobile units for data-entry items for review during inspections.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 23	Mobile	The system shall have the ability to result multiple inspection records at the same time in batch fashion from a mobile device.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	No				
MB 24	Mobile	The system shall allow the update of system record with inspection status and results data from a mobile unit	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 25	Mobile	The system shall allow printing of system output (e.g. Notice of Violation) from mobile units.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Printing is dependent on the existence and linkage to a field printer.
MB 26	Mobile	The system shall have the ability to upload files from mobile units, such as pictures.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 27	Mobile	The system shall have the ability to batch upload multiple picture files from the field	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 28	Mobile	The system shall have the ability to initiate enforcement actions in the field with mobile units (i.e. stop work order, violation, etc.).	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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MB 29	Mobile	The system shall allow field staff to capture any comments related to the inspection via their mobile unit	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 30	Mobile	The system shall allow field staff to indicate a reinspection is required and capture any other relevant conditions and/or deadlines in the system via the mobile unit	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 31	Mobile	The system shall have the ability to reassign inspections from one field user via a mobile unit to another inspector, given user permissions	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 32	Mobile	The system shall allow the creation of a new inspection from a mobile unit, given user permissions	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 33	Mobile	The system shall allow the creation of new records from a mobile unit (e.g. Building Permit, Enforcement Case), given unit permissions	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 34	Mobile	The system shall have the ability to assign and complete required unassigned inspections via a mobile device (i.e., inspections that have not been assigned to inspector), given user permissions	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 35	Mobile	The system shall have the ability send to system messages to field staff via mobile units.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 36	Mobile	The system shall allow for compartmentalization of any data that may be stored on a mobile device to support selective wiping of data on mobile devices accessing the system.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 37	Mobile	The system shall provide the ability for "retries" of data transmission should connection be lost.	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 38	Mobile	The system shall provide an ability to transmit data in a bidirectional fashion from the field based on predefined intervals	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 39	Mobile	The system shall automatically transmit inspection results and other updates from the mobile device to the system	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 40	Mobile	The system shall have the ability to limit the frequency and scope of data to be periodically synced in order to optimize data traffic and mobile performance	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
MB 41	Mobile	The system shall provide the capability to digitally capture signatures out in the field	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Optional	Yes				
MB 42	Mobile	The system shall provide the capability to print documents out in the field via a printer	6.3; 6.4; 6.5	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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EF 1	Create Complaint	The system shall have the ability to define and manage complaint types (e.g., building development complaint, habitability complaint)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 2	Create Complaint	The system shall have the ability to associate complaint types with multiple permits and permit types	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 3	Create Complaint	The system shall have the ability to associate complaint types with multiple violation numbers and types	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 4	Create Complaint	The system shall have the ability to associate complaint types with relevant code violations	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 5	Create Complaint	The system shall have the ability to display or hide complaint data from the public online according to business rules	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 6	Create Complaint	The system shall have the ability to track/store complaint history for a location	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 7	Create Complaint	The system shall have the ability to track history of complaints/violations for violator(s)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 8	Create Complaint	The system shall notify the customer, personnel and/or trigger other downstream workflow tasks according to business rules regarding accumulation of one or more violations within a given time period (e.g., if a property owner accrues two or more property violations within a certain time period he or she may be required to register as an absentee property owner)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 9	Create Complaint	The system shall have the ability to generate a new complaint record in the system via the following methods:	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 10	Create Complaint	Electronically via online portal submission	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 11	Create Complaint	Electronically via interface with other system (e.g., 311 System)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory				Yes	Integration with the 311 system would be necessary.
EF 12	Create Complaint	Manually by City personnel	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 13	Create Complaint	The system shall have the ability to generate a unique complaint number	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 14	Create Complaint	The system shall have the ability to associate a complaint with an existing application(s) or project ID(s)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 15	Create Complaint	The system shall have the ability to capture address/location of complaint	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 16	Create Complaint	The system shall have the ability to associate a complaint with a non-address based location (i.e. block) through GIS integration	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 17	Create Complaint	The system shall have the ability to capture other detailed complaint information, including but not limited to the following:	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 18	Create Complaint	Complaint Type (e.g., drop down)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 19	Create Complaint	Complaint Information (e.g., name, address, phone number, email, location)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 20	Create Complaint	Violator(s) Information (e.g., owner, name, property, address, SSN, etc.)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 21	Create Complaint	Violation Type(s)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 22	Create Complaint	Comments (e.g., Text Box)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 23	Create Complaint	The system shall have the ability to attach pictures/images to a complaint	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 24	Create Complaint	The system shall have the ability to check for and flag duplicate complaints (using time, standard description, location, etc.)	7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 25	Complaint Management	The system shall have Case Management/CRM capabilities	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 26	Complaint Management	The system shall have the capability to automatically route a complaint to a department for review according to business rules (e.g., complaint type)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 27	Complaint Management	The system shall have the ability for departmental staff to route complaints to other departments	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 28	Complaint Management	The system shall have the ability to track delegation of complaint/enforcement action to other external agencies	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 29	Complaint Management	The system shall have the ability to display complaints in graphical "dashboard" format	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 30	Complaint Management	The system shall allow the sorting and filtering of complaints via ad-hoc and categorical measures (e.g., pending complaints sorted by submittal date)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 31	Complaint Management	The system shall have the ability to generate detailed management and analysis reports related to complaints (e.g., types, volumes, etc.)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 32	Complaint Management	The system shall have the ability to prioritize or escalate a complaint	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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EF 33	Complaint Management	The system shall have the ability to determine and manage performance metrics for complaints	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 34	Complaint Management	The system shall have the ability to categorize complaints by inspection type required	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 35	Complaint Management	The system shall have the ability to manually add an inspection related to a complaint to an inspection schedule and/or route for investigation	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 36	Complaint Management	The system shall have the ability for complaints to trigger an event in the workflow process (e.g., hold on the application)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 37	Complaint Management	The system shall have the ability to close a complaint without an inspection or other follow up action based on departmental review of the complaint	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 38	Complaint Management	The system shall have the ability to electronically notify parties associated to the record with complaint disposition (e.g., 311 that may have input the complaint)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 39	Complaint Management	The system shall have the ability to automatically update complaint disposition with workflow tasks (e.g., assigned for inspection)	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 40	Complaint Management	The system shall have the ability to view history of permits, clearances, and conditions associated with a complaint record or address of the complaint	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 41	Complaint Management	The system shall have the ability to view complaint history by project, complainant, property, or owner	7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 42	Record Violation	The system shall have the capability to record a violation and issue enforcement-related documentation, such as a Citation or Notice of Violation	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 43	Record Violation	The system shall support templates and document generation for various enforcement document types	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 44	Record Violation	The system shall have the capability to provide a customized template for generating violations, that includes but is not limited to the following components:	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 45	Record Violation	Type of Enforcement Document (i.e. Notice of Violation, Compliance Agreement)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 46	Record Violation	Date(s) of violation and/or inspection/investigation	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 47	Record Violation	Inspector/Investigator Assigned	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 48	Record Violation	Codes in violation	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 49	Record Violation	Required action(s)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 50	Record Violation	Fine(s)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 51	Record Violation	Court Date(s)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 52	Record Violation	The system shall have the capability to associate violations with customers (e.g., license holder)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 53	Record Violation	The system shall have the capability to associate violations with existing project ID's and applications	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 54	Record Violation	The system shall have the ability to associate violations with existing complaints	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 55	Record Violation	The system shall have the capability to associate violations with existing inspections and inspection reports	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 56	Record Violation	The system shall have the capability to pre-populate a violation document with information preexisting information from the System (e.g., inspection location and address, customer information)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 57	Record Violation	The system shall have the ability to link sections of Orders to Comply with the Municipal Code	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				The solution can access the data and allow it to be copied into the Order to Comply.
EF 58	Record Violation	The system shall have the capability to pre-populate a violation with relevant dates (e.g., summons date) via a smart calendaring feature	7.1	DSD; SAFD; SAPD; MHD	Mandatory	No				
EF 59	Record Violation	The system shall have the ability to configure and select standard violation types	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 60	Record Violation	The system shall have the capability to associate violation types with standard fines, fees, and penalties	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 61	Record Violation	The system shall have the ability to issue and print violation documentation on-site	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Necessitates field printers - not provided under this proposal.
EF 62	Record Violation	The system shall have the ability to initiate enforcement action such as orders to vacate site, stop work, partial stop work, seal of premises, etc.	7.1	DSD; SAFD; MHD	Mandatory	Yes				
EF 63	Record Violation	The system shall have the ability for inspectors to upload images/ pictures and associate them with a complaint, investigation, violation, etc.	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 64	Record Violation	The system shall have the ability to digitally attach electronic signature to documents or reports to be printed from a mobile device	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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EF 65	Record Violation	The system shall have the ability to associate multiple violations with a single project ID/application/license, etc.	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 66	Record Violation	The system shall have the ability to print all, individual, or select violations for mailing	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 67	Record Violation	The system shall have the capability to display authorized violation information to the customer via the online portal	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 68	Record Violation	The system shall have the capability to capture notes and comments in the system related to a violation	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 69	Record Violation	The system shall have the capability to update a complaint record with Adjudication data (received electronically or manually) from the San Antonio Court System, including but not limited to the following:	7.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	Assumed an integration to that external third party system.
EF 70	Record Violation	Case Dates (e.g., arraignment, hearings)	7.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	Assumed an integration to that external third party system.
EF 71	Record Violation	Disposition	7.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	Assumed an integration to that external third party system.
EF 72	Record Violation	Payment History	7.1	DSD; SAFD; SAPD; MHD	Mandatory				Yes	Assumed an integration to that external third party system.
EF 73	Record Violation	The system shall have the ability to approve notices to comply (e.g., Supervisor approval)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 74	Record Violation	The system shall have the ability to capture Order to Comply clerical information at time of inspection (e.g. investigator, date/time, codes in violation, required actions, fine)	7.1	DSD; SAFD; MHD	Mandatory	Yes				
EF 75	Record Violation	The system shall have the ability to automatically update complaint disposition with workflow tasks (e.g. assigned for inspection)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 76	Record Violation	The system shall support the issuance of a warning which does not result in immediate enforcement action	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 77	Record Violation	The system shall update project statuses and/or trigger downstream workflow tasks based on the enforcement order issued (e.g., Stop Work Order prevents issuance of COO)	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 78	Record Violation	The system shall automatically schedule a reinspection according to business rules as the result of an enforcement action	7.1	DSD; SAFD; SAPD; MHD	Optional	Yes				
EF 79	Record Violation	The system shall allow for the emailing of a violation	7.1	DSD; SAFD; SAPD; MHD	Optional	Yes				
EF 80	Record Violation	The system shall support printing of the violation onsite	7.1	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Necessitates field printers - not provided under this proposal.
EF 81	Record Violation	The system shall allow an Enforcement Officer to indicate he or she has collected payment out in the field for an issued violation and track the status of those funds (e.g., taken to property room)	7.1	SAPD	Optional	No				
EF 82	Record Violation	The system shall allow an Enforcement Officer to indicate he or she has taken video that should be logged as evidence for a citation they have issued (e.g., "video flag")	7.1	SAPD	Optional	Yes				
EF 83	Record Violation	The system shall support an interface with the City of San Antonio's Case Court Case Management System to track activity taken on a violation post-issuance (payment, disposition)	7.1; 7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
EF 84	Record Violation	The system shall support an interface with the City of San Antonio's 311 System at initial intake of complaint and exchange information between the systems as updates or actions are taken on the complaint	7.1; 7.2; 7.3	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

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FC 1	Finance & Cashiering	The system shall have the ability to collect payment online or manually	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 2	Finance & Cashiering	The system shall accept payment via a variety of methods, including but not limited to the following:	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 3	Finance & Cashiering	Credit Card	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 4	Finance & Cashiering	Cash	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 5	Finance & Cashiering	Electronic Check	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 6	Finance & Cashiering	Paper Check	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 7	Finance & Cashiering	Escrow Account	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 8	Finance & Cashiering	The system shall have the ability to capture payment history information, including but not limited to:	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 9	Finance & Cashiering	Payer information	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 10	Finance & Cashiering	Payment Method (e.g., credit card type, number)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 11	Finance & Cashiering	Date and Time of Payment	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 12	Finance & Cashiering	Amount received per service component (e.g., permit)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 13	Finance & Cashiering	Itemize the fee paid	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 14	Finance & Cashiering	The system shall have the capability to update a records status and advance a record (e.g., application, inspection) to the next step in the workflow process upon processing payment	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 15	Finance & Cashiering	The system shall have the ability to disburse funds to appropriate accounts based on pre-defined business rules	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 16	Finance & Cashiering	The system shall have the ability to submit detailed payment information the City's existing financial system, including but not limited to:	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory				Yes	Integration to the City's noted system is required.
FC 17	Finance & Cashiering	Internal Order Number	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory				Yes	
FC 18	Finance & Cashiering	GL Account Number	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory				Yes	
FC 19	Finance & Cashiering	Total Revenue Collected by Date	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory				Yes	
FC 20	Finance & Cashiering	Tender Type	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory				Yes	
FC 21	Finance & Cashiering	The system shall have the ability to generate receipts based on payments	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 22	Finance & Cashiering	The system shall provide relevant application/project information on the receipt (fee type, transaction date, method of payment, application/project/permit/license number, etc.)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 23	Finance & Cashiering	The system shall store the receipt with the application as an original document that is available for future retrieval	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 24	Finance & Cashiering	The system shall allow for customization of receipts, such as by payment date or application number	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 25	Finance & Cashiering	The system shall have the ability to calculate and track balance based on payments	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 26	Finance & Cashiering	The system shall have the ability to pro-rate fees	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 27	Finance & Cashiering	The system shall have the ability to set payment type criteria based on transaction type	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 28	Finance & Cashiering	The system shall have the ability to collect multiple payments for items in one transaction (i.e. shopping cart functionality)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 29	Finance & Cashiering	The system shall have the ability to calculate late fees and notify applicant according to collection timeframe	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				

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FC 30	Finance & Cashiering	The system shall have the ability to determine and flag if any violations or outstanding payments are present in an account according to the City's business rules	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 31	Finance & Cashiering	The system shall have the capability to manage fee types (e.g., renewal fees, permit fees)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 32	Finance & Cashiering	The system shall have the ability to track penalty schedules	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 33	Finance & Cashiering	The system shall have the capability to generate payment notices that contain all information necessary to resolve payment, including directions to pay online	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 34	Finance & Cashiering	The system shall have the capability to generate payment instructions that outline the exact steps the customer needs to take to complete payment	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 35	Finance & Cashiering	The system shall have the capability to generate payment documentation (e.g., sales order) that contains the necessary data for the applicant to process the payment in person (e.g., project number, permit type)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 36	Finance & Cashiering	The system shall allow for fees to be waived according to business rules and user permissions	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				All such waivers subject to audit trail provisions.
FC 37	Finance & Cashiering	The system shall allow fees to be collected at various points in the workflow process according to pre-defined business rules for a transaction or permit type	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 38	Finance & Cashiering	The system shall support periodic invoicing and payment of invoices	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 39	Finance & Cashiering	The system shall support the required City reconciliation procedures, including but not limited to the following:	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 40	Finance & Cashiering	Track Finance System ID (SAP) numbers for transactions	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 41	Finance & Cashiering	Capture tender type for transaction	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 42	Finance & Cashiering	The system shall allow to insert comments (such as a PO number of a WBS Code and GL Code) that would be searchable to allow for tracking of payments for particular department, project, etc.	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 43	Finance & Cashiering	The system shall allow the application of an administrative fee for application processing	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 44	Finance & Cashiering	The system shall allow for fee estimation (e.g., A shopping cart that increases or decreases in value according to the selects made by the Applicant as part of the online application process)	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 45	Finance & Cashiering	The system shall allow for the applicant to pay using multiple tender types within one transaction	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 46	Finance & Cashiering	The system shall support batch processing of transactions	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 47	Finance & Cashiering	The system shall have the capability to indicate a check has been returned by the bank	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 48	Finance & Cashiering	The system shall have the capability to enforce a hold (e.g., location hold, project hold, license hold) according to pre-defined business rules until the issue is resolved	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 49	Finance & Cashiering	The system shall have the capability to track accumulation of payment issues for a location, project, license, or user and apply any pre-defined business rules for future payment transactions	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 50	Finance & Cashiering	The system shall have the capability for personnel to view and sort list of returned checks	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	No				
FC 51	Finance & Cashiering	The system shall have the capability for personnel to remove a returned check from the list when issue has been resolved	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	No				
FC 52	Finance & Cashiering	The system shall allow for the back-end distribution and fund accounting of all transactions input into the system directly, via the portal, or via a kiosk.	8.1; 8.2	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 53	Finance & Cashiering	The system shall have the capability to process refunds	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 54	Finance & Cashiering	The system shall have the capability to enforce business rules related to refund processing (e.g., eCheck cannot be returned online for 10 days)	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 55	Finance & Cashiering	The system shall be able to process partial refunds for transactions	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 56	Finance & Cashiering	The system shall support the capability to refund multiple charges in a single transaction	8.4	DSD	Optional	No				
FC 57	Finance & Cashiering	The system shall have the capability to route a request for a refund submitted via the online portal to personnel for review and processing	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				

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FC 58	Finance & Cashiering	The system shall have the capability to track the activity taken in processing a refund	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 59	Finance & Cashiering	The system shall require certification by personnel (e.g., e-signature) for designated transaction types (e.g., Issuing a refund)	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 60	Finance & Cashiering	The system shall have the capability to record comments/notes related to processing a refund request	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 61	Finance & Cashiering	The system shall have the capability for personnel to reject a refund request	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 62	Finance & Cashiering	The system shall have the capability to respond to a refund request (e.g., request more information)	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 63	Finance & Cashiering	The system shall have the capability to transmit required data to external systems to process the refund (e.g., Finance System)	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 64	Finance & Cashiering	The system shall allow personnel to manually initiate a refund	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				
FC 65	Finance & Cashiering	The system shall have the capability to alert personnel, or prevent an online transaction from occurring, if a customer attempts to resolve an outstanding payment he or she has already paid for	8.4	DSD; SAFD; SAPD; MHD; FC	Mandatory	Yes				Once a payment has been made against an invoiced item, it is not available to pay again and will not show up to allow a customer to initiate a payment. The system can also be set up to prevent overpayments.
FC 66	Manage Fees	The system shall allow a System Administrator to easily maintain fees and distributions	9.3	DSD	Mandatory	Yes				
FC 67	Manage Fees	The system shall maintain detailed business rules for fees that are configurable, including but not limited to the following:	9.3	DSD	Mandatory	Yes				
FC 68	Manage Fees	Description	9.3	DSD	Mandatory	Yes				
FC 69	Manage Fees	Department	9.3	DSD	Mandatory	Yes				
FC 70	Manage Fees	Fee Amount	9.3	DSD	Mandatory	Yes				
FC 71	Manage Fees	Fee History	9.3	DSD	Mandatory	Yes				
FC 72	Manage Fees	Fee Distribution Information (departments, business units, account(s), etc.)	9.3	DSD	Mandatory	Yes				
FC 73	Manage Fees	Type of Fee	9.3	DSD	Mandatory	Yes				
FC 74	Manage Fees	Type of Fee Change	9.3	DSD	Mandatory	No				
FC 75	Manage Fees	Fee Calculation	9.3	DSD	Mandatory	Yes				
FC 76	Manage Fees	The system shall allow the System Administrator to review and validate fees and distributions	9.3	DSD	Mandatory	Yes				
FC 77	Manage Fees	The System shall notify department and designated City personnel (e.g., other system administrators, supervisors) that a change to fees or fee distributions has occurred and whom the author was	9.3	DSD	Mandatory	Yes				
FC 78	Manage Fees	The System shall save all changes as well as a revision history with author, type, date and time of changes to business rules/configuration	9.3	DSD	Mandatory	Yes				
FC 79	Manage Fees	The System shall support the change in fee being reflected on any documentation generated out of the System (e.g., renewal notices).	9.3	DSD	Mandatory	No				

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GEN 1	Document Management	The system shall allow an applicant to submit documentation in person or online	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 2	Document Management	The system shall allow personnel to upload documentation submitted in paper format, that has been scanned, into the system	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 3	Document Management	The system shall have the ability to upload external documentation and associate it with various information according to business rules (application, project, transaction, submitter information, timestamp, etc.)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 4	Document Management	The system shall have the ability to capture electronic signature	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 5	Document Management	The system shall have the capability to capture electronic certification (e.g., agreement with terms and conditions)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 6	Document Management	The system shall have the ability to capture seals (i.e., authorized inspector seal) electronically	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				Fulfilled under the assumption that seals are images or graphics.
GEN 7	Document Management	The system shall have the ability to store and retrieve files in an external document management system	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 8	Document Management	The system shall have the ability to link uploaded document to specific step in workflow process	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 9	Document Management	The system shall have the ability to bundle multiple external attachments into one attachment	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 10	Document Management	The system shall have the ability to divide one external attachment into multiple attachments	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				Supported for PDF documents only.
GEN 11	Document Management	The system shall have the ability to require external documentation to be of certain file types or other attributes (e.g., dimensions) by individual document types	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 12	Document Management	The system shall have the ability to upload external documentation, including requiring user to index documentation against a pre-defined list which can vary by detailed criteria such as application type, project type, work types, etc.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 13	Document Management	The system shall have the ability for user to upload one master file of documentation and system to auto-index file by page (e.g., upload of complete plan set, system analysis of each plan sheet type by barcode or other meta data, auto-storage and indexing by sheet)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 14	Document Management	The system shall have the ability to display uploaded documentation or plans in a thumbnail (or similar) view format	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 15	Document Management	The system shall allow archiving of project information, plans and other supporting documents	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 16	Document Management	The system shall auto save reviewed and marked up plans	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 17	Document Management	The system shall have the capability to remove sensitive information from documents using redaction tools	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				Adobe Acrobat Pro supports redaction in PDF documents.
GEN 18	Document Management	The system have the capability to enforce or automatically generate document naming conventions	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 19	Document Management	The system shall have the capability to export documents (e.g., print, fax, email)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 20	Document Management	The system shall have the capability to route documents as part of workflow	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 21	Document Management	The system shall have the ability to upload external documentation and associate with a workflow task	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 22	Document Management	The system shall have the capability to search for a document by various criteria	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 23	Document Management	The system shall have the capability to track documents sent by date, type, and channel of distribution	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 24	Document Management	The system shall have the capability to route a document to be printed and physically mailed to a recipient	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 25	Document Management	The system shall have the capability to support batch mailings.	9.2	DSD	Mandatory	Yes				
GEN 26	Document Management	The system shall have the ability to overlay uploaded documents with watermarks (e.g., "accepted" or "approved") as well as overlay dynamically generated images (e.g., B-SCAN barcodes)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 27	Document Management	The system shall have the ability to upload multiple versions of the same document and maintain version control (i.e. only display the most recent)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 28	Document Generation	The system shall have the capability to generate and manage multiple document template types, including but not limited to the following:	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
GEN 29	Document Generation	Forms	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 30	Document Generation	Letters	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 31	Document Generation	Licenses	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 32	Document Generation	Permits	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 33	Document Generation	ID Cards	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 34	Document Generation	The system shall have the capability to save drafts of generated documents	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 35	Document Generation	The system shall have the capability to customize document templates	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 36	Document Generation	The system shall have the capability to populate templates from data from the system	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 37	Notifications	The system shall have the ability to configure and manage alert types (e.g., Application for a project includes a location with an existing violation), including but not limited to alerts regarding the following:	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 38	Notifications	Violations	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 39	Notifications	Complaints	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 40	Notifications	Expired licenses and associated license information (e.g., insurance, discipline, etc.)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 41	Notifications	Outstanding fees and fines as well as fees and fines	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 42	Notifications	Existing holds (property, project, etc.)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 43	Notifications	The system shall have the ability to manually log and track other notification types (telephone, mail)	9.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
GEN 44	Notifications	The system shall allow users to configure his or her notification settings	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 45	Notifications	The system shall have the ability to send out mass emails according to business rules (e.g., permit type)	9.2	DSD	Mandatory	Yes				Requires BRE scripting
GEN 46	Notifications	The system shall have the ability to send notifications to external entities (e.g., Public Works, TCI, Texas Department of Transportation, etc.)	9.2	DSD	Mandatory	Yes				
GEN 47	Notifications	The system shall have the capability to integrate with City's email system (e.g., Outlook) to allow notifications to be sent via email	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 48	Notifications	The System must integrate with or support posting public notices to the City of San Antonio website as applicable to business rules and work flows.	9.2	DSD	Mandatory	Yes				
GEN 49	Searching/Reporting	Ability to provide ad hoc reporting and searching capabilities	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 50	Searching/Reporting	Ability to support a wide range of query features to support business needs, including searching at the project, license, location, or person level	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 51	Searching/Reporting	Ability to extract data/reports to Microsoft products (e.g., Excel, Word, Access)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 52	Searching/Reporting	Ability to support the report types provided in Attachment	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 53	Searching/Reporting	Ability to govern and manage reporting queries internally (through the reporting tool) to avoid performance issues	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 54	Searching/Reporting	Ability to support sorting and filtering of displayed records based on filtering of unique fields	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 55	Searching/Reporting	Ability to save a filter as a template to easily retrieve and run in the future	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 56	Workflow Management	The system shall provide best practice configurable workflow templates.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 57	Workflow Management	The system shall provide the ability to perform workflow management and approval hierarchies (e.g. approval paths based on item or document to be routed)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 58	Workflow Management	The system shall provide the ability to automate approval notifications	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 59	Workflow Management	The system shall provide workflow tools that integrate with e-mail for automated notifications (e.g. MS Exchange; SMTP) and the ability to perform approvals in e-mail.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 60	Workflow Management	The system shall provide the ability to designate multiple approvers for a particular workflow step	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
GEN 61	Workflow Management	The system shall provide the ability for a secondary approver to view items requiring approval when the primary approver is unavailable or when the system administrator indicates the primary approver is unavailable	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 62	Workflow Management	The system shall provide configurable workflow alerts and escalation capabilities	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 63	Workflow Management	The system shall provide the ability to create custom workflows based on business rules including the enforcement of workflow rules, with task checklists, to ensure processes are completed correctly and within specified timeframes	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 64	Workflow Management	The system shall provide the ability to incorporate "checklists" into the workflow process based on the transaction type and/or business process (e.g. plan review), including status notifications	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 65	Workflow Management	The system shall provide the ability to perform internal real-time message routing to broadcast information to a user-defined group of users	9.2	DSD; SAFD; SAPD; MHD	Optional	Yes				
GEN 66	Workflow Management	The system shall provide the ability to track documents submitted for approval and review including, but not limited to a time/date stamp and user identification.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 67	Workflow Management	The system shall provide data validation rules to ensure data validity at the time of entry.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 68	Workflow Management	The system shall provide reports including, but not limited to transaction volume, response time, amount of time a workflow step was in the user's control, and operational reporting	9.2	DSD; SAFD; SAPD; MHD	Mandatory		Yes			
GEN 69	Workflow Management	The system shall provide the ability to perform automatic approval when transactions meet defined criteria	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 70	Workflow Management	The system shall support that if a modification requires approval, electronic routing lists can be defined	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 71	Workflow Management	The system shall enforce a routing list definition that supports "if...then" logic	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 72	Workflow Management	The system shall allow documents to be sent electronically according to defined routing lists	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 73	Workflow Management	The system shall allow electronic forms to have "Approved" field incorporated within the document	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 74	Workflow Management	The system shall allow flags to be set with each "Approved" field to identify who is authorized to approve changes to field	9.2	DSD; SAFD; SAPD; MHD	Mandatory	No				
GEN 75	Workflow Management	The system shall provide the ability to workflow enable actions triggered by defined events including but not limited to application submittal, inspection assignment, inspection results, plan review assignment, plan review results, complaint submittal, financial transactions, etc.	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 76	Workflow Management	Ability to support status changes	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 77	Workflow Management	Ability to support customizable notifications	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 78	Workflow Management	Ability to support customizable reminders/timers	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 79	Workflow Management	Ability to support triggers (scheduled, time-based, condition based, manual, etc.)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 80	Workflow Management	Ability to support routing (scheduled, time-based, condition based, manual, etc.)	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 81	Workflow Management	Ability to maintain a list of tasks that have been assigned to a given user in the system, e.g. a work list	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 82	Workflow Management	Ability to view and/or quickly access the last work list item(s) the user was working on	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 83	Workflow Management	Ability to reassign tasks to another user	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 84	Workflow Management	Ability to associate workflow roles to security/access business rules/roles	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 85	Workflow Management	Ability to track system actions as comments/notes	9.2	DSD; SAFD; SAPD; MHD	Mandatory	Yes				
GEN 86	Account Management	The system shall have secure access requiring an authorized User ID and Password	1.8; 9.1	DSD	Mandatory	Yes				
GEN 87	Account Management	The system shall support each user having role-based access depending on the privileges that have been granted	1.8; 9.1	DSD	Mandatory	Yes				

Req #	Categorization	Requirement	Use Case Ref #	Source Department	Mandatory / Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
GEN 88	Account Management	The system shall flag inactive accounts according to business rules	1.8; 9.1	DSD	Mandatory	Yes				
GEN 89	Account Management	The system shall disable inactive accounts according to business rules	1.8; 9.1	DSD	Mandatory	Yes				
GEN 90	Account Management	The system shall notify account holders of upcoming inactivation	1.8; 9.1	DSD	Mandatory	Yes				
GEN 91	Account Management	The System Administrator shall have the ability to delete or deactivate user accounts	1.8; 9.1	DSD	Mandatory	Yes				
GEN 92	Account Management	The System Administrator shall have the ability modify user accounts	1.8; 9.1	DSD	Mandatory	Yes				
GEN 93	Account Management	The system shall prevent the creation of an account according to predefined business rules (e.g., account already exists for that individual)	1.8; 9.1	DSD	Mandatory	Yes				
GEN 94	GIS Data	The System will interface with the City's GIS Central Data Repository. An interface runs periodically (as determined by business rules and system configuration) to update the System with any new GIS data	9.4	DSD	Mandatory	Yes				Inherently available through the GIS component of the Platform which acts as the interface to an agency's Esri GIS system.
GEN 95	GIS Data	The System will be able to validate information captured in the System against the City's GIS Central Data Repository	9.4	DSD	Mandatory	Yes				
GEN 96	GIS Data	The System shall be able to verify that a City Parcel Key(s), Bexar County Appraisal Parcel(s) ID, Addresses(s), legal description(s), lot(s), block(s), and NCB(s) once inserted into System is valid and exists through geo-validation/Arc Map GIS COSA Interface	9.4	DSD	Mandatory	Yes				
GEN 97	GIS Data	The System will be able to enforce business rules related to location-based conditions (e.g., inter-local agreements) maintained in the GIS Central Data Repository	9.4	DSD	Mandatory	Yes				
GEN 98	GIS Data	The system will provide the ability to identify the geometry, attributes, and PDF document in a GIS spatial format automatically as information is inserted into System via a development application	9.4	DSD	Mandatory	Yes				
GEN 99	GIS Data	The system will have the ability to generate custom map exhibits for DSD customers	9.4	DSD	Mandatory	No				

Use Case ID #	Hansen-ECCO Replacement System Use Cases
<b>Application Intake &amp; Customer Service</b>	
	<ul style="list-style-type: none"> <li>1.1 Use Case: Select a Service</li> <li>1.2 Use Case: Submit Application Online</li> <li>1.3 Use Case: Review Application for Completeness</li> <li>1.4 Use Case: Request Additional Information from Applicant</li> <li>1.5 Use Case: Review Application Status Online</li> <li>1.6 Use Case: Submit Additional Information Online</li> <li>1.7 Use Case: Request Online Portal User Account</li> <li>1.8 Use Case: Activate Online Portal User Account</li> <li>1.9 Use Case: Modify or Withdraw Application</li> <li>1.10. Use Case: Record Internal Note</li> </ul>
<b>Land Development</b>	
	<ul style="list-style-type: none"> <li>2.1 Use Case: Perform Platting</li> <li>2.2 Use Case: Verify Zoning of a Property</li> <li>2.3 Use Case: Perform Technical Review of Land Development Application</li> <li>2.4 Use Case: Document Staff Recommendation</li> <li>2.5 Use Case: Build Agenda for Review</li> <li>2.6 Use Case: Assign New Address</li> <li>2.7 Use Case: Maintain Parent/Child Relationship Between Existing and New Land Development Applications</li> <li>2.8 Use Case: Monitor Project Validity</li> <li>2.9 Use Case: Flag a Property/Lot or Parcel</li> <li>2.10. Use Case: Manage Consent Agreement</li> <li>2.11 Use Case: Manage Performance Agreement</li> <li>2.12 Use Case: Manage Time Extension for Plat &amp; Site Improvements</li> <li>2.13 Use Case: Manage Traffic Impact Analysis Process</li> </ul>
<b>Permit Processing</b>	
	<ul style="list-style-type: none"> <li>3.1 Use Case: Issue Permit</li> <li>3.2 Use Case: Monitor Active Projects</li> <li>3.3 Use Case: Request Review of Issue</li> <li>3.4 Use Case: Schedule Review</li> </ul>

Use Case ID #	Hansen-ECCO Replacement System Use Cases
	3.5 Use Case: Conduct Review 3.6 Use Case: Indicate Final Project Clearance 3.7 Use Case: Manage Permit Renewals
<b>Licensing</b>	
	4.1 Use Case: Submit License Application Online 4.2 Use Case: Submit License Renewal Online 4.3 Use Case: Manage License Renewals 4.4 Use Case: Schedule an Exam Online 4.5 Use Case: Manage Examination Schedule 4.6 Use Case: Conduct Examination and Record Outcome
<b>Electronic Plan Review</b>	
	5.1 Use Case: Submit Plans Online 5.2 Use Case: Assign Plans for Review 5.3 Use Case: Review Plans
<b>Inspections &amp; Enforcement</b>	
	6.1 Use Case: Submit Inspection Request Online 6.2 Use Case: Create Inspection 6.3 Use Case: Assign and Manage Inspections 6.4 Use Case: Conduct Inspection 6.5 Use Case: Record Inspection Outcome 6.6 Use Case: Issue Utility Release
<b>Complaints &amp; Enforcement</b>	
	7.1 Use Case: Record Violation 7.2 Use Case: Report a Complaint 7.3 Use Case: Manage Complaints
<b>Finance &amp; Cashiering</b>	
	8.1 Use Case: Submit Online Payment 8.2 Use Case: Record Payment Made in Person 8.3 Use Case: Request a Refund 8.4 Use Case: Issue a Refund 8.5 Use Case: Request Escrow Account

Use Case ID #	Hansen-ECCO Replacement System Use Cases
<b>General System Administration</b>	
9.1 Use Case: Setup Internal (City Employee) User Account	
9.2 Use Case: Manage Business Rules and Workflow	
9.3 Use Case: Manage Fees and Distribution	
9.4 Use Case: Manage GIS Information	

### Source Departments

The source department(s) for a requirement is the department who voiced and/or confirmed the need for the requirement during the use case visioning workshop(s)

DSD	Development Services Department (includes Land Management, Field Services, Plan Review, Code Compliance)
SAFD	San Antonio Fire Department
OHP	Office of Historic Preservation
TCI	Transportation & Capital Improvement
SAPD	San Antonio Police Department
MHD	Metropolitan Health Department
FC	Finance Department
HS	Human Services
AC	Animal Care
CPS	CPS Energy
SAWS	San Antonio Water Systems
SW	Solid Waste Management
AV	Aviation

## RFCSP Attachment H – Technical Requirements/Additional Project Documents

Please note: Despite best efforts to the contrary, it is possible that some cells within this matrix may have truncated a portion of the contents within a cell. As requested, we have also provided the electronic copies of the matrix. Please refer to the electronic copy should any cell be truncated in print.

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## Hansen-ECCO Replacement System Technical Requirements

### Summary

Section	# of Technical Requirements	# Mandatory Requirements	# Optional Requirements
General Technical	210	210	0
Portal	44	44	0
Enabling Technologies	45	45	0
GIS	48	48	0
Mobile Inspections	54	54	0
Integration	8	8	0
Interfaces	19	19	0
<b>TOTAL</b>	<b>428</b>	<b>428</b>	



# Hansen-ECCO Replacement System Technical Requirements

## Table of Contents

Categories (Tab)	Topics
<p><u>General Technical</u></p>	<p><u>Architecture</u>  <u>Configuration/Version Control</u>  <u>Database Management and Architecture</u>  <u>Data Conversion and Interface</u>  <u>Security and Access</u>  <u>User Profiles/Administration</u>  <u>Input Validation</u>  <u>Authentication</u>  <u>Authorization</u>  <u>Integrity Controls</u>  <u>Sensitive Data (e.g., ePHI, Personally Identifiable Information)</u>  <u>Session Management</u>  <u>Timeouts</u>  <u>Encryption</u>  <u>Parameter Manipulation</u>  <u>Exception Management and Handling</u>  <u>Audit Trails and Logging</u>  <u>Mobility</u>  <u>Reporting</u>  <u>Usability</u>  <u>Redundancy &amp; Business Continuity</u>  <u>System Capacity &amp; Performance</u>  <u>Systems Operations Support and Error Handling</u></p>
<p><u>Portal</u></p>	<p><u>Portal Management, Security and Analytics</u></p>

Categories (Tab)	Topics
<u>Enabling Technologies</u>	<u>Portal Design</u> <u>Application Management</u> <u>Plan Review Collaboration</u> <u>Electronic Plan Review</u> <u>Self-Service Knowledge Base</u> <u>Self-Help Videos</u> <u>Peer-to-Peer Community</u> <u>Public Inquiry</u> <u>Web Chat</u> <u>Email Response Management</u> <u>Collaborative Browsing</u> <u>Workflow Analytics and Workforce Management</u> <u>Collaboration</u> <u>Process and Business Rule Automation</u> <u>Content and Document Management</u> <u>General</u>
<u>GIS</u>	<u>General</u> <u>GIS Data</u> <u>Intake</u> <u>Application and Plan Review</u> <u>Data Analysis</u> <u>Maps</u>
<u>Mobile Inspection</u>	N/A
<u>Integration</u>	N/A
<u>Interfaces</u>	N/A

### Technical Requirements Matrix - Respondent Instructions

Respondent shall complete and submit the Technical Requirements Matrix.

For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

1. **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
2. **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
3. **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
4. **Requires integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred."

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
<b>Architecture</b>							
G 1	The system shall be able to operate on City Standard servers and hardware; and use City standard software; and shall meet the minimum specifications provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 2	The server operating system shall be compliant with City standards provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 3	The system shall utilize existing City desktop and laptop hardware provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 4	The system shall utilize City Standards as the desktop/laptop operating system provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 5	The vendor shall provide multiple environments to support the development lifecycle which at a minimum includes development, test, and production environments.	Mandatory	Yes				Licensing for the system would cover these and other environments the City desires to deploy.
G 6	The system shall be fully documented including at a minimum installation procedures, security design, interface specifications, backup and recover, database design, user and administrator operating procedures.	Mandatory	Yes				
G 7	The system shall be a web based application with logical and physical separation of the user presentation, business logic, and data layers.	Mandatory	Yes				
G 8	The system shall provide mobile applications (as opposed to mobile web pages) to support field staff, and customers.	Mandatory	Yes				
G 9	The system shall support a fault tolerant, redundant and scalable architecture.	Mandatory	Yes				
G 10	The system shall provide a configurable and extensible data model and user interface.	Mandatory	Yes				
G 11	The system shall be capable of utilizing the City's current Email infrastructure (MS Exchange) for sending and receiving automated and informational emails.	Mandatory	Yes				The Accela Civic Platform uses the Communication Manager administrative tool which allows the agency to utilize their current email infrastructure, MS Exchange, to send and receive emails. The Communication Manager is a centralized communications hub that consolidates the Civic Platform's communications functionality into a single, centralized portlet. The Communication Manager integrates with MS Outlook, enabling agency users to send, receive, and store emails, calendar items, text messages, and attachments.
G 12	The system shall provide access to public users through a public portal available via the public internet.	Mandatory	Yes				Citizen Access is the system's web portal and is currently available to over 50 million people in the nation through their local and state communities.
G 13	The system shall provide scalable document and content storage.	Mandatory	Yes				Provided by the solution and also available through developed interfaces between the system and third party systems.

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
G 14	The system shall support upgrade capability. As necessary, COTS vendors for each system software component will be responsible for providing software upgrades and support, including the support of new versions of platforms and operating systems.	Mandatory	Yes				Acela has released major upgrades each year since the first release of the solution and continues to support new versions of platforms/operating systems to its client base.
G 15	The system shall accommodate background (batch) jobs concurrently with online updates.	Mandatory	Yes				The system facilitates batch jobs which can be ran at regular or scheduled intervals, or jobs can be manually run online. All jobs access real time data.
G 16	The system shall use fully qualified domain names in all system configuration parameters.	Mandatory	Yes				
G 17	The system shall work with a number of external peripherals including printers, scanners, bar/QR code readers, fingerprint readers, and signature pads.	Mandatory	Yes				The Acela Civic Platform is in successful operation with all of the listed elements of this requirement at varying sites across the nation.
<b>Configuration/Version Control</b>							
G 18	The solution functionality and associated business rules shall be configured and re-configured (through tools that do not require "code" modifications).	Mandatory	Yes				The solution has its own and inherent toolset, System Administration Tools, that are designed to configure and reconfigure the system to meet the varying needs of public agencies.
G 19	The screens shall be highly re-configurable, providing ability to reposition and rename field labels, remove or "turn-off" unused fields, maintain data, and allow addition of custom-defined fields.	Mandatory	Yes				
G 20	The system shall provide the ability to create and/or modify edits and business rules which determine the acceptance/correctness of data.	Mandatory	Yes				
G 21	The system shall be able to provide granular configuration management to support releases containing only changed functionality.	Mandatory	Yes				The Acela Civic Platform offers incredible configurability at the field, form, record type, module, report and/or functional levels. The Acela Data Manager tool allows the migration of specific data from one environment to another, leaving other aspects intact. New features and functionality when introduced, are by default configured to "off" so when implemented minimizes any undesired impact on the agency's existing environment. Release management strategies include published documentation on all Acela patches, service packs and version releases, along with a test environment that allows the agency to turn the feature "on" and test it before implementing it into their production environment.
G 22	The system configuration shall be manageable through a graphical user interface.	Mandatory	Yes				

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
G 23	The system workflow shall be managed through a business process flow tool.	Mandatory	Yes				The Workflow component provides automation to drive all tasks and activities in the solution.
G 24	The project team will use City provided/approved source code version control software (e.g. Clearcase).	Mandatory	Yes				
<b>Database Management &amp; Architecture</b>							
G 25	The system shall utilize a relational database management system (RDBMS).	Mandatory	Yes				The solution interoperates with the Oracle and MS SQL Server RDBMS systems.
G 26	The system shall use a database technology platform that is compliant with City Standard database platforms provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 27	The database system shall provide Structured Query Language (SQL) capabilities for database queries.	Mandatory	Yes				
G 28	The system shall support common database connectivity protocols such as ODBC.	Mandatory	Yes				
G 29	The system database shall provide logical separation of configuration tables from data tables.	Mandatory	Yes				
G 30	The system shall provide an automated test script to validate the data after modifications or upgrades. The tool will support the ability to customize the script and provide a final report to document the validation.	Mandatory	No				
G 31	The system shall provide data import functionality to receive standard format data from external parties.	Mandatory	Yes				
G 32	The system shall provide data export functionality that creates common export file format (e.g. comma delimited, tab delimited, space delimited, quotation delimited, etc.).	Mandatory	Yes				
G 33	The system shall utilize City standard backup products provided in the RFCSP (ITSD Technical Architecture Standards Document).	Mandatory	Yes				
G 34	The database system shall provide the following features: - Simultaneous access to data by concurrent users - Record Locking (i.e. row, field, record according to business requirements) - Automatic Query Optimization - Views - Multiprocessor query execution	Mandatory	Yes				
G 35	The system shall support an online data dictionary and table relationships that describe and maintain information on each data element including: data element name and type, description of the data element, and the format of each data element.	Mandatory	Yes				
G 36	The system shall utilize naming conventions and standards, at a minimum, for data elements, entities and tables, programs, report names as will be discussed during implementation.	Mandatory	Yes				

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G 37	The system shall utilize utilities for database performance monitoring and tuning that comply with City standards, including but not limited to tools for table & file maintenance.	Mandatory	Yes				While the solution can utilize the named utilities and comprise what Accela provides as part of its maintenance and support for solutions under the Accela Cloud, these utilities are not provided under an On-premise installation.
G 38	The system shall support online modifications to database structures (DB administrator only) with minimal user downtime.	Mandatory	Yes				
G 39	The system shall allow for data replication including, but not limited to, copying an instance of any database to other organization specified locations (e.g., SAN).	Mandatory	Yes				
G 40	The system shall provide the ability for the application administrator to track user behavior as well as database utilization.	Mandatory				Yes	At the database side, we monitor users using either Confiognite or Oracle Enterprise Manager.
G 41	The system shall provide standard data extraction Application Program Interface (API) to allow import and export of data.	Mandatory	Yes				This is primarily a function of the database backend. However, the Accela Civic Platform does have its Data Manager tool for transferring select configuration data from one environment to another.
<b>Data Conversion and Interface</b>							
G 42	The proposer shall provide all services needed to transform, standardize, migrate and load external legacy electronic data in order to establish an initial database suitable for live organization operations.	Mandatory	Yes				Such services will be performed as part of the proposed implementation and according to the Scope of Work to be mutually agreed upon by Accela and the City.
G 43	The system shall provide the ability to extract required data from organization to produce file(s) that can be sent to agencies, including a system automated process of generating, encrypting, and delivering data to agencies.	Mandatory	Yes				The ability exists to produce the files. The solution would have the ability to extract the data.
G 44	The system shall provide the ability to load information from standard files (e.g., CSV, tab-delimited, etc.).	Mandatory	Yes				
<b>Security and Access</b>							
G 45	The system shall be able to provide ability for City user single sign-on using for all modules with security configured for each module.	Mandatory	Yes				SSO is provided under all On-premise installations.
G 46	The system performs secure and seamless logon for all third party integrated systems.	Mandatory	No				
G 47	The system shall provide the ability for public users to define their own passwords that meet the City's password security requirements as specified in administrative directive 7.4A Acceptable Use.	Mandatory	Yes				
G 48	The system shall provide the ability for public users to recover/reset their password.	Mandatory	Yes				
G 49	The system shall provide the ability to lock out a user after a set number of invalid password attempts.	Mandatory	Yes				

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G 50	The system shall have the ability for security module to be maintained by an in-house administrator as designated by the City.	Mandatory	Yes				While there is no security module per se, all system security is configurable and assignable by system administrators to all system users, both internal and external.
G 51	The system shall provide the ability to utilize multiple directory services for authenticating employees and public users.	Mandatory	Yes				LDAP can be employed for the Accela Civic Platform as well as Accela Citizen Access in an agency hosted deployment.
G 52	The system shall provide an efficient, flexible way to control and administer multiple levels of user access.	Mandatory	Yes				
G 53	The system allows viewing of list of users logged on to System in real-time.	Mandatory	Yes				Accomplished by the generation of a custom report.
G 54	The system allows addition of user-defined messages to logon screen.	Mandatory	Yes				
G 55	The system shall utilize secure communication protocols (i.e. HTTPS,SSL) for all communications between end-users and servers.	Mandatory	Yes				
G 56	The system has the ability to disallow more than one active session per sign-on identification.	Mandatory	No				The Accela Civic Platform is web-based and therefore by design sessions can stay open without activity. An inactive session can be set to expire requiring reauthentication.
G 57	The system allows users to re-authenticate and remotely log out of an active user session before logging in at another location.	Mandatory	No				The Accela Civic Platform is web-based and therefore by design sessions can stay open without activity. An inactive session can be set to expire requiring reauthentication.
G 58	The system restricts users from directly accessing the database.	Mandatory	Yes				
G 59	The system shall have the ability to assign application access rights across entire suite of applications at a single point of entry.	Mandatory	Yes				
G 60	The system provides reminder alerts to users to reset passwords.	Mandatory	Yes				
G 61	The system provides administrative ability to block users' access during pre-defined off-hours.	Mandatory	No				Users can be disabled manually, but not restricted to set hours.
G 62	The system allows delegation of user administration to allow multiple departments to manage user and security access controls.	Mandatory	Yes				
G 63	The system shall meet Payment Card Industry (PCI) requirements for payments.	Mandatory	Yes				
G 64	The system shall allow the utilization of the City's preferred virus protection application to inspect all data exchanges for viruses.	Mandatory	Yes				
G 65	Web sites are partitioned into un-restricted and restricted areas using separate folders.	Mandatory	Yes				For example, Accela Citizen Access which is generally exposed to the public resides in one folder but Accela Mobile Office resides in another.

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<b>User Profiles/Administration</b>							
G 66	The system shall provide role-based access control using the principle of least privilege for all system functions including system administration and security administration.	Mandatory	Yes				
G 67	The system allows authorized site-specific users to manage site-specific user groups and user accounts up to and including their level of authority.	Mandatory	Yes				
G 68	Ability for an administrator to delegate authority, by user group, to reset password	Mandatory	Yes				
G 69	Ability for an administrator to delegate authority, by user group, to restore system access of locked out user	Mandatory	Yes				
G 70	The system shall provide the ability to allow multiple groups and roles that govern individual access to the system and transactions within the system. The assignment of a group/role will determine whether or not the individual may access a transaction, and if the access is update or view only.	Mandatory	Yes				
G 71	The system allows authorization of administrators to manage restrictions or privileges associated with Users, groups, and processes including: - Defining levels of access - Assigning levels of access - Modifying a level of access - Removing a level of access - Viewing access levels, privileges and memberships	Mandatory	Yes				Administrators can define the security privileges of users and groups
G 72	The system shall have the ability to specify roles and control access by role to: - Database - Module - Field - Inquiry - Report - Approval - Transaction - Table - User Site (i.e. location) across all functional areas - Period - Type Search - Content Type	Mandatory	No				No, this is only partially possible to the level that this requirement states. Privileges are assigned to users and groups based on a specific business process. The underlying tables, fields, and database are never presented as an option to secure as this is all handled at the application level.
G 73	The system shall have the ability to display the last date and time the user logged onto the system at the time of logon.	Mandatory	Yes				

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G 74	The system shall have the ability to suspend user access based on a table-driven parameter (i.e., employment status).	Mandatory	Yes				
G 75	The system shall have the ability to suspend user access based on a pre-set date or based on hospital policy requiring renewal of access approval on a variable basis for non-County employees.	Mandatory	Yes				The Accela Civic Platform can be configured to change user passwords in bulk, this will restrict access until such time as an administrator can reset.
G 76	The system shall have the ability to suspend user-access after an organization defined inactivity period (i.e., 90 days).	Mandatory	Yes				
G 77	The system allows revocation of the access privileges of a user without requiring deletion of the user: - User-based (i.e., access rights assigned to each user) - Role-based (i.e., Users are grouped and access rights assigned to these groups) - Context-based (i.e., role-based with additional access rights assigned or restricted based on the context of the transactions, such as time-of-day, workstation-location, emergency-mode, etc.)	Mandatory	Yes				
G 78	The system shall have the ability to limit user functionality based on the following access rights: - Full - Read - Write - Delete - Modify - Delete	Mandatory	Yes				Functional identifiers support no access, read-only, or read-write.
G 79	The system shall allow assigning multiple roles to one user.	Mandatory	Yes				
<b>Input Validation</b>							
G 80	System ensures that input validation is applied whenever input is received through user or external data interfaces. The validation approach is to constrain, reject, and then sanitize input.	Mandatory	Yes				The systems validation rules are configurable by administrators. When rules are violated the input is rejected and the user is notified of the violation.
G 81	The system shall perform server-side user input validation and not rely solely on client-side validation	Mandatory	Yes				The system provides both client-side and server-side validation of data. Client-side validation creates a better user experience while server-side validation ensures all data constraints are securely enforced.
G 82	Data is validated for type, length, format, and range. Data validation is consistent across the System.	Mandatory	Yes				The systems validation rules are configurable by the administrator.
G 83	System avoids un-trusted input of file name and file paths. - System does not accept file names or file paths from calling functions. - Security decisions are not made based on user-supplied file names and paths.	Mandatory	Yes				File paths are not determined by the end user. All file paths are defined by the system and/or document management system used by the system.

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G 84	System does not use parent paths when data within the System is being accessed. Attempts to access resources using parent paths are blocked.	Mandatory	Yes				The system does not provide access to data that the user does not have access to.
G 85	The web server always asserts a character set: a locale and a country code, such as en_US.	Mandatory	Yes				The system functions as described by setting a default character set.
G 86	System includes validation and security measures to prevent SQL injection and other input related security vulnerabilities.	Mandatory	Yes				
<b>Authentication</b>							
G 87	All system and user accounts are identified through authentication.	Mandatory	Yes				
G 88	The system insures that minimum error information is returned in the event of authentication failure.	Mandatory	Yes				
G 89	The system shall have the ability to support biometrics and biometrics plus passwords (e.g., fingerprint scan and fingerprint scan plus password).	Mandatory	No				
G 90	The system authenticates the user before any access is allowed to protected resources (e.g., Protected Health Information)	Mandatory	Yes				
G 91	The system authenticates standalone devices before access is allowed to protected resources.	Mandatory	Yes				
G 92	If Structured Query Language (SQL) authentication is used (e.g., communication between the application server and the database server) credentials are secured in storage and over the wire via Secure Socket Layer (SSL) or IP Security (IPSec).	Mandatory	Yes				
<b>Authorization</b>							
G 93	Measures are in place to prevent, detect and log unauthorized attempts to access the System.	Mandatory	Yes				The system prevents but does not log.
G 94	Rights and privileges are assigned based on authorization roles.	Mandatory	Yes				
G 95	Database restricts access to stored procedures to authorized accounts only.	Mandatory	Yes				Functionality provided by the RDBMS system.
G 96	Direct access to database tables is prohibited.	Mandatory	Yes				Functionality provided by the RDBMS system.
G 97	All account IDs that are used by the System are identified and the resources accessed by each account is known.	Mandatory	Yes				
G 98	Roles are mapped to user and data interfaces. Role rights and privileges are identified and maintained in an access control list.	Mandatory	Yes				
G 99	System resources are mapped to System roles and allowed operations for each role.	Mandatory	Yes				The system allows administrators to define the security constraints to the applications functions per user group.
G 100	Administration interfaces require strong authentication and authorization.	Mandatory	Yes				The systems strong authentication rules are configurable by the administrator. Requirements for password strength are configurable.

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G 101	Administrator privileges are separated based on roles (e.g., site content developer, system administrator).	Mandatory	Yes				
G 102	Remote administration channels are secured (e.g., SSL, VPN)	Mandatory	Yes				
G 103	Configuration stores are secured from unauthorized access and tampering.	Mandatory	Yes				
G 104	Configuration credentials and authentication tokens are not held in plain text in configuration files. (e.g., ssh client config file with remote login ID and password.)	Mandatory	Yes				The Accela Civic Platform's configuration files can store the database credentials in an encrypted fashion. However, there are adapter files used for certain types of Crystal reporting that do store user credentials in plain text.
G 105	User accounts and service accounts used for configuration management have only the minimum privileges required for the task.	Mandatory	Yes				
<b>Integrity Controls</b>							
G 106	Measures are in place to detect unauthorized changes to information.	Mandatory	Yes				
G 107	Measures are in place to protect information from being accidentally overwritten.	Mandatory	Yes				The Accela Civic Platform tracks an audit trail on many fields. In the event data was erroneously overwritten, in most cases
G 108	System supports integrity mechanisms for transmission of both incoming and outgoing files, such as parity checks and cyclic redundancy checks (CRCs).	Mandatory	Yes				The system allows for a 3rd party virus scanning application to be utilized to scan all files that pass through the application.
G 109	Measures are in place to prevent the upload of unauthorized files (e.g., executable files).	Mandatory	Yes				
<b>Sensitive Data (e.g., ePHI, Personally Identifiable Information)</b>							
G 110	The system shall allow data to be classified as sensitive or private information.	Mandatory	Yes				
G 111	Sensitive data and secrets are not incorporated in code.	Mandatory	Yes				
G 112	Secrets are stored securely using a one-way hash. Database keys, connections, passwords, or other secrets are not stored in plain text.	Mandatory	Yes				The system utilizes the SHA encryption algorithm to provide one-way hashing of passwords.
G 113	Sensitive data is not logged in clear text by the System.	Mandatory	Yes				
G 114	Database/file encryption for protection of sensitive data fields while the data is at rest (i.e., stored data) is provided.	Mandatory				Yes	Supported but requires the use of Oracle Advanced Security to encrypt all data at rest. There are certain database fields which the Accela Civic Platformmen crypts natively but not all data is natively encrypted nor does it prevent personal information from being stored in a non-encrypted field (e.g., a Comment field).

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G 115	Protection mechanisms are in place for sensitive data that is sent over the network.	Mandatory	Yes				Data sent over the network from the client to the Accela Civic Platform servers is secured via SSL encryption. If encryption is desired between the Civic Platform servers and the database, then Oracle's Advanced Security option can support that.
G 116	Sensitive data is not transmitted using insecure protocols, such as FTP, telnet, tftp etc., unless tunneled through an authenticated encrypted connection (e.g. VPN).	Mandatory	Yes				
G 117	Sensitive data is not stored in persistent cookies.	Mandatory	Yes				
G 118	Measures are in place to prevent, detect and log unauthorized attempts to access sensitive or confidential data.	Mandatory	Yes				The system prevents but does not log.
G 119	All user sessions involving financial transactions or sensitive data are encrypted using SSL/HTTPS.	Mandatory	Yes				
<b>Session Management</b>							
G 120	SSL is used to protect authentication cookies.	Mandatory	Yes				
G 121	The system shall provide automatic logout of users when there has been no activity for a pre-defined period, maintaining transaction integrity.	Mandatory	Yes				
G 122	Session lifetime is limited to a pre-specified and configurable duration.	Mandatory	Yes				
G 123	Session state is protected from unauthorized access.	Mandatory	Yes				The system is designed to ensure that session state cannot be hijacked for malicious use by an unauthorized user. Security scans using HP WebInspect and other tools are performed regularly.
G 124	Session identifiers are not passed in query strings.	Mandatory	Yes				Session identifiers are passed within secure session cookies only.
G 125	Temporary objects are removed from the system, database connections are closed, and memory is released.	Mandatory	Yes				The system handles clean up of all transient and temporary objects releasing all data from memory when a session expires.
<b>Timeouts</b>							
G 126	System provides an automatic timeout if the session is idle for a pre-specified and configurable duration.	Mandatory	Yes				
G 127	System warns the user before the timeout and prompts the user to re-enter their password.	Mandatory	Yes				The system warns user that their session is about to expire asking if the user wants to extend their session. If declined or not accepted the user is logged out and sent to the applications login page.
<b>Encryption</b>							

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G 128	The system shall have the ability to support 128-bit SSL encryption, or higher, between the client browser and the application tier for any or all modules or sub-modules at organization discretion. Identify security standard (SSL/FIPS encryption).	Mandatory	Yes				
G 129	Encryption capability for certain data transmissions that require security protection.	Mandatory	Yes				
G 130	Platform-level cryptography is used with no custom implementations.	Mandatory	Yes				The system utilizes SHA and MDE encryption algorithms only.
G 131	System provides secure information delivery over the Internet via encryption by using triple-DES (Data Encryption Standard) or the Advanced Encryption Standard (AES)	Mandatory	Yes				The system utilizes 128-bit or 256-bit SSL encryption for all internet transmissions.
G 132	Encrypted data delivered over the Internet is transmitted via open protocols (e.g., SSL, XML encryption)	Mandatory	Yes				
G 133	Cryptographic algorithm and key size for the System's data encryption requirements is AES 256 bit or stronger.	Mandatory	Yes				The system can be configured to use 256-bit SSL encryption.
G 134	Encryption keys are secured.	Mandatory	Yes				All encryption keys are stored as private files on the server. Servers must be secured to prevent access to the files.
G 135	Key management procedure to secure and manage the encryption keys is defined.	Mandatory	Yes				The processes for key management are documented with the applications administrator guides.
<b>Parameter Manipulation</b>							
G 136	All input parameters are validated (including form fields, query strings, cookies, and HTTP headers).	Mandatory	Yes				The applications framework is designed to validate all input fields and encode data to prevent cross-site scripting and other malicious activity.
G 137	Cookies with sensitive data (e.g. authentication cookies) are encrypted.	Mandatory	Yes				
G 138	Sensitive data is not passed in query strings or form fields.	Mandatory	Yes				Sensitive data is not passed as part of the query string. Some sensitive data, such as social security numbers, tax identifiers or credit card numbers, must be entered into secure form fields in order for transmission from the browser to the server. Sensitive data such as session identifiers is never passed as part of the query string or form fields.
G 139	Security decisions do not rely on HTTP header information.	Mandatory	Yes				
<b>Exception Management and Handling</b>							

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G 140	System exception handling minimizes information disclosure in case of an exception.	Mandatory	Yes				System exceptions have a unique identifier generated for the exception with minimal information logged about the exception. The user only sees the unique error identifier as a response.
G 141	System returns generic error messages to the client, to avoid disclosure of sensitive information.	Mandatory	Yes				The system returns a configurable error message to users.
G 142	System code does not rely on internal system generated error handling. The System provides error-handling processes.	Mandatory	No				The system does not process errors as a normal condition within the applications code. Errors are handled as abnormal conditions that are not expected.
G 143	System errors are logged to the error log.	Mandatory	Yes				
G 144	Private and sensitive data (for example, passwords) are not logged.	Mandatory	Yes				
<b>Audit Trails and Logging</b>							
G 145	Auditing and logging in the System includes, at a minimum, authenticated access, configuration changes, privileged access such as use of administrative rights, and change of rights and privileges. The parameters logged includes user or system account ID, date/time stamp, event source, IP address, error/event code and type.	Mandatory	Yes				Auditing and logging in the System includes, at a minimum, authenticated access, configuration changes, privileged access such as use of administrative rights, and change of rights and privileges. The parameters logged includes user or system account ID, date/time stamp, event source, IP address, error/event code and type.
G 146	The system shall have the ability to record or capture information about each authorized and/or unauthorized access attempt such as: User ID, workstation, date, time, transaction (menu, screen, file, object), and attempted type of access (read, modify, etc.).	Mandatory	Yes				Applicable to authorized attempts only. Supports User ID and date and time only.
G 147	The system shall generate an audit record for all activity of a given user (i.e., a trail of all user activity within the System)	Mandatory	Yes				
G 148	The system shall generate an audit record for activity associated with a transaction, from creation to completion, including logging of data additions, changes, and deletions	Mandatory	Yes				The Accela Civic Platform audits many of the tasks related to record creation.
G 149	The system shall provide an audit trail and viewable history of all transactions including but not limited to, user's login ID, date, and time stamp.	Mandatory	Yes				
G 150	The system shall allow a selection of transactions to be logged.	Mandatory	Yes				Auditing selection is not configurable, however if the user takes any action on the selection that information is tracked.

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G 151	The system shall log the following information in each audit record: - Date and time of the event - Component of the System (e.g., software, hardware) where the event occurred - User device or peripheral device involved in transactions - Type or transaction - User Identity - Outcome (success or failure) of the event	Mandatory	Yes				Only User ID, date and time supported.
G 152	The system shall restrict system administrator from changing log activity.	Mandatory	Yes				System administrators who have system level access and/or database level access can interact with that data.
G 153	The system shall secure audit records in the following ways: - Allows read access to authorized Users only - Protects stored audit records from unauthorized deletion - Prevents modifications to the audit records	Mandatory	Yes				The Accela Civic Platform does not protect nor prevent a malicious system administrator who has full privileges to the underlying files systems or database from deleting or modifying records.
G 154	The system shall monitor user audit logs via an automated process, and report on irregular activity.	Mandatory	Yes				"Irregular" not supported.
G 155	The system shall provide the ability to archive records, reports and historic information for predefined timeline based on rules and regulation.	Mandatory	Yes				
G 156	The system shall prevent deleted records from being purged until they have been archived.	Mandatory	Yes				Deleted records are kept in the database for data integrity. Archiving is not necessary, but if done would need to account for this business rule.
G 157	The system shall maintain an audit trail of errors and exceptions.	Mandatory	Yes				System errors are stored in various server log files. However, not all user errors are (e.g., a failed login or data validation error).
G 158	All changes to the System hosting environment are logged and tracked. Reports are available for significant and critical changes and sent for review by a responsible person.	Mandatory				Yes	This is a function of those responsible for the hosting environment and their respective processes.
<b>Mobility</b>							
G 159	Data collection devices (e.g. – handheld devices, etc.) synchronize with the System securely using authentication, authorization and encryption mechanisms.	Mandatory	Yes				The Mobile component of the Accela Civic Platform provides this functionality.
G 160	Mobile devices shall be able to work in both online and offline modes, and allow users to download information to work in offline mode.	Mandatory	Yes				
G 161	The field services mobile device shall have a minimum of 10 hours of battery life and weigh less than 4 lbs.	Mandatory	No				Hardware to be provided by others.
G 162	Mobile functionality shall operate on a 4G or higher bandwidth network.	Mandatory	Yes				
<b>Reporting</b>							

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G 163	The system shall provide summarized and detailed reports on user access, usage logs, etc.	Mandatory	No				While this requirement is not supported, reporting in the system is accomplished by using the ad hoc report writer or by any of the three supported and seamlessly integrated reporting engines (Oracle Reports, Crystal Reports and MS Reporting Services).
G 164	System provides online reporting capability to authorized County system managers for necessary review and accountability.	Mandatory	Yes				
G 165	System provides error and exception reports.	Mandatory	No				While this requirement is not supported, reporting in the system is accomplished by using the ad hoc report writer or by any of the three supported and seamlessly integrated reporting engines (Oracle Reports, Crystal Reports and MS Reporting Services).
G 166	System provides usage reports.	Mandatory	Yes				While this requirement is not supported, reporting in the system is accomplished by using the ad hoc report writer or by any of the three supported and seamlessly integrated reporting engines (Oracle Reports, Crystal Reports and MS Reporting Services).
G 167	System provides configuration, user accounts, roles and privileges reports.	Mandatory	Yes				
G 168	System provides a listing of privileged account holders within the System hosting environment.	Mandatory	Yes				Fulfilled by the generation of a custom report.
G 169	The system shall generate charts and graphs based on report data within the system.	Mandatory	Yes				Reports and SmartCharts support this requirement but these are all typically customized per client.
G 170	The system shall generate reports directly to MS Office, Hypertext Markup Language (HTML) or PDF formats, Open Doc, Open XML, etc.	Mandatory	Yes				The solution supports native report output to a CSV file. By integrating other enterprise reporting solutions such as Crystal Reports, other output types (such as PDF and HTML) can be generated.
G 171	The system shall provide ad hoc and standard query capabilities (with and without input parameters) without requiring direct database access.	Mandatory	Yes				
G 172	The system shall allow print preview of all reports before printing and have print screen and selective page(s) print functionality.	Mandatory	Yes				
G 173	The system shall utilize industry standard tools and data formats (at a minimum MS Excel and XML) formats that will enable the bulk import and export of data.	Mandatory	Yes				
G 174	The system shall allow the City to leverage existing reporting tools for mining of data and creation of reports as described in the RFCSP ITSD Technical Architecture Standards Document against the system's database(s).	Mandatory	Yes				We support the Crystal reporting tool for the proposed solution.
<b>Usability</b>							

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G 175	The user interface shall integrate information from multiple components into a unified display by business area or work type.	Mandatory	Yes				
G 176	The system shall have a customizable online documentation and training materials such as context-specific help, search capability, organization-specific business process documentation and process maps.	Mandatory	Yes				
G 177	The system shall have the ability to restrict free form entry (e.g., use drop down fields for common input data, drop down calendar for date field, etc.)	Mandatory	Yes				
G 178	The system will provide error messages specifying field and error description upon submission of electronic forms and digitized documents when business validation rules are not met.	Mandatory	Yes				
G 179	On-line, interactive help with support for hyperlink technology and industry standard formats (e.g., HTML file formats)	Mandatory	Yes				
G 180	Intelligent spell checking of text fields.	Mandatory	Yes				
G 181	The system shall be browser agnostic.	Mandatory	Yes				Accela Citizen Access supports: Firefox, Chrome, Safari and Internet Explorer. The Accela Civic Platform is designed for Internet Explorer.
G 182	The system shall provide navigation clues as to where they are at in the system (e.g. breadcrumbs, heading titles, etc).	Mandatory	Yes				
G 183	The public interface shall be built to ADA Rehabilitation Act - 508 - Electronic and Information Technology Accessibility Standards	Mandatory	Yes				
G 184	The system will provide the ability to minimize the necessity of the mouse when a user performs data entry tasks.	Mandatory	Yes				
G 185	The system shall be optimized for touch input for mobile applications and electronic plan review.	Mandatory	Yes				The Accela Mobile Office (AMO) includes Electronic Document Review (EDR) which has the ability to do electronic plan markups and is mobile friendly.
G 186	The system shall allow users to set display preferences such as language, font type, size, colors, contrasts to improve application usability/accessibility.	Mandatory	Yes				
G 187	The system shall save user profile preferences and set automatically on login.	Mandatory	Yes				
<b>Redundancy &amp; Business Continuity</b>							
G 188	The vendor shall collaborate with ITSD to provide an environment that can maintain business continuity including appropriate redundancy at application and database levels, session-aware infrastructure design, ability to establish recovery points, database back-ups, and ability to recover documents and metadata.	Mandatory	Yes				
<b>System Capacity &amp; Performance</b>							

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G 189	The system shall have a response time where 90% of transactions process occur on average less than 1 second. The response time for the most common requests to reach a user shall not exceed 3 seconds.	Mandatory	No				This all depends on the nature of the transaction and the query. No enterprise solution supporting customizable searches, third-party integrations, data validations with third party web services, and generic reporting over large and complex datasets can make that guarantee.
G 190	The system shall have the ability to support a 99.9% availability — including planned maintenance.	Mandatory	No				System maintains noted availability excluding planned maintenance.
G 191	The system shall have the ability to meet the System Recovery Time Objective (RTO) of 4 hours – this is the maximum time system can be offline before services are restored to end users.	Mandatory	No				All RTOs are fulfilled according to the terms and conditions found in the standard Support and Maintenance agreement.
G 192	The system shall have the ability to meet the System Recovery Point Objective (RPO) of 24 hours – this represents the frequency for capturing snapshots of data in an offsite or backup location.	Mandatory	No				All RTOs are fulfilled according to the terms and conditions found in the standard Support and Maintenance agreement.
G 193	The system shall provide a 24/7 public portal.	Mandatory	Yes				
G 194	The system shall track and display number of online users, system uptime, transaction response times in order to demonstrate operation within acceptable levels.	Mandatory	Yes			Yes	Please note that two responses have been selected. The Accela Civic Platform identifies the users which are actively logged into the system at any given point. It also tracks the date and timestamp for each user's last successful login. The system is also able to track and report on business processes based timelines, however, Accela highly recommends that a 3rd party software tool be utilized to monitor and report on system performance and uptime.
G 195	The system shall complete an average of 99% of all online/mobile update transactions in under 3 seconds over any 60-minute period, during peak usage.	Mandatory	Yes				This all depends on the nature of the transaction and the query. No enterprise solution supporting customizable searches, third-party integrations, data validations with third party web services, and generic reporting over large and complex datasets can make that guarantee.
G 196	The system shall take no more than 10 seconds to complete complex queries or opening of very large documents.	Mandatory	Yes				This all depends on the nature of the transaction and the query. No enterprise solution supporting customizable searches, third-party integrations, data validations with third party web services, and generic reporting over large and complex datasets can make that guarantee.

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G 197	The system shall be able to support 100 concurrent City users who will perform ad-hoc real-time reports.	Mandatory	Yes				
G 198	The system shall be able to support 100 concurrent City users who will run standard report requests. -- 518	Mandatory	Yes				
G 199	The system shall be able to support 500 of concurrent City users performing land development, permitting, plan review, inspection, and enforcement activities.	Mandatory	Yes				
G 200	The system shall be able to support 1,000 concurrent public users to submit applications, look up permit and application information, submit complaints, and request inspections.	Mandatory	Yes				
G 201	The system shall be able to support 1,000 concurrent public users uploading electronic plans.	Mandatory	Yes				
G 202	The system shall be able to support 3,500 of total City users and 100,000 total public users.	Mandatory	Yes				
G 203	The system shall be able to support 200,000 of transactions a day.	Mandatory	Yes				
G 204	The system shall scale according to a projected public usage growth of 20% a year for the first 5 years, and 5% thereafter.	Mandatory	Yes				
G 205	The system will assume that each applicant will upload an average of 10 digitized documents to support their application. The average digitized document size in this context will be 5 MB per page, and the system will assume that 5 instances of each document will be retained for auditing purposes.	Mandatory	Yes				
G 206	The system will assume that electronic plans will be an average size of 50 MB.	Mandatory	Yes				Limits as to file size and file type can be configured.
G 207	The system will assume that the maximum digitized letter/legal document will be 10 MB and the maximum digitized plan document will be 500 MB.	Mandatory	Yes				
<b>Systems Operations Support and Error Handling</b>							
G 208	The system shall provide complete audit features for all transactions in all modules of the software solution. When failed, alerts to administrators shall be generated.	Mandatory	Yes				
G 209	The system shall seamlessly handle server process failures without requiring the end user to re-login.	Mandatory	Yes				
G 210	The system shall provide web service API's (SOAP or REST compliant).	Mandatory	Yes				
<b>END</b>							

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<b>Portal Management, Security and Analytics</b>							
P 1	The portal shall include performance tools.	Mandatory				Yes	
P 2	The portal shall have a single administration module for all portal administration functions.	Mandatory				Yes	
P 3	The portal shall offer delegation of granular administrative privileges so that privileges can be cascaded within the organization without granting full administrator rights.	Mandatory				Yes	
P 4	The portal shall offer support multiple system administrators.	Mandatory	Yes			Yes	Applicable to the Drupal and Accela web portal solution.
P 5	The portal shall offer integration with enterprise system management tools.	Mandatory	No				
P 6	The portal shall support for automated failover.	Mandatory	Yes				Failover is supported in one of two ways, on-premise or via Accela Managed Services. No Services costs have been included in this proposal for on-premise failover, nor have additional hardware recommendations been supplied. Pricing for optional Managed Services is provided.
P 7	The portal shall support automated load balancing.	Mandatory	Yes				
P 8	The portal shall support automated backup and recovery.	Mandatory	No				
P 9	Internal City users shall be authenticated via Active Directory.	Mandatory	Yes				Supported for all On-premise solution installations.
P 10	The portal shall authenticate and authorize public portal users through common web-standards such as OAuth 2.0.	Mandatory	Yes				
P 11	The portal shall support multiple access levels for different users, groups of users or roles.	Mandatory	Yes				
P 12	The portal shall support role based access.	Mandatory	Yes				
P 13	The portal uses shall only discover and see content and data for which they have access rights.	Mandatory	Yes				
P 14	The portal shall include logon security controls, including provision of unique user IDs and passwords.	Mandatory	Yes				
P 15	The portal shall prevent duplicate accounts for an individual (e.g. match against names, addresses, emails, etc).	Mandatory	Yes				
P 16	The portal shall enforce periodic password changes.	Mandatory	Yes				

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P 17	The portal user shall be locked out after unsuccessful logon attempts.	Mandatory	Yes				
P 18	The portal shall allow users to self reset their password.	Mandatory	Yes				
P 19	The portal shall be configured to time-out a user session after a period of inactivity.	Mandatory	Yes				
P 20	The portal shall provide user session management.	Mandatory	Yes				
P 21	The portal password requirements shall adhere to COSA security requirements.	Mandatory	Yes				
P 22	The portal shall be able to support single sign-on across Web-based applications (e.g. OpenID).	Mandatory	Yes				Supported for all On-premise solution installations.
P 23	The portal shall be able to support single sign-off across Web-based applications (e.g. OpenID).	Mandatory	No				
P 24	The portal shall provide reports for portal security auditing.	Mandatory	Yes				Reports of this nature are custom generated.
P 25	The portal shall report on utilization of web pages or components.	Mandatory	Yes				
P 26	The portal shall report on the amount of time specific users spend in the portal.	Mandatory	No				
P 27	The portal shall report on aggregate time spent in portal.	Mandatory	No				
P 28	The portal shall report on the amount of time users spend per portal page.	Mandatory	No				
P 29	The portal shall provide a report on page hits.	Mandatory				Yes	Using Drupal technology.
P 30	The portal shall provide detailed logging of security and access issues that occur at the external portal user level (e.g., users locked out; payment gateway declined user payment).	Mandatory	No				
<b>Portal Design</b>							
P 31	The portal shall be modular.	Mandatory	Yes				
P 32	The portal shall support web services (SOAP or REST).	Mandatory	Yes				
P 33	The portal shall integrate and display data from back-end relational databases.	Mandatory	Yes				
P 34	The portal shall offer communication with third-party consumer Web widgets or components.	Mandatory	Yes				

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P 35	The portal shall support the definition and enforcement of site templates.	Mandatory	Yes				
P 36	The portal shall support all latest versions of common browsers (e.g. IE, Firefox, Chrome, Safari).	Mandatory	Yes				
P 37	The portal shall support Cascading Style Sheets (CSS) and be HTML 5 compliant.	Mandatory				Yes	
P 38	The portal shall offer out-of-the-box web components to customize portal layout/design.	Mandatory				Yes	
P 39	The portal shall be customizable to match standardized COSA website look-and-feel.	Mandatory	Yes				
P 40	Installation of service packs or minor updates shall be executed without interruption - portal need not be shut down and restarted.	Mandatory	Yes				
P 41	Portal customizations shall be maintained when new versions of portal are installed.	Mandatory	Yes				
P 42	The portal shall be fully functional and compatible for use with mobile device built-in web browsers.	Mandatory				Yes	
P 43	The portal shall support multiple languages.	Mandatory	Yes				
P 44	The portal shall have a maintenance mode that provides a user friendly message when system maintenance is occurring.	Mandatory	Yes				
END							

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<b>Application Management</b>							
ET 1	The system shall have the capability to manage the submission of the application and track it on the user's behalf.	Mandatory	Yes				
ET 2	The system shall provide tracking information with a customer-centric view of the macro workflow process.	Mandatory	Yes				
ET 3	The system shall provide a centralized and shared application database which captures all required information about the application. It will establish a "universal project ID (UID)" that is used across the departments that implement the micro workflow.	Mandatory	Yes				
<b>Plan Review Collaboration</b>							
ET 4	The system shall provide electronic plan review collaboration capability between users and City employees, with a customer-facing user interface through the vendor solution's web portal, and integration with the back-end electronic plan review capability.	Mandatory	Yes				
ET 5	The system shall integrate the plan review capability with the overall application tracking capability to provide a common user experience for constituents.	Mandatory	Yes				
ET 6	The system shall be compatible with the major browsers (IE, FireFox, Chrome and Safari) and operating systems (Windows and OS/X).	Mandatory	Yes				
ET 7	The system shall provide mechanisms to manage electronic plan exchanges to optimize network bandwidth requirements.	Mandatory	Yes				
<b>Electronic Plan Review</b>							
ET 8	The system shall provide Electronic Plan Review capability that runs in the latest browsers (e.g. IE, Firefox, Chrome, Safari) without the need for desktop software.	Mandatory	Yes				The Accela ePlanCheck solution electronic plan review solution is a browser based mark-up tool that allows instant, secure access to project documents and supporting materials 24/7 from any computer and does not require the installation of desktop software.
ET 9	The system shall have the ability to Accept, View, Markup, Modify, Compare, and Print plans for both 2D and 3D plans.	Mandatory	Yes				All supported with the exception of 3D.
<b>Self-Service Knowledge Base</b>							
ET 10	The system shall provide a knowledge base mechanism to allow users to access information in a way that is searchable and understandable, and reduces interactions with live agents.	Mandatory				Yes	
ET 11	The system knowledge base sources shall include at a minimum the department's experts, ordinances, clearance rules.	Mandatory				Yes	

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ET 12	The system shall provide at least 85% responsiveness to users queries.	Mandatory				Yes	
<b>Self-Help Videos</b>							
ET 13	The system shall provide the capability to include self-help videos.	Mandatory				Yes	The system has capability to serve self help videos. The system however does not have capability of capability of generating Self-help videos. Self help videos provided can be served with Portal.
ET 14	The system shall track the use of the self-help videos in its overall web analytics approach to assess their usefulness.	Mandatory	No				
<b>Peer-to-Peer Community</b>							
ET 15	The system shall provide the capability to include a moderated peer-to-peer support system to crowd source answers.	Mandatory	No				
ET 16	The system shall provide the capability to the mine the community knowledge base to further improve customer self-service over time.	Mandatory	No				
<b>Public Inquiry</b>							
ET 17	The system shall provide public inquiry capability to support inquiries related to construction projects that originate from parties who are not directly involved with the project.	Mandatory	Yes				The system can support public inquiry by configuring a public inquiry application for information.
ET 18	The system shall respond with a subset of information related to the current development projects and project applications for a particular parcel or address.	Mandatory	Yes				Accela Citizen Access can be configured to allow for anonymous users to search for applications and projects using the parcel or address (or other criteria). The information displayed back to anonymous users is configurable by system administrators.
ET 19	The system shall provide a capability to define which information will and will not be included in public inquiries, depending on the stage of the application process.	Mandatory	Yes				
<b>Web Chat</b>							
ET 20	The system shall provide for web chat capability to interact with live agents through text-based interaction.	Mandatory				Yes	Webchat capability will be provided by integrating the My Live Chat solution with the portal.
ET 21	The system shall allow live agents to handle multiple web chat sessions simultaneously.	Mandatory				Yes	Accela Citizen Access can be configured to allow for anonymous users to search for applications and projects using the parcel or address (or other criteria). The information displayed back to anonymous users is configurable by system administrators.
ET 22	The system shall provide live agents to respond to web chat questions with scripted answers.	Mandatory	Yes				The system provides system administrators with a configuration interface to determine which information is displayed.

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<b>Email Response Management</b>							
ET 23	The system shall provide email response management capability to help automate, streamline and ensure consistent high quality of customer email interactions.	Mandatory	No				
ET 24	The system email response management capability shall include natural-language processing to analyze, categorize, route and automatically respond to certain types of inquiries; response libraries for building standard replies to frequent questions; tracking for email interactions.	Mandatory	No				
ET 25	The system email response management shall include reporting to oversee overall performance, response times, resolution rates, email aging and outstanding requests.	Mandatory	No				
<b>Collaborative Browsing</b>							
ET 26	The system shall provide collaborative browsing capability to interact with a customer by using the customer's Web browser to share the same browser to assist with forms completion or to guide the customer through a series of processes.	Mandatory				Yes	My Live Chat Co-Browse will be integrated with Portal to provide the feature
ET 27	The system shall require permission from the users prior to sharing browser windows.	Mandatory				Yes	My Live Chat Co-Browse has the feature available
<b>Workflow Analytics and Workforce Management</b>							
ET 28	The system shall provide workflow analytics capability that integrates with the macro workflow processing.	Mandatory	No				
ET 29	The system shall provide workflow-based metrics to be used in Key Performance Indicators.	Mandatory	No				
ET 30	The system shall provide the capability to use workflow-based metrics to allow for workforce planning.	Mandatory	No				
<b>Collaboration</b>							
ET 31	The system shall provide the capability to add notes, alerts and notifications to workflow steps to improve collaboration.	Mandatory				Yes	My Live Chat Co-Browse will be integrated with Portal to provide the feature
ET 32	The system shall provide the capability to integrate with the City's calendaring capability (Exchange).	Mandatory	Yes				
<b>Process and Business Rule Automation</b>							
ET 33	The system shall provide rule automation to support the online application process by helping users to "build" smart project applications that are aware of the rules, and streamline the process.	Mandatory				Yes	The solution supports a Drupal decision-tree wizard to assist users in the application process.
ET 34	The system shall provide rule automation to support the clearance process as executed by departments, by using a consistent set of rules across the organization.	Mandatory	Yes				

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ET 35	The system shall provide the capability to author, test, version control and publish rules to the runtime environment.	Mandatory	Yes				
ET 36	The system shall have the ability to capture the inter-departmental workflow of the services that implement development project processes, and execute them in an automated framework.	Mandatory	Yes				
ET 37	The system shall provide the capability to encapsulate the steps that users manage today, and execute them more efficiently by the correct sequencing, parallel processing and ensuring that the right information is available for individual departments, at the right time.	Mandatory	Yes				
ET 38	The system shall provide the capability to author, test, version control and publish process models to the runtime environment.	Mandatory	Yes				
ET 39	The system should be tightly integrated with the security and workflow modules to disable/enable various type of users during various life-cycle stages of a project (e.g. disable applicants' "modification" access right on the "application" info once the application is officially submitted).	Mandatory	Yes				
<b>Content and Document Management</b>							
ET 40	The system shall provide a centralized document repository to store and manage all documents related to a development project through integration with the City's enterprise document management solution (also see Interface requirements).	Mandatory				Yes	The solution will leverage the City's EDMS through the development of an interface to that system.
ET 41	The system shall enable indexing and searching of document contents.	Mandatory				Yes	
ET 42	The system shall have built-in viewers/converters for a wide variety of file types.	Mandatory	Yes				Automation allows extensive use of locally-installed native applications for opening and viewing files, e.g. a Word document would open in MS Word.
ET 43	The system shall integrate access rules to documents.	Mandatory	Yes				Automation allows access to documents to be controlled at the document type and specific document level. Rules can be configured to limit access to individuals and/or groups of individuals.
ET 44	The system shall provide records management in accordance with Texas State records retention codes.	Mandatory	Yes				
<b>General</b>							
ET 45	The system shall provide an inline text editing facility, similar to MS Word, to enable the generation of the "official" City documents.	Mandatory	Yes				Automation supports the generation of reports in RTF format which can then be edited and augmented using MS Word and then attached to the relevant record.
<b>END</b>							

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<b>General</b>							
GIS 1	System shall provide the ability to support ESRI's ArcGIS as the GIS software and to incorporate the city's standard developer products (e.g., ArcGIS Server, ArcGIS Desktop, ArcGIS Mobile, etc.) to avoid redundant/unnecessary data entry or data conversion into the new system.	Mandatory	Yes				The GIS component of the Accela Civic Platform fulfills this requirement.
GIS 2	System shall provide the ability to use the City's existing topology and connectivity stored within the GIS with full current ESRI functionality to avoid redundant/unnecessary data entry or data conversion in Map view (This includes road networks, water networks, and polygons such as parcels and zoning).	Mandatory	Yes				Layers published in ArcGIS Server can be viewed and users may interact with those layers from within Accela via Accela GIS map viewer.
GIS 3	System shall provide the ability to access GIS data in all functional areas of the system.	Mandatory	Yes				
GIS 4	System shall provide the ability to edit GIS data via access from the System.	Mandatory	Yes				
GIS 5	System shall provide the ability assign user and or user group permissions to GIS map features, functionality and services	Mandatory	Yes				
GIS 6	System shall have the capability to download GIS data for offline use	Mandatory	Yes				Accela Mobile for Windows supports offline mapping. Accela Mobile apps (iOS and Android) currently support online mapping.
<b>GIS Data</b>							
GIS 7	The System shall have the ability to search and retrieve address information from the City's GIS System	Mandatory	Yes				
GIS 8	The System shall have the ability to retrieve related parcel and or owner information to an address from the City's GIS System	Mandatory	Yes				
GIS 9	The System shall have the ability to retrieve address information based on a parcel and or owner search performed against the City's GIS System	Mandatory	Yes				
GIS 10	The System shall have the ability to capture additional locational information regarding an address from the City's GIS system	Mandatory	Yes				
GIS 11	The System shall have the ability to capture multiple addresses on a permit, inspection and/or condition	Mandatory	Yes				
GIS 12	The System shall have the ability to retain historical address information against a permit, inspection and/or condition	Mandatory	Yes				
GIS 13	The System shall have the ability to relate a GIS object to a permit, inspection and/or condition based on the associated address from the City's GIS System.	Mandatory	Yes				

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GIS 14	The System shall have the ability to capture an address if it is not found in the City's GIS System	Mandatory	Yes				
GIS 15	System shall provide the ability to verify (flag) addresses or locations as City locations, where applicable, in Map view	Mandatory	Yes				Business logic can be configured at implementation to verify if a subject address is within the jurisdictional boundary.
GIS 16	System shall provide the ability to pinpoint location of an interaction on a map, by parcel first and then street range, and then fine tuning the location using map features (addresses matching to street centerline and parcel base must both be available in the software).	Mandatory	Yes				
GIS 17	System shall provide the ability to enter an interaction via the internet allowing customers to specify the location of the interaction on a map that is the same as those viewed by City users	Mandatory	Yes				Public users may interact with a map view from Accela Citizen Portal. The agency may publish the same map services and layers or choose to publish different map services, or hide certain layers. A user may select a parcel and initiate a new transaction, or they can see the locations of their current transactions on the map.
GIS 18	System shall provide the ability to locate, link and/or attach GIS overlays or images to an interaction as prescribed by the customer	Mandatory	Yes				Accela GIS supports printing a map view to a jpg or pdf which can then be attached to the transaction record. Accela GIS also supports displaying the transaction location on a map for visual review, associating a GIS feature to the record for more concise location matching, as well as provides ability to retrieve attributes of a location and populating fields in the application.
<b>Intake</b>							
GIS 19	The system shall allow the user to identify on a map the location for an application or other request by address, parcel, coordinates, or user-drawn area.	Mandatory	Yes				
GIS 20	The system shall have the ability to retrieve address and/or parcel based locations and their GIS component from the City's GIS System.	Mandatory	Yes				
GIS 21	The System shall have the ability to associate non-addressable based locations for certain permit types. For example, identify and associate a ROW easement line to a permit rather than an address or parcel.	Mandatory	Yes				
GIS 22	The System shall have the ability to retrieve overlay information from the City's GIS System that are pertinent to the permitting process. For example, identify if the permit falls within a flood zone, historical district or is close to a liquor store, the System will retrieve information for decision making purposes.	Mandatory	Yes				

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GIS 23	The system will conduct geographical proximity checks to provide surrounding information that will inform either the Applicant or System on whether or not the project applied for conforms to the County's business rules / zoning codes.	Mandatory	Yes				
<b>Application and Plan Review</b>							
GIS 24	The System shall be capable of displaying a map customized by user roles and permissions for office staff, online users and mobile users. For example, if a DSD plan review user logs into the System, they will see GIS layers pertinent to them rather than layers that a Compliance Enforcement Officer may need to see.	Mandatory	Yes				
GIS 25	The System shall have the ability to display permits, inspections and or conditions on a map based on various characteristics. For example, display all active Residential Permits that are ready for inspection.	Mandatory	Yes				
GIS 26	The system shall have the ability to enable users to create or edit GIS data from the System. For example, if users need to create temporary GIS data for a ROW permit prior to being verified by the GIS department.	Mandatory	Yes				Accela GIS supports creating or editing GIS features in layers configured as editable where the user has been granted edit permissions.
GIS 27	The System shall have the ability to enable users to export a map from the System. For example, export and print a map displaying a parcel boundary, building footprint and aerials.	Mandatory	Yes				Accela GIS supports printing a map view or printing to file, as well as saving the map view as a .jpg or .pdf.
GIS 28	The System shall have the ability to enable users to create markups on a map in order to convey information when exporting and/or printing a map. For example, redline the location of the building footprint on a large parcel.	Mandatory	Yes				
GIS 29	System shall provide the ability to add layers when viewing work orders and/or service requests on a map. These layers include the following formats: coverage, shapefile, ESRI's SDE layer/geodatabase, georeferenced AutoCAD drawing or TIFF file.	Mandatory	Yes				Accela GIS consumes map services and their layers. Users can turn on/off the visibility of the layers at will. Administrators can add/remove layers in ArcGIS as well as hide layers that are part of a map services so users who do not need or have permission to view will not see these layers in the map.
<b>Data Analysis</b>							

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GIS 30	The System shall have the ability to perform searches either from a map or a form-based wizard via integration with the City's GIS System by: - Entering the physical address location, parcel location, or parcel owner information for the application which would search and validate against the City's GIS System - Selecting a parcel or address by map via integration with the City's GIS System - Allow users to search GIS data by map via integration with the City's GIS System. For example, allow users to open a map and search on GIS data in order to locate an area based on related information, such as: Address Parcel ROW Easement Zoning District Historical Districts Floodplain Zones	Mandatory	Yes				
GIS 31	The System shall allow public users to run queries on a Map view.	Mandatory	Yes				
GIS 32	System shall provide the ability to export GIS attribute data in common file formats, such as MS Office products, for the purposes of geographical reporting	Mandatory	Yes				Accela system supports exporting data to a comma separated value (.CSV) file which can be imported into Excel, Word or other system that supports .csv.
GIS 33	System shall provide the ability to use GIS mapping to assist agents in identifying related interactions, by displaying related interactions or events and displaying relative information on a map coded by user defined criteria	Mandatory	No				Users can select a map feature and display a list of Accela transactions which the user can drill into for more details, such as related records, inspections that have occurred etc. User can search for records associated with an address or parcel, etc. and display them on the map. But the map markers do not indicate the relationship.
<b>Maps</b>							
GIS 34	System shall provide the ability to generate maps using City GIS data and services to help City personnel locate and understand the nature of an interaction.	Mandatory	Yes				
GIS 35	System shall provide the ability for users to modify scale and size maps in Map view	Mandatory	Yes				
GIS 36	System shall provide the ability to display GIS attributes by unique entity or ranges	Mandatory	Yes				
GIS 37	System shall provide the ability to generate and display interactive maps on-line.	Mandatory	Yes				The extent of this interaction is as it pertains to the application process.

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
GIS 38	System shall provide the ability to generate multiple maps based on hierarchical levels of mapping to any/all processes and when viewing interactions.	Mandatory	Yes				
GIS 39	System shall provide the ability to map GIS data (e.g., centerline or parcels) using one or more attributes from an external table	Mandatory	Yes				Accela GIS locates the feature on the map by matching an ID value to the external GIS data feature class table.
GIS 40	System shall provide the ability to perform basic map viewing functions including display, drill-down, query, and analyze dynamic map data in Map view	Mandatory	Yes				
GIS 41	System shall provide the ability to predefine the map extent at which each layer is visible on the display (e.g., street names, parcels, service requests)	Mandatory	Yes				Accela GIS honors all scale-dependent rendering defined by ArcGIS and published in the map service. Accela GIS also supports turning on/off layer visibility as well as hiding layer completely from users (based on user permission settings in Accela GIS Administrator site).
GIS 42	System shall provide the ability to print maps in Map view	Mandatory	Yes				
GIS 43	System shall provide the ability to zoom in, zoom out, and pan a map images in Map view	Mandatory	Yes				
GIS 44	Ability to format maps with ease of use, for example - adding layers and assigning colors or symbols in Map view - Full formatting capability of ESRI ArcGIS	Mandatory	Yes				Accela system honors the cartography defined in the map service published by ArcGIS Server. The user cannot add layers and change symbols during run time.
GIS 45	System shall provide the ability to view an interaction location in Map view on an associated window if the location is validated against GIS	Mandatory	Yes				
GIS 46	System shall allow for point-and-click and area sketch location selection for service events that do not directly correspond to an address	Mandatory	Yes				
GIS 47	System shall provide the ability to select map objects and display features on a map and display data associated with interactions and/or work orders from interfaced systems along with any data attributes associated with GIS	Mandatory	Yes				
GIS 48	System shall provide the ability to display history of interactions on a map, by either single or multiple interaction types	Mandatory	No				Functionality not available.
END							

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
M 1	The system shall provide mobile agents for traditional Windows-based laptop devices, smart phones, and modern tablet devices based on iOS or Android platforms.	Mandatory	Yes				Accela Mobile is a suite of a productivity apps with support for Windows Pro, and apps for both iOS and Android platforms.
M 2	The system shall provide the ability to operate in connected mode (with network availability) and disconnected mode (without network capability, with data synchronization).	Mandatory	Yes				
M 3	The system shall provide equivalent security strength between mobile and non-mobile users through the Permit system.	Mandatory	Yes				
M 4	The system shall have an optimized user experience for mobile use including speech to text.	Mandatory				Yes	Would require interface with a third party product (ie. Dragon) to provide the needed functionality.
M 5	The system shall have the ability to leverage ESRI GIS map layers for display on mobile and desktop users.	Mandatory	Yes				
M 6	The system shall have the ability to view route schedules in a map format on mobile and desktop devices.	Mandatory	Yes				The field user's daily tasks are listed in the order of priority defined by date/time requirement. A dispatcher or user may sort their stops based on route optimization or other order. The order is then synchronized on the mobile device.
M 7	The system shall have the ability for field staff to manually optimize and/or override route schedules on mobile units in real-time.	Mandatory	Yes				
M 8	The system shall have the ability to automatically optimize route schedules on mobile units based on: <ul style="list-style-type: none"> <li>- Staff geographic assignments or project assignment</li> <li>- Staff skills/certifications</li> <li>- Staff availability</li> <li>- Staff workload requirements (e.g. meet quota's)</li> <li>- Staff starting location</li> <li>- Task type and estimated time</li> <li>- Task location</li> <li>- Task priority</li> <li>- Customer requested appointment time</li> </ul>	Mandatory	Yes				Accela's solution provides assignment and scheduling capabilities that includes many variable. Inspector Route Sheet functionality includes ordering an inspector's daily tasks by best route, number of tasks in a day/workload, skills/certifications, customer requested time, etc.
M 9	The system shall have the ability to adjust the route based on real-time traffic reports.	Mandatory	No				
M 10	The system shall have the ability to update route schedules based on staff progress throughout the day.	Mandatory	Yes				The field user can update the estimated time of arrival and update the system. The customer can get a notification of new ETA.
M 11	The system shall have the ability to notify customers of appointment delays.	Mandatory	Yes				The field user can update the estimated time of arrival and update the system. The customer can get a notification of new ETA.
M 12	The system shall have the ability to estimate the time it takes to perform field tasks.	Mandatory	Yes				Inspection types can be configured with estimated duration that the task should take. The system does not automatically "estimate" but can be configured such that individual field tasks can be allotted time durations.

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
M 13	The system shall have the ability to automatically manage the upload and download of data based on the mobile unit's state of connectivity without requiring user interaction.	Mandatory	Yes				
M 14	The system shall have the ability to manually synchronize the mobile unit data transfers from the mobile unit.	Mandatory	Yes				
M 15	The system shall have the ability to research record-specific (i.e. Permits, Enforcement, Entitlement records) information from the field on mobile units in both connected and disconnected modes and allow for cut and paste functionality.	Mandatory	Yes				In disconnected mode, the user must have synchronized records and any associated (historic) records to the mobile device, then they can review.
M 16	The system shall have the ability to research location-specific (i.e. parcel, address, building, covenant records) information from the field on mobile units in both connected and disconnected modes.	Mandatory	Yes				In disconnected mode, the user must have synchronized records and any associated (historic) records to the mobile device, then they can review.
M 17	The system shall have the ability to research contact-specific (i.e. applicants, licensed trades, complainants) information from the field on mobile units in both connected and disconnected modes and auto dial from record.	Mandatory	Yes				In disconnected mode, the user must have synchronized records and any associated (historic) records to the mobile device, then they can review.
M 18	The system shall have the ability to access, view, and edit documents and files (assuming mobile software compatibility) associated to inspection/investigative records on mobile units.	Mandatory	Yes				
M 19	The system shall have the ability to display and complete a dynamic checklist of data-entry items for review by field staff from mobile units.	Mandatory	Yes				
M 20	The system shall have the ability to develop predefined dynamic checklists for particular inspections or inspection groups for field staff.	Mandatory	Yes				
M 21	The system shall allow field staff to view a list of inspections or investigations assigned to them, some other staff member, or some group of staff based on configurable criteria.	Mandatory	Yes				
M 22	The system shall allow field staff to view a list of inspections or investigations of a certain status or inspection type (i.e. "Public Safety Investigation", "Concrete Inspection") based on configurable criteria from a mobile unit.	Mandatory	Yes				
M 23	The system shall allow field staff to view a list of inspections or investigations during certain timeframes (i.e. "Today's Inspections", "This Weeks' Inspections") based on configurable criteria from a mobile unit.	Mandatory	Yes				
M 24	The system shall allow the creation, QA, and comparison of inspection or investigations from a mobile unit.	Mandatory	Yes				The mobile solution provides ability to create new inspections and compare previous inspections.
M 25	The system shall allow the creation of new records from a mobile unit (e.g. Building Permit, Enforcement Case).	Mandatory	Yes				
M 26	The system shall allow the update of system record data from a mobile unit.	Mandatory	Yes				
M 27	The system shall enforce system security the same for users on mobile units as it is enforced for users when accessing the system directly in a non-mobile fashion.	Mandatory	Yes				
M 28	The system shall allow printing of system output from mobile units via WiFi or Bluetooth.	Mandatory	Yes				
M 29	The system shall allow the filtering of inspection or investigative records for display on mobile units.	Mandatory	Yes				

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
M 30	The system shall allow the sorting of inspection or investigative records for display on mobile units.	Mandatory	Yes				
M 31	The system shall allow the management of mobile profiles at an individual level and report if program is disabled.	Mandatory	No				The application requires users to log in. A report may be a potential option to see if the users are not submitting any transactions.
M 32	The system shall allow the management of mobile profiles at group levels.	Mandatory	Yes				
M 33	The system shall leverage vehicle GPS integration of mobile units for tracking, data storage, and reporting (including mileage, vehicle maintenance, and fuel).	Mandatory	Yes				
M 34	The system shall allow supervisors the ability to view the locations of field staff graphically in a map based on GPS locations of mobile units using City's GIS system.	Mandatory				Yes	The mobile solutions have a configuration option to include GPS coordinates upon submitting the transactions. This would allow the system to display where the field staff last submitted. Additionally, Automatic Vehicle Location (AVL) requires the use of third party software and technology to track field staff locations and display on a map in real time.
M 35	The system shall allow field staff to result inspection or investigative records from mobile units.	Mandatory	Yes				
M 36	The system shall allow field staff to cancel or reschedule inspection or investigative records from mobile units.	Mandatory	Yes				
M 37	The system shall allow field staff to manage their availability calendars from mobile units.	Mandatory	Yes				The Accela Civic Platform supports some calendar features from mobile solutions, in addition user always has option to log directly into the Civic Platform from the field. The Civic Platform can also be integrated to programs like Microsoft Outlook, allowing users to manage calendars via their Outlook calendar.
M 38	The system shall allow field staff to review inspections history for related inspections from mobile units.	Mandatory	Yes				
M 39	The system shall allow field staff to review record history from mobile units (i.e. Associated Enforcement Records, Building Permits, Entitlement Cases, etc).	Mandatory	Yes				
M 40	The system shall allow field staff to update or add contact information to inspection records from mobile units.	Mandatory	Yes				
M 41	The system shall enforce record locks, holds, or notices from mobile units.	Mandatory	Yes				
M 42	The system shall allow standard, common, or regulatory sets of data to be configured and available for quick selection from inspection or investigative records on mobile units.	Mandatory	Yes				
M 43	The system shall allow supervisor staff the ability to manage field staff workload by monitoring work status on GIS and allowing the update of inspection schedules.	Mandatory	Yes				
M 44	The system shall have the ability to send system messages to field staff via mobile units.	Mandatory	Yes				
M 45	The system shall have the ability to scan bar codes of correspondence in the field to retrieve system information on mobile devices.	Mandatory	Yes				

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
M 46	The system shall have the ability to track the time periods to perform inspections from mobile units to inform the performance level definition and adherence program.	Mandatory	Yes				
M 47	The system shall have the ability to upload files from mobile units, such as pictures using a GIS mobile application.	Mandatory	Yes				
M 48	The system shall have the ability to initiate enforcement actions in the field with mobile units (i.e. stop work order, violation, etc).	Mandatory	Yes				
M 49	The system shall have the ability to reassign inspections from one field user to another.	Mandatory	Yes				
M 50	The system shall have security levels that define which users are able to reassign inspections from mobile devices.	Mandatory	Yes				
M 51	The system shall have the ability to result multiple inspection records at the same time in batch fashion from a GIS mobile application.	Mandatory	Yes				
M 52	The system shall enforce system-defined business rules for system records on mobile units the same as it is enforced directly in the system.	Mandatory	Yes				
M 53	The system shall provide a mobile user with a configurable view of their workload.	Mandatory	Yes				
M 54	The system shall provide the ability for a mobile user to view inspections or investigations at nearby locations using a GIS mobile application.	Mandatory	Yes				
END							

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
INT 1	The system shall be capable of integrating using standards-based, web services approach.	Mandatory	Yes				
INT 2	The system shall be capable of integrating with existing City systems using the City's Generic Universal Message Bus (GUMB).	Mandatory	Yes				
INT 3	The system shall provide the ability to perform real-time updates.	Mandatory	Yes				
INT 4	The system shall have the capability to queue or resend outbound messages in case a receiving system or network connection is down temporarily.	Mandatory	Yes				<p>The Accela Civic Platform uses Communications Manager that maintains a correspondence list to track all incoming and outgoing communications (emails, text messages, meeting invites). All outgoing correspondence is flagged with a status indicating whether the communication was successfully sent. If the outbound communication failed then Accela can attempt to automatically resend the communication until successful.</p> <p>The Communications Manager offers a quick snapshot and history of all communications. There are 3 boxes that tracks emails:</p> <p>(a) Sent items - a list of all emails sent from Accela.</p> <p>(b) Outbox - list of emails queued or waiting to be sent or items that the Accela Civic Platform did not send due to a failure status.</p> <p>(c) Inbox - list of emails received from external servers.</p>
INT 5	The system shall monitor timeliness of messages and alert users if certain time limits have been exceeded.	Mandatory	Yes				<p>The Accela system Communications Manager can be used to create alerts to notify groups or specific individuals of all kinds of events. For example: an alert can be created using time variables to send an email when a specific task has passed its due date. Notifications can be sent via email, internal alert or an SMS message sent directly to the person assigned to the task and also if desired, escalated to peers or managers when the deadline nears or has passed.</p> <p>Accela also has a comprehensive deadline tracking feature associated with records, workflow tasks, inspections and other notable system events and can send alerts as needed.</p>

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration? (Yes/No)	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned date)	Requires Integration w/ Third Party Product or Vendor (Yes/No)	Comments
INT 6	The system shall have the ability to evaluate interface messages for accuracy and completeness, and reject messages that are not constructed properly as well as the capability to generate reports of failed messages.	Mandatory	Yes				Accela's Data Migration tool supports validation of bi-directional integrations with other systems such as a finance or document management system, and provides error logging and exception reports. For email and SMS messaging Accela uses its Communication Manager tool to track if outgoing messages were successfully sent. Reports can be built to obtain detailed or statistical information for failed messages.
INT 7	The system shall have the capability to capture and notify system administrators that messages have been rejected through the Remedy integration (see Interfaces requirements).	Mandatory	Yes				Accela can integrate with the Remedy system and notifications sent via email, SMS or an internal Accela alert which can then be routed to the appropriate users for mitigation.
INT 8	The system shall incorporate a re-usable, configurable framework for data exchanges with external systems. The framework shall handle system connections, job scheduling, error handling (timeouts, data errors), and error reporting (both business and technical staff notification via Remedy integration), roll-back, and re-send of message when necessary.	Mandatory	Yes				Accela offers its Batch Job functionality which allows for the scheduling of jobs and provides error reporting for failed or timed-out jobs. Accela also offers a complete documented catalog of Open APIs, Software Development Kits (SDKs) and the ability to integrate with Accela's Open Data portal CivicData.com.
END							

Req #	Requirement	Mandatory/Optional	Supported through Product Configuration?	Supported through Customization? (Yes/No)	Supported in Future Product Release (version #, planned)	Requires Integration w/ Third Party Product or Vendor	Comments
IF 1	The system shall integrate with the City's existing GIS systems (e.g., ERSI ArcGIS).	Mandatory	Yes				Inherent integration as GIS is a part of the Accela Civic Platform.
IF 2	The system shall integrate with FileNet, the City's enterprise content management system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 3	The system shall integrate with the City's Remedy system to automatically log certain errors.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 4	The system shall integrate with the City's cashing system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 5	The system shall integrate with the City's online payment gateway.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 6	The system shall integrate with the City's SAP system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 7	The system shall integrate with the City's Lagan (311) system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 8	The system shall integrate with the State Trade and Licensing system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 9	The system shall integrate with the County's Court Case Management system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 10	The system shall integrate with the Municipal Courts System (MCRT/MUNC) system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 11	The system shall integrate with the SAWS Web Application system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 12	The system shall integrate with the San Antonio Information System (SAIS) system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 13	The system shall integrate with the Public County Information (PUBL) system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 14	The system shall integrate with the CPS work order management system (WMIS).	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 15	The system shall integrate with the City's Digital Health system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 16	The system shall integrate with the City's Route Optimization system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 17	The system shall integrate with Quick Vtr.NET.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 18	The system shall integrate with the Bexar County Electronic Recordation E-File Secure system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services.
IF 19	The system shall integrate with the Legistar/Granicus system.	Mandatory		Yes			An interface will be developed to the noted system as part of implementation services. It is unclear whether the Granicus solution is intended to fulfill DSD agenda requirement in full therefore Accela Legislative Management has been included.
END							

## RFCSP Attachment I – Signature Page

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**RFCSP ATTACHMENT I**

**SIGNATURE PAGE**

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

By submitting a proposal, by paper (hardcopy), Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

**IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT.**

If awarded a contract in response to this RFCSP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

**Acknowledgement of Prohibition regarding Campaign and Officeholder Contributions**

I acknowledge that this contract has been designated a "high-profile" contract. I have read and understand the provisions regarding high profile contracts that appear on the cover page of this RFCSP.

If submitting your proposal by paper, complete the following and sign on the signature line below. Failure to sign and submit this Signature Page will result in rejection of your proposal.

**Accela, Inc.**

Respondent Entity Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: Julian D. Munoz

Title: Vice President

Email Address: jmunoz@accela.com

**Not applicable.**

Co-Respondent Entity Name: \_\_\_\_\_

Signature: <sup>Not</sup>  
~~applicable~~ \_\_\_\_\_

Printed Name: <sup>NOT</sup>  
~~applicable~~ \_\_\_\_\_

Title: <sup>Not</sup>  
~~applicable~~ \_\_\_\_\_

Email Address: <sup>NOT</sup>  
~~applicable~~ \_\_\_\_\_

# RFCSP Attachment J – VOSBPP Tracking Form

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**City of San Antonio**  
**Veteran-Owned Small Business Program Tracking Form**

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**Authority.** The City of San Antonio Veteran-Owned Small Business Preference Program Ordinance 2013-12-05-0864 adopted a veteran-owned small business preference program for specific contracting categories for solicitations issued after January 15, 2014.

**Tracking.** This solicitation is not eligible for a preference based on status as a veteran-owned small business (VOSB). Nevertheless, in order to determine whether the program can be expanded at a later date, the City tracks VOSB participation at both prime contract and subcontract levels.

**Certification.** The City relies on inclusion in the database of veteran-owned small businesses (VOSB) maintained by the U.S. Small Business Administration to verify VOSB status; however, veteran status may also be confirmed by certification by another public or private entity that uses similar certification procedures.

**Definitions.** The program uses the federal definitions of veteran and veteran-owned small business found in 38 CFR Part 74.

- The term “veteran” means a person who served on active duty with the U.S. Army, Air Force, Navy, Marine Corps, Coast Guard, for any length of time and at any place and who was discharged or released under conditions other than dishonorable. Reservists or members of the National Guard called to federal active duty or disabled from a disease or injury incurred or aggravated in line of duty or while in training status.
- A veteran-owned small business is a business that is not less than 51 percent owned by one or more veterans, or in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; the management and daily business operations of which are controlled by one or more veterans and qualifies as “small” for Federal business size stand purposes.

The program does not distinguish between a veteran and a service-disabled veteran-owned business and is not limited geographically.

COMPLETE THE FOLLOWING FORM AND SUBMIT IT WITH YOUR BID/PROPOSAL.

**City of San Antonio**  
**Veteran-Owned Small Business Program Tracking Form**

SOLICITATION NAME/NUMBER: 6100004961

Name of Respondent:	Accela, Inc	
Physical Address:	2633 Camino Ramon, Suite 500	
City, State, Zip Code:	San Ramon, CA 94583	
Phone Number:	925.659.3247	
Email Address:	jmunoz@accela.com	
Is Respondent certified as a VOSB with the U.S. Small Business Administration? (circle one)	<input type="radio"/> Yes	<input checked="" type="radio"/> No
If yes, provide the SBA Certification #	Not applicable	
If not certified by the SBA, is Respondent certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	<input type="radio"/> Yes	<input checked="" type="radio"/> No
If yes, provide the name of the entity who has certified Respondent as a VOSB. Include any identifying certification numbers.	Not applicable	
Participation Dollar Amount		

Is Respondent subcontracting with a business that is certified as a VOSB? (circle one)	<input type="radio"/> Yes	<input checked="" type="radio"/> No
Name of <b>SUBCONTRACTOR</b> Veteran-Owned Small Business:	Not applicable	
Physical Address:	Not applicable	
City, State, Zip Code:	Not applicable	
Phone Number:	Not applicable	
Email Address:	Not applicable	
Is <b>SUBCONTRACTOR</b> certified as a VOSB with the U.S. Small Business Administration? (circle one)	<input type="radio"/> Yes	<input type="radio"/> No
If yes, provide the SBA Certification #	Not applicable	
If not certified by the SBA, is <b>SUBCONTRACTOR</b> certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	<input type="radio"/> Yes	<input type="radio"/> No
If yes, provide the name of the entity who has certified <b>SUBCONTRACTOR</b> as a VOSB. Include any identifying certification numbers.	Not applicable	
Participation Dollar Amount	Not applicable	

**City of San Antonio**  
**Veteran-Owned Small Business Program Tracking Form**

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ACKNOWLEDGEMENT

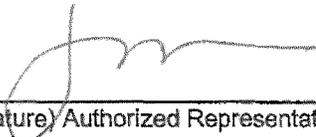
THE STATE OF TEXAS

I certify that my responses and the information provided on Veteran-Owned Small Business Program Tracking Form are true and correct to the best of my personal knowledge and belief and that I have made no willful misrepresentations on this form, nor have I withheld any relevant information in my statements and answers to questions. I am aware that any information given by me on this Veteran-Owned Small Business Program Tracking Form may be investigated and I hereby give my full permission for any such investigation. I fully acknowledge that any misrepresentations or omissions in my responses and information may cause my offer to be rejected.

BIDDER/RESPONDENT'S FULL NAME: **Accela, Inc.**

**Julian D. Munoz**

\_\_\_\_\_  
(Print Name) Authorized Representative of Bidder/Respondent

  
\_\_\_\_\_  
(Signature) Authorized Representative of Bidder/Respondent

**Vice President**

\_\_\_\_\_  
Title

25 NOV 2014  
\_\_\_\_\_  
Date

Date

**This Veteran-Owned Small Business Program Tracking Form must be submitted with the Bidder/Respondent's bid/proposal.**

**RFCSP ATTACHMENT K**

**PROPOSAL CHECKLIST**

Use this checklist to ensure that all required documents have been included in the proposal and appear in the correct order.

Document	Initial to indicate Document is Attached to Proposal
Table of Contents	JDM
Proposal RFCSP Attachment A	JDM
Respondent Questionnaire RFCSP Attachment B	JDM
Discretionary Contracts Disclosure form RFCSP Attachment _C	JDM
Litigation Disclosure RFCSP Attachment D	JDM
*SBEDA Form RFCSP Attachment E; and Associated Certificates, if applicable	JDM
Pricing Schedule RFCSP Attachment F_	JDM
Functional Requirements/Additional Project Documents RFCSP Attachment _G	JDM
Technical Requirements/Additional Project Documents RFCSP Attachment H	JDM
*Signature Page RFCSP Attachment I	JDM
*VOSBPP Tracking Form RFCSP Attachment J	JDM
Proposal Checklist RFCSP Attachment K	JDM
Proof of Insurability (See RFCSP Exhibit 1) Insurance Provider's Letter Copy of Current Certificate of Insurance	JDM
Financial Information	JDM
One (1) Original, Twelve (12) Copies and One (1) CD of this proposal in PDF format to include a softcopy of the completed Excel workbooks for Functional, Technical, and Pricing Attachments in its native Excel file format	JDM

\*Documents marked with an asterisk on this checklist require a signature. Be sure they are signed prior to submittal of proposal.

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# Proof of Insurability

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
09/10/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Marsh Risk & Insurance Services 1732 North First Street, Suite 400 San Jose, CA 95112  102298337-STND-GAWU-14-15	<b>CONTACT NAME:</b> PHONE (A/C, No. Ext): E-MAIL: ADDRESS:	FAX (A/C, No):
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Accela, Inc. 2833 Camino Ramon, Suite 120 San Ramon, CA 94583	INSURER A: National Fire Insurance of Hartford	20478
	INSURER B: Valley Forge Insurance Co	20508
	INSURER C: Continental Insurance Co	35289
	INSURER D: Continental Casualty Company	20443
	INSURER E: National Union Fire Insurance Co. Of Pittsburgh, PA	19445
	INSURER F:	

**COVERAGES**      **CERTIFICATE NUMBER:** SEA-002490838-07      **REVISION NUMBER:** 2

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC		4034953606	09/01/2014	09/01/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS		6013899017	09/01/2014	09/01/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE  DED      RETENTION \$		4034954156	09/01/2014	09/01/2015	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	6013899003 6013898997	09/01/2014 09/01/2014	09/01/2015 09/01/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Errors & Omissions		01-546-13-29	09/01/2014	09/01/2015	Limits 5,000,000 SIR 75,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Certificate holder is additional insured with respects to General Liability where required by written contract.

### CERTIFICATE HOLDER

### CANCELLATION

<b>EVIDENCE OF COVERAGE</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh Risk & Insurance Services  Daniel Yim <i>Daniel Yim</i>

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## Financial Information

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**ACCELA, INC. AND SUBSIDIARIES**

Consolidated Financial Statements

June 30, 2013 and 2012

(With Independent Auditors' Report Thereon)

## ACCELA, INC. AND SUBSIDIARIES

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KPMG LLP  
Suite 1400  
55 Second Street  
San Francisco, CA 94105

## Independent Auditors' Report

The Board of Directors  
Accela, Inc. and Subsidiary:

### Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Accela, Inc. and Subsidiaries, which comprise the consolidated balance sheets as of June 30, 2013 and 2012, and the related consolidated statements of operations and comprehensive loss, stockholders' deficit, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



***Opinion***

In our opinion, the consolidated financial statements referred to above present fairly in all material respects, the financial position of Accela, Inc. and Subsidiary as of June 30, 2013 and 2012, and the results of their operations and their cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.

**KPMG LLP**

San Francisco, California  
November 12, 2013

**ACCELA, INC. AND SUBSIDIARIES**

Consolidated Balance Sheets

June 30, 2013 and 2012

<b>Assets</b>	<b>2013</b>	<b>2012</b>
Current assets:		
Cash and cash equivalents	\$ 275,898	792,475
Accounts receivable – trade, net of allowances of \$161,983 and \$375,986 at June 30, 2013 and 2012, respectively	31,690,241	13,615,630
Prepaid expenses and other current assets	869,494	381,135
Restricted cash	251,936	80,000
Total current assets	33,087,569	14,869,240
Property and equipment, net	929,370	799,886
Goodwill and other intangible assets	814,302	779,302
Deferred project costs	—	316,110
Restricted cash, net of current portion	350,000	—
Other assets	354,740	355,071
Total assets	\$ 35,535,981	17,119,609
<b>Liabilities and Stockholders' Deficit</b>		
Current liabilities:		
Accounts payable	\$ 11,937,251	4,816,105
Accounts payable – related party	1,994,715	3,048,256
Accrued liabilities	11,658,404	4,825,207
Current portion of notes payable to stockholder	4,012,755	—
Current portion of deferred revenue	22,617,422	15,196,412
Current portion of term loan	—	250,000
Current portion of capital lease obligations	179,068	137,876
Total current liabilities	52,399,615	28,273,856
Deferred revenue, net of current portion	3,477,895	5,681,465
Borrowings under line of credit and term loan, net of current portion	12,296,799	12,296,799
Notes payable to stockholder, net of current portion	2,100,000	5,412,755
Capital lease obligations, net of current portion	262,009	177,346
Other long-term liabilities	931,492	1,697,790
Total liabilities	71,467,810	53,540,011
Commitments and contingencies (note 7)		
Stockholders' deficit:		
Convertible preferred stock, no par value. 20,000,000 shares authorized; 12,282,298 shares issued and outstanding at June 30, 2013 and 2012		
Liquidation preference of \$8,620,000	11,658,835	11,658,835
Common stock, no par value. 85,000,000 shares authorized; 29,797,237 and 29,797,037 shares issued and outstanding at June 30, 2013 and June 30, 2012, respectively	7,998,896	7,998,896
Additional paid-in capital	2,960,417	2,501,357
Warrants	5,128,167	4,972,346
Cumulative translation adjustment	(191,273)	(141,690)
Accumulated deficit	(64,093,479)	(63,301,816)
Total Accela Inc. stockholders' deficit	(36,538,437)	(36,312,072)
Noncontrolling interest in joint venture	606,608	(108,330)
Total stockholders' deficit	(35,931,829)	(36,420,402)
Total liabilities and stockholders' deficit	\$ 35,535,981	17,119,609

See accompanying notes to consolidated financial statements.

**ACCELA, INC. AND SUBSIDIARIES**

Consolidated Statements of Operations

Years ended June 30, 2013 and 2012

	<u>2013</u>	<u>2012</u>
Revenues:		
License	\$ 5,075,979	5,815,808
Services	40,828,404	19,239,781
Maintenance and support	21,426,336	19,510,478
Hosting and subscription	2,312,789	2,367,241
Other	212,199	158,520
	<u>69,855,707</u>	<u>47,091,828</u>
Total revenues		
Cost of revenues:		
License	151,500	342,187
Services	31,067,466	18,083,464
Maintenance and support	1,221,263	1,116,621
Hosting and subscription	1,347,384	1,302,386
Other	701,587	458,591
	<u>34,489,200</u>	<u>21,303,249</u>
Total cost of revenues		
Gross profit	<u>35,366,507</u>	<u>25,788,579</u>
Operating expenses:		
Sales and marketing	12,708,849	10,567,299
Research and development	12,327,731	10,245,818
General and administrative	8,784,376	7,370,021
	<u>33,820,956</u>	<u>28,183,138</u>
Total operating expenses		
Income (loss) from operations	<u>1,545,551</u>	<u>(2,394,559)</u>
Other income (expense):		
Interest income	1,512	2,238
Interest expense	(1,699,418)	(1,681,594)
Amortization of loan origination fees	(119,631)	(190,199)
Other income (expense)	—	(29,988)
	<u>(1,817,537)</u>	<u>(1,899,543)</u>
Other expense, net		
Loss before income taxes	<u>(271,986)</u>	<u>(4,294,102)</u>
Provision for income taxes	62,828	9,772
Net loss	<u>(334,814)</u>	<u>(4,303,874)</u>
Less income attributable to noncontrolling interest	456,849	397,442
Net loss attributable to Accela Inc. stockholders	<u>\$ (791,663)</u>	<u>(4,701,316)</u>

See accompanying notes to consolidated financial statements.

**ACCELA, INC. AND SUBSIDIARIES**  
Consolidated Statements of Comprehensive Loss  
Years ended June 30, 2013 and 2012

	<b>2013</b>	<b>2012</b>
Net loss	\$ (334,814)	(4,303,874)
Less income attributable to noncontrolling interest	456,849	397,442
Net loss attributable to Accela Inc. stockholders	(791,663)	(4,701,316)
Other comprehensive (loss) income – foreign currency translation adjustments	(49,583)	1,863
Comprehensive loss attributable to Accela Inc. stockholders	\$ (841,246)	(4,699,453)

See accompanying notes to consolidated financial statements.

**ACCELA, INC. AND SUBSIDIARIES**  
Consolidated Statements of Stockholders' Deficit  
Years ended June 30, 2013 and 2012

	Convertible preferred stock		Common stock		Additional paid-in capital	Warrants	Cumulative translation adjustment	Accumulated deficit	Total Accela Inc. stockholders' deficit	Noncontrolling Interest In Joint Venture	Total stockholders' deficit
	Shares	Amount	Shares	Amount							
Balances, June 30, 2011	12,282,298	\$ 11,658,835	29,797,037	\$ 7,998,896	2,049,252	4,972,346	(143,553)	(58,600,500)	(32,064,724)	—	(32,064,724)
Net (loss) income	—	—	—	—	—	—	—	(4,701,316)	(4,701,316)	397,442	(4,303,874)
Cumulative translation adjustment	—	—	—	—	—	—	1,863	—	1,863	—	1,863
Stock-based compensation expense	—	—	—	—	452,105	—	—	—	452,105	—	452,105
Noncontrolling interest in joint venture contribution	—	—	—	—	—	—	—	—	—	500	500
Noncontrolling interest in joint venture distributions	—	—	—	—	—	—	—	—	—	(506,272)	(506,272)
<b>Balances, June 30, 2012</b>	<b>12,282,298</b>	<b>11,658,835</b>	<b>29,797,037</b>	<b>7,998,896</b>	<b>2,501,357</b>	<b>4,972,346</b>	<b>(141,690)</b>	<b>(63,301,816)</b>	<b>(36,312,072)</b>	<b>(108,330)</b>	<b>(36,420,402)</b>
Net (loss) income	—	—	—	—	—	—	—	(791,663)	(791,663)	456,849	(334,814)
Cumulative translation adjustment	—	—	—	—	—	—	(49,583)	—	(49,583)	—	(49,583)
Exercise of stock options under employee stock option plan	—	—	200	—	180	—	—	—	180	—	180
Stock-based compensation expense	—	—	—	—	458,880	—	—	—	458,880	—	458,880
Issuance of warrants	—	—	—	—	—	155,821	—	—	155,821	—	155,821
Noncontrolling interest in joint venture contribution	—	—	—	—	—	—	—	—	—	913,919	913,919
Noncontrolling interest in joint venture distributions	—	—	—	—	—	—	—	—	—	(655,830)	(655,830)
<b>Balances, June 30, 2013</b>	<b>12,282,298</b>	<b>\$ 11,658,835</b>	<b>29,797,237</b>	<b>\$ 7,998,896</b>	<b>2,960,417</b>	<b>5,128,167</b>	<b>(191,273)</b>	<b>(64,093,479)</b>	<b>(36,538,437)</b>	<b>606,608</b>	<b>(35,931,829)</b>

See accompanying notes to consolidated financial statements.

**ACCELA, INC. AND SUBSIDIARIES**

Consolidated Statements of Cash Flows

Years ended June 30, 2013 and 2012

	<u>2013</u>	<u>2012</u>
Cash flows from operating activities:		
Net loss	\$ (334,814)	(4,303,874)
Adjustments to reconcile net loss to net cash (used in) provided by operating activities:		
Depreciation and amortization	455,216	440,664
Deferred income taxes	(4,885)	(60,781)
Noncash interest on stockholder notes payable	631,369	575,329
Amortization of loan origination fees	119,631	190,199
Stock-based compensation expense	458,880	452,105
Loss on disposition of property and equipment	992	—
Provision for doubtful accounts	3,271	8,443
Changes in operating assets and liabilities:		
Decrease (increase) in:		
Accounts receivable	(18,077,882)	(4,862,450)
Prepaid expenses and other current assets	(488,359)	131,003
Deferred project costs	316,110	598,041
Other assets	(119,300)	(30,329)
Restricted cash	(171,936)	519,436
Increase (decrease) in:		
Accounts payable	6,067,605	1,389,533
Accrued liabilities	6,936,862	1,057,202
Deferred revenue	5,217,440	4,176,466
Other liabilities	(1,340,626)	764,819
Net cash (used in) provided by operating activities	<u>(330,426)</u>	<u>1,045,806</u>
Cash flows from investing activities:		
Purchases of property and equipment	(301,317)	(376,142)
(Increase) decrease in restricted cash	(350,000)	38,827
Purchases of intangible assets	(36,000)	—
Net cash used in investing activities	<u>(687,317)</u>	<u>(337,315)</u>
Cash flows from financing activities:		
Exercise of stock options under employee stock option plan	180	—
Noncontrolling interest in joint venture contribution	913,919	500
Noncontrolling interest in joint venture distributions	(655,830)	(506,272)
Principal payments on capital lease obligations	(157,520)	(101,928)
Proceeds from borrowings on stockholder notes payable	700,000	—
Proceeds from borrowings on line of credit	350,000	—
Repayments on line of credit	(350,000)	—
Repayments on term loan	(250,000)	(675,000)
Net cash provided by (used in) financing activities	<u>550,749</u>	<u>(1,282,700)</u>
Effect of exchange rate changes on cash	<u>(49,583)</u>	<u>3,022</u>
Decrease in cash and cash equivalents	(516,577)	(571,187)
Cash and cash equivalents, beginning of year	<u>792,475</u>	<u>1,363,662</u>
Cash and cash equivalents, end of year	\$ <u>275,898</u>	<u>792,475</u>
Supplemental disclosures of cash flow information:		
Cash paid during the year for:		
Interest	\$ 1,059,318	1,106,923
Taxes	15,785	40,231
Noncash investing and financing activities:		
Equipment and other assets acquired under capital leases	\$ 283,375	322,316
Warrants issued in connection with loan extensions	155,821	—

See accompanying notes to consolidated financial statements.

## ACCELA, INC. AND SUBSIDIARIES

Notes to Consolidated Financial Statements

June 30, 2013 and 2012

### (1) Description of Business and Basis of Presentation

#### (a) Description of Business

Accela, Inc. and Subsidiaries (Accela or the Company) is a leading provider of web-, mobile-, and cloud-based software solutions exclusively for government agencies worldwide. Accela's solutions empower agencies to unify their departments to automate workflow, track information, and manage data for multi-department, mission critical applications including permitting, planning, code enforcement, licensing, public health, and public works processes, from a centralized software platform, while reducing workload and increasing efficiencies. Accela's solutions provide the agencies' citizens and businesses with easier and more convenient access to government services while further leveraging their investment in broadband and wireless infrastructure.

#### (b) Basis of Presentation

The consolidated financial statements include the accounts of the Company and its wholly owned subsidiaries located in the United States, Accela South Pacific Pty Ltd., located in Australia and Accela Middle East FZ-LLC, located in the United Arab Emirates.

The consolidated financial statements also include the accounts of Accela-21 Tech, LLC, a variable interest entity (VIE) located in the United States in which the Company is a 50% controlling member. The VIE was established to provide license, maintenance and product implementation services to an Accela customer. As the Company has the power to direct the activities that most significantly impact the economic performance of the VIE and the variable interest provides the Company with the right to receive benefits from the entity that could potentially be significant, the Company determined that it is the primary beneficiary of the VIE and included the VIE's assets and liabilities as of June 30, 2013 and 2012 and the results of the VIE's operations and cash flows for the years ended June 30, 2013 and 2012 in the Company's consolidated financial statements.

The VIE had total assets and total liabilities totaling \$1.1 million and \$1.2 million, respectively, as of June 30 2013. The VIE's balance sheet has been included in the Company's consolidated balance sheet with the offsetting equity related to the noncontrolling interest totaling \$0.6 million in the equity section of the Company's consolidated balance sheet as of June 30, 2013.

All significant intercompany balances and transactions are eliminated in consolidation.

### (2) Liquidity and Certain Significant Risks and Uncertainties

#### (a) Liquidity

Management believes that its existing cash balances, borrowing capacity and the equity financing discussed below will be sufficient for the Company to meet its cash needs for at least the next twelve months. In October 2013, the Company completed a capital raise which generated proceeds totaling \$35,000,000. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information related to the capital raise.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

**(b) *Certain Significant Risks and Uncertainties***

The Company operates in the software industry and, accordingly, can be affected by a variety of factors including factors described elsewhere in these notes. For example, changes in any of the following areas, among others, could have a significant negative effect on the Company in terms of its future financial position, results of operations, or cash flows; ability to increase revenues; ability to effectively execute on a single large multi-year services implementation; the hiring, training, and retention of key employees; development of sales distribution capabilities; software industry risks, including reductions in government technology spending; fundamental changes in the technology underlying the Company's software products; decreases in purchases or implementations of enterprise software; the Company's lengthy sales cycle; the Company's dependence on its direct sales force; dependence on sales of specific products; growth in demand for the Company's professional services; arbitration, litigation, or other claims against the Company or its intellectual property; adverse changes in domestic and international market and economic conditions, particularly given the 100% government customer base; successful and timely completion of product development efforts; product introductions by competitors; and the ability to obtain additional financing.

**(3) *Summary of Significant Accounting Policies***

**(a) *Use of Estimates***

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates, and such differences could be material to the Company's consolidated financial position and results of operations, requiring adjustment to these balances in future periods. Significant items subject to such estimates and assumptions include vendor specific objective evidence (VSOE) of fair value, the useful lives of property and equipment, allowances for doubtful accounts, valuation of deferred tax assets, stock-based compensation, and income tax uncertainties and other contingencies.

**(b) *Cash and Cash Equivalents***

The Company considers all highly liquid investments with an original maturity of 90 days or less to be cash equivalents. Cash equivalents are recognized at fair value.

**(c) *Fair Value of Financial Instruments***

The carrying amounts of the Company's financial instruments, which include cash and cash equivalents, restricted cash, accounts receivable, accounts payable, and other accrued expenses approximate their fair values due to their short maturities. Based on borrowing rates currently available to the Company for loans with similar terms, the carrying value of debt and capital lease obligations approximate fair value.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

**(d) Restricted Cash**

Restricted cash totals \$601,936 and \$80,000 as of June 30, 2013 and 2012, respectively. As of June 30, 2013, restricted cash consisted of a bank guarantee standby letter of credit in the amount of \$350,000 maintained pursuant to a new facility lease agreement entered into in fiscal 2013 and a bank guarantee in the amount of \$251,936 maintained pursuant to a performance bond in connection with a customer contract. As of June 30, 2012, restricted cash consisted of a bank guarantee in the amount of \$80,000 maintained pursuant to a bid bond in connection with a customer contract. See note 7(c), *Commitments and Contingencies – Performance Guarantees, Standby Letters of Credit and Bid Bonds*, for further information related to restricted cash.

**(e) Accounts Receivable**

Trade accounts receivable are stated at the amount which the Company expects to collect. The Company performs ongoing credit evaluations of its customers and generally does not require collateral.

The Company maintains an allowance for doubtful accounts for estimated losses resulting from the inability of its customers to make required payments. Management considers the following factors when determining the collectability of specific customer accounts: customer creditworthiness, past transaction history with the customer, current economic industry trends, and changes in customer payment terms. If the financial condition of the Company's customers were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Account balances are charged off against the allowance after all means of collection have been exhausted and the potential for recovery is considered remote. Bad debt expense recorded in the fiscal years ended June 30, 2013 and 2012 was \$3,271 and \$8,443, respectively. The Company does not have any off balance sheet credit exposure related to its customers.

**(f) Unbilled Accounts Receivable**

At June 30, 2013 and 2012, the Company's accounts receivable balances included unbilled accounts receivable of \$16,137,819 and \$3,695,257, respectively. Unbilled accounts receivable represent amounts earned and recognized in revenue under software and implementation services contracts in progress that are not billable at the respective balance sheet dates. These amounts become billable according to the contract terms, which usually consider the passage of time, completion of milestones, or completion of the projects.

At June 30, 2013, a single domestic customer accounted for 68% of the total unbilled accounts receivable and 47% of the total gross accounts receivable. See note 4, *Segment Reporting and Geographical Concentration*, for more information related to this major domestic customer. The Company anticipates that a significant portion of such unbilled amounts will be billed within 12 months of the balance sheet date.

**(g) Property and Equipment**

Property and equipment are stated at cost, net of accumulated depreciation. Equipment under capital leases is stated at the lower of fair market value or the present value of the minimum lease payments at the inception of the lease. Depreciation and amortization of property and equipment are computed

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

using the straight-line method over the estimated useful lives of the assets, which range from three to five years. Leasehold improvements are amortized over the shorter of the estimated useful life of the assets or the associated initial lease term.

**(h) Goodwill**

Goodwill represents the purchase price in excess of the net amount assigned to assets acquired and liabilities assumed by the Company primarily as a result of acquisitions the Company made in prior years, less impairment charges. The carrying value of goodwill is tested annually for impairment. The Company adopted Accounting Standards Update No. 2011-08, *Intangibles – Goodwill and Other (Topic 350)* (ASU 2011-08), beginning with its fiscal year ended June 30, 2012. ASU 2011-08 allows an entity to first assess qualitative factors to determine whether it is necessary to perform the two-step quantitative goodwill impairment test. Under ASU 2011-08, an entity would not be required to calculate the fair value of a reporting unit unless the entity determines, based on a qualitative assessment, that it is more likely than not that its fair value is less than its carrying amount. ASU 2011-08 includes a number of events and circumstances for an entity to consider in conducting the qualitative assessment.

The Company operates in a single reporting unit and performs its annual impairment review of goodwill at June 30, and if and when triggering events occur between annual impairment tests. Upon completion of its qualitative assessments as of June 30, 2013 and 2012, the Company has concluded that it is not more likely than not that the fair value of its single reporting unit is less than its carrying amount and it is therefore not necessary to perform the two-step quantitative goodwill impairment test. No impairment charges have been recorded for the years ended June 30, 2013 and 2012.

**(i) Software Development Costs**

Costs of internally developed software for resale are expensed until the technological feasibility of the software product has been established. Thereafter, software development costs are capitalized and amortized over the product's estimated useful life. To date, the point in time of achieving technological feasibility and the general availability of such software has substantially coincided; therefore, software development costs qualifying for capitalization have been immaterial. Accordingly, the Company has not capitalized any software development costs and has charged all such costs to research and development expense.

**(j) Long-Lived Assets**

The Company evaluates the carrying value of long-lived assets, including property and equipment, whenever events or changes in circumstances indicate that the carrying value of the asset may not be recoverable. An impairment loss is recognized when the estimated undiscounted future cash flows expected to result from the use of the asset, including disposition, are less than the carrying value of the asset. The impairment to be recognized is the excess of the carrying amount over the fair value of the assets. No impairment of long-lived assets was recognized for the years ended June 30, 2013 and 2012.

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#### (k) *Deferred Project Costs*

The Company defers direct costs for certain projects that for revenue recognition purposes require ratable recognition of revenue over the term of the arrangement. Direct costs include costs for labor, benefits, and any other direct expenses to the project. These deferred amounts are being amortized ratably over the life of the arrangement, which range from three to ten years. Amortization of deferred project costs was \$316,110 and \$904,966 in fiscal year 2013 and fiscal year 2012, respectively, and is amortized to cost of revenues. The Company analyzes the recoverability of deferred project costs on a periodic basis, and balances are written down for any amounts deemed unrecoverable. These write downs are recorded as cost of revenues in the accompanying consolidated statements of operations. As of June 30, 2013, there were no deferred project costs associated with certain projects that for revenue recognition purposes require ratable recognition of revenue over the term of the arrangement. As of June 30, 2012, deferred project costs associated with certain projects that for revenue recognition purposes require ratable recognition of revenue over the term of the arrangement totaled \$316,110.

In August 2011, a customer provided notice to the Company that they would terminate their maintenance, support and hosting contract, effective September 30, 2011, due to lack of funding. The Company had deferred project costs and deferred revenue related to this contract in the amounts of \$815,577 and \$446,700, respectively, that were immediately recognized as cost of services and services revenue, respectively, on September 30, 2011.

In the fourth quarter of fiscal 2012, the Company entered into a single large multi-year services implementation engagement with a major domestic customer. As of June 30, 2012, deferred services revenues and deferred project costs associated with this contract totaled \$324,431 and \$306,925, respectively. As of June 30, 2013, there were no deferred services revenues or deferred project costs associated with this contract. See note 4, *Segment Reporting and Geographical Concentration*, for more information related to this major domestic customer.

#### (l) *Income Taxes*

The Company accounts for income taxes using the asset and liability approach. Deferred tax assets and liabilities are recognized for the future tax consequences arising from the temporary differences between the tax basis of an asset or liability and its reported amount in the financial statements, as well as from net operating loss and tax credit carry forwards. Deferred tax amounts are determined by using the tax rates expected to be in effect when the taxes will actually be paid or refunds received, as provided for under currently enacted tax law. A valuation allowance is provided for the amount of deferred tax assets that, based on available evidence, is not expected to be realized.

The Company recognizes the effect of income tax positions only if those positions are more likely than not of being sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. It is the Company's policy to recognize interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense.

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#### **(m) Concentration of Risk**

Financial instruments that potentially subject the Company to significant concentrations of credit risk consist principally of cash equivalents, restricted cash, and accounts receivable. Risks associated with cash and cash equivalents are mitigated by the use of what the Company considers creditworthy institutions. The Company performs ongoing credit evaluations of its customers' financial condition and generally requires no collateral.

All of the Company's customers are government entities. Substantially, all of the Company's assets are located in the United States.

Approximately 97% and 93% of the Company's total revenues were generated in the United States during the years ended June 30, 2013 and 2012, respectively. In fiscal 2013, a single domestic major customer accounted for 32% of the Company's total revenues. In fiscal year 2012, no single customer accounted for more than 10% of the Company's total revenues.

At June 30, 2013 and 2012, the single domestic major customer noted above accounted for approximately 47% and 25%, respectively, of the Company's total accounts receivable. A second domestic customer accounted for approximately 18% of the Company's total accounts receivable as of June 30, 2013 and a separate domestic customer accounted for approximately 15% of the Company's total accounts receivable as of June 30, 2012.

At June 30, 2013, each of the two implementation partner vendors associated with the significant implementation contract with our major domestic customer noted above, accounted for approximately 17% of the Company's total accounts payable and accrued expenses, and the Company's engineering vendor accounted for 15% of the Company's total accounts payable and accrued expenses. At June 30, 2012, one vendor accounted for approximately 22% of the Company's accounts payable and one related-party vendor accounted for 39% of the Company's accounts payable. See note 12(b), *Related-Party Transactions – Software Design and Development Vendor*, for more information with respect to this related-party vendor.

In the fiscal years ended June 30, 2013 and 2012, one related-party vendor accounted for 20% and 60%, respectively, of the total research and development expense. See note 12(b), *Related-Party Transactions – Software Design and Development Vendor*, for more information with respect to this related-party vendor.

#### **(n) Revenue Recognition**

The Company recognizes revenue pursuant to requirements under the authoritative guidance on software revenue recognition.

The Company derives revenue from four primary sources: (1) perpetual and subscription software licenses; (2) related professional services, which include implementation, consulting, and training; (3) maintenance and support; and (4) hosting.

For perpetual software license arrangements that do not require significant modification or customization of the software, or professional services that are not essential to the functionality of the software, revenue is recognized when: (1) persuasive evidence of a legally binding arrangement

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exists, (2) delivery of the product has occurred or services have been rendered, (3) the arrangement fee is deemed fixed or determinable and free of contingencies or significant uncertainties, and (4) collection is probable.

For software arrangements involving multiple elements, software license fees are recognized under the residual method if VSOE exists for the undelivered elements. Under the residual method, the Company allocates and defers revenue for the undelivered elements based on the VSOE of fair value of the undelivered elements, and recognizes the difference between the total arrangement fee and the amount deferred for the undelivered elements as license revenue. The assessment of VSOE for undelivered elements, including professional services, hosting, maintenance and support, is based on historical evidence of stand-alone sales of these elements to customers or from the substantive stated renewal rate for the undelivered element. Changes to the elements in an arrangement and the Company's ability to establish VSOE for those elements could affect the timing of revenue recognition. When VSOE does not exist for undelivered elements, the entire arrangement fee is recognized ratably over the performance period.

For any bundled software and professional services arrangements (1) that include milestones or customer specific acceptance criteria that may affect collection of the software license fee; (2) where professional services include significant modification or customization of the software; or (3) where the software license payment is tied to the performance of professional services, the Company recognizes revenue as follows: The Company allocates a portion of the arrangement to the maintenance and support component in accordance with established VSOE, which is recognized ratably over the maintenance term. Software license fees and professional services are then accounted for as a single unit of accounting. Revenue related to this single unit is recognized under the percentage-of-completion method using input measures based on the ratio of direct labor hours incurred to date to the total projected direct labor hours.

Revenue from subscription software licenses is recognized ratably over the subscription period.

Revenue from hosting services is recognized ratably over the hosting period.

Revenue from consulting and training services that are not bundled with the initial delivery of a software license is recognized when such services are performed.

Revenue from maintenance and support arrangements that are initially bundled with the delivery of the software license, or are renewed by the customer in subsequent periods, is recognized on a straight-line basis over the term of the support agreement, which is typically one year. Maintenance and support arrangements provide for technical telephone support and the right to unspecified upgrades on an if-and-when-available basis.

Reimbursements received for out-of-pocket expenses are reported as revenue.

The Company presents its revenues net of sales tax in its consolidated statements of operations.

Management evaluates arrangements with governmental entities containing "fiscal funding" or "termination for convenience" provisions, where such provisions are required by law, to estimate the probability of possible cancellation. Multiple factors are considered, including the history with the

## ACCELA, INC. AND SUBSIDIARIES

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customer in similar transactions, the “essential use” of the licenses and the planning, budgeting, and approval processes undertaken by the governmental entity. If management determines that the probability of possible cancellation in these arrangements is remote, revenue is recognized when all of the criteria described above have been met. If such a determination cannot be made, revenue is recognized upon the earlier of cash receipt or approval of the applicable funding provision by the governmental entity.

**(o) Stock-Based Compensation**

The Company recognizes stock-based compensation expense over the requisite service period based on estimated grant date fair value using the Black-Scholes option pricing model using the following variables:

**Common Stock Valuation** – Since the Company’s shares are not publicly traded and its shares are rarely traded privately, the Company used an independent third-party consultant to value its common stock.

**Expected Term** – The Company’s expected term represents the period that the Company’s stock-based awards are expected to be outstanding. The Company does not have significant enough detailed information about employee exercise behavior to determine a meaningful expected term. As a result, the Company uses the simplified method to determine the expected term.

**Expected Volatility** – Since the Company’s shares are not publicly traded, expected volatility is based on the historical volatility for the period commensurate with the expected life of the option for a peer group of comparable companies with publicly traded shares.

**Expected Dividend** – The Company does not currently pay cash dividends on its common stock and does not anticipate doing so in the foreseeable future. Accordingly, the expected dividend yield is 0%.

**Risk-Free Interest Rate** – The risk-free interest rate is based on the U.S. Treasury zero-coupon issues in effect at the time of grant for periods corresponding with the expected term of the options.

**Estimated Forfeitures** – The estimated forfeiture rate is based on the Company’s historical forfeiture rates. The Company estimates forfeitures at the time of grant and revises those estimates in subsequent periods if actual forfeitures differ significantly from those estimates.

**(p) Foreign Currency Translation**

The functional currencies of the Company’s foreign subsidiaries are the Australian Dollar in Accela South Pacific and the United Arab Emirates (UAE) Dirham for Accela Middle East. Assets and liabilities of foreign operations with non-U.S. Dollar functional currency are translated to U.S. Dollars using exchange rates in effect at the end of the period. These foreign subsidiaries’ financial statements are translated using current exchange rates for balance sheet accounts and average exchange rates during the period for income statement accounts. The resulting translation adjustments are included in the Company’s consolidated balance sheets in the stockholders’ equity section as a component of accumulated other comprehensive (loss) income. For the fiscal years

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ended June 30, 2013 and 2012, accumulated other comprehensive (loss) income consisted solely of foreign currency translation adjustments.

**(q) *Loss and Gain Contingencies***

The Company is subject to the possibility of loss contingencies arising in the ordinary course of business. Management considers the likelihood of loss related to an asset, or the incurrence of a liability, as well as its ability to reasonably estimate the amount of the loss, in determining loss contingencies. An estimated loss contingency is accrued when it is probable that an asset has been impaired and the amount of loss can be reasonably estimated. The Company regularly evaluates current information available to determine whether such accruals should be adjusted and whether new accruals are required.

In one such matter, in August 2012, the Company settled a contract dispute with one of its customers. In connection with that matter, the Company also settled its dispute with its insurance carrier. Accordingly, the Company recorded a gain in fiscal 2013 totaling \$150,000 and recorded a loss in fiscal 2012 totaling \$136,396. Both the gain in fiscal 2013 and the loss in fiscal 2012 was reflected in general and administrative expense in operating expenses in the consolidated statements of operations. See note 14, *Legal Proceedings*, for further information related to these matters.

**(r) *Recent Accounting Pronouncements***

In February 2013, the Financial Accounting Standards Board (FASB) issued an Accounting Standards Update (ASU) to the guidance on Comprehensive Income, to improve the reporting of reclassifications out of accumulated other income. This guidance requires entities to provide information about the amounts reclassified out of accumulated other income by component. The authoritative guidance also requires an entity to present, either on the face of the statement where net income (loss) is presented or in the notes, significant amounts reclassified out of accumulated other comprehensive income by the respective line items of net income only if the amount reclassified is required under U.S. GAAP to be reclassified to net income (loss) in its entirety in the same reporting period. For amounts not required to be reclassified under U.S. GAAP, entities are required to cross-reference to other disclosures required under U.S. GAAP that provide additional detail about those amounts. The Company adopted this guidance in fiscal 2013 and its adoption did not have a significant impact on the Company's consolidated financial statements.

In July 2013, the FASB issued an ASU on Income Taxes, to improve the presentation of an unrecognized tax benefit when a net operating loss carryforward, a similar tax loss, or a tax credit carry forward exists. This guidance is expected to reduce diversity in practice and is expected to better reflect the manner in which an entity would settle at the reporting date any additional income taxes that would result from the disallowance of a tax position when net operating loss carry forwards, similar tax losses, or tax credit carry forwards exists. This guidance is effective for interim and annual periods beginning after December 15, 2013. The Company does not believe that the implementation of this authoritative guidance will have any material impact on its consolidated financial position or results of operations.

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**(s) Certain Reclassifications of Prior Year Balances**

During the current fiscal year, the Company concluded that \$2,426,368 and \$1,994,715 of previously reported accounts payable and accounts payable-related party, respectively, were misclassified as long-term in other long-term liabilities and accounts payable-related party, net of current portion, respectively. The Company revised the consolidated balance sheet as of June 30, 2012 by increasing accounts payable and accounts payable related-party by \$2,426,368 and \$1,994,715, respectively, and by reducing other long-term liabilities and accounts payable related-party, net of current portion, by the same amounts, respectively.

**(4) Segment Reporting and Geographical Concentration**

The Company's chief operating decision maker (CODM), who is the chief executive officer, allocates resources and assesses performance based on financial information of the Company. The CODM reviews financial information presented on an entity level basis accompanied by disaggregated information about revenues by product type and certain information about geographic regions for purposes of making operating decisions and assessing financial performance. The entity level financial information is identical to the information presented in the accompanying consolidated financial statements. Accordingly, the Company has determined that it operates in a single operating and reportable segment. The Company attributes revenues to geographic regions generally based on the country in which the products are shipped to.

The following table shows total revenues by geographic region for each of the fiscal years ended June 30, 2013 and 2012:

	2013	2012
Revenues:		
United States of America:		
License	\$ 4,842,286	4,450,989
Services	39,429,818	17,788,466
Recurring revenues and other	23,284,936	21,560,182
Total United States of America	67,557,040	43,799,637
Middle East and South Pacific:		
License	233,693	1,364,820
Services	1,398,586	1,451,315
Recurring revenues and other	666,388	476,056
Total Middle East and South Pacific	2,298,667	3,292,191
Total	\$ 69,855,707	47,091,828

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The Company tracks assets by physical location. The majority of the Company's assets as of June 30, 2013 and 2012 were attributable to U.S. operations. Trade accounts receivable and property and equipment are summarized as follows as of June 30, 2013 and 2012:

	2013	2012
Accounts receivable – net:		
United States of America	\$ 30,876,530	13,442,751
Middle East and South Pacific	813,711	172,879
Total	\$ 31,690,241	13,615,630
Property and equipment:		
United States of America	\$ 895,851	758,460
Middle East and South Pacific	33,519	41,426
Total	\$ 929,370	799,886

#### (5) Property and Equipment, Net

Property and equipment at June 30, 2013 and 2012 consist of the following:

	2013	2012
Leasehold improvements	\$ 73,109	73,195
Computers and computer software	3,488,810	3,159,983
Computer equipment and furniture under capital leases	819,662	647,154
Other equipment	382,057	381,865
Furniture and fixtures	409,544	362,480
Total	5,173,182	4,624,677
Accumulated depreciation and amortization	(4,243,812)	(3,824,791)
Property and equipment, net	\$ 929,370	799,886

Depreciation and amortization expense for the years ended June 30, 2013 and 2012 was \$455,216 and \$440,664, respectively. Accumulated amortization for equipment acquired under capital leases, included within accumulated depreciation and amortization, totaled \$186,609 and \$115,315 at June 30, 2013 and 2012, respectively.

**ACCELA, INC. AND SUBSIDIARIES**

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**(6) Accrued Liabilities and Other Long-Term Liabilities**

Accrued liabilities and other long-term liabilities at June 30, 2013 and 2012 consist of the following:

	<b>2013</b>	<b>2012</b>
Accrued liabilities:		
Payroll and related expenses	\$ 3,433,671	4,015,460
Partner implementation costs	6,252,542	208,388
Interest	86,257	80,422
Related-party interest	1,279,991	159,133
Settlement agreement (note 3q and 14)	155,326	200,000
Other expenses	450,617	161,804
Total accrued liabilities	\$ 11,658,404	4,825,207
Other long-term liabilities:		
Related-party interest	\$ 317,042	961,752
Settlement agreement (note 3q and 14)	550,000	705,326
Other expenses	64,450	30,712
Total other long-term liabilities	\$ 931,492	1,697,790

**(7) Commitments and Contingencies**

**(a) Capital and Operating Leases**

The Company leases its facilities and certain equipment under noncancelable capital and operating leases that expire on various dates through 2018. Minimum future lease payments under such capital and operating lease arrangements as of June 30, 2013 are as shown below:

	<b>Noncancelable capital leases</b>	<b>Operating leases</b>
Year ending June 30:		
2014	\$ 202,911	1,136,111
2015	121,318	1,115,335
2016	75,444	1,151,650
2017	53,414	1,443,240
2018	30,291	1,443,240
Thereafter	—	240,540
	483,378	\$ 6,530,116
Less amount representing interest	(43,639)	
Less current portion	(179,068)	
Long-term capital lease obligations	\$ 260,671	

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Rent expense under operating leases for fiscal years ended June 30, 2013 and 2012 was \$765,360 and \$691,680, respectively.

#### **(b) Indemnification Agreements**

The Company enters into standard indemnification agreements and certain warranties with its customers and certain other business partners in the ordinary course of business. These agreements include product warranties and provisions for indemnifying the customer against any claim brought by a third party to the extent any such claim alleges that the Company's product infringes a patent, copyright or trademark, or misappropriates a trade secret, of that third party. The agreements generally limit the scope of the available remedies in a variety of industry-standard methods, including but not limited to product usage and geography-based limitations, a right to control the defense or settlement of any claim, and a right to replace or modify the infringing products to make them noninfringing. These agreements also include provisions for indemnifying the customer for tortious conduct of the Company, its employees, and agents.

The Company has not incurred significant expenses related to these indemnification agreements and warranties, and no material claims for such indemnifications and warranties are outstanding as of June 30, 2013 and 2012. As a result, the Company believes the estimated fair value of any liability related to these indemnification agreements and warranties, if any, to be de minimis; accordingly, no liability has been recorded with respect to such indemnifications and warranties as of June 30, 2013 and 2012.

#### **(c) Performance Guarantees, Standby Letters of Credit and Bid Bonds**

In fiscal 2013, the Company established a cash-collateralized, noninterest bearing performance guarantee with a bank in favor of an international customer. This guarantee will automatically renew annually, until final acceptance and release by the customer. At June 30, 2013, the performance guarantee included in restricted cash totaled \$251,936. At June 30, 2012, there were no performance guarantees included in restricted cash.

Also in fiscal 2013, the Company entered into a new lease facility at its headquarters in San Ramon, California. The new lease facility included a cash collateralized, noninterest bearing standby letter of credit totaling \$350,000 which was included in restricted cash as of June 30, 2013.

In March 2012, the Company established an \$80,000 bid bond guarantee with a bank in favor of an international customer. The bid bond expired on August 17, 2012, at which time the funds were returned to the Company. At June 30, 2013 and 2012, bid bonds totaling \$0 and \$80,000, respectively, was included in restricted cash.

#### **(8) Borrowings under Line of Credit and Term Loan**

The Company has a revolving line of credit facility with a bank. The line of credit, originally for a three-year term ending August 12, 2011, established a maximum \$15,000,000 senior secured credit facility and included a \$5,000,000 letter of credit subfacility. The facility is collateralized by a first priority perfected security interest in substantially all of the assets of the Company. Under the credit facility, the notes payable to stockholders (note 9) were subordinated to the borrowings under the line of credit.

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Effective May 24, 2010, the Company entered into an amended agreement with the bank for a term ending on August 12, 2012. Total borrowing under the facility (including outstanding subfacility letters of credit of up to \$5,000,000 – of which \$250,000 is outstanding as of June 30, 2012) may not exceed the lesser of (1) \$13,500,000 or (2) the Company's maintenance and hosting revenue for the most recently completed trailing twelve consecutive month period times a multiple ranging from 1.0 to 1.2. Existing advances of \$1,500,000 were converted to a term loan under the amendment. The converted term loan was to be repaid in equal monthly installments of \$50,000, commencing June 1, 2010, and bore interest at 8.25%. As of June 30, 2013, the term loan was repaid in full. Additional advances are not available under the converted term loan.

Depending on the Company's leverage ratio as of any date of determination, the Company may elect that the loans bear interest at a rate per annum equal to (1) the Base Rate plus Applicable Margin; or (2) the LIBOR plus Applicable Margin. The leverage ratio is the ratio of the Company's outstanding obligations to its earnings before interest, taxes, depreciation, and amortization. Applicable Margin is 4.50% for Base Rate loans with a Leverage Ratio greater than 2.00:1.00 and 2.50% for Base Rate loans with a Leverage Ratio equal to or less than 2.00:1.00. Applicable Margin is 5.50% for LIBOR loans with a Leverage Ratio greater than 2.00:1.00 and 3.50% for LIBOR loans with a Leverage Ratio equal to or less than 2.00:1.00. Base Rate is defined as the greater of Prime Rate, the Federal Funds Rate plus 1/2% or 4.75% per annum. The LIBOR is defined as the greater of the rate per annum appearing on Bloomberg L.P.'s Page BBAM or 2.75% per annum.

The Company is subject to various financial covenants, including maintenance of minimum levels of EBITDA and limitations on annual capital expenditures. The Company is also required to provide certain monthly and annual financial reporting and reporting of certain significant events to the bank. The Company was in compliance with all affirmative, negative and financial covenants as of the date of issuance of these financial statements.

In May 2011, upon execution of a new office lease, the Company established an Irrevocable Standby Letter of Credit with the bank in favor of a landlord in the amount of \$200,000, using the letter of credit subfacility available under the bank credit facility. The Letter of Credit expires on May 9, 2014. Drawings under the Letter of Credit, full or partial, are permitted upon an event of default under the Company's lease.

At both June 30, 2013 and 2012, the amount outstanding under the line of credit facility was \$12,296,799. The term loan was paid in full in fiscal 2013. Accordingly, at June 30, 2013 and 2012, amounts outstanding under the term loan were \$0 and \$250,000, respectively. The interest rate on the amounts outstanding under the line of credit facility at both June 30, 2013 and 2012 was 8.25%.

On February 13, 2012, the Company entered into an amended agreement with the bank that extended the term of its line of credit agreement through August 12, 2014. Significant changes incorporated into the amendment included a reduction of the early termination premium, establishment of new minimum earnings before interest, taxes, depreciation, and amortization (EBITDA) and maximum capital expenditures covenants, and establishment of new limits for permitted intercompany advances.

In October 2013, in connection with the Company's issuance of Series D-1 and D-2 Preferred Stock, the Company's existing credit facility with the bank is being renegotiated under a new credit facility with the

## ACCELA, INC. AND SUBSIDIARIES

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same bank. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information related to the new line of credit facility with the bank.

The following is a summary of various contractual commitments as of June 30, 2013 with respect to the revolving line of credit facility with a bank and notes payable to stockholder. All periods start from July 1, 2013 and exclude interest commitments.

	<b>Payments due by period</b>		
	<b>Total</b>	<b>Fiscal 2014</b>	<b>Fiscal 2015</b>
Revolving line-of-credit facility:			
Bank line of credit	\$ 12,296,799	—	12,296,799
Stockholder notes (note 9)	6,112,755	4,012,755	2,100,000
	\$ 18,409,554	4,012,755	14,396,799

#### (9) Notes Payable to Stockholder

Notes payable to stockholder at June 30, 2013 and 2012 consist of the following:

	<b>2013</b>	<b>2012</b>
Note payable to a stockholder, dated May 9, 2013, bearing interest at 11%, principal and accrued interest due November 8, 2014, unsecured (note 12a).	\$ 700,000	—
Note payable to a stockholder, dated June 23, 2011, bearing interest at 10.25%, principal and accrued interest due December 30, 2014, unsecured (note 12a).	1,000,000	1,000,000
Note payable to a stockholder, dated June 30, 2011, bearing interest at 10.25%, principal and accrued interest due December 30, 2014, unsecured (note 12a).	400,000	400,000
Note payable to a stockholder, dated February 1, 2010, bearing interest at 9.25%, principal and accrued interest due February 1, 2014, unsecured. This note superseded and canceled the amended note, dated February 1, 2008 (note 12a).	4,012,755	4,012,755
Notes payable to stockholder	\$ 6,112,755	5,412,755

In August 2012, both the June 23, 2011 note payable totaling \$1,000,000 and the June 30, 2011 note payable totaling \$400,000 had their respective maturity dates extended by two years. These notes now have a new maturity date of December 30, 2014 and a new interest rate of 10.25%. Warrants were issued in consideration for the extensions and lower interest rate. See note 10(b), *Stockholders' Deficit – Common Stock Warrants*, for further information regarding the extensions, new interest rate and the issuance of new warrants.

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In May 2013, the Company entered into a new unsecured promissory note payable agreement with a stockholder of the Company in an amount totaling \$700,000, which bears interest at a rate of 11% per annum. The entire outstanding balance of this note, together with all accrued interest thereon, shall be due and payable in full on or before November 8, 2014.

In October 2013, in connection with the Company's issuance of Series D-1 and D-2 Preferred Stock, the Company's notes payable to stockholder, including all accrued and unpaid interest, was either converted to Series D-2 preferred stock, paid or forgiven by the stockholder. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information related to stockholder notes payable.

#### (10) Stockholders' Deficit

##### (a) Convertible Preferred Stock

Convertible preferred stock consists of the following as of June 30, 2013 and 2012:

	<u>Designated shares</u>	<u>Outstanding shares</u>
Series A	5,000,000	4,704,520
Series B	3,000,000	3,000,000
Series C	5,000,000	4,577,778
Total	<u>13,000,000</u>	<u>12,282,298</u>

The Company has 20,000,000 preferred shares authorized, with 13,000,000 shares designated for Series A, B, and C. Significant terms of the Company's Series A, B, and C convertible preferred stock are as follows:

Each share of Series A, B, and C preferred stock is convertible into one share of common stock (subject to adjustment for events of dilution), at the option of the holder. Shares automatically convert into common stock upon: 1) a public offering of the Company's common stock yielding proceeds in excess of \$30,000,000 and a price per share of common stock that is not less than \$2.70 per share or 2) in the event of a vote or written consent or agreement of the holders of 50% of the shares of the preferred stock then outstanding.

Each share of Series B and C convertible preferred stock is entitled to receive noncumulative dividends, prior to and in preference to any declaration or payment of any dividend on the common stock and Series A convertible preferred stock, at the rate of 8% per year of the original issue price of \$1.50 and \$0.90, respectively. The Series B and C convertible preferred stockholders are entitled to such dividends when and if declared by the board of directors. No dividends have been declared since inception.

Each share of Series A convertible preferred stock is entitled to receive noncumulative dividends, prior to and in preference to any declaration or payment of any dividend on the common stock, at the rate of 8% per year of the original issue price of \$0.39. The Series A convertible preferred stockholders are entitled to such dividends when and if declared by the board of directors. No dividends have been declared since inception.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

The Series A, B, and C convertible preferred stock have the same voting rights as the common stock into which they are convertible.

In the event of liquidation, dissolution or winding up of the Company, the holders of Series B and C convertible preferred stock are concurrently entitled to receive on a pro rata basis, prior and in preference to any distributions to the holders of Series A convertible preferred stock and common stock, an amount of \$1.50 and \$0.90, respectively, per share. Any surplus assets remaining thereafter shall be distributed entirely to the holders of the common stock and Series A, B, and C convertible preferred stock on a pro rata basis.

In September 2013, a related party stockholder and an independent third party each purchased series A convertible preferred stock from the Company. See note 15(b), *Subsequent Events – Sale of Series A Convertible Preferred Stock*, for more information related to these sales.

In October 2013, the Company issued new Series D-1 and D-2 Preferred Stock. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information related to the newly issued series D-1 and D-2 preferred stock.

**(b) Common Stock Warrants**

A summary of common stock warrant activity during the fiscal years ended June 30, 2012 and 2013 is as follows:

	<b>Warrants outstanding</b>
Balance at June 30, 2011	\$ 7,178,094
Activity during fiscal 2012:	
Issued	—
Expired, exercised or canceled	—
	7,178,094
Balance at June 30, 2012	7,178,094
Activity during fiscal 2013:	
Issued	396,149
Expired, exercised or canceled	—
Balance at June 30, 2013	\$ 7,574,243

In August 2012, the two promissory notes payable in the amount of \$1,000,000 and \$400,000, respectively, each with a due date of December 30, 2012, were extended to December 30, 2014. The interest rate was adjusted to 10.25% per annum and the default interest rate was adjusted to 12.25% per annum. All other terms remained unchanged. In consideration for these notes payable extensions, also in August 2012, the Company issued to the stockholder, fully vested warrants to purchase up to 396,149 shares of the Company's common stock at an exercise price of \$1.24 per share with an expiration date of August 7, 2015. The fair value of these warrants of \$155,826 was accounted for as a debt modification. Accordingly, the Company will amortize the fair value of the warrant to interest expense over the remaining term of the extended notes. The fair value of these warrants was

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

determined using the Black-Scholes option pricing model with the following assumptions: expected life of three years; volatility of 46.59% and risk-free interest rate of 0.37%.

In October 2013, in connection with the Company's issuance of Series D-1 and D-2 Preferred Stock, the Company's common stock warrants were canceled. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information on the newly issued Preferred Stock.

#### (c) *Common Shares Reserved for Issuance*

At June 30, 2013, the Company reserved shares of common stock for future issuance as follows:

Stock option plan	\$ 16,316,946
Common stock warrants	7,574,243
Conversion of Series A convertible preferred stock	4,704,520
Conversion of Series B convertible preferred stock	3,000,000
Conversion of Series C convertible preferred stock	4,577,778
Total	<u>\$ 36,173,487</u>

#### (d) *Stock Option Plans*

Under the Company's 2000 stock option plan (the 2000 Plan) as originally adopted, the Company could grant both incentive or nonstatutory stock options to employees, directors, and consultants with exercise prices not less than 100% of the estimated fair value of the common stock on the date of the grant. Option grants to a person who, at the time of the grant, owned more than 10% of the total combined voting power of all classes of stock had an exercise price of no less than 110% of the estimated fair value of the common stock on the date of the grant. Options generally vested over a four-year period with a one-year cliff followed by monthly vesting.

The 2000 Plan was adopted on June 27, 2000 with a termination date of June 26, 2005. In August 2005, the Company extended the expiration date of the 2000 Plan for an additional five years to June 26, 2010.

Effective June 27, 2010, Accela's Board of Directors approved the adoption of the 2010 Stock Incentive Plan (the 2010 Plan), with a termination date of June 26, 2020. The 2010 Plan replaced the 2000 Plan which expired on June 26, 2010. Under the 2010 Plan, the Company may grant options (which may constitute incentive stock options or nonstatutory stock options), stock appreciation rights, or restricted stock units and the award or sale of shares, at the discretion of the Board of Directors. Only employees are eligible for grants of incentive stock options. Only employees, consultants, and outside directors are eligible for grants of nonstatutory stock options, stock appreciation rights, and the award or sale of shares.

Incentive stock options may be granted with an exercise price not less than 100% of the fair market value of the common stock on the date of the grant; provided, however, that the exercise price per share of an incentive stock option granted to a 10% stockholder must not be less than 110% of the fair market value of a share on the date of grant. The exercise price per share of a nonstatutory stock option must not be less than 100% of the fair market value of a share on the date of grant.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

Options granted under the 2010 Plan generally vest over a four-year period with a one-year cliff followed by monthly vesting.

A summary of stock option activity under the 2011 Plan is as follows:

	<b>Options available for grant</b>	<b>Options outstanding</b>	<b>Weighted average exercise price</b>
Balances at June 30, 2011	8,187,312	8,129,834	\$ 0.83
Granted	(347,000)	347,000	1.18
Canceled, forfeited, or expired	492,537	(492,537)	1.05
Balances at June 30, 2012	8,332,849	7,984,297	0.83
Granted	(1,640,000)	1,640,000	1.24
Exercised	—	(200)	0.90
Canceled, forfeited, or expired	3,397,197	(3,397,197)	0.41
Balances at June 30, 2013	<u>10,090,046</u>	<u>6,226,900</u>	1.15

At June 30, 2013 and 2012, the total number of shares authorized for issuance under the plan was 16,316,946 and 16,317,146, respectively.

Additional information regarding options outstanding as of June 30, 2013 is as follows:

<b>Exercise price</b>	<b>Options outstanding at June 30, 2013</b>			<b>Options exercisable</b>	
	<b>Number of shares</b>	<b>Weighted average remaining contractual life (years)</b>	<b>Weighted average exercise price</b>	<b>Number of shares</b>	<b>Weighted average exercise price</b>
\$ 0.351–0.90	2,015,800	3.03	\$ 0.90	2,015,800	\$ 0.90
0.901–1.18	854,100	7.13	1.18	594,896	1.18
1.181–1.31	2,846,500	7.31	1.27	1,389,113	1.30
1.311–1.50	510,500	5.88	1.38	506,783	1.38
	<u>6,226,900</u>	5.78	1.15	<u>4,506,592</u>	1.12

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

Stock Compensation Expense – The fair value of stock option grants for the years ended June 30, 2013 and 2012 was estimated on the date of grant using the Black-Scholes option pricing model with the following assumptions:

	<b>2013</b>	<b>2012</b>
Risk-free interest rate	0.91%–1.17%	1.20%–1.23%
Expected term (in years)	6.00	6.00
Dividend yield	None	None
Volatility	47.91%–48.65%	47.91%–52.61%
Estimated annual forfeitures	6.6%	7.0%
Fair value of common stock	\$ 1.24	1.18

The weighted average grant date fair value of options granted during the years ended June 30, 2013 and 2012 was \$0.58 and \$0.60, respectively. Options exercised in fiscal 2013 totaled 200 shares at an exercise price of \$0.90 per share. There were no options exercised in fiscal 2012. As of June 30, 2013, there was unrecognized compensation cost, adjusted for estimated forfeitures related to unvested stock options granted in the amount of \$713,255. That cost is expected to be recognized over a weighted average period of 2.93 years.

The Company currently uses authorized and unissued shares to satisfy share award exercises.

Stock-based compensation expense is allocated to expense categories on the consolidated statements of operations based on the employees' departmental cost center. The following table summarizes stock-based compensation expense for the years ended June 30, 2013 and 2012. The Company did not recognize any income tax benefit in the consolidated statements of operations for stock-based compensation arrangements in the years ended June 30, 2013 or 2012.

	<b>2013</b>	<b>2012</b>
Included in cost of revenue:		
Cost of services	\$ 102,158	81,987
Cost of maintenance and support	594	514
Cost of hosting and subscription	3,826	681
Total included in cost of revenue	106,578	83,182
Included in operating expenses:		
Sales and marketing	148,500	72,606
Research and development	22,607	62,389
General and administrative	181,195	233,928
Total included in operating expenses	352,302	368,923
Total	\$ 458,880	452,105

In October 2013, in connection with the Company's issuance of Series D-1 and D-2 Preferred Stock, the Company's existing options and warrants, excluding previously exercised options, were canceled

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

and a new option pool was established. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information on the newly issued Preferred Stock.

#### (11) Income Taxes

The provision for income taxes for the years ended June 30, 2013 and 2012 was \$62,828 and \$9,772, respectively, and consisted of the following:

	<b>Year ended June 30</b>	
	<b>2013</b>	<b>2012</b>
Current:		
Federal	\$ —	—
State	40,886	36,965
Foreign	26,827	33,588
Total current	67,713	70,553
Deferred:		
Foreign	(4,885)	(60,781)
Total deferred	(4,885)	(60,781)
Total provision for income taxes	\$ 62,828	9,772

Deferred income taxes reflect the net tax effects of temporary differences between the carrying amounts of assets and liabilities used for financial reporting and the amounts used for income tax purposes as well as net operating loss and tax credit carryforwards. The items comprising the Company's net deferred tax assets at June 30, 2013 and 2012 are as follows:

	<b>2013</b>	<b>2012</b>
Deferred tax assets, net:		
Net operating loss carryforwards	\$ 10,316,177	12,984,828
Research and development credits	1,856,856	1,578,701
Accruals and reserves	3,920,831	4,360,732
Stock-based compensation	300,281	261,191
Depreciation and amortization	6,420,536	3,465,132
Foreign deferred tax asset	131,923	143,055
Gross deferred tax liability	(113,078)	(92,801)
Net deferred tax assets before valuation allowance	22,833,526	22,700,838
Valuation allowance	(22,701,603)	(22,557,783)
Net deferred tax assets	\$ 131,923	143,055

The Company files income tax returns in the U.S. federal jurisdiction and various state and foreign jurisdictions. The federal and California tax returns for all tax years are subject to examination by the

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

United States and various state tax authorities due to tax attribute carryforwards that have not yet been utilized. The Company's tax years for 2007 and forward are subject to examination by the major foreign taxing jurisdictions in which the Company is subject to tax.

The Company's policy is to recognize interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense. In the fiscal years ended June 30, 2013 and 2012, the Company recognized \$1,061 and \$1,326, respectively, of interest and penalties associated with unrecognized tax benefits. There are no tax positions for which it is reasonably possible that the total amounts of unrecognized tax benefits will significantly increase or decrease within the next twelve months of the reporting date.

The following table sets forth the change to the Company's unrecognized tax benefits, and penalties and interest for the fiscal years ended June 30, 2012 and 2013. These changes were primarily recorded to other long-term liabilities.

	<b>Unrecognized tax benefits</b>	<b>Penalties and interest</b>
Balance at July 1, 2011	\$ 712,535	6,413
Gross increase related to tax positions taken during the current period	31,297	1,326
Balance at June 30, 2012	743,832	7,739
Gross increase related to tax positions taken during the current period	46,443	1,061
Balance at June 30, 2013	\$ 790,275	8,800

Based on the available objective evidence, management believes it is more likely than not that the net deferred tax assets of Accela United States will not be fully realized. Accordingly, the Company has provided a full valuation allowance against Accela United States' net deferred tax assets at June 30, 2013 and 2012. The Company believes the foreign subsidiary will be able to realize its deferred tax assets in future years and, therefore, has no valuation allowance. The net change in the total valuation allowance for the year ended June 30, 2013 was approximately \$144,000.

At June 30, 2013, the Company had net operating loss carryforwards of approximately \$27.1 million for federal purposes and \$24.1 million for state purposes. If not utilized, these carry forwards will begin to expire in fiscal 2018 for federal purposes, fiscal 2014 for California purposes, and on various dates starting in the current year for other states.

The Company has research credit carryforwards of approximately \$1.3 million for federal purposes and \$0.6 million for California purposes at June 30, 2013. If not utilized, the federal carryforward will begin to expire in various amounts beginning in fiscal 2019. The California credit carryforward will not expire.

At June 30, 2013, the Company has foreign tax credits of approximately \$104,000 for federal purposes. If not utilized, the foreign tax credits will begin to expire in fiscal 2019.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

At June 30, 2013, the Company has minimum tax credits of approximately \$16,000 for state purposes. The minimum tax credits can be carried forward indefinitely.

Internal Revenue Code Section 382 places a limitation (the Section 382 Limitation) on the amount of taxable income, which can be offset by net operating loss and tax credit carryforwards after a change in control (generally greater than 50% change in ownership) of a loss corporation. California has similar rules. Generally, after a control change, a loss corporation cannot deduct net operating loss carryforwards in excess of the Section 382 Limitation. Due to these “change in ownership” provisions, utilization of the net operating loss and tax credit carryforwards may be subject to an annual limitation regarding their utilization against taxable income in future periods.

The Company has not reflected income taxes that would be payable to foreign taxing jurisdictions if the earnings of the group of corporations operating in those jurisdictions were to be transferred out of such jurisdictions because such earnings are intended to be permanently reinvested in those countries.

A valuation allowance has been placed against Accela USA’s net deferred tax assets as a result of uncertainties regarding the realization of these assets.

#### (12) Related-Party Transactions

##### (a) *Stockholder Notes*

On February 1, 2006, the Company entered into two unsecured note payable agreements with two stockholders of the Company, which bore interest at a rate of 9.00% per annum. The notes matured on February 1, 2008, and new note payable agreements were entered into by the stockholders and the Company, each note bore interest at 8.00%.

On August 12, 2008, the Company paid principal and interest on one of the notes in full.

On February 1, 2010, the remaining note matured and a new note payable agreement, with interest at 9.25%, was entered into by the stockholder and the Company.

On March 10, 2011, the note was extended for an additional two years, to February 1, 2014, with no other changes in terms.

On June 23, 2011 and June 30, 2011, two additional note payable agreements, both with December 30, 2012 maturity dates and both with interest at 11% were entered into by the stockholder and the Company.

In August 2012, these two additional note payable agreements both with December 31, 2012 maturity dates, were extended to December 30, 2014. The interest rate was adjusted to 10.25% per annum and the default interest rate was adjusted to 12.25% per annum. All other terms remained unchanged. In consideration of these notes payable extensions, also in August 2012, the Company issued to the stockholder fully vested warrants. See note 10(b), *Stockholders’ Deficit – Common Stock Warrants*, for further information related to the issuance of warrants.

On May 9, 2013, the Company entered into a new unsecured promissory note payable agreement with a stockholder of the Company in an amount totaling \$0.7 million, which bears interest at a rate

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

of 11% per annum. The entire outstanding balance of this note, together with all accrued interest thereon, shall be due and payable in full on or before November 8, 2014. See note 9, *Notes Payable to Stockholder*, and note 10(b), *Stockholders' Deficit – Common Stock Warrants*, for further information with respect to the related party stockholder notes and the issuance of warrants.

Total outstanding principal and accrued interest related to the stockholder notes payable at June 30, 2013 and 2012 was \$7,808,568 and \$6,480,248, respectively, and is included under current portion of notes payable to stockholder (at June 30, 2013 only) and notes payable to stockholder, net of current portion, accrued liabilities and other long-term liabilities (at June 30, 2013 and 2012 in the consolidated balance sheets).

In October 2013, in connection with the Company's issuance of Series D-1 and D-2 Preferred Stock, the Company's notes payable to stockholder, including all accrued and unpaid interest, were either converted to series D-2 preferred stock, paid or forgiven by the stockholder. See note 15(c), *Subsequent Events – Issuance of Series D-1 and D-2 Preferred Stock*, for more information related to stockholder notes payable.

**(b) Software Design and Development Vendor**

In November 2012, the Company and a related-party vendor, who is owned by a principal stockholder of the Company, and who had performed a significant portion of the Company's software design, coding, and testing/quality assurance services, assigned, transferred and delivered to an independent third-party vendor all such services under an Assignment and Assumption Agreement. The Company's General Counsel is also the General Counsel of the related-party vendor.

The decision to pursue an outsourced solution to satisfy the Company's operational needs was made by management in 2002, and prior to the Assignment and Assumption Agreement in November 2012, the Company had been using the services of the related-party Vendor under various operating agreements. These agreements provided for various monthly and hourly rates depending on the number and skill level of the related-party Vendor's personnel used to perform the services. During the years ended June 30, 2013 and 2012, the Company recorded \$2,471,947 and \$6,099,070, respectively, of expenses related to services provided by the related-party Vendor (for year ended June 30, 2013, \$2,471,947 and \$0 of expenses for research and development and professional services, respectively, and for year ended June 30, 2012, \$6,078,278 and \$20,792 of expenses for research and development and professional services, respectively). At June 30, 2013 and 2012, amounts payable to the related-party Vendor of \$1,994,715 and \$3,048,256, respectively, are included in accounts payable – related party (as of June 30, 2013 and 2012) and accounts payable – related party, net of current portion (as of June 30, 2012 only).

The related-party Vendor ceased providing software design and development services to the Company effective with the Assignment and Assumption Agreement entered into in November 2012. Also effective with the Assignment and Assumption Agreement entered into in November 2012, a new independent third party vendor now provides software design and development services to the Company under the Amended and Restated Master Software Development Agreement dated June 1, 2006 and the Statements of Works governed thereby, collectively referred to as the "Continuing Agreements". The Continuing Agreements, now assigned

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

and assumed by the new independent third party Vendor to supply design and development services to the Company are automatically renewable annually, and either party must give a six (6) month advance notice of termination.

#### (13) Employee Benefit Plans

##### (a) *401(k) Profit Sharing Plan*

The Company has a 401(k) profit sharing plan covering substantially all employees. The plan provides for employee voluntary salary reduction contributions up to the maximum allowed under Internal Revenue Service rules. Additionally, the Company may make matching and annual profit sharing contributions to the plan. Employer matching contributions were \$254,886 and \$189,728 for the years ended June 30, 2013 and 2012, respectively.

##### (b) *Executive Deferred Compensation Plan*

The Accela, Inc. Executive Deferred Compensation Plan (the Executive Deferred Compensation Plan), a nonqualified deferred compensation plan, became effective in fiscal 2013. As required by applicable law, participation in the Executive Deferred Compensation Plan is limited to a select group of the Company's management employees. Under the Executive Deferred Compensation Plan, which is an unfunded and unsecured deferred compensation arrangement, a participant may elect to defer base salary, bonus, and/or commissions, pursuant to such rules as may be established by the Company, up to the maximum percentages for each deferral election as described in the plan. With the initiation of the Executive Deferred Compensation Plan in fiscal 2013, the Company made a one-time \$1,000 contribution to each employee participant. The deferred compensation asset and liability under the Executive Deferred Compensation Plan was \$32,677 and \$32,677, respectively, as of June 30, 2013, and was recorded primarily in other assets and other long-term liabilities, respectively, in the Company's consolidated balance sheet. There was no deferred compensation asset or liability as of June 30, 2012.

#### (14) Legal Proceedings

The Company may from time to time be involved in various legal proceedings that may arise during the ordinary course of its business. The final resolution of these matters, individually or in aggregate, is not expected to have a material adverse effect on the Company's consolidated financial position or results of operations.

In one such matter, in August 2012, the Company settled a contract dispute with one of its customers. Under the settlement agreement, the Company will pay the customer a total of \$900,000, to be paid out in six annual installments over a five-year period. The Company is also responsible for other incidental charges totaling \$5,326 and has incurred \$189,631 in legal costs associated with this claim. See note 6, *Accrued Liabilities and Other Long-Term Liabilities*, for further information related to the settlement. In connection with this matter, the Company's insurance carrier agreed to cover \$150,000 of the costs.

## ACCELA, INC. AND SUBSIDIARIES

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

#### (15) Subsequent Events

The Company has evaluated subsequent events from the balance sheet date through November 12, 2013, which is the date the financials were available to be issued.

**(a) Issuance of Reporting Extension Waiver from the Bank**

In October 2013, the Company received a reporting extension waiver from the bank. See note 8, *Borrowings under Line of Credit and Term Loan*, for more information related to the Company's covenant requirements.

**(b) Sale of Series A Convertible Preferred Stock**

In September 2013, the Company issued a total of 294,873 shares of series A convertible preferred stock for total proceeds of \$250,642. Proceeds from the sale of series A convertible preferred stock are designated for general corporate purposes.

**(c) Issuance of Series D-1 and D-2 Preferred Stock**

In October 2013, the Company issued 26,119,403 of newly issued series D-1 preferred stock (the Preferred) to a new investor and/or certain of its affiliates (New Investor) for total proceeds of \$35,000,000. Proceeds from the offering will mainly be used for working capital and financing for future acquisitions. Subsequent to the closing, the Company repaid \$2,488,525 of stockholder notes, and paid \$5,814,633 for the repurchase of 2,666,322 shares of the Company's common stock, the repurchase of 2,051,017 shares of the Company's series A convertible preferred stock, and to settle certain claims.

Also in connection with the closing, certain related party stockholder notes were converted to 3,731,343 shares of series D-2 preferred stock (the Series D-2). Any notes or accrued interest not paid in cash or converted into Series D-2 were forgiven by the related party note holders at closing and all common warrants were canceled.

Also in connection with the issuance of series D-1 and D-2 preferred stock, the Company's existing line of credit facility with a bank is being renegotiated under a new line of credit facility with the same bank. Terms and conditions under the new line of credit facility have yet to be finalized.

## Accela Secures \$40 Million in Series D Funding

*Bregal Sagemount Injects Growth Capital to Accelerate Accela's Civic Engagement Solutions and Civic Cloud Adoption*

**SAN RAMON, Calif. – October 17, 2013** – Accela, Inc., the leading provider of civic engagement solutions for government agencies, today announced that it has closed \$40 million in funding to accelerate growth and make strategic acquisitions. The investment was led by Bregal Sagemount, a New York-based growth equity fund, which joined existing investors in supporting Accela's mission to create better government through civic engagement.

"This funding validates our vision of creating better government with great technology and innovation. We believe that Accela's Civic Platform empowers agencies to engage their citizens directly through their PCs and mobile devices rather than by waiting in line at City Hall," said Maury Blackman, president and CEO of Accela, Inc. "Cloud computing has impacted the way organizations of all types and sizes buy, consume and manage IT-powered business functions. The interest from outside investors highlights both the value of the Civic Cloud for government efficacy and the need for two-way communication between government agencies and the citizens and businesses they serve."

The Accela Civic Platform provides governments with a complete solution for citizen engagement. The platform provides powerful cloud and mobile technologies that facilitate productivity for government workers and allow citizens to engage with their agencies 24/7. Today agencies can deploy complete capabilities to streamline and manage core processes and to improve community services related to land management, licensing, asset management, and public health and safety.

Accela's solutions support a broad portfolio of over 500 customers from enterprise agencies in jurisdictions such as New York City; San Francisco; Washington, D.C.; Melbourne, Australia; and the Emirate of Abu Dhabi to smaller jurisdictions including Nogales, Ariz.; Roseville, Calif.; and Westminster, Colo.

In addition, Accela welcomed Daniel Kim and Blair Greenberg of Bregal Sagemount to the company's board of directors.

"Today's successful funding round supports the momentum the company is experiencing and reflects its market position as a leader in civic solutions for government," said Daniel Kim, partner, Bregal Sagemount. "With this additional capital, we believe the company can grow even faster and be the natural choice for all government agencies."

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## Optional Portal Solution

Per Section 6.1 above, should the City want to consider an alternative technical solution to Accela's recommended solution for the Customer Portal, Accela suggests the City consider a combination of Oracle WebCenter Portal, Oracle LiveChat and Oracle Policy Administrator. It is worth noting that although contracts are still in negotiation, one of the Top 5 largest US cities recently selected the combination of the Accela Civic Platform, Oracle WebCenter Portal and Oracle Policy Administrator as their new Customer Portal and Land Management solution. In addition, the Accela Civic Platform and Oracle Policy Administrator are already interfaced and in production in the State of New York Secretary of State business licensing website.

Additional information regarding Oracle Web Center and Oracle Policy Administrator is found on the following pages.

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## ORACLE WEBCENTER PORTAL

### KEY FEATURES AND BENEFITS

#### KEY FEATURES

- Quickly Create Dynamic Portals & Websites
- Easily Build Composite Applications & Mash-ups
- Optimize Mobile Experiences for Target Devices
- Enterprise Content Management Capabilities

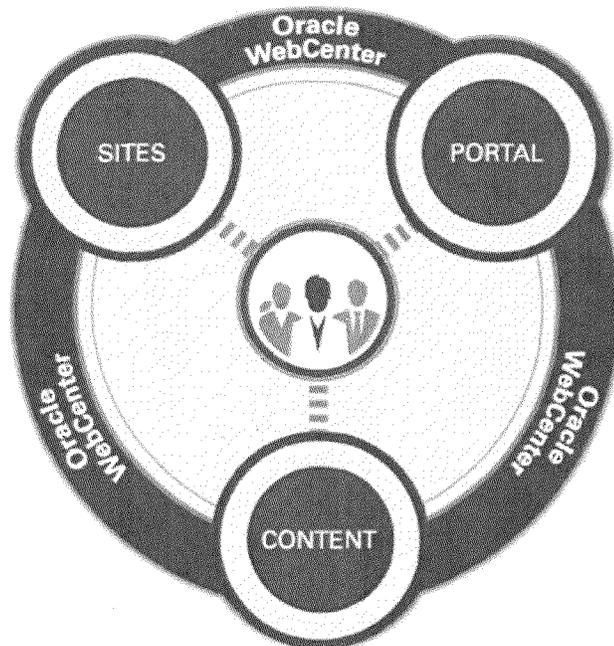
#### KEY BENEFITS

- Improve business productivity by providing employees, customers and partners with a modern user experience to access contextual information in a rich, personalized and collaborative environment.
- Speed development by providing developers with a comprehensive and flexible user experience platform that includes an extensive library of reusable components
- Increase business agility by integrating Oracle Fusion Middleware and Applications such as Oracle E-Business Suite; Siebel, PeopleSoft, and JD Edwards; and SAP seamlessly.

*Oracle WebCenter Portal delivers intuitive user experiences for enterprise applications. This complete, open and integrated enterprise portal and composite applications solution enables the development and deployment of internal and external portals and websites, composite applications, self-service portals and mash-ups with integrated social and collaboration services and enterprise content management capabilities. Oracle WebCenter Portal optimizes the connections between people, information and applications, provides business activity streams so users can navigate, discover and access content in context, and offers dynamic personalization of applications, portals and sites so users have a customized experience. Oracle WebCenter Portal builds on the best user experience capabilities from a significant portfolio of leading portal products and related technologies and provides the foundation for delivering the next-generation user experience for Oracle Fusion Middleware as well as Oracle Fusion Applications.*

### Intuitive User Experiences for Enterprise Applications

Oracle WebCenter Portal is a portal and composite applications solution that delivers intuitive user experiences for the enterprise that are seamlessly integrated with your enterprise applications.



## RELATED PRODUCTS AND CORE COMPONENTS

### Oracle WebCenter

#### *The Center of Engagement for Business*

Oracle WebCenter is the center of engagement for business powering exceptional experiences for employees, customer and partners. It connects people, processes and information with the most complete portfolio of portal, Web experience management, content management, and collaboration technologies. It also provides the foundation for Oracle Applications to deliver a next-generation user experience.

Oracle WebCenter includes:

- Oracle WebCenter Content
- Oracle WebCenter Portal
- Oracle WebCenter Sites

### RELATED PRODUCTS

Oracle WebCenter Portal is one of the pillars of the Oracle WebCenter family and works with the following Oracle products:

- Oracle WebCenter
  - Oracle WebCenter Sites
  - Oracle WebCenter Content
- Oracle Fusion Middleware
  - Oracle WebLogic Server
  - Oracle Identity Management
  - Oracle Service-Oriented Architecture (SOA)
  - Oracle Business Process Management (BPM)
  - Oracle Business Intelligence
- Oracle Secure Enterprise Search
- Oracle Applications
- Oracle Fusion Applications
- Oracle JDeveloper
- Oracle Application Development Framework (ADF)

Figure 1: Oracle WebCenter Portal – Streamline Access to Information, Data, Processes, and Applications

### Quickly Create Dynamic Portals & Websites

Oracle WebCenter Portal allows users to easily create dynamic enterprise portals such as intranets and extranets. With Oracle WebCenter Portal, you can build communities, allowing you to create individual, team and organizational work environments to connect people and content. Personalized dashboards let users monitor performance and minimize the page transitions by integrating information and keeping it in the context of the activity, action, or task that they are attempting to complete.

### Easily Build Composite Applications & Mash-ups

With Oracle WebCenter Portal, you can easily assemble composite applications with Oracle's common user experience architecture. This includes best practices and design patterns for developing next generation user experiences and is based on Oracle Application Development Framework (ADF), the common development framework for all Oracle Fusion Middleware user interfaces and Oracle Fusion Applications. In this way, you can easily extend existing applications and Oracle Fusion Applications with reusable, standards-based components.

### Complete Enterprise Content Management Capabilities

Oracle WebCenter Portal leverages enterprise content management capabilities from Oracle WebCenter Content, which provides a single repository for all structured and unstructured content and allows you to capture and manage the entire content lifecycle. You can also publish content from any portal or website, provide item level security, in-place rendering of content, and file conversion -- all available from the extensible, modern user interface of Oracle WebCenter Portal.

### Out-of-the-Box Social and Collaboration Tools Enrich Applications

Oracle WebCenter Portal delivers social and collaborative services to help optimize connections between people, information and applications. Enterprise-ready social computing services such as wikis, blogs, RSS, discussion forums, tags, links, social networking and activity streams can be embedded directly into applications.

### Improve Business Productivity with Intuitive User Experiences

Oracle WebCenter Portal provides employees, customers and partners with intuitive user experiences to access contextual information. Oracle WebCenter Portal delivers social and collaborative services to help optimize the connections between people, information and applications, provides business activity streams so users can navigate, discover and access content in context, and offers dynamic, personalized role-based content in a collaborative environment.

### Rapid Development with a Comprehensive User Experience Solution

Oracle WebCenter Portal provides IT with a comprehensive and flexible enterprise portal and composite applications solution to quickly build portals, websites and composite applications. This common user experience architecture is based on ADF and combines run-time and design time customization of applications in one. Additionally, Oracle WebCenter Portal provides out-of-the box reusable components including: portals, templates, task flows and collaborative & social services.

### Leverage Existing Investments with a Complete, Open and Integrated User Experience

Oracle WebCenter Portal allows you to leverage existing investments by offering a complete, open and integrated user experience. Oracle WebCenter Portal is complete – offering a comprehensive user experience for portals, websites, and composite applications with integrated social & collaboration services and content management capabilities. Oracle

WebCenter Portal is open – providing standards-based support to improve the reuse of your existing resources and extend the value of existing systems. Oracle WebCenter Portal is integrated – offering implicit integration with Oracle Applications, Oracle Fusion Applications & other enterprise applications.

#### Oracle WebCenter Portal – Giving Users Intuitive Experiences

In order to achieve new levels of individual, team and enterprise productivity, you need to provide users the tools they need to do their jobs directly in the environment in which they work. Oracle WebCenter Portal engages users by providing intuitive user experiences to access content in context and improves business productivity. By providing a comprehensive and flexible user experience, IT is able to quickly build portals, websites and composite applications. And with a complete, open and integrated user experience, Oracle WebCenter Portal allows you to leverage your existing investments, ensuring you extend the value of your existing systems.

#### Contact Us

For more information about Oracle WebCenter Portal visit [oracle.com/webcenter](http://oracle.com/webcenter) or call +1.800.ORACLE1 to speak to an Oracle representative.



Oracle is committed to developing practices and products that help protect the environment.

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**Hardware and Software, Engineered to Work Together**

## The Wizard Solution/One Stop Portal Solution for DSD (San Antonio Development Services Department)

The proposed Policy Engine for full "Wizard/Self Service" support is based on Oracle Policy Automation (OPA) which will allow the DSD's "One Stop Shop Business Portal" to effectively deliver services and fairly and consistently determine legislated and policy obligations. OPA's unique natural-language authoring capabilities enable subject matter experts (not application developers) to develop rules directly from complex legislative text, policy documents and regulations using Microsoft Office Word and Excel—not technical tools. This plain language approach means that there is no scripting or programming needed. This vastly accelerates the rule creation and maintenance process from receipt of the new rule to actual deployment.

The Rules Engine solution consists of two products: Oracle Policy Modeling and Oracle Policy Automation. Oracle Policy Modeling provides a complete natural language, business rule-authoring environment that is fully integrated with Microsoft Office. Out of the Box functionality includes debugging, regression testing, fully auditable and traceable decision reporting, time based reasoning and what-if analysis for policy changes. The rules are then deployed to Oracle Policy Automation which is Web enabled and is built for service-oriented architectures (SOAs). Oracle Policy Automation also includes guided interactive questionnaire capabilities.

---

Key Enablers which OPA will provide which will meet or exceed the requirements for DSD's One Stop Business Portal's "Wizard" and the "One-Stop Process"

- Providing out-of-the-box software for managing complex advice and interactions with a built in "decision report" for reference and audit traceability
- Rapidly turn complex policy documentation into automated and personalized advice in a "probe and response" format.
- Deploying an interactive citizen advice platform through multiple channels so that citizens and staff are always working from a current, accurate understanding of policies and processes as they apply to a given situation
- Reduce the economic burden of providing highly personalized citizen service, and aligns costs with the fee receipts from license and permit programs
- Reduce duplicated cost from multiple license/permit systems which drive inconsistent outcomes
- Ability to display and interact in multiple languages
- Ability to manage business rules over time natively within the system

It is understandable that citizens and businesses often struggle to understand regulatory requirements which apply to their activities, as finding answers about policy requirements can be time-consuming, frustrating and expensive. Enhancing the customer experience will directly lead to increased compliance, productivity, and revenue.

Traditionally, decision engines provide custom built rule management web applications. The web application itself may be auto generated but the content displayed is created by the technical developer and the technical developer is responsible for developing and interpreting the business rules. This approach results in the actual source business rules being created by a technical developer using a technical computer language and the business user can only modify parameters. This requires more up front effort as an additional layer must be built on top of the source business rules - consisting of templates, analysis documentation and design guidelines, all of which must be created and maintained by the technical developer. If the business user is not satisfied with the rules that have been exposed to them and they require additional rules to be added they must wait for the technical developer to update the rule management application. This results in the actual source business rules not being maintained by the business. As a result, technical resources must spend valuable time responding to change requests from the business to update the underlying source rules, create new templates filtering the source business rules, and redeploying the rule maintenance web application.

The fundamental objective of Oracle's Policy Automation solution is to enable much greater direct participation by experts in licensing and permitting systems by directly transforming regulations, legislation, and other policy documents to calculate fees and determine compliance using the familiar productivity tools, Microsoft Word and Excel.

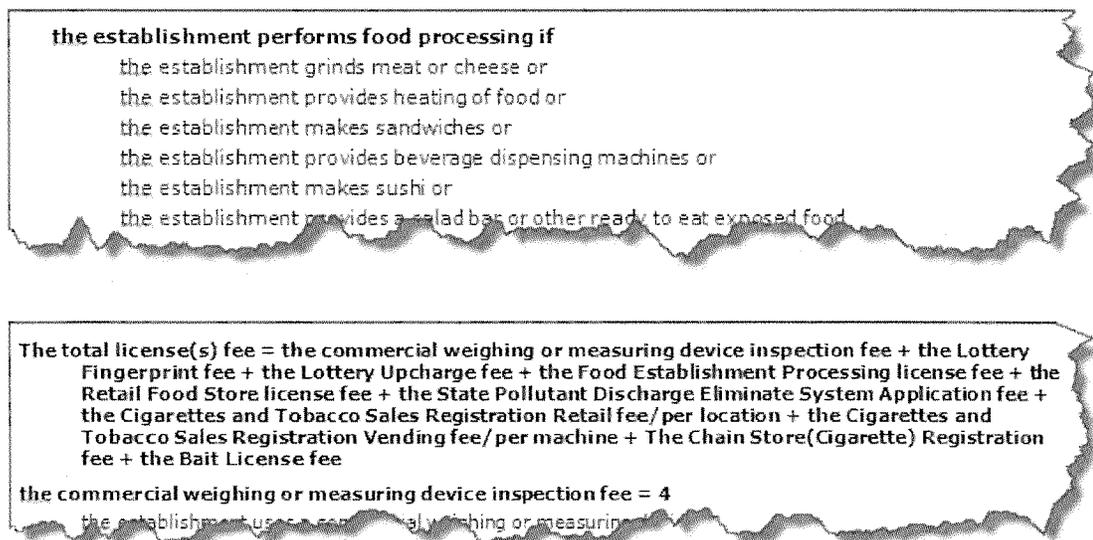


Figure N –Executable rules written in Microsoft Word

Oracle Policy Automation provides detailed audit reports, automatically generated, in natural language allowing you to see, document and justify each step within a decision process,

thereby reducing complaints and appeals while improving the trust of the of the users. Users can also easily compare the natural language with the source policy documents to ensure consistency with the original intent of the policy.

**Food Establishment**

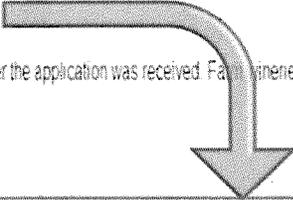
- The applicant requires a Food Establishment Processing license. [\[Why?\]](#)
- The Food Establishment Processing license fee is \$400.00. [\[Why?\]](#)

Comments: Fee is for each location, expiring 2 years from the quarter the application was received. Family groceries are exempt from the application fee.

 [Click here to apply for the Food Processing License](#)

**The Food Establishment Processing license fee is \$400.00.**

- The applicant requires a Food Establishment Processing license.
  - The business type is a food establishment.
    - The business type is grocery store.
  - The establishment performs food processing
    - [The establishment grinds meat or cheese.](#)
    - [The establishment provides heating of food.](#)
    - [The establishment provides beverage dispensing machines.](#)
    - [The establishment makes sushi.](#)
    - [The establishment provides a salad bar or other ready to eat exposed food.](#)



*Figure O – Calculated results, with detailed explanation*

Finally, the entire process is supported via robust debugging, regression testing, and what-if analysis capabilities, allowing for the sustainment of the entire development lifecycle

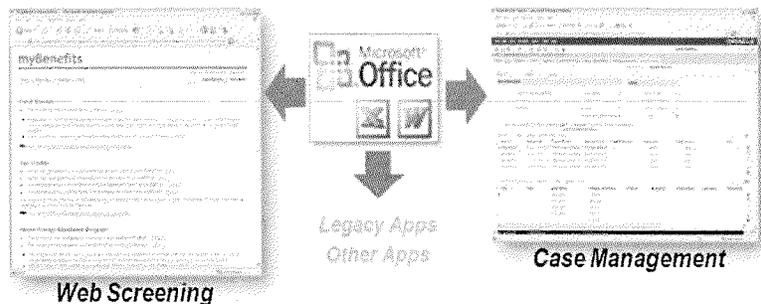
This approach vastly simplifies the determination and calculation process (such as an FDA food inspection or Miami-Dade's Licensing and Permitting Department) by enabling host applications to take advantage of the capabilities within Oracle Policy Automation. Comprised of these two products, OPA is easy to implement in conjunction with existing enterprise applications. It has a lower total cost of ownership (TCO) for both development and ongoing maintenance than traditional calculation methods. In addition, Oracle's policy automation solution is transparent so that both customers and end users understand decision processes.

Oracle Policy Automation provides the following benefits:

- Manage business rules across all of DSD's business areas. Rapidly transform large volumes of complex, highly-interlinked and rapidly changing policy documentation (statutes, regulations, and policy manuals) and make them accessible to other software/systems, via a productized Web service.
- DSD subject matter experts, not IT or development staff, directly maintains eligibility determination and enforcement rules. Policy personnel can work directly with rules, using familiar desktop software (Microsoft Word and Excel) and natural language. This plain language approach obviates scripting and programming. Natural-language authoring makes initial rule definition and deployment as well as ongoing maintenance at least three times faster than conventional coding.
- Rapid policy and table changes without developer intervention. Designed for harvesting rules directly from source material, Oracle Policy Automation allows for the development of very complex rules quickly, and to respond to changes in those rules as they arise. .

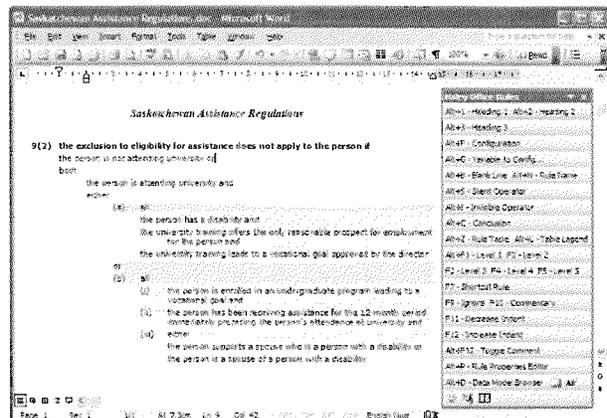
### Oracle Policy Modeling

Oracle Policy Modeling is a tool that allows implementing rules, directly from the legislation, regulation from which that policy originated. From Microsoft Word or Excel, users cut and paste the plain language policy legislation and mark up the text, using intuitive highlighting techniques and simple toolbars, to provide structure to the rules. The compiler then converts the marked up text into programmatic rules which determine, in an automated fashion, the need for enforcement or further information needs. Because there is a direct link between the policy text and the programmatic rules, the results are easy to explain, track and audit.



### Microsoft Word

- Rules are written in natural language directly into Word or, where an existing data model is specified, attribute text can be dragged and dropped from the Data Model Browser
- Rules retain the same logic, and similar structure and terminology as the original source material
- The conclusion of the rule always precedes its premises, which are indented through the use of styles according to how logically embedded they are



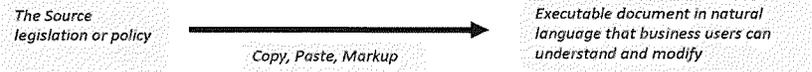
- Structural elements (such as section and paragraph numbers) reflecting the underlying business policy or regulation can be captured in the rule, providing an audit-trail at runtime to the appropriate policy or regulation
- Logic ambiguities and inconsistencies are checked when the business user compiles
- Business logic is effectively self-documenting

The screenshot shows a Microsoft Excel spreadsheet titled "Rates.xls" with a table of "Saskatchewan Employment Supplement - Maximum Amounts". The table has four columns: Children, Basic Supplement, Under 19 Supplement, and Total Combined Supplement. The rows show values for 1, 2, 3, 4, and 5 children. To the right of the table is a list of rule elements, including Attribute Type Heading, Legend Key Heading, Attribute Type, Legend Key, Entity Type Heading, Entity Text Heading, Substitution Text Heading, Entity Type, Entity Text, Substitution Text, Conclusion Text, Conclusion, Condition Heading, Condition, Else, and Commentary.

Children	Basic Supplement	Under 19 Supplement	Total Combined Supplement
1	\$250.00	\$61.50	\$311.50
2	\$300.00	\$75.00	\$375.00
3	\$350.00	\$87.50	\$437.50
4	\$400.00	\$100.00	\$500.00
5	\$450.00	\$112.50	\$562.50

# Key Enabler: Policy Isomorphism (Patented)

## Structured Natural Language Rules in Microsoft Word



### Part 2 Eligibility to receive care

- 5.5 Residential care**
- (1) A person is eligible to receive residential care only if
- (a) the person is assessed as
    - (i) having a condition of frailty or disability requiring at least low level continuing personal care, and
    - (ii) being unable to live in the community without support, and
    - (iii) meeting any other eligibility criteria for the level of care assessed for the person that are set out in the classification level applicable under the *Classification Principles 1997*, and
  - (b) for a person who is not an aged person — there are no other care facilities or care services more appropriate to meet the person's needs.
- 5.6 Community care**
- (1) The person is eligible to receive community care only if the person:
- (a) is assessed as having complex care needs, and
  - (b) would be assessed, if the person applied for residential care, as eligible to receive residential care at least at the low level of care, and
  - (c) prefers to remain living at home, and
  - (d) is able to remain living at home with the support of community care.

### Part 2 Eligibility to receive care

- 5.5 Residential care**
- 5.5(1)** the person meets the criteria specified in the Approval of Care Recipients Principles as the criteria that a person must meet in order to be eligible to be approved as a recipient of residential care if
- (a) all
    - (i) the person is assessed as having a condition of frailty or disability requiring at least low level continuing personal care; and
    - (ii) the person is assessed as being incapable of living in the community without support; and
    - (iii) the person is assessed as meeting any other eligibility criteria for the level of care assessed for the person that are set out in the classification level applicable under the *Classification Principles 1997*
  - and
  - (b) either
    - the person is an aged person; or
    - both
      - the person is not an aged person
      - there are not any other care facilities or care services more appropriate to meet the person's needs
- 5.6 Community care**
- 5.6(1)** the person meets the criteria specified in the Approval of Care Recipients Principles as the criteria that a person must meet in order to be eligible to be approved as a recipient of community care if
- (a) the person is assessed as having complex care needs; and
  - (b) the person would be assessed, if the person applied for residential care, as eligible to receive residential care at least at the low level of care; and
  - (c) the person prefers to remain living at home; and
  - (d) the person is able to remain living at home with the support of community care

## Microsoft Excel

- Rules are written as decision tables with a user-defined number of conditions (green columns) and conclusions (peach columns).
- Multiple sheets within a spreadsheet document can be used.
- Cells can be merged for efficient and clear appearance.
- Cells can be left blank where a conclusion does not depend on a particular value.
- Incomplete logic and syntax errors are checked when the business user compiles the rules.

## Tabular Rules

### Rate or Decision Tables in Word or Excel

The image illustrates the process of modeling a tabular rule in both Word and Excel. On the left, a Word document titled 'Original policy...' contains a table with the following data:

Item	Column 1 Family unit composition	Column 2 Age or status of applicant or relative	Column 3 Amount of support
1	Sole applicant/recipient and applicant/recipient is under 65 years of age and no dependent children	< 65	\$233.00
2	Sole applicant/recipient and applicant/recipient is under 65 years of age and is a person who has persistent multiple barriers to employment	< 65	\$283.92
3	Sole applicant/recipient and applicant/recipient is 65 or more years of age and no dependent children	>= 65	\$211.42
4	Sole applicant/recipient and applicant/recipient is under 65 years of age and no dependent children	< 65	\$275.58

In the center, a Microsoft Excel spreadsheet titled 'Allowances.xls' shows the same data in a grid format:

Applicant	Number of dependent children	Age of applicant	Multiple persistent barriers to employment	Amount of support
Sole applicant/recipient	0	< 65	FALSE	\$233.00
Sole applicant/recipient	0	< 65	TRUE	\$283.92
Sole applicant/recipient	0	>= 65	FALSE	\$211.42
Sole applicant/recipient	>= 1	< 65	FALSE	\$275.58

On the right, a Word document titled '...modeled in Word' shows the rule logic rendered as text:

Monthly support allowance

the applicant's family unit's monthly support allowance	Logic
235.00	the applicant is a sole applicant and the applicant's number of dependent children = 0 and the applicant is under 65 years of age
282.92	the applicant is a sole applicant and the applicant's number of dependent children = 0 and the applicant is under 65 years of age and the applicant has persistent multiple barriers to employment
	the applicant is a sole applicant and the applicant's number of dependent children = 0 and the applicant is 65 years or more years of age
	the applicant is a sole applicant and the applicant's number of dependent children >= 1 and the applicant is under 65 years of age
	the applicant is a sole applicant and the applicant's number of dependent children >= 1 and the applicant is 65 years or more years of age

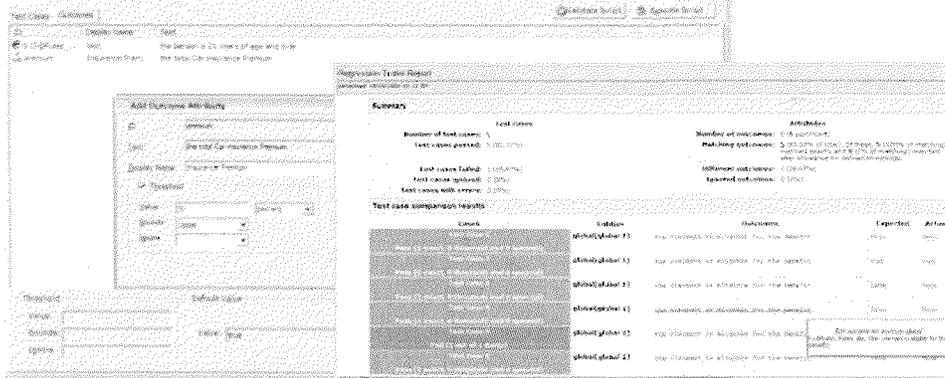
At the bottom, a label indicates '...modeled in Excel'.

## OPA's Built in Regression Testing Platform

Oracle Policy Automation's simulation and testing tools are used by business analysts to inspect the impact of new rules and rule changes across the claimant demographic. Business users can execute the rules in a simulation environment and receive immediate feedback. This methodology allows business users to execute, test, and analyze rules before deploying to external applications, ensuring that rules are compliant with policy, and that rules are quality-checked before progressing further down the development lifecycle. This reduces the amount of time to implement and modify business rules resulting in improved total cost of ownership.

## Key Enabler: Regression Testing for Business Users

### Automate Large Test Case Suites



## The Regression Testing Functionality in Oracle Policy Automation Allows Policy Experts to Analyze the Impact of Rule and Policy Changes

### Eligibility Determination Auditing

Oracle Policy Automation includes built-in support for detailed and accurate auditing of decisions, producing fully reasoned explanations as to how decisions were made and what outcomes were determined. These explanations are provided using the language of the underlying rules, in plain English. The audit reports provide navigation facilities back to the data collected in the interview, allowing a user to make amendments, if required. The audit reports enhance an organization's capacity to be accountable by offering complete audit ability and transparency in its decision-making.

Determination consistency is paramount; regardless of the how an individual interacts with a public agency such as the District of Columbia. Whether a citizen or company entity submits information through a Website, a call center or even through a case worker, Oracle Policy Automation ensures consistent outcomes. Web-based, interactive questionnaires enable your organization to quickly and transparently address eligibility determinations and or functional guidance, increase consistency in branch office performance, and boost the confidence and self-service capabilities of citizens.

Calculations can be immediately explained to end users and customers even after the calculation has occurred. The explanation is stored for future review or appeal. Such transparency reduces customer escalations.

## Key Enabler – Determination Reporting Users Will Immediately Know What and How They Can Accomplish and Why (Can be used to provide Letter, Advice or Audit)

- ☒ The business type is grocery store.
  - ☐ The establishment type is grocery store.
- ☒ The questions for the business type have been completed.
  - ☐ The business type is grocery store. (see above for proof)
- ☒ The food establishment questions are complete.
  - ☒ The applicant does not require a Food Establishment Processing license.
    - ☐ The establishment does not perform food processing.
  - ☒ The applicant does not require a Retail Food Store license.
    - ☐ It is not true that the establishment offers food and food products to the consumer for off-premises consumption.
  - ☒ The Retail Food Store license fee is \$0.00.
  - ☒ The applicant requires a Food Warehouse license.
    - ☒ The business type is a food establishment.
      - ☐ The business type is grocery store. (see above for proof)
      - ☐ The establishment resides in New York State.
      - ☐ The establishment holds food for commercial distribution.
  - ☒ The applicant does not require a Food Salvager license.
    - ☐ The establishment does not receive distress or damaged food or food use products for reconditioning, culling and or satisfactory products.
  - ☒ The applicant requires a Refrigerated Warehouse and/or Locker Plant license.
    - ☐ The business type is a food establishment. (see above for proof)
    - ☐ The establishment rents refrigerator storage space of food commodities or produce to other businesses.
  - ☒ The applicant requires a Refrigerated Warehouse and/or Locker Plant for Fruits and Vegetables license.
  - ☒ The applicant requires a Financial Statement for Refrigerated Warehouse and/or Locker Plant.
  - ☒ The applicant does not require a Transportation Service license.
  - ☒ The applicant does not require a Disposal Plant license.
  - ☒ The applicant requires a Commercial Weighing or Measuring Devices permit.
  - ☒ The commercial weighing or measuring device inspection fee is \$4.00.
  - ☒ The applicant does not require a New York State Lottery application.
  - ☒ The Lottery Fingerprint fee is \$0.00.
  - ☒ The Lottery Upcharge fee is \$0.00.
  - ☒ The applicant does not require a Cigarettes and Tobacco Sales Registration.
  - ☒ The Cigarettes and Tobacco Sales Registration Retail fee/per location is \$0.00.
  - ☒ The Cigarettes and Tobacco Sales Registration Vending fee/per machine is \$0.00.
  - ☒ The Chain Store(Cigarette) Registration fee is \$300.00.
  - ☒ The applicant does not require a Bait License.

#### Multiple Language Display

OPA has the unique capability that uses a built in "language parser" that allows rules that are developed and maintained in English to be displayed in multiple languages. For districts that have diverse populations this ability provides flexibility in user base capabilities to use the Web Based application.



	2006-05-15	2006-05-16	2006-06-01	2006-06-15	2006-06-16	2006-07-01	2006-07-15	2006-07-16	2006-08-01
<b>Global</b>									
<b>Global</b>									
The start of the payment month	1/05/2006		1/06/2006			1/07/2006			
Payment day is (uncertain, 15/1	15/05/2006		15/06/2006			15/07/2006			
The start of the following month	1/06/2006		1/07/2006			1/08/2006			
<b>the family</b>									
<b>the family</b>									
The family's monthly payment is		93 0.0		90 0.0			93 0.0		
The family's monthly repayment	837.0		810.0			837.0			
The family's daily benefit is (\$0									
The family's total repayment so									
The family's daily nominal repay		83 0.0		81 0.0			83 0.0		
The family's monthly benefit is	9300.0		9000.0			9300.0			
The date the family's loan is rep									
The family's remaining debt is (\$									
The family's daily actual repaym									

### How Oracle Policy Automation can be deployed:

Policies and business rules modeled with Oracle Policy Modeling are then deployed to the running system by technical IT staff. When deployed online, Oracle Policy Automation driven solutions will provide real-time, consistent, automated determinations to DSD's customers on a wide range of services and benefits.

To deliver maximum deployment flexibility and support any system architecture, multiple deployment options are provided. The Oracle Policy Automation runtime provides four key deployment capabilities:

- OPA Interview Portlet (WebCenter Compliant Out of the Box)
- Oracle Determinations Server
- Oracle Web Determinations
- Oracle Determinations Engine

These four deployment options support deployment of Oracle Policy Automation rules into almost any IT system.

## OPA Interview Portlet

- ✓ Deploy full featured OPA interview experience on the corporate portal:
  - ✓ Inherit the configured look and feel
  - ✓ Leverage the user authentication model
- ✓ Employee or customer-facing
- ✓ Uses same screen template and plug-in approach as OPA Web Determinations
- ✓ Support for these J2EE portal servers that are JSR286 compliant:
  - ✓ Oracle WebCenter 11g
  - ✓ JBoss Enterprise Portal



- **Oracle Determinations Server** is a pre-built Web application (Java or .NET), which provides Web services access to the rules as defined in Oracle Policy Modeling. This application is deployed to any supported Web application server, and exposes the rules and metadata for any number of deployed rules packages to the SOA infrastructure. Each rules package exposes multiple WDSL endpoints that enterprise developers then take to integrate the rules-based functionality with the overall system.
- **Oracle Web Determinations** is the other pre-built Web application (Java or .NET), which is delivered with the Oracle Policy Automation runtime components. This application is similarly deployed to any supported Web application server, but provides a human interface to the modeled policies and business rules. HTML-based questionnaire Web applications are dynamically rendered based on the contents of the policies and rules. Deployment via Web Determinations delivers extremely rapid return on investment by leveraging the authoring capabilities of Oracle Policy Modeling to develop complete, complex, policy-based Web applications without heavy IT involvement.
- **Oracle Determinations Engine** is the core of the Oracle Policy Automation runtime. Both Oracle Determinations Server and Oracle Web Determinations leverage the functionality provided by the engine to deliver the higher-level Web service and Web applications capabilities they offer. Full access to the low-level engine API is supported, in both native Java and .NET, allowing complete control over the rules execution and integration into environments that are not SOA compliant. Rules built with Oracle Policy Modeling are designed to be programming language independent, enabling you to switch the rules from running on Java to .NET, if required.

Each of the runtime components can be extended to provide additional functionality via a well-defined, supported and documented plug-in architecture. This allows the behavior of these applications to be tailored to the specific needs of The DSD, without requiring any modifications to delivered source code.

Oracle Policy Automation also supports event rules. When conditions are satisfied or a specific outcome is reached by the rules an event can be raised. Java or .NET code can be executed when the event is triggered and external systems can react to these events.

## Optional Plan Review Solutions

Per Section 6.5 above, should the City want to consider an alternative technical solution to Accela's recommended solution for Electronic Plan Review, Accela suggests the City consider either Avolve's ProjectDox product, or the Bentley Plan Review product. It is worth noting that Accela has done more interfaces with the Avolve ProjectDox product than all of our competitors combined, including at Washington DC, Atlanta, and Salt Lake City. In addition, Accela and Bentley have recently entered into a marketing and technology partnership to interface the Accela Civic Platform and the Bentley Plan Review product.

Additional information regarding Avolve ProjectDox and Bentley Plan Review is found on the following pages.

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# ProjectDox

## City of San Antonio, TX

### ProjectDox® ePlan Solution

December 5<sup>st</sup>, 2014



**Prepared By Your Avolve Software Representative**

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December 5, 2014

City of San Antonio, TX

San Antonio, TX 78204

Avolve Software is pleased to present this proposal to the City of San Antonio. We appreciate the opportunity to share our expertise related to the plan review business and technology challenges expressed in our meetings. Our ProjectDox® electronic plan (ePlan) software and professional services offering leads the nation in number of dedicated ePlan installations, jurisdiction size, years of ePlan experience, the complexity of ePlan projects managed and deployed, and features and functions that support optimum flexibility and ease-of-use by departments and citizenry alike.

We view ePlan services not as an isolated, single department or agency process, but rather as an *extraprise* discipline that connects internally and externally to a wide range of public sector, commercial/private entities and their respective processes. Avolve Software continues to engage in ground-breaking work related to ePlan business process automation, GIS system integration and Building Information Model (BIM) utilization in the review and approval process, as well as downstream ePlan data re-use. ProjectDox is the only eplan provided endorsed by the ICC and we wrote and conduct the training at the ICC for eplan review.

In 2005, Avolve Software provided the City of Palmdale, California with the first ePlan system to market, and since then jurisdictions such as Houston, Austin, Chicago, Salt Lake City, Clark County NV, Washington D.C., Baltimore, Boston, San Bernardino County CA, Honolulu and many others have streamlined their business processes, reduced paper, and conserved resources. These jurisdictions have offered better, more effective services to their communities and commercial partners with Avolve as their ePlan solution provider.

A critical aspect of updating your internal systems includes upgrading the level of customer service offered to your community. E-Plan review allows customers to submit their plans electronically - saving them fuel costs, travel time, and printing and paper costs.

The benefits of electronic plan review are many, and include the following:

- 60% improvement on plan review times, thus faster time to issue permits, collect fees for those permits and create jobs for your citizens
- No more lost plans - pages or entire printed sets can get lost during inter-departmental transfer
- Significant savings in paper and printing costs
- Elimination of silos and increased communication and collaboration between departments



- Reduction in emissions and other green benefits - no driving back and forth to pick up plans
- Improved service for first responders - they have access to the plans for buildings before they go in to fight a fire or for rescue
- Integration with GIS - many benefits for fire, police, special events, homeland security
- Online, remote access to plans for inspectors - they can download plans in the morning to a tablet device and go to the field without having to come in and pick up paper plans

In addition, ProjectDox can be implemented in a much shorter period of time than other systems, so you show a “quick” success to the community while other back-end solutions are being put in place. Many of our customers have started with ProjectDox with one permitting system and then moved to another. Since ProjectDox can operate stand alone, without dependency on any other system, it can be implemented quickly, with a typical implementation time of 4-6 months.

ProjectDox, as a stand alone system can also be used by all of the departments within the jurisdiction, as our licensing is always unlimited users. With the document management and file management capabilities of ProjectDox, many of our customers also use it as a document management and archiving system. This allows you to make the most of your investment, as many of these systems cost in excess of \$500,000 or more.

Another key benefit to our customers is that Avolve has been doing ePlan review for nine years. That is why we own 99% of the market. We can bring our vast experience and “best practice” implementations and processes to our customers, enabling them to have faster and more productive and effective implementations. We also reach forward into the adoption of the technology beyond the jurisdiction and into the community, working with both to insure success.

In addition, as a key partner with Esri we offer a two-way integration between ProjectDox and the Esri GIS system, using their Silverlight viewer. E-Plan review involves more than just building and planning/zoning departments. As you may be interested in multiple department participation, we can deploy ProjectDox enterprise-wide, with solutions for building, planning/zoning, land management, code enforcement, public works, GIS, fire, health and capital improvement projects.

Finally, we have approximately 110 customers across the United States, of all sizes. In the State of Texas we have Houston, Austin, and Denton.

The following proposal presents a solution that meets all of the criteria mentioned in your rfp, including support of 3D plans with our solibri model checker, and support in your adoption within the community by including our customer outreach workshops and training.

We look forward to discussing with you.



Sincerely,

A handwritten signature in cursive script that reads "Cindy Bernstein".

Cindy Bernstein  
Regional Vice President, Sales  
Avolve Software  
[cbernstein@avolvesoftware.com](mailto:cbernstein@avolvesoftware.com)

# Facilitate Communication. Eliminate Confusion.

... poor communication between companies is the root cause of most problems encountered in the design and construction process.

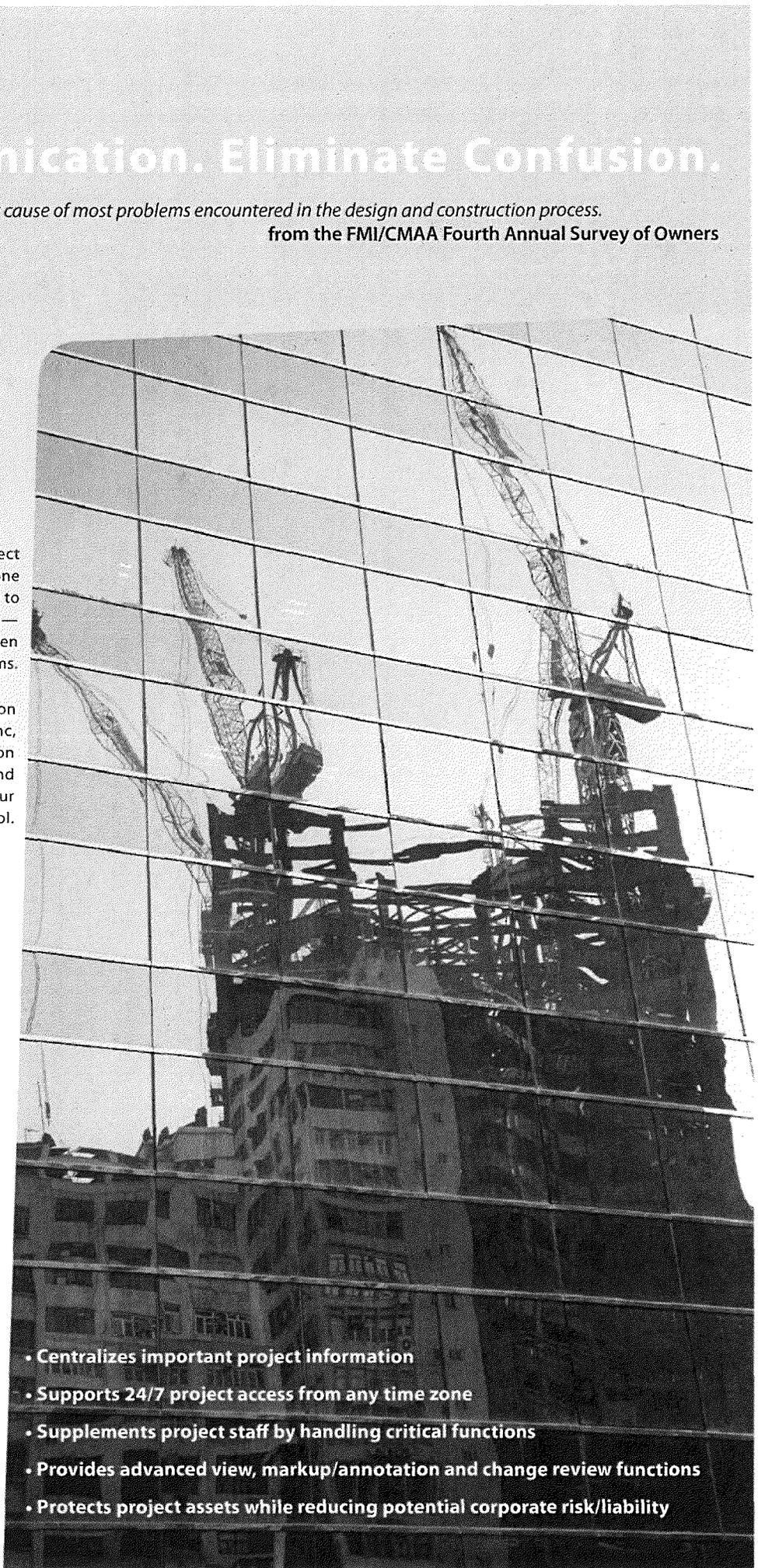
from the FMI/CMAA Fourth Annual Survey of Owners

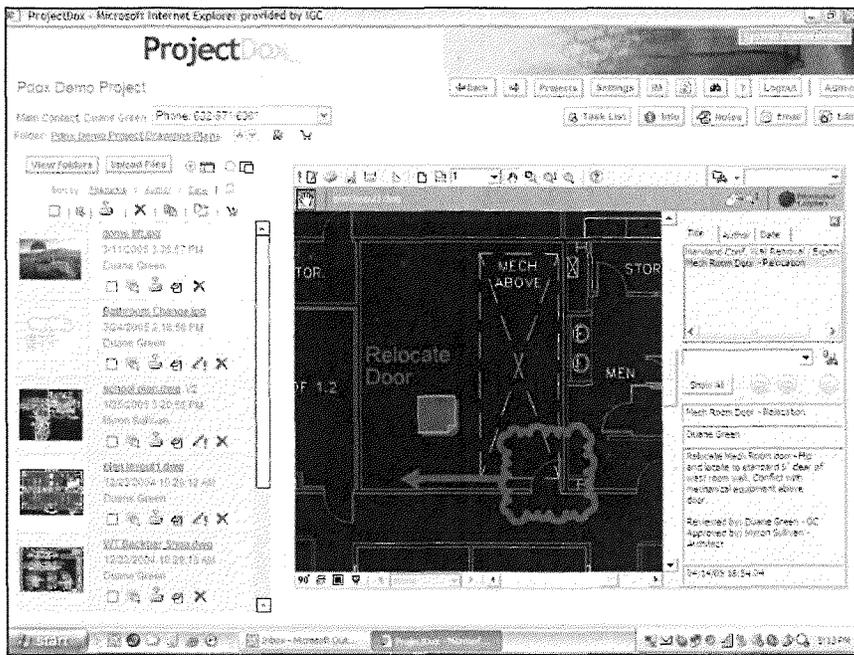
Effective communication and collaboration within a project team is the single, critical factor required to get the job done right, on time and on budget. We developed ProjectDox to help you manage project information and correspondence—document files, CAD drawings and plans, email and even faxes—and the way they are used by your project teams.

ProjectDox lets you create and host an online information center for each project, keeping every team working in sync, improving project workflow and the overall collaboration process. With ProjectDox, you expedite communication and eliminate confusion, protecting your data and your business by maintaining complete control.

**ProjectDox**  
Project Communication and Collaboration

- Centralizes important project information
- Supports 24/7 project access from any time zone
- Supplements project staff by handling critical functions
- Provides advanced view, markup/annotation and change review functions
- Protects project assets while reducing potential corporate risk/liability





**Easy to Use** - Who wants a system no one can use? ProjectDox simplifies life for IT administrators, project managers and team members, increasing their productivity; it doesn't add a complex, maintenance and training nightmare. Easy to setup and administer, it provides a simple, usable tool for team members to collaborate regardless of their skill level.

**Granular Access Control and Tracking** - Grant user permissions by project, folder or document and per individual or group controlling who can access what project data and how. Record project history and keep an audit trail of all project activity with detailed log reports. Export tracking data in standard tab-delimited database format.

ProjectDox makes your projects go faster and smoother, helping your company be more **profitable.**

- You own it, you host it
- Secure, online access to centralized project data
- Supports virtually any file type, 200+ formats
- Import Microsoft Outlook contacts
- Unlimited user support and access
- Create a project in under 2 minutes with Quick Start feature
- Instant email notification of new files/versions/markups/project notes
- Manages file versions and tracks project data, email and faxes
- Records project history/keeps audit trail of all files
- Build intelligent workflow processes with Workflow and eForms module
- Optional Print Order module for reprographics print processing

**Automatic Email Notifications** - Real-time project notifications let everyone know the instant a file is uploaded, downloaded, versioned or marked up. The user-defined notification dialog allows members to subscribe only to particular event notifications. Text messages and attachments can be sent to web-enabled cell phones and other wireless devices.

**Markup Tools And Changemarks®** - Design teams can review and markup/annotate documents, drawings and models without changing the original file. Markup entities are tracked by author, date and time. Our unique Changemarks® feature guides users straight to each change in a set of documents, ensuring no comments are missed.

**Workflow, eForms and Print Modules (Optional)** - Our Workflow and eForms modules automate document sharing processes without changing how you manage your project. Create processes for review and approval, document handling or any task that involves multiple users or data collection. The eForms component makes it easy to design, deploy and process needed electronic forms for your project. The Print Order module lets users select individual plans, specs or plan sets, then automatically submits the order to the selected output device or remote third-party. It also tracks orders, ensuring all team members and subcontractors have the most recent revisions.

**Informative Graphics Corp.** | 4835 E. Cactus Road Suite 445 Scottsdale, Arizona 85254-3546 | o 602.971.6061 | f 602.971.1714 | www.projectdox.com



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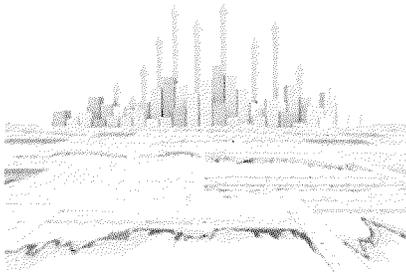
# ProjectDox

## Digitally Transforming Business One Process at a Time

### GIStream™

Geospatial Plan Management

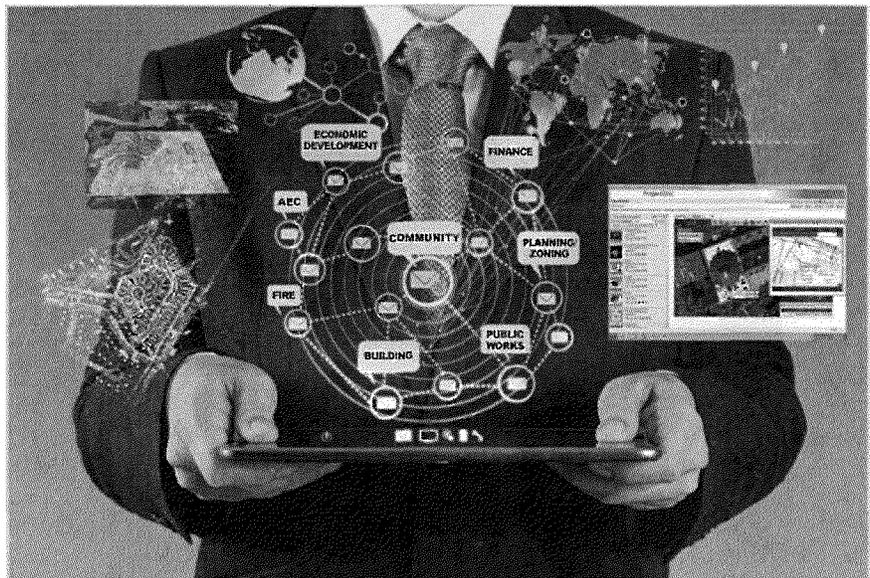
GIStream is a dynamic, optional extension to Avolve's ProjectDox. It combines the power of ProjectDox, the industry's leading ePlan management solution, with Esri ArcGIS data, the most widely-used, interactive mapping platform.



### Interconnected Systems

Cities, counties, states and other local government jurisdictions are built of interconnected systems of citizens, agencies, assets, documents and data.

They require location-aware information about both seen and unseen assets in order to function and thrive optimally.



Using GIStream, building project information can be easily combined with geospatial data to create views of the built environment that were never before possible.



### Accelerated Time to Value

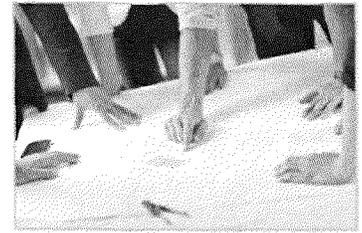
Organizations accelerate time to value through increased collaboration, efficiency, accuracy, and productivity. With simultaneous access to project and GIS information through one application, organizations can better coordinate design, development, construction and operational tasks while managing potential environmental impacts.

Avolve Software builds information and process bridges for built environment data, eliminating barriers among industries, agencies, departments and data silos.

Our solutions utilize administrative, document management, GIS and financial systems to enable collaboration on structured and unstructured content.

### Planning & Development

Managing large development projects requires fast and accurate access to data, plans, documents, maps and imagery. GIStream aggregates data including underground assets and aerial imagery. Reviewers, including external agencies, can quickly see where plans, assets, utilities, and boundaries intersect or conflict.

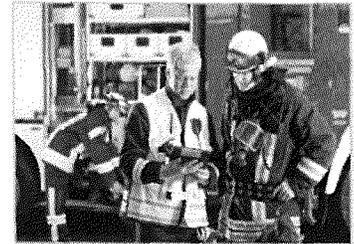


### Design & Construction Projects

Making design decisions and project alteration early in the process saves valuable time and money. GIStream gives reviewers and field inspectors access to all of the files, plans, documents, and GIS layers needed to make informed decisions, keeping projects on budget.

### Public Safety & Emergency Response

A jurisdiction's principle role is to protect property and save lives. Emergency response operations require multiple sources of information to plan and take action during critical situations. With GIStream, ProjectDox delivers stored plan data and live geospatial maps to optimize event and contingency planning, as well as real-time emergency response.



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ProjectDox can be integrated with other government software and e-permitting products. Talk to your Avolve Software sales representative for details.

Location awareness maps the built environment layer on top of an Esri GIS database for more thorough project management across the jurisdiction. By having simultaneous access to project and GIS information in one application (ProjectDox), organizations can better coordinate design, development, and construction tasks while managing their potential impact on the environment.

Moreover, first responders and agencies such as FEMA and Homeland Security can realize a faster call to action for emergency planning, preparedness, and resolution by tagging as-built specifications back to the land base. With ProjectDox, these agencies have fingertip access to electronic versions of all critical building and GIS data – blueprints, construction drawings, utility shutoffs, access points, maintenance manuals, area maps, demographics, road and utility infrastructure, and physical topography – in one location.



Avolve References – Accela Automation Customers

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## **Bentley Plan Review:**

For complete a comprehensive Plan Review solution to provide data fidelity and security all business information must be managed and maintained throughout the entire lifecycle as crucial information components for the enterprise. For complete plan control, review and management, Bentley provides the Bentley Plan Review Solution. The Bentley Plan Review Solution is built upon an open architecture and industry standards to ensure sustainability and applicability to all aspects of the enterprise.

Bentley Plan Review extends traditional plan management to include change management and records management to the core plan review capabilities of capture, linking, revision control, workflow, security, reporting, storage, distribution, and others (including ability to push to External Enterprise Systems when and as required i.e. Documentum, Maximo, AMANDA etc.). These capabilities provide a not only a comprehensive Plan Review solution, but also complete lifecycle management solution for permit and plan information.

Bentley Plan Review handles both paper and computer-based information and integrates with the most widely-used design software, markup and review software and office automation software. In addition, Bentley Plan Review offers tight integration with Microsoft SharePoint and Bentley ProjectWise for support of Work-in-Process (WIP) collaboration platforms. QuickLinks and the API also provide extremely powerful, yet easy-to-use foundations for integrating with other enterprise systems such as ESRI/GIS and IBM/Maximo.



Bentley Plan Review can be easily integrated with SharePoint and other enterprise systems.

Bentley Plan Review provides comprehensive workflow, review and markup and document control for organizations that need to effectively, efficiently, and accurately capture, manage, control, retrieve, distribute, and archive all types of information across the enterprise. Bentley Plan Review provides includes the following features:

***Easy to Use Web Based Interface***

Bentley Plan Review was designed to take what could be a very complex document management and control problem and make it simple to use. If it is simple to use, users will use it. The solution is designed around a web based users GUI that allows full contextual search and data access in an easy to read and understand format. The web based approach makes licensing and maintenance of the solution easy and inexpensive.

Work Order: Review and Comment REV-0061

Owner: ADMIN person, A  
 Plan Start Date: 11/8/2011  
 Actual Start Date: 11/8/2011  
 Duration:   
 Approval Status: Approved  
 Work Order Status: Active

Documents

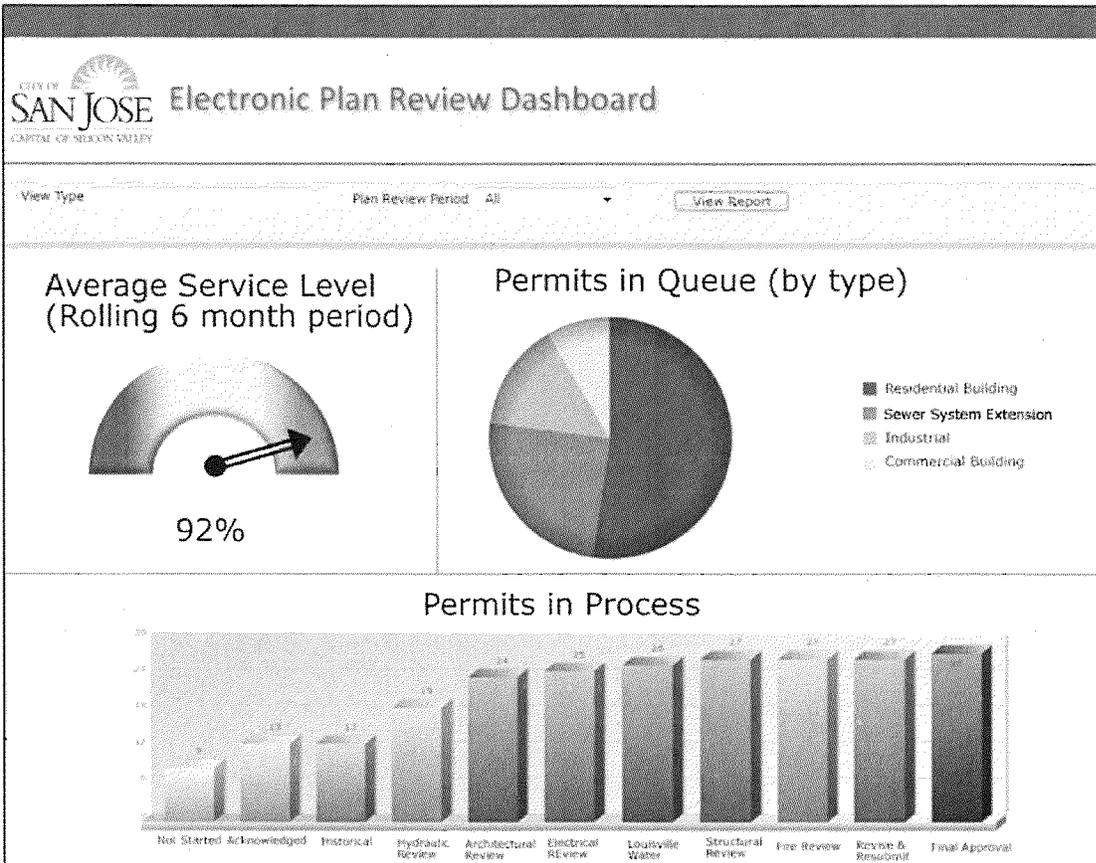
Work Tasks

Number	Description	Status	Who	Planned Start Date	Planned End Date	Actual Start Date
T01 - DOC CONTROL	Identify Lead Reviewer	Active	ADMIN person, A	11/8/2011	11/9/2011	11/8/2011
T02 - LEAD REVIEWER	Select Reviewer(s) or Complete Review	Forthcoming	Lead Reviewer	11/9/2011	11/14/2011	
T03A - REVIEWER 1	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T03B - REVIEWER 2	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T03C - REVIEWER 3	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T03D - REVIEWER 4	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T03E - REVIEWER 5	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T03F - REVIEWER 6	Review and provide Comments	Forthcoming	Reviewer	11/14/2011	11/21/2011	
T04 - CONSOLIDATE REVIEW COMMENTS	Consolidate Review Comments	Forthcoming	Lead Reviewer	11/21/2011	11/24/2011	
T05 - VALIDATE AND UPDATE	Validate Comments and Update Document	Forthcoming	Doc Control	11/24/2011	11/29/2011	

Bentley Plan Review Provides an easy to understand GUI to track plan review work tasks and progress.

## Management Report Dashboard

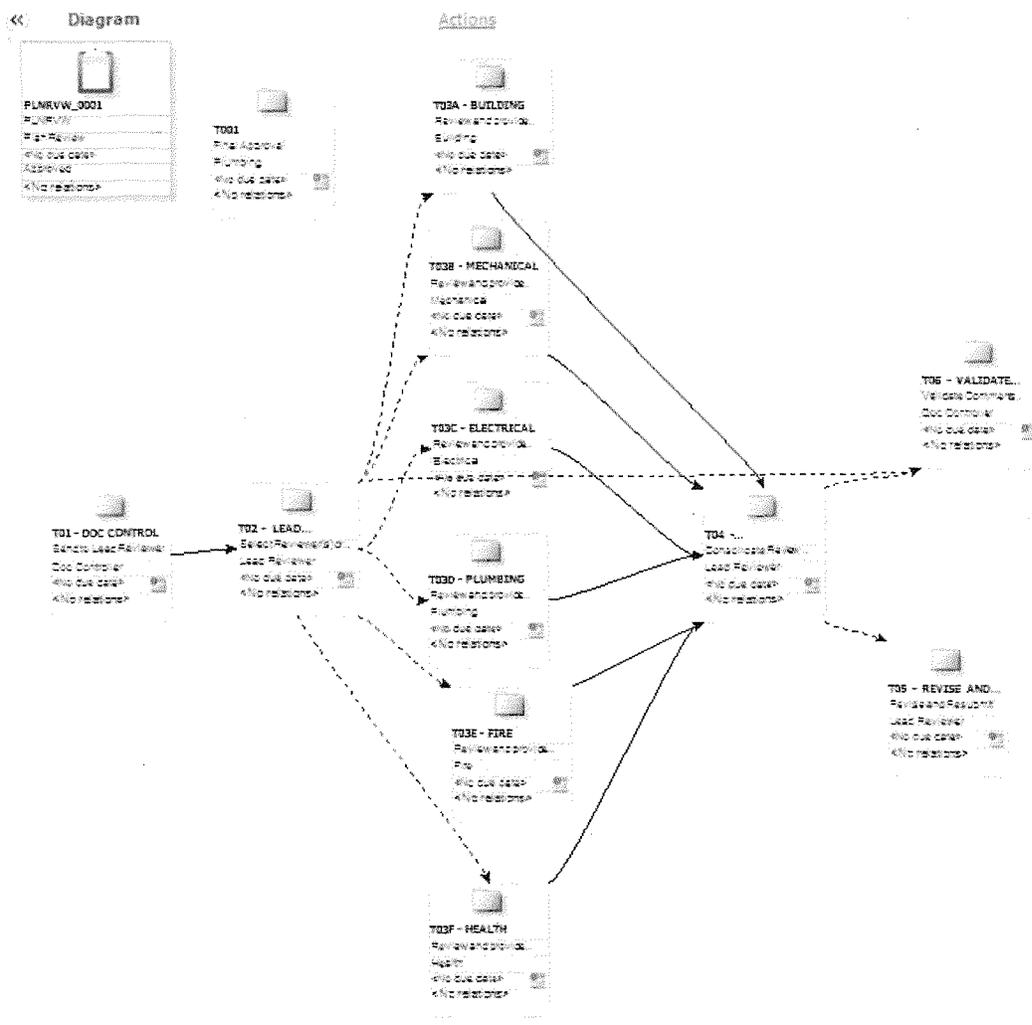
An essential management component of Bentley Plan Review is the ability for management to track and monitor the status of plans reviews in the system. This keeps both management and customers up to date on where the plans sit and what the expected time on completion might be.



User defined dashboards keep management and customers up to date on statuses of plans

### Easy to use Workflow Designer:

Workflow is about managing and organizing work process. It is a critical process in any plan review system. Bentley Plan Review provides for an easy to use, drag and drop workflow designer. This allows the city to add new plan and permit workflow or edit existing workflow easily and quickly without contracting for expensive services. The ability of the City administrator to control and edit these workflow results in significant savings over time.



Bentley Plan Review Workflow GUI allows the City to create and modify plan workflow easily and quickly.

With Bentley Plan Review, designing or changing a workflow becomes an administrator function rather than a professional services engagement. As personal change, codes and approvals are rewritten and regulations change, it is important that modifying and adding workflows steps and processes does not become a burden in both time and costs. The Bentley Plan Review approach of making this a user function rather than a professional services engagement is an important differentiator in evaluating plan review systems. Utilizing a Bentley Plan Reviews simple drag and drop workflow GUI, workflow management becomes simple and efficient.

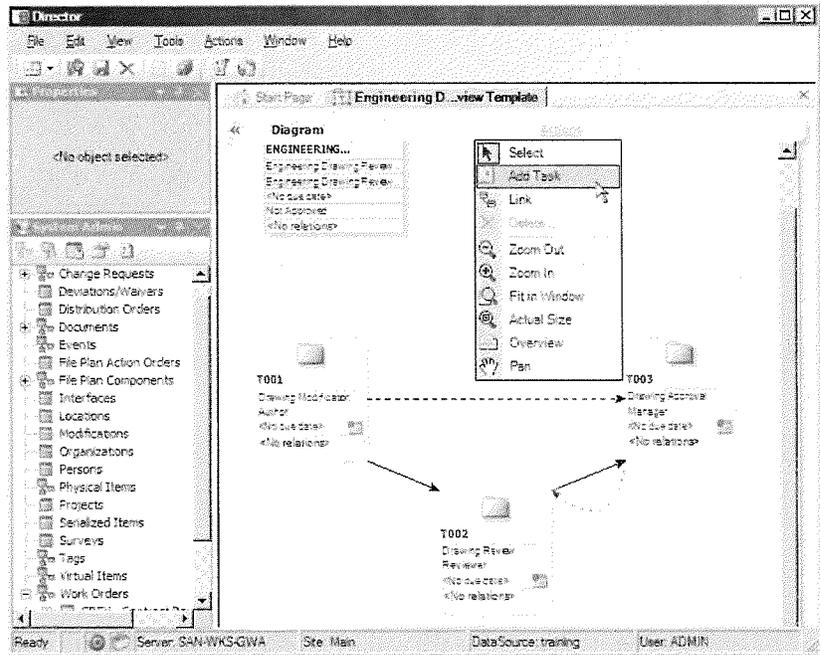


Figure 1: Bentley Plan Review's Drag and Drop Workflow designer makes keeping your plan review processes current simple.

### **Review and Mark Up:**

Bentley Plan Review provides industry leading review and mark up tools that go beyond those of other plan review solution on the market. Because Bentley Plan Review is based on the AssetWise Asset Lifecycle Information Management platform, users have in paralleled flexibility in plan review options. These options include:

The ability to review ANY file format, including PDF, DGN, DWG, Office Documents and may others.

The ability to use the review tool that the users prefer, including CAD systems, a browser, Adobe, Bluebeam and other.

The ability to review 2D, 3D and BIM data.

The ability to do concurrent markup and overlay comparison.

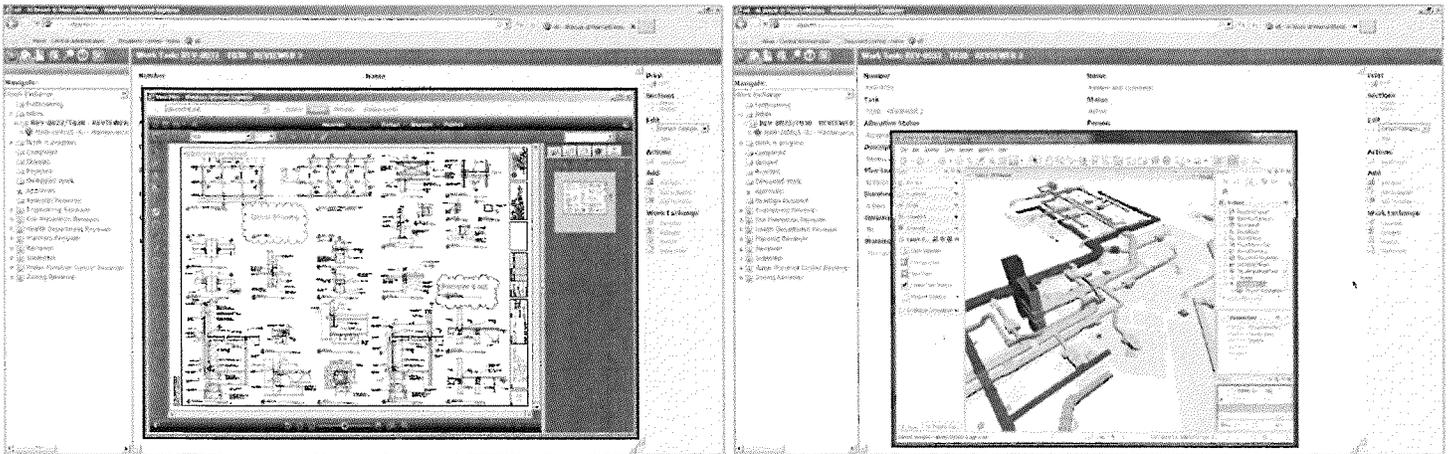
Perform markup either electronically or with digital paper.

Developers and customers can provide data in many different formats. Plan may be submitted at PDF files, CAD files, or even TIFF images. For larger developers, BIM Models may also be available. Bentley Plan Review allows the review of all these file

types. Additionally, different users may have different desktop solutions that they prefer. Bentley Plan Review can accommodate the needs of different departments and users. A general matrix of review solutions may be as follows:

	Thin Client	Thick Client
Office	Brava	MSFT
CAD	Bentley Navigator/ Brava	Bentley Navigator/ MicroStation/AutoCAD
PDF	Brava	Bluebeam/Adobe
BIM	Bentley Navigator	MicroStation/AutoCAD

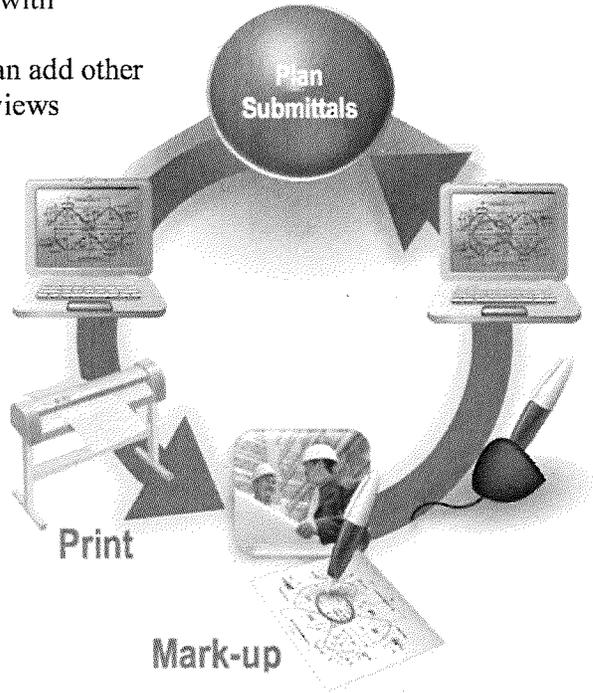
**Bentley Plan Review lets the user define the markup tool they feel comfortable with.**



**Bentley Plan Review utilizing plans with the Thin Client Brava! Viewer and the Thick Client BIM Model, Bentley Navigator.**

***Dynamic Plot Integration:***

With the additional of an optional module or with integration with Bentley ProjectWise, Bentley Plan Review can add other review process for agencies, inspectors or reviews that are not ready or able to move to a full paperless environment. Bentley Dynamic plot allows paper drawing to be printed, marked up with a digital pen and consolidated with the electronic version back in the office.



# **Integrated Statement of Work (SOW) Exhibit B**

REVISION HISTORY			
REVISION	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
V1.1	4/22/15	Jimmy Caldwell	Created new Section (7) that lists all exceptions that Accela took to Functional & Technical Requirements (from Attachments G & H)
V1.2	4/27/15	Jimmy Caldwell	Incorporated comments from stakeholders: Dee Ostlund; Saul Teska, Frank Yang, Kenneth Huth
V1.3	4/28/15	Jimmy Caldwell	Incorporated comments from stakeholders: hardware infrastructure
V1.4	4/29/15	Deneen Pyle Tercan	Review comments from CoSA, accepted changes
V1.5	5/6/15	Jimmy Caldwell	Review comments from Accela, accepted changes, incorporated edits from 2 <sup>nd</sup> Level Reviewers
V1.6	5/9/15	Deneen Pyle Tercan	Reviewed 2 <sup>nd</sup> reviewer comments and added language for the additional License categories, System Test Cases/Scenarios, Organizational Change Management, and Fire Inspection
V1.7	5/11/15	Jimmy Caldwell	Review comments from Accela, accepted changes and added final edits/comments to strengthen language and clarify roles/responsibilities.
V1.8	5/12/2015	Deneen Pyle Tercan	Review comments from CoSA and reviewed SOW with CoSA on 5/12 to close out open issues.
V1.9	5/13/15	Jimmy Caldwell	Reviewed comments from Accela, accepted changes, and added 2 assumptions (80-81) regarding system testing coverage.
V1.10	5/13/15	Deneen Pyle Tercan	Updated Assumption 14, 15, 17, 18 as No Longer Applicable. These assumptions are pricing related and are included in other contractual documents.

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**Disclosure:** *In relation to future versions of planned system enhancements or future product direction, the information contained in this material is not a commitment or legal obligation to deliver any of the features or functionality described herein.*

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## 2 Product Overview

### Agency Objectives

The Development Services Department's current Land Development, Permit, Inspection, License and Violation Management systems are unable to adapt to changes in business needs. The current challenges of the system include limited electronic plan review capabilities; insufficient mobile capabilities; process inefficiencies and data quality issues; technological limitations (e.g. lack of information sharing); and reporting deficiencies.

The Agency's vision for the "new system" is to "enhance the customer experience with land management, development and code enforcement services as well as other permitting and licensing functions of the Agency." The objective of the project is to;

- improve online services and increase information transparency;
- 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.

### Solution Overview

Accela's solution is built around the Accela Civic Platform leveraging the power of the Accela Civic Platform to meet the requirements of the City of San Antonio's Land Development, Permit, Inspection & Compliance Management Software solution for the Development Services Department (DSD), hereafter referred to also as **The Agency**.

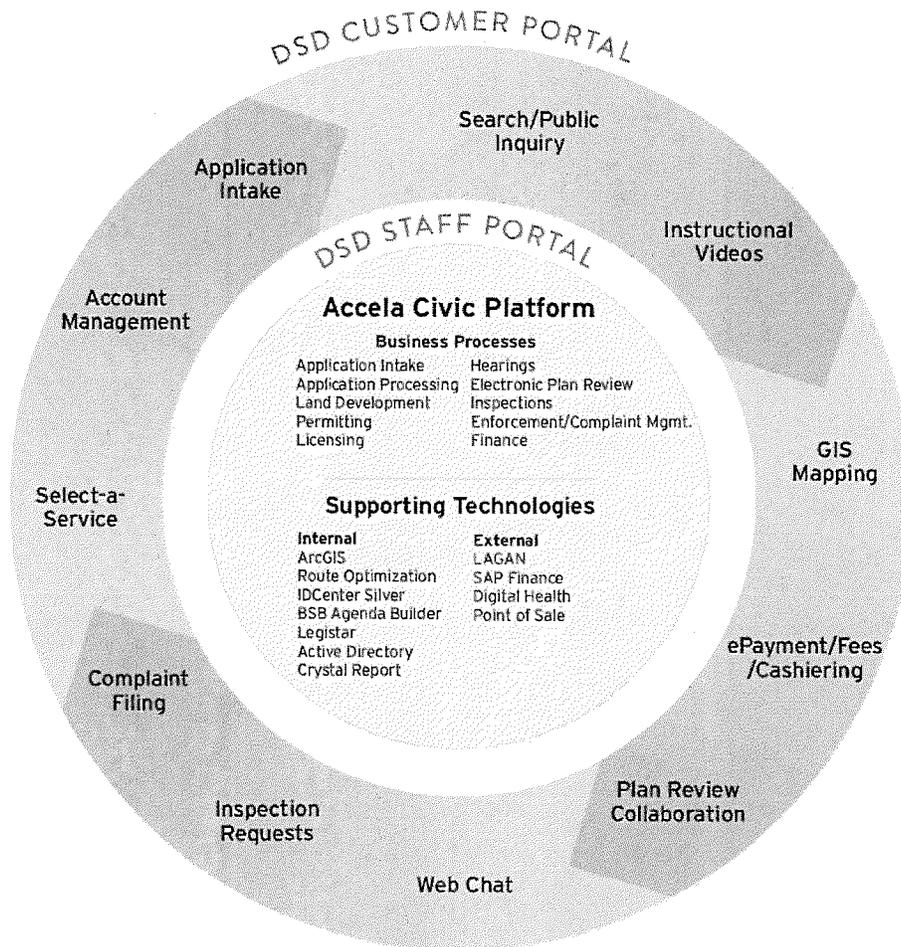


Exhibit 1: Accela Civic Platform at the Core of the Agency Solution

The Accela Civic Platform provides the core functionality to service the full enterprise. Drupal and Accela Citizen Access will comprise the DSD Customer Portal. The gray shaded boxes in the Solution Overview exhibit below indicate the software technology that comprises the solution, and shows the relationship between the technology and the core functionality supported. Drupal is a third-party product. Accela provides no warranty relative to the Drupal product.

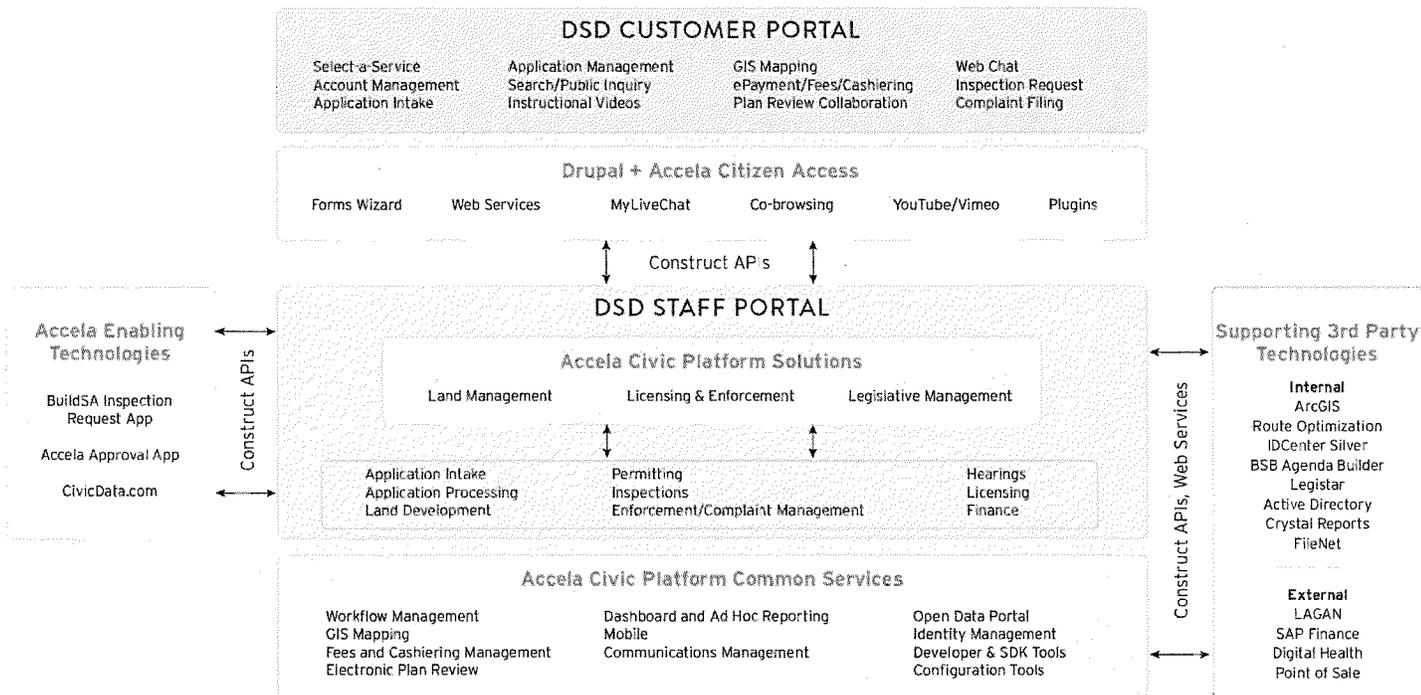


Exhibit 2: Proposed Agency Solution Architecture

A final component of the solution is the BuildSA inspection scheduling request iOS and Android mobile app. Accela mobile app development partner, CityGovApp, is responsible for delivering inspection scheduling request app for San Antonio contractors and developers per the requirements.

### Product Overview

The Accela Civic Platform includes several specific core solutions and extensions that will support the Agency’s project objectives and serve as the backbone of the Agency’s new system, while also providing a scalable solution that can support the needs of many other related Agency departments in future projects.

# The Accela Civic Platform

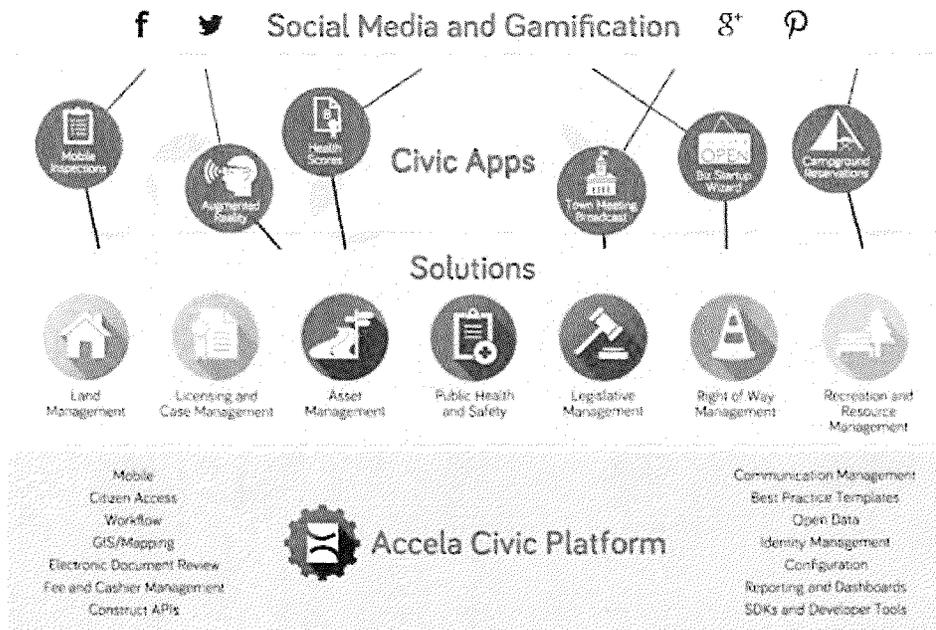


Exhibit 3: Accela Civic Platform Product Overview

The in-scope Civic Platform core solutions are as follows:

- **Land Management Module:** helps track and manage all planning, permit, inspection, contractor license, and code violation activities. This allows an agency’s entire staff to have complete parcel information instantly.
- **Licensing & Case Management Module:** automates professional and commercial licensing, registration, and renewal programs.
- **Legislative Management:** allows agencies to manage legislative and public meetings and engage their community via agenda management, civic streaming, digital boardroom management, and boards and commission appointment management.
- The related Civic Platform extensions are as follows:
  - **Accela GIS**, which provides a geographic view of all parcel.. It also leverages GIS data and technology during the automated workflow process to make better decisions and improve efficiency while processing transactions.
  - **Accela Mobile**, which extends processing capabilities to the field for inspections. It is available for any Windows, iOS, or Android OS device.
  - **Accela Citizen Access**, which provides agencies with better, faster services to their constituents. Streamlining processes and providing more self-service options means that permits that used to take weeks to complete now take just days.

- **Accela Electronic Document Review (EDR) + ePlanCheck:** allows contractors to upload plans and documentation and track reviews in real time, helping to boost compliance with local regulations and codes. Allows agency users to assign documents to multiple departments for parallel review and electronic plan mark-up allowing plans to move quickly through the review process.

## Product Capabilities and Features

Accela's Civic Platform includes powerful capabilities to better automate the Agency's land development activities, including:

- Full web-based electronic plan review and plan mark-up that allows for concurrent reviews
- Improving civic engagement in the development process through the more efficient collection, response and organization of online public comments regarding projects
- A highly flexible and graphical workflow engine
- Native Ad Hoc Reporting functionality that is both simple to use and comprehensive
- Powerful role-based security controls that allow administrators granular control of data access and data sharing settings

## 3 Functional Solution

The Accela Technical Solution for the Customer Portal is a combination of Drupal as the DSD content portal and Forms Wizard with Accela Citizen Access embedded as the transactional portal.

Accela's Technical Solution includes Accela's Electronic Document Review (EDR) + our embedded ePlanCheck plan mark-up solution.

The Accela Technical Solution is based on the Agency's Attachments (e.g., B, E, F, G, H) and how Accela responded to these attachments, more specifically to G & H. For example, the "Customer Portal" tab in Attachment G – Functional Requirements, Accela's requirements assume Drupal + Accela Citizen Access are leveraged as the technical solution. In the "Plan Review" tab of Attachment G, Accela's requirements assume the Accela EDR + ePlanCheck plan review and plan mark-up solution as the technical solution.

## 3.1 Intake/Customer Portal & Application Management

Accela's Technical approach for the Customer Portal is a combination of Drupal as the DSD content portal and Forms Wizard with Accela Citizen Access embedded as the transactional portal.

*This section addresses the requirements listed in attachment G - Customer Portal/Application Mgmt section. Accela's Technical approach can support all requirements in this section with the exception of:*

1. Relationship of application to previously filed applications (Mandatory)
2. Electronic Notarization (Optional)
3. Estimation of inspector arrival (Optional)
4. Saving of customer payment information (Mandatory)
5. Denial of payment (Mandatory)
6. Customer Account preferences for alerts/notifications (Mandatory)
7. Customer Account Best Hours of Contact (Optional)
8. Generation of monthly customer escrow account activity (Optional)
9. Association of uploaded documents/plans to notes (Mandatory)
10. Disabling of editing or removal of notes (Optional)
11. Notification of rule conflicts (Optional)
12. Purging of applications associated to abandon projects (Mandatory)
13. Automatic purging of files based on inactivity (Mandatory)

### **Form Wizard Capabilities**

Accela Civic Platform, in conjunction with Drupal and Accela Citizen Access, provide wizard capabilities to lead the user through the process of determining the correct application(s) to complete, as well as other associated information to inform the user about the application process. Based on DSD's specific business rules that will help determine the user's optimal path through the wizard process, the wizard presents a series of relevant questions until a link to a specific application(s) is presented. Users are then led through an intuitive page flow process in Accela Citizen Access to complete the recommended applications(s).

Drupal Forms works seamlessly with Drupal to provide robust wizard capabilities, and the various decision trees configured to support DSD's business rules are easily managed and amended as processes change.

Drupal Forms can also present information throughout the wizard process, including leading users to videos and other instructional materials on the Drupal portal. In addition, should a user wish to, the wizard process can be bypassed and users can select applications to initiate directly from the Drupal portal.

## **Decision Tree Design**

Drupal provides decision tree functionality via Drupal Forms to classify content against predefined questions, which the user then provides answers as prompted. From this Drupal builds a tree using these questions as nodes and the resulting content as leafs. Drupal provides a decision tree taxonomy and associated algorithm that supports plain language input of questions and the decision tree mapping to subsequent questions based on answers to previous questions. The result is a fully interactive way of asking users a series of questions and then providing them with recommendations for applications to complete and other related information based on their responses.

## **Document Upload Control**

Accela Civic Platform and Accela Citizen Access provide intuitive and robust document uploading capabilities. The document upload functionality allows agencies to upload files of any type (jpg, pdf, doc, dwg, etc). The administration features allow administrators to define “blocked” file types and document size limits for the upload process. The new DSD system will integrate with a third party document services provider, FileNet.

## **Location Services**

Location services for the City of San Antonio portal will be provided by integrating to GIS data sources combined with GPS-enabled hardware to provide access to information with mobility devices. Agency users will have access to map-based interfaces for performing everyday research and transaction data entry.

## **Data Entry Design**

Accela Civic Platform and Accela Citizen Access provide rich functionality to assist the City of San Antonio portal users in entering necessary data into the system. Page flow management allows administrators to design the flow of data entry per application type or business process. Intelligent attributes assist a user in data entry by auto-populating related fields, showing or hiding fields based on user input, and performing calculations on the fly. Lastly, Account Management features allow City of San Antonio portal users to auto-populate demographic information from their account to the application form.

### **3.1.1 Location-Centric & Person-Centric Capabilities**

#### **Leveraging of GIS Systems**

Accela GIS directly leverages ESRI based map services for integration into Accela Civic Platform. Accela GIS gives users the option to initiate and manage all land management activities from a map interface. Accela GIS is a bi-directional interface enabling viewing, interaction and presentation of both tabular and spatial information. It leverages an agency's GIS database and map services published by one or more ArcGIS Servers. Base maps published from one agency can be combined with map data from another agency to provide a comprehensive view of geographic information.

## Contact-Based Reference Data

At a high level, Accela Civic Platform leverages two core sets of information—transactional data and reference data. Reference data consists of Addresses, Parcels, Owners, and People. People are then categorized as Contacts, Licensed Professionals, and Owners to allow for varying functionality based on the type of role that person plays within the business process. This will be critical when using the Agency’s portal to expose services that are relevant to the logged-in user’s role and hide services they should not be leveraging.

### 3.1.2 Intake

#### Business Rule Validation and Enforcement

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. An additional business rule engine is provided for more complex business rules and is described in the following paragraphs.

The Business Rules Engine (BRE) is the business intelligence engine that enhances the if-then logic of Accela Civic Platform. This powerful and user-configurable JavaScript-based tool offers a higher-level user interface. Accela Civic Platform includes a library of standard BRE scripts, to which users can add newly authored scripts that automate business processes. Using this tool, complex procedures can be scripted, and then initiated based on an action or inaction taken by the user. BRE provides capabilities in task automation, data validation, data modification, batch jobs, and communication. Examples of how the BRE is commonly used when specific actions are taken include:

- Issue warnings
- Call an existing web service
- Generate one or more reports, letters or notices
- Change the status of a process
- Process batch jobs
- Send an email with an attachment

Business rules configured via Accela Civic Platform serve the entire enterprise solution, including intake at the portal level. Actions or events trigger associated business rules and enforce specific business processes as configured.

#### Integration of Planning and Development Conditions with Permitting Functionality

Conditions of Approval and other Conditions (i.e. Locks, Holds, and Notices) applied during the planning process to application records, parcels, applicants and other contacts, and inspections are enforced across the enterprise solution. Any user accessing a record or entity to which a Condition has been applied will immediately be presented with such Conditions. As with all Conditions within

Accela Civic Platform, each applied condition is tracked with user, date, and time stamps. Any specific business rules driven by these Conditions, such as requirements around subsequent reviews and inspections for example, are also enforced across the enterprise solution. Conditions may also have a Severity, which can range from a simple notification up to and including halting the application or construction process until the Condition has been satisfied.

Conditions applied during the planning and development processes remain associated and are active until a user granted specific role-based rights indicates that the Condition has been satisfied and changes the Condition status to met. A complete history of all Conditions applied to a record or entity, as well as their dispensation, is maintained and displayed along with the record or entity.

### **Data Entry Design**

Accela Civic Platform and Accela Citizen Access provide rich functionality to assist DSD portal users in entering necessary data into the system. GIS integration, relationships between Address/Parcel/Owner, and intelligent attribute fields all provide end-users with easy to use screens that collect and process the appropriate information and minimize the effort needed to complete the required forms.

### **Location Services**

Location services for the DSD portal will be provided by integrating to GIS data sources combined with GPS enabled hardware to provide access to information with mobility devices. Agency users will have access to map-based interfaces for performing everyday research and transaction data entry.

## **3.1.3 Application Processing**

### **Assignment and Queuing Capability**

Within the Accela Civic Platform enterprise, assignment and work queue features are provided to assist both managers and end-users in assigning, re-assigning and filtering list of tasks. These work management features are available for several entities within the system including, but not limited to workflow tasks, inspections, conditions, and document review tasks.

### **Version Control**

Within the Accela Civic Platform enterprise, application versioning is provided using various system tools like application hierarchy and association functionality that allows Agency users to understand the lifecycle of the business transaction being processed and how that transaction fits into a larger process, if applicable.

### **Application Status**

Accela Civic Platform provides application status to all users, internal and external, based on actions taken within Workflow while processing the transaction. Each business process may have a unique set of user-defined status values associated to each Workflow task that are configured to match the appropriate business process.

## **Locks, Holds, or Notices**

Within the Accela Civic Platform enterprise, Conditions (**L/H/N**) functionality exists to support **locks, holds, or notices**. The Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Conditions functionality.

## **Business Rule Validation and Enforcement**

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system.

## **User Experience**

Within the Accela Civic Platform enterprise, different products are designed with different users in mind. Adherence to industry-standard user experience guidelines and responsive design ensures that back-office users, counter staff, mobile users in the field, and citizens alike will experience a rich and intuitive user experience.

Accela Civic Platform is geared toward internal agency staff and is therefore designed for power and efficiency when completing many repetitive, everyday tasks. Accela Civic Platform highlights efficiency and productivity in a number of ways. The console framework allows users to customize the portlets of information that appear on the screen, resulting in less navigation and often fewer clicks. Where navigation is present, it is displayed globally and consistently at the top of every page. On individual portlets, navigation and action buttons are prominently and consistently displayed at the top of each window. Appearance can be altered by switching to a different 'skin'.

Utilities such as maps, help, and search are also readily available through a series of drop down windows that can be accessed on every page without leaving the work screen users are currently viewing. This allows for quick and easy research and cross-referencing of information. All forms in the system are clearly arranged with labels and context-sensitive helper information that is easily accessible. Data tables are fully configurable, allowing users to tailor columns displayed and column order to their desired layout. Built in data filters called 'Quick Queries' speed up the locating of records. Should users ever need it, 'Help' is available in context for all portlets and globally at the top of the page.

Accela Civic Platform's internal and public-facing interfaces fully support U.S. and International accessibility standards, and work seamlessly with industry-standard browsers to support vision-impaired users through the adjustment of font size and contrast.

## **Timeline Management Notifications**

Accela Civic Platform's Communications Manager functionality provides robust messaging capabilities to keep all relevant parties abreast of events throughout established timelines for business

processes. In conjunction with configured Workflow tasks and statuses, Communications Manager supports the triggering of notifications at designated events in the Workflow process. Notifications can be directed to both internal and external stakeholders to keep processes moving efficiently.

MyTasks, another feature of Accela Civic Platform, provides each internal user with a customized view of tasks and associated timelines, helping keep users informed of upcoming deadlines and processes that may be slipping.

### **3.1.4 Workflow Management**

#### **Inter-Departmental and Intra-Departmental Accessibility**

Accela Civic Platform provides a proprietary Workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. Tasks can be assigned to both inter-departmental users and intra-departmental users based on manual assignment or automatic assignment according to pre-defined business rules.

#### **Portal Accessibility**

Accela Civic Platform provides a configurable level of transparency that allows the Agency to determine what information is published to the portal. Workflow status, detail comments, assigned staff, and other information is presented in real time to the portal based on Agency requirements, and is granular to the specific record level. Accela Civic Platform's Construct APIs support the availability of key Workflow information to the portal.

#### **Automatic Notifications**

Accela Civic Platform provides the ability to trigger and produce automatic notifications and alerts all throughout the system. These notifications and alerts are generated from pre-configured templates that define the subject, body, and format of the notification or alert. Any event in the system can trigger an automatic notification or alert. Some examples of those events would be updating a workflow task and status, paying a fee, resulting an inspection, completing a document review task, as well as many others.

#### **Sequencing of Business Events**

Accela Civic Platform allows users, granted the appropriate rights, to modify workflows on a case-by-case basis including but not limited to adding one or more workflow tasks/reviews, skipping/canceling the need for an existing workflow task/review, reassignment and reprioritization. All of these functions are made within the GUI of the workflow interface associated with the record in question and are placed into effect immediately. There is no need to restart an application or adversely affect any existing progress made on that workflow.

Any impacts to operations from a business flow standpoint are subject to the configured workflow and business rules for the workflow/record at hand. Automated functionality such as fee assessment,

internal/external email and SMS notifications, automatic document generation (i.e., permits, CoFO, etc.) and many other components are often times linked to the outcome of any given workflow task.

### **Triggering Relationships to Fee Activities, Inspection Activities, Conditions, and Relevant Record Events**

Using the BRE tool allows for complex procedures that can be scripted, and then triggered based on an action or inaction taken by the user. BRE provides capabilities in fee activity automation, inspection management, validating related record status, and communication.

### **Storage and Versioning**

Each configured Workflow process is saved with a unique name. The Workflow is then associated with one or more Record Types. Workflows can be cloned to create new Workflow processes that are unique but similar, or to create a new or updated version of a specific Workflow. These new Workflow processes can be created and saved, but are not deployed for use until such time that they are associated with a Record Type. The version of a Workflow that is invoked when a new application is initiated remains with that application throughout the lifecycle of that application, regardless of whether a new version of the Workflow has been associated with the Record Type supporting the application.

### **Ability for SME's to Configure Workflow and Business Rules without In-Depth Technical Knowledge**

Workflows and their associated business rules are easily managed through the integral MS Visio-style Workflow Designer tool. Tasks and related statuses are maintained in plain English, and require no programming or customization. The graphical, drag and drop nature of the Workflow Designer tool makes the design and maintenance of Workflows very intuitive for Subject Matter Experts who do not possess in-depth technical knowledge.

### **Performance Tuning and Debugging**

Business rules managed through the integral Business Rules Engine (BRE) are easily debugged via context-sensitive error messages provided during the rule authoring and execution process. Newly authored business rules can be tested and debugged prior to being deployed directly within this JavaScript-based tool. Performance tuning can be accomplished using the same BRE tool. Admin users can turn on the debugging tool to surface and diagnose any specific issues with an authored business rule that may be affecting its performance within the overall solution environment.

## **3.2 Permitting**

*This section addresses the requirements listed in attachment G - Permitting section. Accela's Technical approach can support all requirements in this section with the exception of:*

1. Performing of automatic ordinance checks (Mandatory)
2. Prompting the applicant against any parent/child relationships between permits (Mandatory)

## 3.2.1 Issuance

### Reporting Solutions

Accela Civic Platform provides reporting via Accela Report Manager. Accela's report manager strategy allows such industry standard reporting solutions to integrate into the product seamlessly. Accela Civic Platform can interoperate with commercial report writing software systems such as Crystal Reports, allowing Agencies to take advantage of robust formatting capabilities to produce professional-looking printed reports. Other system parameters allow for the presentation of system data in a variety of ways, such as SmartCharts and QuickQueries. End-users can also export the contents of any List Portlet directly to an Excel spreadsheet for additional reporting and analysis activities. In addition to the above reporting solutions, Accela Civic Platform also provides a powerful ad-hoc report writer, so administrators or end-users can design and execute ad-hoc reports within the platform.

### Supervisor Review and Queuing Capabilities

Within the Accela Civic Platform solution, supervisor review capabilities are provided mainly by workflow task assignment and task escalation to the appropriate supervisors. This process allows for a full audit trail of the supervisor review process along with the ability to loop back in the process if the supervisor deems the input insufficient. Supervisors can sort and filter these tasks based on priority, completed by staff, location, and more.

With regards to queuing capabilities, the same workflow task assignment tools will be leveraged to provide "My Tasks" list that allow users and supervisors to see all of their assigned tasks with direct links to that business transaction record.

### Internal and External User Experience

Accela Civic Platform, along with its Accela Citizen Access capabilities supporting the public portal, provide a rich and intuitive user experience for both internal and external users. Adherence to industry-standard user experience guidelines and responsive design ensure a consistent user experience across a wide range of devices.

Tools for streamlining user experience during the creation, submission, issuance are an integral part of Accela Civic Platform, and help drive the successful completion of all business transaction processes within the system. Smart fields to reduce input, auto-population of repetitive or known data, and "paintable" forms provide administrators and users with the tools to make interacting with the system as streamlined as possible.

Accela Civic Platform highlights efficiency and productivity in a number of ways. The console framework allows users to customize the portlets of information that appear on the screen, resulting in less navigation and often fewer clicks. Where navigation is present, it is displayed globally and consistently at the top of every page. On individual portlets, navigation and action buttons are prominently and consistently displayed at the top of each window. Appearance can be altered by switching to a different 'skin'.

Utilities such as maps, help, and search are also readily available through a series of drop down windows that can be accessed on every page without leaving the work screen users are currently viewing. This allows for quick and easy research and cross-referencing of information. All forms in the system are clearly arranged with labels and context-sensitive helper information that is easily accessible. Data tables are fully configurable, allowing users to tailor columns displayed and column order to their desired layout. Built in data filters called 'Quick Queries' speed up the locating of records. Should users ever need it, 'Help' is available in context for all portlets and globally at the top of the page.

Accela Civic Platform's internal and public-facing interfaces fully support U.S. and International accessibility standards, including Section 508 compliance, and work seamlessly with industry-standard browsers to support vision-impaired users through the adjustment of font size and contrast.

### 3.3 Land Development

*This section addresses the requirements listed in attachment G – Land Dev section. Accela’s Technical approach can support all requirements in this section with the exception of:*

1. Automatic update a preliminary address (Optional)
2. Configurable TIA threshold worksheet with dynamically calculation results functionality (Mandatory)

#### **Automation of the application processes and notifications for stakeholders at key steps in the development application process**

Accela Civic Platform provides configurable automation of all DSD Land Development processes from the initial point where an external user begins a new application via the Drupal-supported DSD Customer Portal until the application has been fully verified, reviewed, and approved in Accela Civic Platform. Accela Civic Platform’s Workflow functionality will be configured to support the full lifecycle process for each unique application, efficiently driving the process through each step of the process. Accela Civic Platform’s Communications Manager functionality can be configured to notify key stakeholders at every step in the process, both internally via Accela Civic Platform and externally via the DSD Customer Portal. Notifications may be in the form of emails, SMS messages, or other online alerts.

#### **Automation of application submittal, completeness and technical reviews, decision-making, and validity determination processes**

To ensure that applicants complete the correct applications(s) from the beginning of each process, the decision tree wizard will be configured to step applicants through the determination steps to qualify the applicant and assist them through every step of the application process. Accela Citizen Access will be configured to provide intuitive application page flows containing all fields of information specifically required to complete an application. Fields of information that are required are labeled as such and are enforced before an applicant can submit an application. Wherever possible, user-defined fields are configured using pre-configured values to make the application more intuitive for the applicant and the data collected more consistent and accurate. Fields are also configurable to enforce field-level validation for data correctness and format.

Once submitted, the application may continue through the Workflow process which will include specific technical review and validation steps to ensure that the application is valid and meets all requirements before it can proceed through the remaining Workflow steps. Any requirements for additional information or reclassifying of the application based on the validation review are also supported through the Workflow process, allowing all stakeholders to be notified of any actions taken or required.

#### **Ability to maintain parent-child relationships between existing and new land development applications**

Accela Civic Platform supports robust, multi-level parent/child relationships between the various applications managed within the solution. This would include parent/child relationships between

Projects and associated Land Development applications as well as between any existing and subsequent new applications related to the existing application. If specific business rules exist that prescribe the association of a child application with a parent application, these business rules can be configured and enforced to allow the automatic establishment of the parent/child relationship.

Similarly, a parent/child relationship created in error or that is no longer valid can be decoupled as required. Each application remains a unique entity in the system, with its parent/child association an attribute of each application.

### **Plat application management and plat tracking capabilities (Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plats, Time Extensions, Replat, Vacate, etc.)**

Accela Civic Platform can be configured to support all portions of the plat application and overall plat tracking processes. Intake of the initial plat application, as well as other adjunct platting processes, can be initiated by the applicant via the DSD Customer Portal or with the assistance of internal DSD Land Development staff at the counter using Accela Civic Platform. The supporting application page flow will be configured to prompt users to complete all applicable applications as well as to upload and attach all required plat plans and other necessary documentation for review.

Once submitted, the specific plat application, including unique application types for Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plat, Time Extensions, Replat, Vacate and Resubdivision, etc., will be supported by specifically configured Workflow processes that include all necessary review and validation steps to be managed by internal Land Development staff and external Reviewing Agencies.

The full lifecycle management of a plat, from application to approval and recordation, are managed through Workflow. This provides all business rules to be followed during the plat application process, including any resulting appeals and associated hearing processes, while providing transparency to the applicant throughout the process via the DSD Customer Portal.

### **Addressing capabilities and management, including creation and street renaming**

Accela Civic Platform will manage all addressing and associated street naming/re-naming processes. Key to this solution is the two-way integration to DSD's central GIS system. Accela GIS will support the creation of any required geometries for the lot receiving the new address, and will associate the new address to the geometry. Once assigned, Accela GIS will update DSD's central GIS system with the new address. Validation rules and the address assignment process will be configured within Workflow to support routing to applicable staff for review and approval.

Requests for street renaming will be processed and managed within Accela Civic Platform as well and, once approved, will be pushed to DSD's central GIS system according to specific business rules configured for this purpose.

## **GIS capabilities including applications' address verification, location based information extraction based on single location or user defined area**

Address verification can be easily managed through DSD's central GIS system through the use of Accela Civic Platform's external address/parcel/owner (XAPO) functionality. XAPO creates a real-time lookup process at the point in the process where address verification is required. Accela Civic Platform can be configured to require address validation, thus ensuring that addresses associated with an application or a contact are valid and correctly formatted.

Both internal and external users can work directly from the map interface to establish a location. The location is then associated with this application, and the application can pull location-based information directly from DSD's central GIS system. Multiple parcels can be selected from the map interface and a new application can be created that incorporates all of the associated location-based information for each of the parcels. Any application can have an unlimited number of addresses and/or parcels associated with it in this manner.

## **Agenda building capabilities**

Accela Civic Platform and its Legislative Management module will support the Hearings process, including the assignment of a parcel or application to a particular board or commission and the creation of the agenda information and related supporting information. The Accela Legislative Management module will manage every step in the hearing, including managing the agenda, notifying all relevant parties of the hearing date, time and location. All meeting materials will also be generated within Legislative Management and made available to board or commission members for review and reference. All decisions made by the board or commission during the hearing are recorded against the particular agenda item, including voting results and comments or directives.

## **3.4 Licensing**

*This section addresses the requirements listed in attachment G – Licensing section. Accela's Technical approach can support all requirements in this section with the exception of:*

1. Creation of exam/class calendars and documentation (Optional)
2. Pass/Fail result for License issuance (Optional)
3. Allow examiners/trainers to create draft exam/class calendars

## **Expiration Lifecycle and Flexibility**

The Accela Civic Platform provides configurable expiration settings on permits and licenses within the system. Settings such as renewal duration, grace period, and penalty fees are available on each type of renewable transaction within the system. These renewal settings can be defined and shared across transaction type or they may be uniquely defined for individual transaction types allowing for a very flexible expiration process.

## Notifications and Renewals

The Accela Civic Platform provides functionality that allows agency users to correspond with external parties related to projects or locations that are relevant to their current tasks. Communication Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to users. Renewals can leverage the notification functions of the system by alerting the transaction owner that a renewal is coming due based on configured business rules defined by the agency and directing them to the City of San Antonio portal to process and pay for those renewal transactions.

## Portal Accessibility for Online Transactions

Accela Civic Platform, Accela Citizen Access, and Drupal can combine to provide a rich, easy to use avenue for external users to process License transactions. The decision tree features of Drupal Forms combined with page flow functionality of Accela Citizen Access can give external users the ability to answer simple questions that leads them to the appropriate transaction type. The City of San Antonio portal can also provide access to renewals and payments to assist the external user in managing the License process with the Agency.

## Education and Experience Lifecycle Functionality

Within the Accela Civic Platform enterprise, education and experience tracking features are provided using the License Certifications features. These features include the ability to collect and track required and optional exam, education, and continuing education requirements that are part of License transactions. The business rules defining the requirements for License Certifications can be defined per transaction type allowing for the flexibility required to manage a myriad of License transactions.

## Examination/Training Class Capabilities (scheduling, recording results)

Accela Civic Platform's Licensing and Case Management functionality provide the ability to present exams and training classes for scheduling, including managing the maximum class size, accessibility requirements, and full roster capabilities. The roster provides the ability for testing agents to record attendance at the exams and training classes, and also facilitates the recording of scores from the exams and training classes. These results can be managed in batch or can be individually entered into the system by those with specifically granted privileges.

## 3.5 Electronic Plan Review (EPR) Solution

*This section addresses the requirements listed in attachment G – Plan Review section. Accela's Technical approach can support all requirements in this section with the exception of:*

1. Automatically assignment of work based on Workload / Availability (Mandatory)
2. Reassignment of multiple plan reviews (Mandatory)
3. Assignment of a difficulty or complexity weighting to plan reviews (Optional)

4. Estimation of plan reviews duration (Optional)
5. Support of "Master Plans" and Child plans linkage to Parent plans (Mandatory)
6. Tracking against pre-defined performance metrics (Mandatory)
7. Supervisor dashboard (Mandatory)
8. Flagging of the number of times Plans have been resubmitted/reviewed (Mandatory)
9. Displaying availability, backlog, cause of delay with plan reviewers workload (Mandatory)
10. Display information related to plan review visual cues for potential issues (Mandatory)
11. Capability to prioritize or escalate plans for review (Mandatory)
12. Archiving of plans (Mandatory)
13. Batch approvals, denials, and or conditions (Mandatory)
14. A calculation template or standard measurement tool for plan reviewers (Mandatory)

The Accela Civic Platform's Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution enables plan review in a completely web-based environment, which makes it unique in the market. Other electronic plan review solutions require desktop software for the actual plan markup. In addition, the fact our solution is 100% web-based means it supports true concurrent reviews.

Further, because the Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution are a fully integrated part of the Accela Civic Platform, it leverages the existing workflows and business rules. This is not the case when using a third-party electronic plan review tool. When using a third-party tool the workflows and business rules contained in the Land Management solution have to be duplicated in the third-party electronic plan review tool, which increases complexity, maintenance and learning curve.

### **Concurrent Review and Overlay Capabilities**

Concurrent reviews by multiple reviewers are fully supported as part of Accela Electronic Document Review (EDR) solution. The solution includes the Accela ePlanCheck (EPC) product and combines it with the document handling and tracking capabilities of the Accela Civic Platform, as well as integral support of complex plan review processes with the Civic Platform's workflow engine and associated business rules support. Each reviewer can independently retrieve, review, and markup documents assigned for review. Markups and annotations are automatically combined on each reviewed document, and reviewers can independently trigger a sync of all review comments and markups at any time during a review process. Markups and comments are logged by each individual user.

Integral side-by-side and overlay comparison functionality allows different versions of a document or different sheets within a document set to be compared. Reviewers can apply markups and comments directly on the documents in the side-by-side or overlay comparison mode. Document differences are easily discernable, thus helping the reviewer to note changes between versions or conflicts between trades on different sheets within the document set.

## **Integration Capability with Workflow and Permitting Software Solutions**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution is an imbedded integration that allows both products to work seamlessly as a part of an overall plan review solution. The workflow and associated business rules configured within Accela Civic Platform drive the permitting process and any associated plan review requirements. Workflow tasks and associated statuses are automatically updated as the plan review process proceeds within EPC, thus allowing permit applicants and internal staff to track the progress of plan reviews in one consolidated workflow process. Documents submitted for review as well as documents annotated through the review process are easily retrieved for reference by those managing the permitting process, without requiring these users to access EPC.

Plan review users are managed within the core permitting solution, and no additional sign on is required to access EPC for review. Similarly, roles and privileges are also assigned within Accela Civic Platform, negating the need to maintain multiple user instances or user assignments in the overall solution.

## **Concurrent Editing Capabilities**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution fully supports concurrent reviewer access and allows reviewers to edit markups, comments, and other annotations applied to the documents. Edited markups and annotations are automatically combined on each reviewed document, and reviewers can independently trigger a sync of all edited review comments and markups at any time during a review process. Any edits are logged by each individual user.

## **Version Control and Auditing**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution provides unique version tracking and auditing capabilities. The solution recognizes and correlates a new version of a submitted document with an existing version of the same document where one exists within the system. Unresolved comments from the previous document version are efficiently applied to the new version of the document, providing a seamless review experience and ensuring that open issues from previous reviews are not lost in the review process. Prior versions of a document are marked as such and remain available for review and comparison to a new version of the document.

Any annotations to a document are user, date, and time stamped, providing complete auditing capabilities throughout the review process across multiple versions of a document. As exceptions to the documents are satisfied during the document resubmission process, all closed comments are also tracked and audited with the user, date, and time.

## **Electronic Approval**

Each plan review department can add comments, graphical notes, stamps, code references, and attachments to any file in a plan set. Each reviewer can access codes and other electronic review sources managed in the system through custom review comments, and data from these sources can be annotated in the markup comments. Markups can contain references to external data sources (building codes for example) as well as information stored on the Agency's web site.

Each department can also maintain its own dynamic stamp library that can be applied to reviewed documents. Stamps can be configured to contain standard notes or comments, code references, or graphical items. These stamp libraries are help to maintain consistent verbiage among plan review team members. Stamps can also be dynamic and contain Reviewers' signatures, date, and time information. Markup files and stamps are used to complete the formal Resubmit notice that is sent back to the Applicant, displaying visual markeps that are easy to track and understand.

## **Publishing**

Each plan reviewer's markups are published as they are committed and saved to the reviewed document. The markups become an integral part of all concurrent plan review markups being completed. Based on the prescribed workflow for the review process, the published documents may enter an internal review process for final checking and coordination, or they may be published for immediate notification to the submitter for review and action as required. Once published, documents are secure and protected to ensure that markups and approvals cannot be altered except by those with supervisor rights as appropriate.

## **Workflow and Business Rule Integration (capability to route plans for review to multiple departments according to business rules)**

Accela Civic Platform's EDR + EPC features leverage the Platform's integral workflow and business rules capabilities in support of the plan review process. The workflow would be configured to include all possible review departments specific to the specific plan review type (e.g., Building and Safety, Planning, Public Works, Engineering, Fire, Electrical, Structural, Plumbing, etc.). Based on the permit type selected during the initial application process, as well as key data collected during the application process, the business rules engine can be configured to automatically select the required departments for the review. The Supervisor can be given the option to add more review departments as required during the review process.

The Accela Civic Platform EDR with EPC solution supports "fork and join" behavior for parallel/concurrent reviews by department. Following a plans distribution workflow task, the configured Accela Civic Platform workflow forks into multiple concurrent plan review tasks specific to each department. Once all of the parallel workflow tasks are complete, they are connected to a join node that can move the application's workflow process to a plans consolidation task. If all parallel tasks were approved then the workflow proceeds on, but if one or more were denied and revisions required then the workflow would cycle back up to the plans distribution step and notify the applicant that plans need to be resubmitted.

In addition, the Accela Civic Platform workflow tool allows for nested workflows. This means each department can have a unique workflow for their plan review activities. All of the above and much more can be configured intuitively within the MS Visio-style Workflow Designer tool included in the Accela Civic Platform product.

## **Electronic Markups**

Each plan review department can add comments, graphical notes, stamps, code references, and attachments to any file in a plan set. Each reviewer can access codes and other electronic review sources managed in the system through custom review comments, and data from these sources can be annotated in the markup comments. Markups can contain references to external data sources (building codes for example) as well as information stored on the Agency's web site.

Markup comments are conveniently listed in a tabular fashion to the side of the document, and clicking on an individual comment takes the user to the context-sensitive location on the document where the comments was placed. All annotations to a document are user, date, and time stamped, and the system manages both open and closed comments. Closed comments may be filtered to allow the reviewer to only focus on the remaining open issues on a particular document.

Once saved, documents are secure and protected to ensure that markups and cannot be altered except by those with supervisor rights as appropriate.

## **Functionality to Allow Overlay and Compare Edits, Notes and Comments from Multiple Reviewers**

Once the Applicant has resubmitted revised drawings and documents for the next review cycle, the plan review team can use Accela Civic Platform's EDR with EPC solution to invoke both side-by-side and overlay comparison features to view current and previous versions. This feature allows the plan review team to see the differences or changes (both additions and deletions) between two similar files, and these differences are highlighted for easy identification by the entire review team. Reviewers may also perform document reviews and markup while in either of these two comparison modes.

Reviewers are able to sort/filter markups and comments made by staff based on markup type, page number, comment text and reviewer. Accela Civic Platform's tight integration with EPC ensures that all versions of a reviewed document are available to all reviewers.

Within EPC a plan review user, during a plan review session, can request updates to plans. This allows a plan reviewer to see comments and markups that have been made in parallel review sessions by other plan reviewers during the reviewer's current review session. As the review is being done, each markup or comment is saved to an edit layer in the pdf document. Once a plan reviewer has completed the review, or simply wants to publish their comments, he/she can publish the comments which saves them back to the document and makes them available for any other user doing a plan review to consume.

## **Communication Management**

Accela Automation provides Communications Manager functionality that can alert interested parties all throughout the plan review process based on Workflow tasks and statuses. These communications can be managed via email or text messaging. Documents such as correction notices or deficiency notices, as well as instructions for resubmittal, can be attached to these communications for reference and action by the submitter.

## Portal Accessibility

Within the Accela Civic Platform enterprise, plans and other related documents in support of the application process can be uploaded and attached to an application by both internal and external users. Drawings and review documents will be exposed to the customer via the DSD Customer Portal. Customers will be able to submit new plans for review, renew the lifecycle of existing plans, and check the status of reviews all via the DSD Customer Portal.

## 3.6 Inspections, Enforcement, & Hearings

*This section addresses the requirements listed in attachment G – Plan Inspection, Mobil, Enforcement and Hearings sections. Accela's Technical approach can support all requirements in these sections with the exception of:*

### INSPECTIONS

1. Weight an inspection type, indicating difficulty or complexity (Optional)
2. Support of a "smart" calendar (Optional)
3. Association of Inspection to other system objects (Optional)
4. Estimation and Alerts of additional inspection fees due (Optional)
5. Combining of multiple multi-discipline inspections (Optional)
6. Batch load and schedule inspection requests (Optional)
7. Estimating inspection's duration (Optional)
8. Configuring inspection assignment order or prioritization (Optional)
9. Notification of inspection approaches approaching/surpassed standard metrics (Mandatory)
10. Provide visual cues for potential issues with the inspection (Mandatory)
11. Requirement of Supervisor Approval of Over Time (Optional)
12. Tracking orphaned scheduled inspections (Mandatory)
13. Determination or tracking of Inspectors travel time, estimated arrival time or inspectors progress (Optional)
14. Notification of Inspectors estimated arrival time (Optional)
15. Routes real-time as inspectors progress with work throughout the day (Optional)
16. Graphical display of the inspection location viewable by the Supervisor (Optional)
17. Notification to the applicant the estimated time of an inspector's arrival (Optional)
18. Access application, plans, or license information by scanning a coversheet onsite (Optional)
19. Ability for Inspector to batch upload picture sets (Mandatory)
20. Capture the inspection results for plan areas that need to be modified (Mandatory)

21. Trigger batch production of inspector reports (Optional)
22. Apply inspection results to multiple inspections (Optional)

#### ENFORCEMENT

1. Capability to pre-populate a violation with relevant dates (Mandatory)
2. Recordation and tracking of payment collections for an issued violation in the field (Optional)

### Mobile Solution

*This section addresses the requirements listed in attachment G –Mobile, section. Accela’s Technical approach can support all requirements in this sections with the exception of:*

1. Access, view, and edit documents and files (Optional)
2. Ability to enter results in batch to multiple inspections (Optional)
3. Access plans by scanning an application/inspection coversheet onsite via scanner (Optional)
4. Access or view license information by scanning identification issued from the system via scanner (Optional)

*This section also addresses the requirements listed in Attachment H –Mobile Inspection Section. Accela’s Technical approach can support all requirements in this sections with the exception of:*

1. Adjust the route based on real-time traffic reports.(Mandatory)
2. Management of mobile profiles at the inspector level and report if program is disabled.  
(Mandatory)

With the recent explosion of mobile devices and customer adoption, Accela offers a wide range of solutions for smart phones and tablets. Accela Mobile provides industry-leading mobile application functionality. Our applications allows virtually any device to interface with Accela Civic Platform systems.

Accela Mobile is more than an application—it is a complete strategy central to our government-centric development efforts. Our mobile strategy is to develop role-specific applications for every role in government, on every platform, while allowing public agencies to leverage our Construct APIs to build mobile applications that meet even the most unique agency-specific business needs.

### Field Search Capability

Accela Mobility provides robust field searching capabilities to support research activities taking place on a project or property via a real-time connection to Accela Civic Platform. Mobile users can search, assuming they have some form of internet connectivity, in real time by many attributes of property and project information. Mobile users can also perform similar searches using a map via the Accela GIS integration. Accela Mobility products can also support a more limited off-line searching capability against data that has been selected to be downloaded to a user’s mobile device.

## **GPS Integration and Tools**

Within the Accela Mobile solutions, GPS integration is provided (assuming a GPS enabled hardware device is used) with the ability to collect GPS location information while performing inspections or investigations. This GPS location information can then be displayed via the Accela GIS integration.

## **GIS Integration and Tools**

Accela GIS delivers a next generation map interface to Accela Civic Platform. It is built on Microsoft Silverlight technology, leveraging Bing Maps and ArcGIS Online from Esri. Accela GIS visualizes government data geographically by plotting locations of activities captured in Accela Automation on agency maps. The Microsoft Silverlight technology enhances the user experience with:

- Optimal server response times
- Smooth panning
- Context sensitive commands and menu items
- Drag and drop functionality
- Client side graphic rendering

Accela GIS gives users the option to initiate and manage all land management activities from a map interface. Accela GIS is a bi-directional interface enabling viewing, interaction and presentation of both tabular and spatial information. It leverages an agency's GIS database and map services published by one or more ArcGIS Servers. Base maps published from one agency can be combined with map data from another agency to provide a comprehensive view of geographic information.

## **Routing Capability**

When deployed with Accela Mobile, routing capabilities are available whether connected or disconnected from the network. Routes and driving directions can be saved and printed as needed. As new inspections are added during the day, or if inspection priorities change the order in which inspections are planned for completion, the route will be dynamically reorder and immediately updated on the map.

An integration to DSD's optimized routing system will allow optimized routes to be presented and will extend Accela Civic Platform and Accela Mobile's routing capabilities.

## **Inspection Versioning**

Within the Accela Civic Platform enterprise, inspection versioning is provided using various system tools like related inspections hierarchy, multiple inspection types, automatic required follow-up reinspections, and configurable status values. Business rules that may support the scheduling of inspectors based on inspection versioning can be managed in Accela Civic Platform's business rules engine.

## **Online versus Offline Capability**

Accela Mobility has full online and offline functionality, and can operate with or without an internet connection. It can operate in wireless environments, transmitting field information and data in real-time (connectivity dependent). Alternatively, while offline it operates in a “store and forward” mode where data captured is uploaded upon reconnection to a wireless network or upon return to the office.

## **Investigation User Experience**

Accela Civic Platform provides configurable investigation types, checklists, and standard features for scheduling, assignment, resulting, and reoccurrence of investigations based on the needs of the individual investigation or enforcement type. Investigators may use any of the Accela Mobile products to conduct these investigations from the field. The Accela Mobility platform is specifically designed to reduce the effort required to perform such investigations in the field by allowing for standard comments and pick list data entry. The investigation checklist option provides robust tools for consistent data entry across users and scoring and ranking capabilities that allow the investigator to quickly record the results of the investigation.

## **Enforcement Life Cycle**

The Accela Civic Platform supports a wide-range of enforcement activities. Complaints, violation tracking, investigation management, and windshield surveys are just some of the areas where core system elements are configured to track enforcement activities across Agency departmental lines.

Whether a part of proactive enforcement activities or as the result of a complaint or other initiated enforcement action, Workflow will support the full Enforcement life cycle for each enforcement type configured within Accela Civic platform. Inspections or investigations required to assess the validity or severity of the reported infraction are routed to field inspectors or investigators who make use of Accela Code Officer to record inspection or investigation results in real time. Other processes such as stop work, red tagging or follow up enforcement actions and any related fines are also managed efficiently with Accela Civic Platform.

## **Stop Work (and other) Notifications**

The Accela Civic Platform provides functionality that allows agency users to correspond with external parties related to projects or locations that are relevant to their current tasks. Communications Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to users. Stop work orders will manifest as Conditions and users can be notified via Communications Manager that such conditions have been placed on their project, property, or Contact record within the system.

## **Performance Metrics Collections and Reporting**

Inspection performance metrics are easily tracked at the individual inspector or group level, including number of inspections completed in a given day, assigned versus completed inspections, and the time spent completing each inspection. Advanced time tracking features in Accela Mobile applications supports the reporting of time by user for accounting and billing purposes as appropriate.

All performance data collected in the field is easily reported on via Accela Report Manager either through Accela Civic Platform's integral ad-hoc reporting capabilities or through Crystal reports. Data may also be exported into other DSD analytics tools to assess overall inspection performance and to gauge workload demands and inspector assignments going forward.

### **Collections Experience**

Accela Civic Platform provides functions that help an agency organize the collections process. Using standard features such as workflow and fees, collection processes are implemented to support calculating interest and defining payment plans. For external users, the experience is streamlined and projects or properties that have outstanding collections will appear in their project lists upon logging into the City of San Antonio portal. Users can review the collection records and understand the timeline and payment amounts that are required. Payments are accepted via the shopping cart functionality for any items that have outstanding collections.

### **Hearing Scheduling and Enforcement of Outcome**

Should an enforcement activity rise to the level of being assigned to a hearing body for adjudication, the hearing scheduling process is managed directly within Accela Civic Platform. Hearing results and directives or judgments are tracked as a part of the Workflow process to ensure that all stakeholders have visibility into this process. Conditions (locks/holds/notices) are routinely applied to an application, parcel, or individual to track compliance with all enforcement actions, and are only removed when all directives related to the enforcement action have been satisfied per the inspection.

## 3.7 Finance

*This section addresses the requirements listed in Attachment G –Finance section. Accela’s Technical approach can support all requirements in this section with the exception of:*

1. View and sort list of returned checks (Mandatory)
2. Remove a returned check from the list when issue has been resolved (Mandatory)
3. Capability to refund multiple charges in a single transaction (Optional)
4. Configurable business rules for fee changes (Mandatory)
5. Document the change in fee generated by the system. (Mandatory)

### **Fee Management**

The fee and cashing functionality of Accela Civic Platform allows you to configure the required assessment of fees at precisely the time when they must be assessed/collected. All fees and cashing operations fall under the system audit trail so that you have a trusted accounting of all financial transactions, even those where system administrators have adjusted or changed for business purposes.

Each fee item is configured using a broad set of fee formulas that can support virtually any type of fee. The fee items and their formulas are easily updated when fees are updates or new fees added. Any fees that cannot be configured using the existing fee formulas may be configured using the Business Rules Engine (BRE). Similarly, the BRE can be employed to automatically assess fees according to established business rules.

One or more account codes can be associated with each fee item, supporting reconciliation activities as well as the crediting of payments to the correct accounts. Account codes also support the transfer of payment information to financial systems via interfaces.

### **Payment Management**

Accela Civic Platform provides various mechanisms to collect payments. Cash can be accepted in face-to-face transactions, and is managed through supported integrations to cash drawers and associated cashing sessions. Checks may be used for payment of fees in face-to-face transactions as well, or may be accepted by mail or lock box and then processed by staff or other designated services against one or more appropriate applications, cases, permits, etc. Credit card transactions can be accepted, supporting the capability to make online credit card and eCheck payments by applicants and others on a 24/7 basis from any standard web browser. Accela Citizen Access will integrate with a third party provider to support payment processing. Accela customers have the option of using other merchant account vendors for which Accela would provide existing web services for integration.

### **Portal Accessibility**

The DSD Customer Portal provides access for citizens and customer users to pay fees, print receipts, and obtain fee estimates for projects or permits. Drupal and Accela Citizen Access will provide a complete view of a customer’s account, including any fees due to be paid as well as a ledger of all paid fees. Accela Civic Platform also provides the ability to use Trust Accounts (Deposit Accounts) to pay

for any items within the Portal. Customers can manage their Trust Accounts and deposit additional funds as necessary via the DSD Customer Portal.

## **Invoice Management**

Accela Civic Platform provides manual and automated capabilities for managing invoicing processes for any kind of business transaction. These invoices can be provided to the customer in both paper and digital formats either via the portal or via email communications.

## **Collections Management**

Accela Civic Platform provides functions that help an agency organize the collections process. Using standard features such as workflow and fees, collection processes are implemented to support calculating interest and defining payment plans.

## **Fee Versioning**

Within the Accela Civic Platform, fee versioning is supported through the ability to version fee schedules. Fee schedules, which contain the individual fee items, are given an effective date and disable date to control when those fees are available to end-users to apply to projects and permits. Multiple versions of a fee schedule can be active at one time allowing agency users to assess fees from current or historical fee schedules based on the varying needs of each project.

## **Accounts Receivable Management**

Within the Accela Civic Platform, features and tools to provide for the front-end collection and management of incoming receivables are provided via configuration of fee schedules, fee items, and other core elements. These receivables can then be integrated to Agency financial systems to provide automated and seamless interactions.

## **PCI Compliance**

All credit card payments processed through Accela Civic Platform are PCI-DSS v3 Level 4 compliant. The Accela Civic Platform solution is self-assessed for compliance as required by PCI-DSS standards for thresholds of payment transactions. The solution can be successfully deployed as a part of a PCI-DSS compliant hosting environment. The City of San Antonio is ultimately responsible for deploying and maintaining a secure PCI-DSS compliant environment, and for the security and best practices around the support of the hosting environment.

Accela Civic Platform reduces its PCI liability by not storing any credit card numbers or expiration dates as a part of transactions managed through the solution. Additionally, no credit card or related data is ever passed in the clear. A tenet of PCI-DSS compliancy is that the system may not retain full magnetic stripe, card validation code or value (CAV2, CID, CVC2, CVV2), or personal identification number (PIN) block data. Accela Civic Platform limits financial transaction data stored to the last four digits of the credit card number and the authorization code.

## 4 Technical Solution

*This section addresses the requirements listed in Attachment H –General Technical Section. Accela’s Technical approach can support all requirements in this section with the exception of:*

1. The system shall provide an automated test script to validate the data after modifications or upgrades. The tool will support the ability to customize the script and provide a final report to document the validation. (Mandatory)
2. The system performs secure and seamless logon for all third party integrated systems. (Mandatory)
3. The system has the ability to disallow more than one active session per sign-on identification. (Mandatory)
4. The system allows users to re-authenticate and remotely log out of an active user session before logging in at another location. (Mandatory)
5. The system provides administrative ability to block users’ access during pre-defined off-hours. (Mandatory)
6. The system shall have the ability to specify roles and control access by role to: (Mandatory)
  - Database
  - Module
  - Field
  - Inquiry
  - Report
  - Approval
  - Transaction
  - Table
  - User Site (i.e. location) across all functional areas
  - Period
  - Type Search
  - Content Type
7. The system shall have the ability to support biometrics and biometrics plus passwords (e.g., fingerprint scan and fingerprint scan plus password). (Mandatory)
8. System code does not rely on internal system generated error handling. The System provides error-handling processes. (Mandatory)
9. The field services mobile device shall have a minimum of 10 hours of battery life and weigh less than 4 lbs. (Mandatory)
10. The system shall provide summarized and detailed reports on user access, usage logs, etc. (Mandatory)
11. System provides error and exception reports. (Mandatory)
12. The system shall have a response time where 90% of transactions process occur on average less than 1 second. The response time for the most common requests to reach a user shall not exceed 3 seconds. (Mandatory)

13. The system shall have the ability to support a 99.9% availability — including planned maintenance. (Mandatory)
14. The system shall have the ability to meet the System Recovery Time Objective (RTO) of 4 hours – this is the maximum time system can be offline before services are restored to end users. (Mandatory)
15. The system shall have the ability to meet the System Recovery Point Objective (RPO) of 24 hours – this represents the frequency for capturing snapshots of data in an offsite or backup location. (Mandatory)
- 16.

## 4.1 Conceptual Architecture

### Approach to rule automation

A key function of Accela Civic Platform is the automation of the rules surrounding records within Building, Code, Planning and other modules associated with Land Management. Accela Civic Platform is highly configurable with the ability to automate virtually any department within a government agency. Rules within the application are configurable at the record type or entity level. In Accela Civic Platform a record type equates to a type of building permit, code enforcement case, planning project or any of the other license application, renewal application, etc. Each record type configured in the application can have a unique set of rules defined or can share rules with other record types. The number of record types and rules within the application is configurable based on the needs of the agency. There is no limit to the number of record types or rules that can be created within the system.

The configuration of rules at the record type level is highly flexible allowing for essentially any type of rule to be applied and automated within the system. For instance, a commercial building permit can be configured to require specific sets of data that may not exist on a residential building permit. Alternatively, a commercial building permit may be configured to require additional information based on the geographic location requested at the time of application creation. Another example would be configuring the system to validate a Contractor's Business License against an external repository before allowing for a specific building permit application to be submitted. These are but a few examples of the hundreds of rules Accela Automation is capable of supporting.

Rule configuration is done using the Accela Civic Platform web interface and executed within the Accela Civic Platform Biz Server. Configured rules are stored within the Accela Civic Platform database and retained during system or version upgrades. Accela Civic Platform provides a tool for exporting rules configured in one environment and then moving that configuration to another environment. This is particularly useful for the configuration and testing of rules in a staging environment and then promoting those rules to a production environment.

For areas where Accela Civic Platform may not have an existing rule to configure, a robust business rules engine is provided as part of the applications core functionality. The business rules engine

allows for additional rules to be created and applied to record types. This feature allows for complete automation of any rules that may be unique to a department within the agency.

All rules configured with Accela Civic Platform are applied to any interface into the system. Accela Citizen Access, the constituent facing web portal, reuses all rule configuration from Accela Civic Platform to drive the application submission process. Any rule configured for any record type in Accela Civic Platform is applied to the Accela Citizen Access interface or unique rules can be configured to be applied only when applications are created.

Exhibit 5 illustrates how the additional product interfaces in the Accela product suite interface with the centralized rules.



Exhibit 5: Accela Civic Platform Interface Architecture

## Inter-departmental (macro) and intra-departmental (micro) process automation

*This section addresses the requirements listed in Attachment H –Enabling Technologies Section. Accela’s Technical approach can support all requirements in this section with the exception of:*

1. The system shall track the use of the self-help videos in its overall web analytics approach to assess their usefulness. (Mandatory)
2. The system shall provide the capability to include a moderated peer-to-peer support system to crowd source answers. (Mandatory)
3. The system shall provide the capability to the mine the community knowledge base to further improve customer self-service over time. (Mandatory)

4. The system shall provide email response management capability to help automate, streamline and ensure consistent high quality of customer email interactions. (Mandatory)
5. The system email response management capability shall include natural-language processing to analyze, categorize, route and automatically respond to certain types of inquiries; response libraries for building standard replies to frequent questions; tracking for email interactions. (Mandatory)
6. The system email response management shall include reporting to oversee overall performance, response times, resolution rates, email aging and outstanding requests. (Mandatory)
7. The system shall provide workflow analytics capability that integrates with the macro workflow processing. (Mandatory)
8. The system shall provide workflow-based metrics to be used in Key Performance Indicators. (Mandatory)
9. The system shall provide the capability to use workflow-based metrics to allow for workforce planning. (Mandatory)

Accela Civic Platform is designed with process automation between departments in mind. The workflow engine of Accela Civic Platform is intended to power the complete workflow process at both the Inter-Departmental and Intra-Departmental levels. Each Record Type in the system can have a unique workflow defined for the processing of that type of Record across the entire agency. At each step in the workflow, tasks can be assigned to specific departments. Workflows can be configured to execute tasks in parallel as different departments work on different tasks. Additionally tasks can be configured to require specific tasks to be completed by one department before moving to the next department's tasks. The workflow supports an infinite number of sub tasks at each level with the ability to insert tasks as needed at any level. The power of the workflow engine within Accela Civic Platform makes it possible to manage the entire process for any Record Type.

As departments are working on their respective tasks the applicant can keep updated on the progress through Accela Citizen Access's view of the workflow via the DSD Customer Portal. An agency is able to configure what information and what tasks are displayed back to the constituent. Email messages, SMS messages, social media messages and other types of messages can be configured to be sent at any point in the workflow. Additionally other rules can be applied conditionally upon the status of workflow tasks and other workflow events. For instance, completion of a workflow task may result in the scheduling of an inspection, assessment of additional fees, notification to the constituent or execution of a report as examples.

### **Integration between portal capabilities and department-centric capabilities**

*This section addresses the requirements listed in Attachment H –Portal Section. Accela's Technical approach can support all requirements in this section with the exception of:*

1. The portal shall offer integration with enterprise system management tools. (Mandatory)
2. The portal shall support automated backup and recovery. (Mandatory)

3. The portal shall be able to support single sign-off across Web-based applications (e.g. OpenID). (Mandatory)
4. The portal shall report on the amount of time specific users spend in the portal. (Mandatory)
5. The portal shall report on aggregate time spent in portal. (Mandatory)
6. The portal shall report on the amount of time users spend per portal page. (Mandatory)
7. The portal shall provide detailed logging of security and access issues that occur at the external portal user level (e.g., users locked out; payment gateway declined user payment). (Mandatory)

Accela Citizen Access, presented via the Drupal-supported DSD Customer Portal, is built on top of Accela Civic Platform to provide seamless integration between the constituent web interface and the back office web. As constituents submit applications, pay fees or schedule inspections with the web portal the back office view is immediately updated with the new information. This is done by the use of a single consolidated database and centralized application server, Accela Civic Platform Biz Server, which powers all interfaces.

As back office workers review submitted applications, review electronic plans, assess fees, advance workflow tasks or other processes, the citizen portal is immediately updated to reflect the back office view. This provides a 360-degree view of the processes surrounding the processing of records.

The rules engine within Accela Civic Platform can be configured to determine which information is available for constituents. The functions available for constituents, such as creating permits or scheduling inspections, can be configured as well.

### **Breadth and depth of unassisted and assisted self-service support channels**

Self-service support is the reference for customers when they have questions. Self-service support can be both unassisted and assisted. Unassisted support is the first point of support for customers to find out information. FAQs, knowledge base, communities, forums etc. are the unassisted form of digital self-service support.

We are proposing self-help videos and other information and instructions, available via the Drupal-supported DSD Customer Portal as well as the decision tree wizard, as unassisted self-service support. Accela will lead the development of the self-help videos and other information and instructions, and the Agency will assist with the development of content for both.

LiveChat, and Co-browsing, are assisted self-service support. If customers are unable to find out information from unassisted self-service support, they contact an agent via various assisted forms of Self-Service support provided.

### **Ability for System to support Business Owners, designated as System Administrators, to update and maintain business rules easily in the System (e.g., Activity should not require in depth technical knowledge)**

Workflows and their associated business rules are easily managed through the integral MS Visio-style Workflow Designer tool described previously. Tasks and related statuses are maintained in plain

English, and require no programming or customization. The graphical, drag and drop nature of the Workflow Designer tool makes the design and maintenance of Workflows very intuitive for Business Owners and other SMEs who do not possess in-depth technical knowledge.

The majority of business rules that would be managed by Business Owners and other SMEs in the system would be handled via Workflow. Business rules that will support the decision tree wizard are also easily managed in plain English via the Drupal interface supporting the DSD Customer Portal.

Other business rules that would enforce more complex business rules would be handled by the integral Business Rules Engine, which will require a limited number of users to have some knowledge of JavaScript.

### **Level to which the capabilities contribute to improvement of predictability, transparency, and efficiency at an Agency-wide level of the underlying departmental functions**

The DSD solution, built upon the Accela Civic Platform enterprise, will provide Agency customers the ability to enter an environment, which immediately exposes them to the information needed to work efficiently and effectively with the Agency. The customer can search a knowledge base and learn about the development process from beginning to end, speak virtually with a representative to clarify any questions and avoid any potential roadblocks, and even review videos from a library, instructing them visually of the process and proper method required to navigate the development process.

By providing this instruction, the Agency benefits by not having to answer as many questions, which means fewer calls and a more knowledgeable customer. The customer is going to feel that the Agency is transparent in how they operate, understand why they require certain procedures and what the Agency's objectives are. Agency business partners can engage in the plan review process virtually from the comforts of their home or office, without having to incur the cost of gas or time. Money saved is money earned and the result is a happier customer.

For the back office, Agency workers will be able to measure their efficiencies through better reporting tools that can analyze the consolidated data. Where do we need more growth or resources internally? The system will be able to provide those types of details. Using an enterprise platform brings improved communication and results. Where are we in the process with this particular project? Right here, look at the workflow, here is the current status—it is in review with engineering and they have five days to complete their task. If they do not complete it in that time, let's have the system automatically notify them again. There is always a trail for everything. That scenario outlines the considerable information at a user's or manager's fingertips. By knowing where things are and where they are going, it is far easier to predict what results will occur.

In the field, Agency inspectors will be able to engage in real-time with the system and real-time with the customer. By utilizing Accela's mobility platform, field personnel can deliver faster, better, more customer focused results and frankly, be where they should be—in the field.

At the end of the day, every citizen, every developer, every user, every manager, every field worker, every department, every elected official and most importantly, the project itself, will benefit from the technologies and capabilities of the Accela City of San Antonio solution.

### **Configurability of the solution vs. requiring customizations**

Accela Civic Platform is a robust, commercial off-the-shelf (COTS) solution. The solution is highly configurable, putting the power of the solution in the hands of Business Owners and other SMEs. Accela will provide best practices for configuration based on the requirements and understanding the business needs for the Agency.

Accela Civic Platform is, by nature, an extensible platform that supports efficient Construct APIs and Web Services for integrations to a wide variety of third-party systems. Construct APIs also support the development of business-specific apps should the need arise in the future.

### **Approach to establishing a Universal Project ID, how it is managed, where master data is stored**

To manage a project, the best practice approach is to create a Project Record within Accela Civic Platform. The Project Record will be assigned a unique ID that can serve as the Universal Project ID. Accela Civic Platform contains an advance ID generation feature which allows the agency to determine the formatting of the ID. The Project Record is stored within the Accela Civic Platform database. As Records for the Project are created, those Records can be related to the Project Record as child records. Child records allow for all of the Building Permits, Entitlements and other Records associated to the Project to be grouped together. The Child Records can inherit information from the Project Record, such as the Universal Project ID, conditions, fees and any of the other attributes of the Project Record. By relating all Records within the Project to the Project Record any record within the project can easily be located by the Universal Project ID.

### **Approach to Document Management and integration with Electronic Plan Review**

Accela Civic Platform is capable of utilizing any document management system by the use of the Platform's document management adapter. The product contains an adapter architecture for implementing document adapters that can interface with any document management system. The product can be configured to use more than one document management system at the same time allowing different departments to utilize different document management systems.

Documents uploaded into Accela Civic Platform are directed to the designated document management system for storage. An association is created between the document and the entity to which it is associated (i.e., permit record, contacts, parcels, etc.), and a user simply selects the hyperlinked document name to retrieve the document from the document management system.

The same process supports documents being reviewed with Accela EDR with EPC. Documents stored in the document management system are retrieved for plan review in EPC. Once the plan review is complete, the updated documents are pushed back to the document management system. This ensures

that all parties have access to documents directly stored in the document management system by simply selecting the document name from a list of documents associated with the selected entity.

### **Approach to leveraging existing GIS systems**

*This section addresses the requirements listed in Attachment H –GIS Section. Accela’s Technical approach can support all requirements in this section with the exception of:*

1. System shall provide the ability to use GIS mapping to assist agents in identifying related interactions, by displaying related interactions or events and displaying relative information on a map coded by user defined criteria (Mandatory)
2. System shall provide the ability to display history of interactions on a map, by either single or multiple interaction types (Mandatory)

Accela Civic Platform will leverage existing GIS systems using Accela GIS configured against the underlying ESRI system. Using this approach, Accela GIS can consume the GIS information stored with the ESRI system and present it for consumption by users all throughout the Accela Civic Platform solution enterprise.

Using the Accela Civic Platform adapter framework an address, parcel and owner adapters can be written to consume data directly from existing GIS systems. With adapters written to consume address, parcel and/or owner information from these systems, Accela Civic Platform will support the use of existing GIS systems as the repositories for those specific entities. The flexibility of the Accela Civic Platform adapter framework allows for adapters to be written independently for addresses, parcels and owners. For instance, should the agency store reference addresses information in one GIS system and reference parcel information in another GIS system, adapters can be written to consume the data from those different sources (this may not reflect the agency’s configuration but highlights the flexibility of Accela Civic Platform).

Accela Civic Platform and Accela Citizen Access also provide features for displaying external web interfaces within each of those respective products. Should the agency wish to access existing GIS system’s web interfaces from within Accela Civic Platform or Accela Citizen Access that is easily accomplished by configuration.

Accela has a long-standing strategic relationship with ESRI, and its products are architected to be geo-centric and location-aware. Accela Civic Platform leverages an agency’s investment in GIS to bring mapping and visualization capabilities to both internal and external users.

### **Approach to leveraging other existing Agency systems, such as document imaging systems**

Accela Civic Platform contains a robust business rules engine, Web Service APIs, adapter framework and custom web interface framework that can all be used to leverage existing Agency systems. Using the business rules engine, additional systems can be accessed for validating information during the application intake process or information from Accela Civic Platform can be pushed to those systems in either real-time or batch. The Web Service APIs support interaction with external systems to leverage data and information contained with these systems. For instance, an external system can

create new Records, schedule inspections, assess fees or perform other functions using the Web Service APIs. Using the adapter framework external address, parcel and owner repositories can be leveraged. External document management systems and payment providers can also be leveraged using the adapter framework. Lastly, the custom web interface framework within the product allows for the consumption of any external web interface. Using these Accela Civic Platform features, it is possible to leverage virtually any external system.

## 4.2 System Architecture

### **Preliminary (or estimated) Hardware and Operation System Platform**

The core Accela Civic Platform stack contains four core JBOSS services that are deployed in every environment regardless of function (dev, test and production). These core services include two web services (Automation Classic and Automation), a business application layer (for middle tier processing), and an indexer service (used to facilitate global searching within the application). These four services can be combined on to a single virtual machine or server for any environment; however, they can also be divided among multiple machines as the needs dictate. The web services for production are typically load balanced using a third party load balancer and when done so, we recommend that each web server communicate with a single middle tier business server in a 1:1 relationship. The index server cannot be load-balanced nor deployed more than once in any given environment. These services are typically secured behind an internal network that is only available to agency staff.

Several of the Accela components run as Internet Information Services (IIS) applications that may or may not be fully deployed in every environment depending on need. These include Citizen Access, GIS, Mobile, and the Accela Gateway. These IIS web applications are typically deployed in a DMZ as they require a public presence. These applications can share the same IIS server or be separated for optimal performance. In high capacity environments, we recommend that dedicated business servers be deployed to support these extensions.

For a deployment diagram illustrating these relationships, see Exhibit 611.

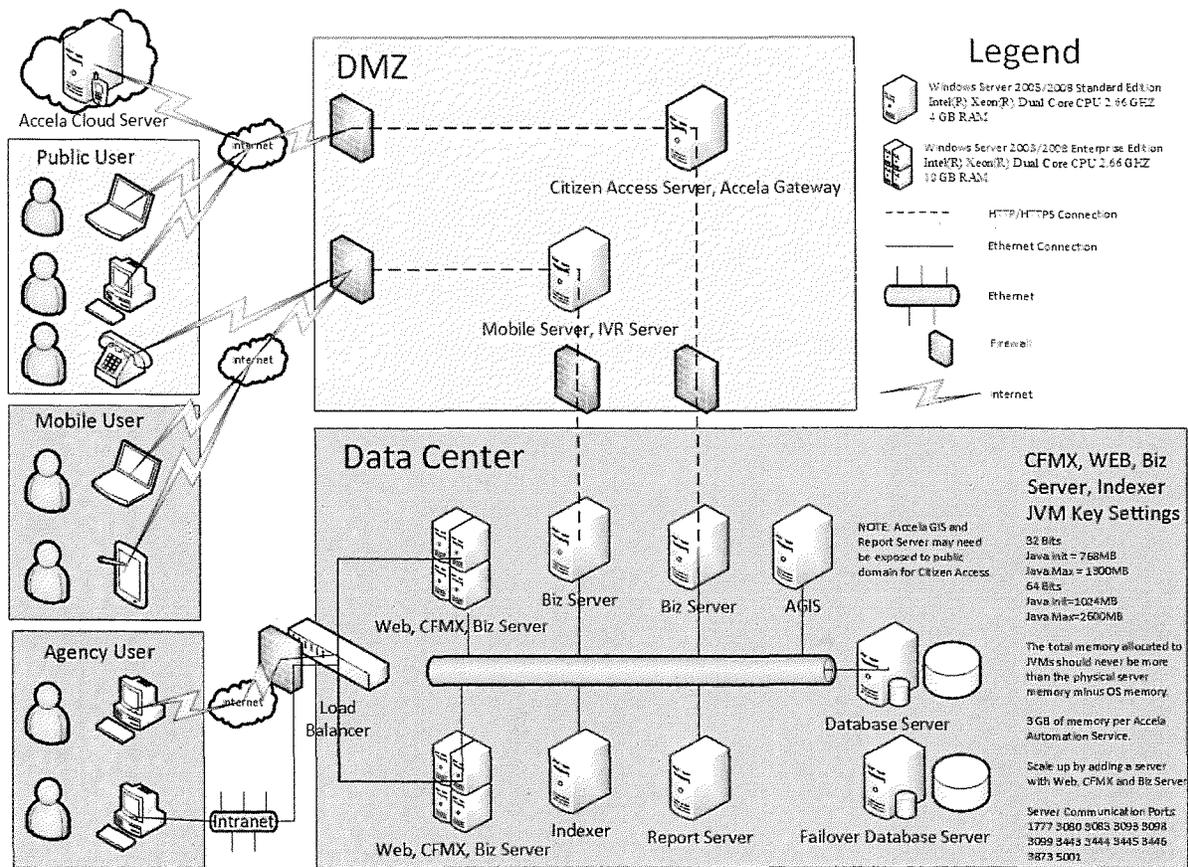
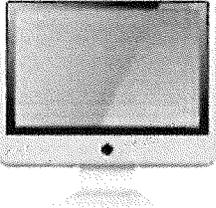
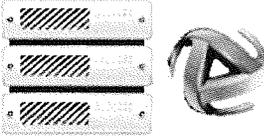
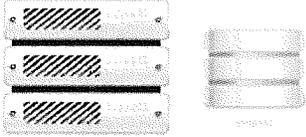


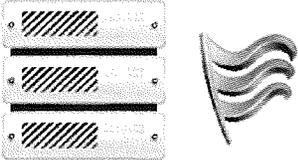
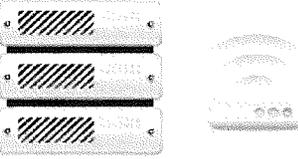
Exhibit 6: Accela Civic Platform Deployment Architecture

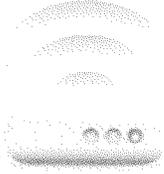
Accela’s licensing model allows an agency to have as many environments as they like. Other than Production (and perhaps a staging environment that completely mimics productions), environments tend to look similar with only a handful of virtual machines needed to support them. For instance, a Production environment that uses load balancing may have the components listed in Exhibit 7. Assume that all virtual machines have the same characteristics of two to four virtual CPUs, Windows 2008 R2 or Windows 2012, 4GB of RAM per Accela Service installed on top of what is allocated for the operating system, and 4GB of hard drive space per Accela Service installed (minimum).

## Exhibit 7: Optimum Hardware and Software Specifications

	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA AUTOMATION</b>			
<b>User Workstations</b>  	Pentium Dual Core Processor or better, 3 GHz	Windows 7 (32 bit or 64 bit)	<ul style="list-style-type: none"> <li>▪ Not Applicable</li> </ul>
	4GB RAM	Internet Explorer 9 or 10 (32 bit)	
	2GB free space	PDF Viewer/Writer to support Electronic Document Review feature (Adobe Acrobat Pro XI)	
	Internet Connection	Silverlight Run Time Edition 4.0.6	
		JRE 6.x to support SmartChart and Process Diagram	
	Microsoft .NET Framework 4.0		
<b>Web Server</b> <i>Accela-provided software:</i>   <ul style="list-style-type: none"> <li>▪ JBoss 4.2.3 with integrated Tomcat 6.x</li> <li>▪ Java SE 7u21</li> </ul>	Multicore Intel Processor (single or multisoocket) – if Virtualized, 4vCPUs	Microsoft Windows Server 2008R2 (64 bit)	<ul style="list-style-type: none"> <li>▪ 1 for Development</li> <li>▪ 1 for Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>
	8GB RAM	Railo	
	RAID-1 (or better) storage with 8GB free space	SSL Certificate (required for PCI compliance)	
	10Gbps Network Interface Card		
	Additional servers for load balancing and high availability if needed		

	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments	
<b>ACCELA AUTOMATION (cont.)</b>				
<b>Application Server</b>    <i>Accela-provided software:</i> <ul style="list-style-type: none"> <li>▪ JBoss 4.2.3 with integrated Tomcat 6.x</li> <li>▪ Java SE 7u21</li> </ul>	Multicore Intel Processor (single or multisocket) – if Virtualized, 4vCPUs	Microsoft Windows Server 2008R2 (64 bit)	<ul style="list-style-type: none"> <li>▪ 1 for Development</li> <li>▪ 1 for Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>	
	12GB RAM	SSL Certificate (required for PCI compliance)		
	RAID-10 storage with 20GB free space			
	10Gbps Network Interface Card			
<b>Database Server</b>  	Multicore Intel Processor with large processor cache (preferably multi-socket)	Microsoft SQL Server 2012	<ul style="list-style-type: none"> <li>▪ 1 total for Development and Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>	
	64GB RAM	Microsoft SQL Server 2008 or 2008 r2		
	Microsoft SQL Server: RAID-10 storage for database log files sufficient to hold peak log file generation rate.			
	10Gbps Network Interface Card (teamed aggregates recommended)			
	Use as many disk spindles (minimum 8) as possible so that disk I/O is not a bottleneck.			
	PCI Based Flash card (like FusionIO)			

		Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA CITIZEN ACCESS</b>				
<b>Application Server</b>  	Multicore Intel Processor (single or multisocket) – if Virtualized, 4vCPUs	6 GB RAM	MS SQL Server 2008, 2008 r2, and 2012	<ul style="list-style-type: none"> <li>* Can be located on same hardware as the Accela Automation Web Server.</li> <li>* The number for Production is dependent on agency load and activity.</li> </ul>
	RAID-1 (or better) storage with 8GB free space	10Gbps Network Interface Card	Optimum browsers include: <ul style="list-style-type: none"> <li>* Internet Explorer 9 or 10 (32 bit)</li> <li>* Firefox 23</li> <li>* Safari 6 (iOS only)</li> <li>* Google Chrome 31</li> <li>* Opera 18</li> </ul>	
	Additional servers for load balancing and high availability if needed		JBOSS Server	
<b>Presentation Server</b>  	Multicore Intel Processor (single or multisocket) – if Virtualized, 2vCPUs	8GB RAM	Windows Server 2008R2 (64 bit recommended)	<ul style="list-style-type: none"> <li>* Can be located on same hardware as Accela GIS or Accela Mobile Office Server in Dev/Test environments.</li> <li>* The number for Production is dependent on load and activity.</li> </ul>
	RAID-1 (or better) storage with 10GB free space	10Gbps Network Interface Card	SSL Certificate (required for PCI compliance)	
			Microsoft Internet Information Server (IIS) 7.x	
			Microsoft .NET Framework 4.0	

		Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA MOBILE</b>				
 <p><b>(laptop/tablet)</b></p> <p>Devices tested include:</p> <ul style="list-style-type: none"> <li>▪ Motion Comp. J3500 and F5v</li> <li>▪ Panasonic Toughbook CF-19 and H1</li> <li>▪ Dell E6400 XFR</li> <li>▪ Asus Eee Slate EP121</li> <li>▪ Surface Pro</li> <li>▪ Panasonic Toughpad FZ-G1</li> </ul>	<b>Mobile Client</b>	Intel Pentium processor	Windows 7 (32 bit or 64 bit) Windows 8 or 8.1 (64 bit)	<ul style="list-style-type: none"> <li>▪ Dependent on field user base; assumed as 300 mobile units.</li> </ul>
	4 GB RAM	Crystal Reports Runtime 2010 and 2008		
	40 GB HD	Microsoft Report Viewer 2010 and 2008		
	Wireless Card (not necessary if Mobile Client use is purely offline/store and forward mode)	Microsoft .NET Framework 4.0		
		Esri ArcGIS Engine 10.2, 10.1 SP1, or 10 SP5, (each with the Network extension if routing is desired).		
<b>Mobile Server</b>	Multicore Intel Processor (single or multisoocket) – if Virtualized, 2vCPUs	Windows Server 2008R2 (64 bit recommended)	<ul style="list-style-type: none"> <li>▪ Can be located on same hardware as the Accela Automation Web Server.</li> <li>▪ The number for Production is dependent on load and activity.</li> </ul>	
8GB RAM	Microsoft SQL Server 2008; 2005 SP3, 2000; and Desktop Server Engine (MSDE) 2000			
RAID-1 (or better) storage with 10GB free space	SSL Certificate (required for PCI compliance)			
10Gbps Network Interface Card	Microsoft Internet Information Server (IIS) 7.x or 6.x			
	Microsoft .NET Framework 4.0			

	Optimum Software Requirements	Recommended Environment
<b>Storage Area Network (SAN)</b>	10Gbps Network Interface Card SSD Cache SSD Tier 15k Tier 7.2 Tier	1 for Production
<b>Load Balancer</b>	10Gbps Network Interface Card	2 for Production
<b>Virtual Host (if applicable)</b>	10Gbps Network Interface Card 4cpu (latest model) PCI Based Flash card (like FusionIO) 512GB RAM	2 or more for Production

## Database Type and Structure

The Accela Civic Platform is an enterprise solution and, as such, supports both Oracle and Microsoft SQL Server for deployment. The database is normalized as much as possible to the third normal form and enforces referential integrity among related tables. The default database includes tables, indexes, views, functions, sequences, and stored procedures. There are well over 800 tables supporting the application.

Out of the box, certain fields within the database are protected using application level encryption. Further encryption can be obtained using Transparent Data Encryption at the tablespace (Oracle) or database level (Microsoft SQL Server).

## Software Products (COTS)

The new DSD System will be an on-premise solution for the DSD includes the complete Accela Civic Platform enterprise platform as well as the other products noted below:

- Accela Land Management
- Accela Licensing & Case Management
- Accela Legislative Management
- Accela GIS
- Accela Mobile
- Accela Citizen Access
- Drupal
- My Live Chat
- e-PlanSoft EPC
- BuildSA Inspection Scheduling App

## Network Infrastructure

All external traffic will follow a three-tier model. For instance, a citizen will access the DSD Customer Portal (Drupal and Accela Citizen Access) in a DMZ. That server will then contact an Accela Business Application server in the next security zone via TCP ports 3080/3443. The “Biz” server will then connect to the database in the next zone on whichever port it listens on. The “Biz” server uses pooled connections that support many users per connection. By default, the “Biz” server is configured to have a maximum of 150 of these pools, which can support hundreds of concurrent users. In Accela’s hosted data centers, we have typically seen around 400 concurrent Citizen Access portal users hitting a single Accela Citizen Access web server.

Internal traffic against the Accela Civic Platform application itself is two-tier in its design as each of the four core Accela Civic Platform services must connect to the database directly. We recommend that all servers be able to communicate via a 1Gbps Ethernet TCP/IPv4 medium, however, 100Mbps

can also work. For the external interface, Accela sees on average about 12Mbps sustained usage on its hosted network supporting the thousands of users to which it offers services.

If any agency plans to virtualize this system, use the following as a standard VM template:

- Windows 2008 R2 Standard
- $\geq 2$  vCPU
- 2.6GB of RAM per deployed Accela service on top of the RAM dedicated for the OS
- 6GB of hard drive space per deployed Accela service (except indexer) on top of OS allocation. Please note that this 6GB of space allows about 4.5GB of space for future log growth, etc. The starting 6GB is not all initially consumed. For example, on a production environment using Windows 2008 R2 that has 4GB of RAM and 20GB of OS storage dedicated to just the OS, the following scenario is possible:

1. Deploy all core services to a single installation
  - a.  $\text{RAM} = 4 \text{ (number of Accela services)} \times 2.6\text{GB} + 4\text{GB (from OS)} = 14.4\text{GB}$  of RAM which we'd move to 16GB.
  - b.  $\text{Disk Space} = 4 \times 6\text{GB} + 20\text{GB} = 44\text{GB}$  of hard drive space.
2. Deploy web services on one server and biz and indexer on a second server. In this case, each server would have the following:
  - a)  $\text{RAM} = 2 \times 2.6\text{GB} + 4\text{GB} = 9.2\text{GB}$  (10GB)
  - b)  $\text{Disk Space} = 2 \times 6\text{GB} + 20\text{GB} = 32\text{GB}$

All servers will be protected by redundant policy-enabled firewalls as well as by port filtering load balancers. Load balancing will occur for all front-end web presentation layers anticipated to handle significant user loads. All traffic will be secured via SSL from the client to the load balancers. The load balancers will terminate the SSL traffic and offload the encryption/decryption process away from the underlying servers. An IPS filter inspects all web traffic inline to exclude malicious requests prior to said traffic landing on the requested host servers.

The network infrastructure will operate on a 1Gbps TCP/IPv4 network and will have subnets appropriate for different security zones. Traffic between the zones will be filtered as needed to provide proper functionality without exposing unnecessary services.

## 4.3 System Security Plan

### Single sign-on between solution components

Accela Civic Platform includes support for LDAP and Active Directory repositories as the authentication source for users. When Accela Civic Platform is configured to use an external directory server, users are prompted by the application for their username and password that are then authenticated against the directory server providing a single point of administration for users.

Single sign on is supported between the classic and portlet-based web interfaces. Components such as Accela GIS and reporting also support this integration. These are the only out of the box SSO solutions. A user logged in to Accela Civic Platform for instance does not automatically login to Accela Citizen Access or vice-versa.

## **Encryption of data communication**

Accela Civic Platform uses industry standard SSL encryption to keep data in transit protected and ensure that all client transactions are secure. Additionally, the system stores all passwords in a one-way encrypted hash in the Accela Civic Platform database. SHA is the encryption algorithm used to encrypt passwords. Once encrypted, passwords cannot be decrypted, making it difficult for passwords to be stolen. To authenticate users, Accela Civic Platform will encrypt the password entered by the user at login and compare the encryption hash to the password stored in the database. If the two values match, the user's authentication is considered successful.

All end user communication will be secured with industry standard SSL certificates obtained from a well-trusted, established, certificate authority. As such, all traffic leaving the Agency's devices will be encrypted. For consolidated management, and to ease the burden of encryption/decryption on the servers' processors, all SSL traffic will terminate at the load balancers behind the firewalls.

## **Security strategy**

Accela takes Government IT security into high consideration when it comes to features design and implementation. We have been working with Government agencies for over 30 years, with deployments throughout the World. We understand the unique complexities each Government agency faces at a network security architecture level. We have customers with Accela Civic Platform deployments across a wide range of network configurations (firewalls, routers, servers, clusters, etc.). This has given us the ability to truly understand how Government network security factors into how software works behind the scenes. As we continue to grow our products and core architecture, our knowledge of Government security idiosyncrasies plays into key decisions made and how features are implemented in the products.

Accela uses industry standard SSL encryption (RSA 1024 and DES64 algorithms) to keep data in transit protected and make sure that all client transactions are secure. Additionally, the system stores all passwords in a one-way encrypted hash in the Accela Civic Platform database. SHA is the encryption algorithm used to encrypt passwords. Once encrypted, passwords cannot be decrypted, making it difficult for passwords to be stolen. To authenticate users, Accela Civic Platform will encrypt the password entered by the user at login and compare the encryption hash to the password stored in the database. If the two values match, the user's authentication is considered successful.

All end user communication will be secured with industry standard SSL certificates obtained from a well-trusted, established, certificate authority. As such, all traffic leaving the client's device will be encrypted. For consolidated management, and to ease the burden of encryption/decryption on the servers' processors, all SSL traffic will terminate at the load balancers behind the firewalls.

## Digital signature

Accela Civic Platform can be interfaced to signature pads at the front counter so an agency can capture electronic signatures in the office and apply them to permit types and for other business purposes. Accela Civic Platform also allows users to store electronic signature images for the purpose of including on preprinted a signature on a form letter, notice, etc.

In addition, Accela Mobile, the system's mobile government application, can collect electronic signatures on field devices which are automatically linked to a specific inspection record.

## Security Architecture

Accela employs a hybrid two-tier/three-tier security model for its end products by default. Reverse proxy servers can be used to make a full three tier model for those products that require direct database access but that also have a corresponding presentation layer (such as Crystal Reports).

Our products are subject to intense vulnerability testing as part of their respective development cycles. Any vulnerabilities are then evaluated for false positives but, when validated as a true vulnerability, the actual vulnerabilities and exceptions are resolved a fixes deployed as a part of the applicable release.

## Security Level Management (Role-based access)

Accela's Civic Platform provides a multi-level security system where the system administrator has full control on user access. This control on user access is granted based on a single user logon ID and grants that user specific rights and privileges to the system. Our Civic Platform also allows system administrators to set up groups or roles and set security based on those such as read only, update or no access. Our security goes beyond this setup to the functional level, allowing administrators to set security down to a specified function. For example, an Investigator may have read-only access in Land Management, but no access to "Add Fees". These rights and privileges can be extended to internal users, other departments, outside agencies, and even public citizens and applicants to safeguard the sanctity of system information.

Individuals as well as groups can have one or more distinct security rights and system administrators can have universal rights and privileges or assign such rights to other designated and duly authorized users. These rights and privileges can be extended to internal users, other departments, outside agencies, and even public citizens and applicants to safeguard the sanctity of system information.

User group security features include:

- Each named user is explicitly part of one or more user groups
  - ✦ Each user group has specific, agency-configured access to functionality according to Functional ID (no access, full access, read only access)
  - ✦ There are hundreds of Function IDs that are separately configurable for each user group

- ✦ User groups can be created to be very general and include a large number of people and can also be created to be very specific and include a small number of people (even one person)
- Console display and other user interface elements are configurable so that named users are not presented with data or functionality that they are not entitled to access
- Field level configurability is available at the agency, department, module, user, and field level for agency-defined custom fields. Other more subtle areas include:
  - ✦ Form Level: The ability to restrict read, write, create and/or delete access to entire forms/sections of the application such as preventing a user from viewing the Audit Log within the Permit module or not allowing a user to edit Inspections of any type.
  - ✦ Field Level: The ability to restrict read, write and/or masking at the individual field level of virtually any field in the system such as preventing a user from seeing the Risk Score for a particular Contractor or masking a Social Security Number.
  - ✦ Record Type: The ability to restrict read, write, create and/or delete access to individual Record Types (across all 4 tiers of record type definition) such as the ability to restrict a Gas Customer Service Representative (CSR) from editing an Electrical Permit.
  - ✦ Attachment Categories: The ability to restrict read, write and/or delete rights to dependent on the Categorization of an attached document such as restricting the exposure of Transcripts attached to a Contractor License application to only those who need to review them.
  - ✦ Report Security: The ability to restrict the visibility and execution of reports such as limiting financial reports to only be run by those in Finance.
  - ✦ Workflow Security: The ability to define the management scope for individual Workflow Tasks; including the ability to adjust the access control based on the specific status of the Workflow Tasks.

## Security procedures and protocols

Accela has a proven track record of on-premise solution for DSD.

Threat	Accela Security Control
<b>Brute Force Attacks</b> Performing an exhaustive search of all possible values for a security credential or attribute (such as a key, password or passphrase).	Accela Civic Platform allows an agency to define strict password requirements as well as lock the user account after a set number of failed login attempts.
<b>Bypass</b> Bypassing system security functions and mechanisms.	System forces access to resources by HTTPS with 256 bit data encryption. Also, system uses servlet/HTTP module authentication function to ensure each request has a valid user authentication.
<b>Denial of Service</b> Overloading the network and/or system resources.	Firewall and IDS systems have checks that throttle the number of incoming connections requiring proper SYN/ACK

Threat	Accela Security Control
	communications. If those are not met, they tend to dynamically block that IP.
<b>Hijack</b> Commandeering one side of an existing authenticated connection.	System always changes session id during login/logout. System adds a token that is used for validating each request.
<b>Malware</b> Deploying malicious software developed for the purposes of doing harm to a computer system or network (such as viruses, Trojan horses, backdoors, and so on).	Accela recommends that all deployed host systems run Symantec Antivirus or equivalent for scanning and removal of identified malicious software.
<b>Man In the Middle Attacks</b> Inserting undetected between two connections, where the attacker can read, insert and modify messages at will.	Accela deploys SSL certificates in it's own cloud hosting environments signed by GoDaddy and only available to Accela ensure that a Man in the Middle Attack is not successful. We recommend similar SSL certificates be deployed in an agency's hosting environment.
<b>Privilege Escalation</b> Causing an unauthorized elevation of privilege.	Accela Civic Platform features strong user access controls in which users and groups are assigned specific access criteria. Changing of such criteria requires authorization from system administrators and adheres to your organization's policy on assigning user privileges.
<b>Replay</b> Creating an unauthorized replay of captured traffic.	System adds a new token which is used for validating each request meaning token in captured request is no longer valid.
<b>Spoofing</b> Impersonating an authorized user or asset.	IP spoofing is monitored by system firewalls. User spoofing is controlled with password controls.
<b>Tampering</b> Modifying, in an unauthorized manner, system data, business data or configuration information.	Only authorized users have access to the system. No others are authorized for system access.

Exhibit 8: Accela's Recommended Security Control by Threat

## Compliance with Payment Card Industry (PCI) Security Standards

All credit card payments processed through Accela Civic Platform are PCI-DSS v3 Level 4 compliant. The Accela Civic Platform solution is self-assessed for compliance as required by PCI-DSS standards for thresholds of payment transactions. The solution can be successfully deployed as a part of a PCI-DSS compliant hosting environment. The City of San Antonio is ultimately responsible for deploying and maintaining a secure PCI-DSS compliant environment, and for the security and best practices around the support of the hosting environment.

Accela Civic Platform reduces its PCI liability by not storing any credit card numbers or expiration dates as a part of transactions managed through the solution. Additionally, no credit card or related data is ever passed in the clear. A tenet of PCI-DSS compliancy is that the system may not retain full magnetic stripe, card validation code or value (CAV2, CID, CVC2, CVV2), or personal identification number (PIN) block data. Accela Civic Platform limits financial transaction data stored to the last four digits of the credit card number and the authorization code.

## 4.4 Systems Integration

### **Describe approach and strategy for integrating with existing major integration middleware products**

All interface development will begin with analysis and development of a requirements and design document. The requirements document is intended to be a high-level document that is consumed by the project team and clearly lists out the requirements of the interface, expected system interactions, assumptions, and enterprise concerns and considerations.

The interface design document is a technical specification of the interface that details the program that will be developed in order to fulfill the requirements detailed in the Interface Requirements Documentation. This documentation will be used by technical leads and developer to understand the programmatic implementation of the interface.

The integration development approach is controlled by design requirements established through analysis and documentation of the to-be interface(s). The preferred method of developing interfaces is using web services based adapters to control the flow of data between the systems and allow for a layer of abstraction between interfacing systems. As part of the development effort usage documents are created to provide a means of troubleshooting/supporting the interface and understanding the integration points.

In case of interaction with the systems through real-time services, whether they are synchronous or asynchronous services, we will use the Accela Automation External Web Service Architecture. Virtually every Accela Civic Platform implementation has mandated the establishment of interfaces to third party systems.

Accela Civic Platform will be configured to integrate with external web services for Address, Parcel and Owner (APO) data, Electronic Document Management Systems (EDMS), and/or Payment Providers. This mechanism provides a standard interface for integration with external services that provide such data. All that is required to realize a custom integration solution is to provide the implementation for these standard interfaces. These implementations can be externally hosted as a web service. CoSA has an Enterprise level ESRI ArcGIS System. This system includes SDE Databases (SQL Server based) that house the APO data. In an effort to reduce data duplication and increase how current APO data is, this existing external APO will be utilized. This may either be done through existing ESRI map/feature (web) services or create new ones tailored to Accela's interface needs. Either way, these map/feature services are created from the external CoSA ESRI APO repository (SDE Databases). These map/feature services will need to be consumed by Accela's external APO adapter.

Exhibit 9 shows Accela’s architecture that provides for external service integration.

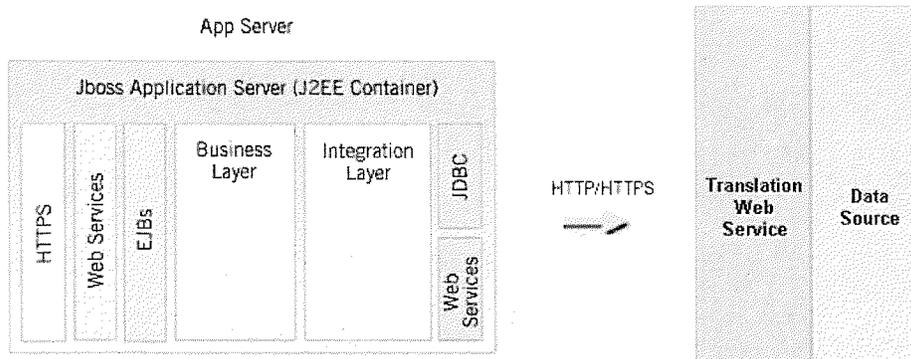


Exhibit 9: Accela Civic Platform Architecture for External Service Integration

Integration efforts are provided on a case by case basis based on a high level overview of requirements and technologies that will be required to meet those requirements. Testing is performed per the requirements documentation established for each interface. The types of testing performed can include unit, load, system and acceptance testing.

## Standards-based service-oriented integration

Accela is well-versed in the development of interfaces for the Agency and uses a variety of mechanisms to achieve the needed upload, download, two-way, batch or real-time communication with third-party systems. Given the advent of web-based technology, the vast majority of the interfaces have been achieved using Web Services. Accela Civic Platform can provide integration and interface capabilities to the Agency through any one of the following general avenues:

- Direct Database ODBC connectivity – May write access routines that read from the Accela Automation database directly.
- Accela’s Web Services and GovXML Open Interface Server protocol – The preferred method of interfacing allows both read and write operations to interact with the Accela Civic Platform database. Accela uses this interface protocol to support Accela Mobile and Accela GIS. The benefit to the Agency is that as Accela incorporates more data support, the same access methods are made available to clients licensed to use the GovXML Open Interface Server. Interfacing with GovXML is through a standard SOAP Web Service interface or by an XML over HTTPS interface, which are then transmitted to the Accela Civic Platform Biz Server for processing. GovXML’s architecture is the same for virtualized, non-virtualized, and subscription-based deployments.
- Data Loaders and Extractors – Loaders can be built that will monitor a folder for new, formatted, files and which will parse and load the file into the Accela database. The reverse processes, an Extractor, can be built to extract data from the Accela database into flat files and pushed to a location over the intranet or over FTP where it can be consumed by a third party system.

The Accela team will leverage Accela’s GovXML Open Interface Server protocol to achieve real-time integration with external services. External interfaces will be wrapped and converted to a standard GovXML interface for enabling transactional interaction with Accela Civic Platform. This is the classic Adapter design paradigm (existing interfaces, i.e. Web Services, will be converted to a new interface, GovXML for compatibility purposes). Where external systems do not have an established service, Accela will work with the Agency to provide a custom implementation for interfacing with such systems (e.g., databases using direct ODBC connectivity, document systems using the Accela system’s EDMS interface). This interfacing layer will be deployed in an external server to ensure scalability. Exhibit 10 illustrates Accela Civic Platform’s deployment architecture.

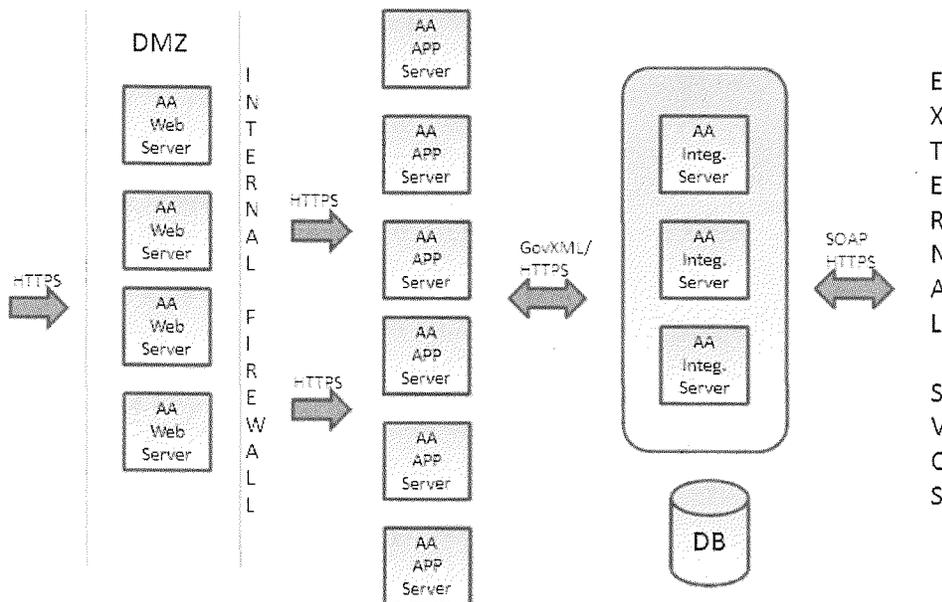


Exhibit 10: Accela Civic Platform’s Deployment Architecture

The table below will be validated to confirm replacements systems and integration systems during the Phase I Functional Group 1 Build Stage. During the validation activities, the team will determine if the system will be replaced, or integrated into the new DSD system or be left alone. If the system will be replaced, the team will determine if data should be migrated into the new DSD system and if so, then any additions to data conversion or interface activities outside the defined systems referenced in the Deliverable section below will be addressed through the change order process. The deliverable section below identifies the integration systems.

ID #	Application	Description	In Scope			Not In Scope		
			Replacement	Integration	Replacement OR Integration	Potential Future Integration	Potential Future Replacement	Integration or Replacement

1	Hansen version 7.7	Plan, Permit, Inspections & License Management. Hansen supports the management of permit applications, permit issuance, inspections, registration of contractor licenses and some Code Enforcement processes. Plan review and inspection results from DSD and other reviewing agencies are also captured in Hansen.	✓					
2	ECCO	Code Enforcement Tracking & Management . ECCO is used to manage code compliance activities. It is used to record violations and generate correspondences. It tracks property cases and actions until the case is resolved. It also captures complaints (via LAGAN interface) and captures actions taken. Cases are automatically assigned to investigators based on category and location.	✓					
3	LDS	LDS provides workflow automation for processing Master Development Plans (MDP), Planned Unit Development (PUD), Rights Determination, and Fair Notice. It includes forms for clerk entry, workflows for review, due date notifications, document attachment, fee calculation, and correspondence generation.	✓					
4	TPLT	Plat Tracking System (TPLT) is used to track and manage the plat application submittals, reviews, approvals, and recordation processes.	✓					
5	FileNet	FileNet is primarily used for DSD Plan Review and LDS document management; it is the core component of LDS. It is also used by the City Clerk for archiving files and tracking vital statistics. There is currently no integration with Hansen, but files between FileNet and Hansen are linked by matching AP number.		✓				
6	Adobe X Pro	LDS users use this tool to conduct electronic plan review.	✓					
7	Agenda Builder	Land Development uses the Agenda Builder to automate the creation of agenda's for public hearings. This is a Word document used to create the agenda that is eventually turned into a PDF and distributed as needed.	✓					
8	Complaints Query	Web application that allows the public to query complaint information that is in ECCO by date and location parameters.	✓					
9	Customer Alerts	Custom application integrated with Hansen that provides notifications emails to Customers when certain workflow steps have been completed.	✓					
10	Brava	DSD Plan Review uses Brava to mark-up electronic plans.	✓					
11	Dynamic Portal	The Hansen public portal which allows the public to submit and pay for applications online, schedule inspection requests, and track application progress.	✓					
12	Electronic Plan Review (EPR) Portal	This public portal allows online submission of plans for building permits.	✓					
13	Escrow Balance	This public web page allows contractors to track their escrow accounts. Currently only	✓					

		available for Permitting, Inspections and Licensing.						
14	License Contractor Search	This website allows public users to search for licensed contractors. This also provides a reporting function that allows the public to search and retrieve permit information by various criteria.	✓					
15	Mobile Inspector	Mobile Inspector is an application that allows inspectors to submit pass/fail inspection results. This is primarily a back-up tool in case Hansen is not accessible. The objective is to allow inspectors to enter in results as soon as possible because it triggers customer alerts and downstream workflow.	✓					
16	Mobile Inspection Scheduler	Mobile Inspection Scheduler allows contractors to pick a permit and select inspection type and request date. The goal is to make it easier for contractors to schedule inspection requests out in the field.	✓					
17	Plan Fee Estimator	This public website that allows user to estimate plan fees.	✓					
18	Zoning and Land Use Management Databases	Variety of Excel spreadsheets and Access databases used to track Zoning and Land Use work.	✓					
19	Online Application Land Development Customer Portal	In-Development - The system allows public users to submit applications and electronic plans online for LDS applications (i.e. MDP, PUD, and Rights Determination). Also has plan base fees calculation and online payment functionality.	✓					
20	CGEO	This is a mainframe system that retrieves and displays voter registration and tax information. It is used by Code Enforcement to retrieve owners DOB for purposes of submitting citations on properties.	✓					
21	BSB-Agenda Builder	Building Standards Board (BSB) uses a web application to automate creation of agenda's for public hearings and track enforcement cases.		✓				
22	Administrative Hearing Officer (AHO)	Code Enforcement has a SharePoint based web application for the tracking of citations forwarded to the Municipal Court's AHO.	✓					
23	Active Directory	The lightweight directory access protocol (LDAP) system centrally manages user accounts and permissions for internal COSA users.		✓				
24	ArcGIS	ArcGIS is DSD's system of record for GIS data.		✓				
25	Business Objects	Reporting tool.		✓				
26	Crystal Reports	Reporting tool.		✓				
27	IDCentre Silver	Used by DSD to produce photo license cards.		✓				
28	Route Optimization	Expected Feb 2015. Performs Route Optimization for determining most efficient route as well as Customer Queue Position Notification. Provides management functionality, including managing inspector skills, start/stop locations, and assignments. Gives view of live and historical			✓			

		breadcrumb trail of inspectors' executing path assignments. DSD will consider other viable alternative solution options proposed by the vendor.						
29	Legacy BI Content (Certificate of Occupancy/ Permits)	Legacy Permitting Solution prior to Hansen. This represents legacy systems containing legacy data, such as the following: BICI=Building Inspection Computerized Inspection extracts data from Hansen to report inspection routing information to inspector.	✓					
30	APEX (ACC/IAS Cert Mgmt)	ACC/IAS Cert Management is an Oracle Apex web overlay that allows updates for certifications of inspectors, plan reviews (staff certifications).	✓					
31	Building Inspections House Number (BIHN)	This system provides zoning data (legacy) which is currently used by the code enforcement division. Access separately by Code investigators and DSD staff for research.						✓
32	Building Inspection Computerized Inspection (BICI)	Building Inspection Computerized Inspection extracts data from Hansen to report inspection routing information to inspector.	✓					
33	Digital Health	Digital Health is used to manage health inspections and other health business processes.		✓				
34	GUMB	Generic Universal Message Bus facilitates data exchange between applications. It is currently mainly used for exchanging LAGAN complaints with various City systems.			✓			
35	LAGAN	LAGAN is the City-wide 311 system to manage citizen complaints. The system interfaces with the department's backend work order management systems including SAP Plant Maintenance (TCI, SWMD and P&R); ECCO (Code Enforcement), and Chameleon (Animal Care Services). The CRM/Lagan system integrates with these systems so all work order entered in Lagan send various pieces of information back to the WOMs for the departments then to manage their work.		✓				
36	MARR	The Municipal Accounts Receivable Receipt (MARR) aggregates and summarizes all transactions and produces a flat file that is FTP'd to SAP	✓					
37	CTAX/ CEAR	CTAX is a City taxing application that pulls information from Bexar County Appraisal System. They use this to investigate properties they are working for a case, e.g., demolition permit of a property. They may research things such as square footage. Land Development leverages CTAX information to perform research on addressing. Code Enforcement Accounts Receivable (CEAR) sends detailed transactions to MARR. Subsystem of CTAX.			✓			

38	Point of Sale (PoS)	The City is in the process of procuring a City wide point-of-sale system. It is expected to have cashiering and online payment functionality. The new system must integrate with the PoS. Pending ETA.		✓				
39	SalesForce	SalesForce is used to manage customer complaints and service requests.				✓		
40	SAP Finance	The Systems Applications Products (SAP) is the City's financial management system.		✓				
41	Bexar County Electronic Recordation	(Not Pictured in Figure 2) System recording submission of land record documents electronically with Bexar County Clerk, Texas		✓				
42	Legistar	The City Council's Granicus/Legistar Agenda Builder, which builds agendas for the City Council. Going forward, additional boards/commissions may utilize this system as well. The New System must interface with Legistar.		✓				
43	ROW Management	Right of Way (ROW) supports the management of permit applications, permit issuance, and manages inspections related to street cut permits. The inclusion of Right of Way permits and related inspections is in scope for this effort. The ROW Management System is a candidate for a future replacement effort as part of a future phase.					✓	
44	Municipal Courts	The future state solution must integrate with this system to schedule hearings and capture citation dispositions.		✓				
45	Historic Preservation Case Management	The system makes available all case history information for Historic and Design Review Commission approvals as well as administrative approvals. All historical information related to the property is included such as photos, architectural style, historic designations, etc. The information is available to public through the website.	✓					

**TRANPOSED FROM TECHNICAL REQUIREMENTS – Attachment H**  
*In Scope for Integration*

46	Remedy	The system shall integrate with the City's Remedy system to automatically log certain errors.		✓				
47	Payment Gateway	The system shall integrate with the City's online payment gateway.		✓				
48	State Trade and Licensing System	The system shall integrate with the State Trade and Licensing system.		✓				
49	SAWS Web Application	The system shall integrate with the SAWS Web Application system.		✓				
50	San Antonio Information System (SAIS) system.	The system shall integrate with the San Antonio Information System (SAIS) system.		✓				
51	Public County Information System (PUBL)	The system shall integrate with the Public County Information (PUBL) system.		✓				

52	The system shall integrate with the CPS work order management system (WMIS).	The system shall integrate with the CPS work order management system (WMIS).							
53	Quick Vtr.NET	The system shall integrate with Quick Vtr.NET.							
<p><b>NOT IN SCOPE OF RFCSP – added later during subsequent interviews with stakeholders</b>  <i>(During the validation activities, the team will determine if the system will be replaced, or integrated into the new DSD system or be left alone. If the system will be replaced, the team will determine if data should be migrated into the new DSD system and if so, then any additions to data conversion or interface activities outside the defined systems referenced in the Deliverable section below will be addressed through the change order process.)</i></p>									
54	Chameleon	The ACS System used to track and process permitting , complaints, inspections (litter permit, residential and commercial animal permits, horse and carriage permits)..							TBD
55	Cisco Agent	DSD Call Center							TBD
56	City Owner Property Database	TCI system used to track city-owned properties							
57	CMA	This is a web based system owned by external (TriTech) vendor to initiate requests for towing by SAPD Dispatcher.							TBD
58	Ground Transportati on Unit (GTU)	This is the system which SAPD uses to record and track Companies, Drivers and Vehicles for their Vehicle for Hire process.						TBD	
59	Permit, Inspections & Review Search	This public web page allows customers to track their permit activity.	TBD						
60	Plat Tracking Websites	This public web page allows customers to track their Plat processing activity.	TBD						
61	Police Event Management System (PEMS)	This is a mainframe system used by the SAPD for assignment of Officers to the post location(s) and capturing the actual hours and expenses for supporting the procession event permit.						TBD	
62	Police Event Worksheet System (PEWS)	This is a mainframe system used by the SAPD for recording the permit requests for procession events and the necessary staff posting location(s) and instruction(s) needed to support the event.						TBD	
63	PRIMELink	TCI Project Reporting Integrated Management Enterprise Link (COSA PRIMELink) is a web-based project management tool hosted by Oracle and is used to manage capital projects. It provides for electronic routing and storage of documents such as invoices, change orders, closeout documents, requests for information (RFIs) and submittals. It is integrated with SAP, the City's financial software, for payment processing and project budget data. COSA PRIMELink allows staff, consultants, contractors and utility companies to collaborate on and markup plans and specifications							

64	Sistera	DSD Call Center							TBD
65	TCI Plan Review Management Databases	MSSAccess Data base used by TCI to track and manage reviews for building construction, Plats, MDP and PUDS.							
66	Traffic Signal Synchronization System	TCI system used to....							
67	VRPO	This is a mainframe system is used by the SAPD to record vehicles that have been repossessed by the city.						TBD	
68	BCAD			TBD					
69	PetData	Web based system used to process their track and process pet licensing (requires rabies vaccination).						TBD	
70	Property Registration Management System	Web application that allows DSD-Code Enforcement and OHP to track and manage their property based on the OHP Vacant Property Ordinance and the DSD-CE Absentee Property Owner Ordinance.	TBD						
71	Online Property Registration (OHP Vacant Lots/Absentee Properties)	Web application that allows Property Owners to register their property to meet the regulations set forth in the OHP Vacant Property Ordinance and the DSD-CE Absentee Property Owner Ordinance.	TBD						
72	Catergraph	Catergraph is an externally purchased system used by Bexar County that supports the management of permit applications, permit issuance, Plan review, inspections and maintenance activity of Streets, bridges, pavements, signs etc. for areas outside San Antonio but with Bexar County.							TBD
73	NESS	NESS is a web based data repository of Neighborhood Associations maintained by the Planning and Community Development Assessment. This data is used by the various appeals and adjustments boards to identify the surrounding neighborhoods to notify.					TBD		
74	SAWS-Hansen	SAWS-Hansen is a windows based operating system used by SAWS to track and report their MDP, PUD, Plats and Building Permit reviews from DSD. The SAWS-Hansen system also supports the management of SAWS permit applications, issuance, and inspections.					TBD		
75	Work Order Management System	The Work Order Management (WOMS) is a web based tool used by CPS Energy to record their Meter requests. The WOMS system interfaces with CPS -SAP system which is used by CPS to initiate and track the work orders.							TBD
76	SAP Permitting	The Systems Applications Products (SAP) is the CPS Energy Permitting and Tracking management system.					TBD		

## 4.5 Data Migration

### Data Migration Process

The conversion methodology aligns with the Accela methodology to specifically include the Accela process and tool sets, including Accela Data Conversion Tool. Exhibit 11 is a high-level overview of our data migration process and the related Accela tools used in each step of the process and methodology.

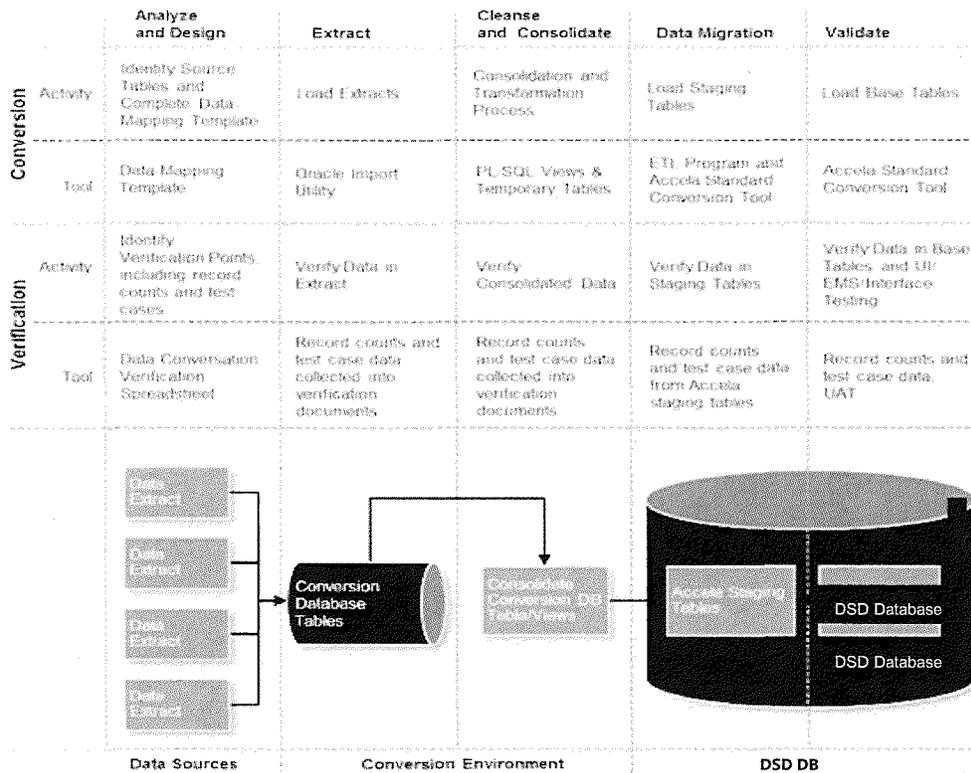
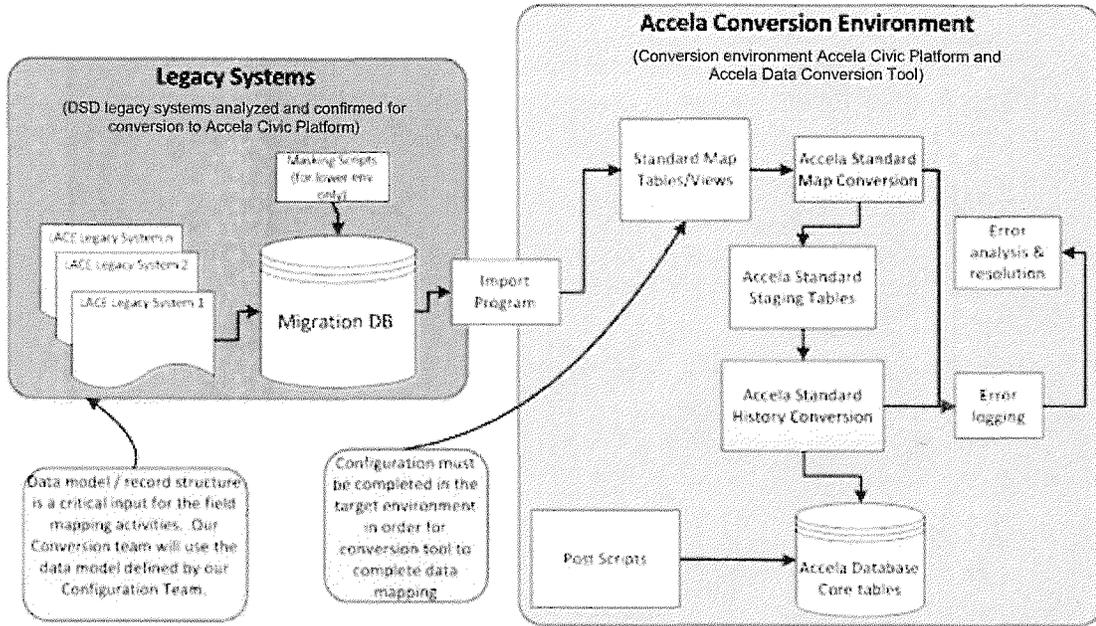


Exhibit 11: Data migration process with the goal of leaving no relevant data behind.

Our process for data mapping is a multistep process, and each data source will go through the same process. The Accela team will implement a typical data conversion life cycle begins with the analysis of the legacy systems to identify systems and data relevant to the target system of Accela Civic Platform environment. The identified legacy data is extracted from the source systems and undergo analysis for data consistency, correctness, and missing or invalid data. Accela will make recommendations on areas where data cleansing is needed, such as contact information. When cleansing data is completed by the Agency and/or the Accela team based on level of effort proposed in the Data Quality Assessment Report, the next step is to mask the private and sensitive data while the work is taking place in lower environments. When masking activities are complete, the data is mapped to Accela's Standard Map tables (and Views). The Accela Data Conversion Tool performs data integrity checks and validations at this point to confirm Accela Civic Platform's internal contains are met.



## Step 1 - Analyze and Design

During this step the Accela team will identify legacy data sources, what data is required in the target Accela Civic Platform system, and map the data elements. We also identify the verification points to be used. During the data mapping activities, we address the following points:

*Identify data sources for conversion* – Both the data migration team and the City of San Antonio personnel would undertake this activity. They review data sources and map them to functionality supported in the system. At this stage, we would also be identifying what data elements out of the relevant data sources is required in the target system. Relevant data sources and data elements would be used in data mapping

*Identify legacy to Accela data translations* – During this activity, data sources map to Accela data groupings such as Records, Contacts, Licenses, Permits, Plan Review, Parcels, etc. This exercise precedes the field mappings, and is carried out as a joint exercise by our team and the City of San Antonio staff

*Map legacy data fields to Accela data fields* – The team and the legacy system SMEs would conduct this activity together, working to validate the recommendations our team has developed

*Verify target configuration* – Some legacy data would require custom configuration in Accela to house the data. For example, Application Specific Information (ASI) fields are configured in Accela to hold custom application data. Another example is multi-select and drop down lists

As part of our iterative conversion process, we conduct there are testing and validation activities that would occur during the Data Analysis step. We would evaluate the results of each of these activities and update the conversion process to address any issues or concerns. The following points are addressed during this step:

- Identify tables that require row counts – Our team and the San Antonio staff, will work to identify tables that require row counts for validation. This would include a count for records in the table and grouped record counts. Grouped record counts are the sum of all individual record counts once loaded into the Conversion Database from the extracts. For example, counts would include number of records by type or status
- Identify records that require consolidation or auto generation – Records that require consolidation or auto generation would also require a specific verification process. Because records are consolidated after they are extracted, counts for these records would not match between the Data Extract phase and the Data Cleanup and Consolidation phase. We will determine the record counts for consolidated records on a case-by-case basis during Data Analysis and record the record counts in the Data Conversion Validation spreadsheet. Our team and people from Agency would conduct this task. The numbers would most likely require refinement during data cleansing
- Manual Verification of Data Mappings – Our team and the San Antonio staff would be involved in the data mapping effort. We will work together to review and complete the Data Mapping templates for each legacy data source to verify that the necessary client data elements are accounted for and mapped to their new location within Accela Automation, allotting time for Agency staff to review ETL designs
- Identify Test Cases – We will collectively determine a representative set of test cases from the legacy systems. We have experience in strategically choosing test cases and with personnel from the San Antonio staff. We will use these cases to verify that a record and all of its associated transaction data were converted completely and correctly for both completed transactions and in-flight transactions. We would select the data for these cases at the start of the development, mock, and final conversion runs.

## Step 2 - Extract

As part of the Accela conversion process, the DSD staff would provide extracts (or the actual spreadsheet as the case may be) of the legacy system data based on a mutually agreed structure, format and drop location. The DSD staff and/or the Accela team will use these extracts to cleanse the data and prepare for consolidation, and next steps of the conversion process. It would be critical for the San Antonio staff and the Accela team to ensure that key data cleansing activities have been completed and the extracts have the expected data in the agreed upon format. To utilize the Accela data mapping tool, data must be provided in either an MS SQL or Oracle database. We will have a Migration database prepared for the San Antonio to load the cleansed extracts into. For each extract, the San Antonio staff will provide Record Counts for each transaction and entity to use for verification in the conversion process at a later step. The Record Counts are important to establishing a baseline for datasets to be migrated. We recommend the following verification tasks to confirm the data extracts are complete.

**Record Count –** Document record counts for each extract in the Data Migration Validation spreadsheet. We will use these counts to compare with the record counts collected during the Data Analysis phase

- Test Cases – Include a snapshot of the test cases identified during Analysis in addition to the Data Migration Validation spreadsheet. We would compare the test cases between the legacy system and the data extracts to confirm the data are complete and valid before proceeding to the Data Cleanup and Consolidation phase of conversion

## **Step 3 - Cleanse and Consolidate**

### **Data Cleansing**

Data Cleansing is a twofold process, involving the actual validation of data for correctness and the merging of duplicate data. Cleanup steps identified in the analysis phase will be executed against the legacy data. When cleanup is complete, any required consolidation steps (data transformations) will be performed against the legacy data in Migration database in preparation for loading the data into the Accela Standard Map tables.

The first part of our data cleansing process is to rely on the San Antonio staff to review data in the legacy systems considered for data migration. The San Antonio staff knows the systems and the data in those systems and can make an initial effort to correct data issues. The Accela team will take part in the data cleansing efforts based on the data quality assessment and the level of effort proposed for these activities by source system (legacy system). This effort is typically related to data issues that cannot be fixed programmatically, such as data in incorrect fields, inconsistent data in fields, missing data, and corrupted data. This is an opportunity to make some quick wins in preparation for data migration.

The second part of our data cleansing process is to work with the San Antonio staff to identify data that can be cleansed automatically during data migration. During data analysis, we would work together to identify data elements from legacy systems and the rules for cleansing that data. Commonly, this involves the consolidation of data such as parcel, entities, and other data. Additionally, it can involve the standardization of the format of specific data elements from the legacy systems.

Included in the second part of the data cleansing process is to create custom tools to assist in the automation of the data cleansing process. The data migration process for the Accela application involves multiple steps, including the load of data from legacy data sources to Conversion Database tables shown in Figure 1, above. The tools that load the Conversion Database include custom PL/SQL and Database Views that are used to perform tasks such as consolidation, standardization, formatting, and other cleansing tasks. This would occur before the data are loaded into the Accela Staging Tables.

Once the DSD system goes live, data integrity will be maintained by the Accela product. Accela will be configured to enforce data standards and data relationships. Additional tools may be used to support synchronization with legacy systems to maintain data integrity. However, once the legacy system is retired, the preponderance of data integrity would be maintained by the Accela product.

During this step of the data migration process, our team will transform and/or translate data that have been loaded into the staging tables. We perform these transformations or translations to prepare the data for processing by the Accela Data Conversion Tool.

Data will be mapped using the Accela Data Mapping tool which will be used to map legacy data into Accela Civic Platform. It will be critical to ensure that by the time the process gets to this step, the data will be cleansed. We will work with the San Antonio staff to allocate for sufficient lead times to ensure the San Antonio staff and the Accela team can cleanse the data in time for this step of the process. The Accela team will supplement Agency employees to help resolve the data quality issues discovered during the data mapping activities to perform data quality analysis. We can flex the number of resources depending on the number of available Agency resources. This type of work is best performed by the client resources because they have the best knowledge of their legacy systems, but the Accela team will provide resources to support this effort.

The Accela team will work the Agency on a time and material basis to supplement the Agency team with data purification and cleansing activities to get the data into Accela. The Accela team will focus on the automated transformation activities and have the Agency team members work on the manual efforts that require a broader understanding and accessibility into existing data values/structures/legacy systems, etc.

The Accela team has assessed a rate for a Conversion Analyst at a rate of \$163.24 and estimated 680 hours in total across the three functional group releases and four major legacy systems.

The Accela team will complete the following verification tasks to verify that the data have been migrated correctly to this point.

- Record Count –Develop a set of queries to produce the record counts for each table. Our joint team documents these record counts in the data conversion validation spreadsheet and compare the record counts collected in this stage of the data conversion to the counts collected during analysis and extraction
- Test Cases – Our team will obtain a detailed snapshot of each test case from the data conversion database views. This will show what the data look like before loading into Accela Civic Platform. We will compare the test case data from these views to the data from the extracts to verify the data have been migrated correctly to this phase of the data conversion
- Consolidation Verification – At this phase of the data conversion, the data have gone all the way through the consolidation and validation process. Our joint team will execute queries on the views and temporary tables on the test case samples to obtain results of the consolidation. Our joint team will then record the results of the consolidation process in the data conversion spreadsheet. Finally, our team will confirm the details for how to validate the consolidated data during the data analysis phase following the business rules established by the data conversion team

## Step 4 - Migrate

During the data migration step of the conversion, our joint team will configure the extract, transform, load (ETL) programs, and leverage Accela Data Conversion tool to load the data into the Accela database. The development of the ETL programs involves mapping data elements in the staging tables to the Accela base tables. Once this configuration is completed, the data can be migrated into the Accela Civic Platform database.

In addition to verifying that the data were loaded correctly into Accela, our team will collect the data conversion duration times. These specifics would help in estimating the duration of the final data conversion. Our joint team will complete the following verification tasks during the migration phase.

- Record Count – Our joint team will develop a set of queries to produce the record counts for each table. We document these record counts in the data conversion validation spreadsheet. We then compare the record counts collected in this stage of the data conversion to the counts collected during analysis, extraction, and consolidation
- Test Cases – We will include a snapshot of the test cases identified during Analysis with or as an attachment to the Data Conversion Validation spreadsheet. Our joint team also compares the test case data in the staging tables to the data from the extracts, legacy system, and conversion database before loading into Accela base tables
- Data Map Check – To verify that the data have been mapped correctly, our joint team will perform checks on a sample dataset as part of the selected test cases to compare field-to-field between the data extract and the data in the Accela staging tables
- Conversion Run-Time – We will collect statistics for the run-time of each mock conversion in the data conversion and validation spreadsheet. The statistics include conversion run time, database sizes, and issues identified.

## Step 5 - Validate

During the Data Reconciliation phase, the following validation tasks will be completed:

- Record Counts – Our joint team will develop a set of queries to produce the record counts for each table and then document these record counts in the data conversion validation spreadsheet. Our joint team also compares the record counts collected in this stage of the data conversion to the counts collected during analysis, extraction, consolidation, and migration
- Test Cases – Our Data Migration team assists the San Antonio staff in identifying a set of representative applications, permits, licenses, complaints, investigations, etc. that are to be used to complete a side-by-side comparison of how a particular test case is structured within the old system and the new DSD system. During these mock conversions, the Accela Data Migration team works alongside the San Antonio staff to help answer questions and address concerns, although the focus is on validating that the data mapping and analysis work completed results in the expected migration of legacy data into Accela Civic Platform. We have planned 3 mock conversions in each of our releases. These 3 mock conversions are the ones that would be reviewed by the San Antonio staff.
- Issue Reporting and Resolution – We will report issues found related to the data conversion on designated areas with the test defect tool for the project as prescribed in the test plan. As personnel report issues, the conversion team would determine the source of the issue. Once we determine the root cause of the issue, it would be critical to ascertain and execute the necessary fix quickly given the critical nature of completing the conversion activity and impact on the overall deployment timeline. Issues may involve the San Antonio staff

involvement to resolve, should the issue be related, for example, to data extract, data mapping, configuration, or other area

## **Data Migration Technology and Tools**

In this section, we highlight suggested practices that support an orderly migration of data from the LDS, TPLP, Hansen, and ECCO systems to the DSD System.

### **Integrate Data Migration Approach with Configuration Approach**

The Accela product is a highly configurable product that allows multiple methods of implementing the storage and access of data. For this reason a combination of the Data Source Analysis, Product Features, and the Configuration Interviews drive the decisions that are made in the configuration of the Accela product. Some examples of these considerations are:

- Are Businesses, Individuals, and Parcel used multiple times in the system? Accela supports the concept of Transactional Data and Reference Data. Both Transactional Data and Reference Data refer to Contacts and Parcels. The difference between the two is that Transactional Data exist in the system for only a specific Accela Record, and Reference Data provides a single source that can be related to multiple Accela Records
- Are specific data elements related to an Accela Record, a Contact or a Parcel? Accela supports the configuration of custom data elements in the form of Application Specific Information (ASI), Contact Attributes, and APO Attributes. The differences among the three are how the data are stored and accessed in Accela

Each of the prior examples is a type of decision driven by the data in legacy systems and the configuration of the Accela product. These decisions are an important aspect of the data mapping process. Our team will work with the San Antonio staff to evaluate the fit/gap of the legacy data with the Accela product, and determine the features that are an appropriate fit for the legacy data.

### **Use Tailored Data Mapping Template to Support Accuracy**

One of the key features of our Data Mapping Process is the Data Mapping Template. The Template is a spreadsheet that is completed during the Data Mapping Process. It provides a logical, reusable framework for mapping data elements from a legacy data source to a specific table/function of the Accela product. The final product of completing the template would help drive the rest of the data migration process.

The spreadsheet contains multiple tabs that provide:

- Overview of the specific data mapping in the spreadsheet
- Detailed mapping of legacy data fields to specific Accela database tables and fields. Fields that are determined not to be migrated are also identified in this template. Multiple copies of this tab may exist for each legacy data source
- Detailed description of the extraction process and format for legacy data
- Translation of Users and Departments from legacy systems to Accela

- Translation Rules for legacy data to Accela
- Risks and Issue log for specific mapping exercise
- This template would be completed for each Accela database table. In subsequent releases, the data mapping template would be reviewed and updated based on the requirements of the release.

## Build in Verification Points

The data mapping process concludes with identifying methods for verifying the data migration. Our team will work with the San Antonio staff to identify the method and criteria for evaluating a data migration and determining the exit criteria for success. Some of the key considerations that we have encountered for verification are as follows.

- Identify tables that require row counts – Our team and the San Antonio staff, will work to identify tables that require row counts for validation. Tables identified for extraction would all require row counts for validation. This will consist of a count for all records in the table and grouped record counts. Grouped record counts are the sum of all individual record counts once loaded into the Conversion Database from the extracts. For example, counts will include number of records by type or status
- Identify records that require consolidation or auto generation – Records that require consolidation or auto generation would also require a specific verification process. Because records are consolidated after they are extracted, counts for these records will not match between the Data Extract phase and the Data Cleanup and Consolidation phase. We will determine the record counts for consolidated records on a case-by-case basis during the Data Analysis phase and record the record counts in the Data Conversion Validation spreadsheet. Our team and people from San Antonio will conduct this task. The numbers will most likely require refinement during the data cleansing process
- Manual Verification of Data Mappings – Our team and the San Antonio staff will be involved in the data mapping effort. We will work together to review and complete the Data Mapping templates for each legacy data source to verify that the necessary client data elements are accounted for and mapped to their new location within Accela Civic Platform
- Identify Test Cases – The conversion team and the San Antonio staff will collectively determine a representative set of test cases from the legacy system. Personnel from both teams will choose these test cases strategically to verify that a record and all of its associated transaction data were converted completely and correctly for both completed transactions and in-flight transactions. We will select the data for these cases at the start of the development, mock, and final conversion runs

## Incorporate system testing and user acceptance testing into conversion validation

To ensure that converted data meets the business needs, we will work with the San Antonio staff to invite business resources to validate the results of the converted data, and ensure the ability to transact

on the converted data. We do so by incorporating one of the Mock Conversions as input into the system testing cycles, as well as into the User Acceptance Testing cycle.

## **Document How Data Are Used By Multiple Systems**

In each of the previous steps in the data mapping process, we consider the impact to data that is used by multiple systems. As part of the analysis, some examples of considerations are:

- Is the legacy data source being retired as part of the release?
- Are there similar data from another data source that have been migrated in a previous release?
- Does data from the data source need to be merged with data already in DSD system?

Each of these considerations could affect the data mapping process and the data migration for a given release. For that reason, the impacts of data that are used across multiple data sources would be documented in the data mapping process and the correct actions for managing these data would be identified.

## **Assumptions for the Handling and Conversion of Archival or Historical Data**

We acknowledge that the San Antonio staff will have the vendor clean and migrate some or all inactive (historical/archive) data. Accela will work with the San Antonio staff to assess the feasibility of handling and conversion of archival or historical data that is rarely accessed as part of the data migration planning effort.

We understand the migration of the LDS and TPLT system would be MS-SQL database copy of the MS-SQL database for LDS and TPLT. This relational database contains data for the 18 Internal Review Plan Types and the 7 External Plan Review types. Plan Review Data is provided to the User Acceptance Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

Mapping Design and Conversion for each of the below:

- Business and Individuals associated to the Application Record as Reference Contact or a Licensed Professional
- Each Internal Plan Type and data elements converted as one Standard Accela Record with application specific information and tables and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- Each External Plan Type and data elements converted as one Standard Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- No documents have been estimated as part of the conversion
- Functionality of external spreadsheet(s) and Access database supporting this operation is targeted to be included in this implementation. We estimate three spreadsheets with one tab and three Microsoft Access Database Tables.

The Hansen system is estimated to be a MS-SQL database copy. This relational database contains Permit Application data provided to the User Acceptance Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

- One Mapping Design and Conversion for each of the below:
  1. Business and Individuals associated to the Permit Record as Reference Contact or a Licensed Professional
  2. Reference Permits as Reference Licensed Professionals
- Each Permit and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcels if relationship is derived from the source system
- Although there are 212 Inspection Types, we estimate all Inspections have the same data definition in the source system and only differ by type. Therefore, only one Data Mapping and conversion has been assumed to convert Inspections as Inspections in Accela with no guide Sheet Data. Only the key Inspection Dates and overall Inspection Result status.
- The Accela team will migrate the Hansen system in MS SQL database format. The Accela team will include the Hansen OLE data objects in the Hansen data conversion. The conversion of the Hansen OLE data objects has been assessed at no additional cost unless the data quality assessment determines differently. The data quality assessment will indicate whether the standard mapping tools can support the conversion or if custom scripts need to be developed to support these conversion activities. If custom scripts are required the Accela team will provide a level of effort to support this customization in the change order process.

The ECCO migration is based on MS-SQL database copy. This relational database contains Violation data and Complaint data provided to the User Acceptance Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

- One Mapping Design and Conversion for each of the below:
  1. Business and Individuals associated to the Violation Record as Reference Contact or a Licensed Professional
- Each Violation and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- Although there are 109 Violation Types, the Accela team assumes all violations have the same data definition in the source system and only differ by type.
- Each Complaint and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system

The migration activities assumes records are converted as a record status of Closed with associated workflow or as an Open Record Status with the Workflow initiated to the first Task Status.

The Accela team has assumed the referenced ancillary systems will include discovery-only effort to determine what ancillary systems must be included in the conversion effort. The actual conversion effort will be estimated and processed through the change management process.

### **Roles and Responsibilities of Agency Staff**

The success of the data conversion activities is dependent upon the City of San Antonio staff. The knowledge the staff will bring to the integrated project team will be valuable as the Accela team understands the analysis, mapping and Accela toolkit for conversion. The City of San Antonio will need to provide dedicated resources who have the following skill set:

- Participate in database training session
- Work side-by-side with the Accela Migration team
- Clear understanding of the City's Legacy system data, such as business rules, financials, application status, etc.
- Understand how the legacy data is used in the application, permit, licensing, and investigation activities
- Understand how reference data will be migrated, such as Contacts, License Professional, Address, Parcel and Owner information
- Be empowered to make decisions on what data to convert and establish rules for retention
- Understand rationale database and actively participate in migration sessions to understand and learn how the data is being mapped and validate data
- Participate in validation activities from conversion of legacy system to the new DSD system; participate in establishing data counts to ensure data has been converted

The City's staff supporting the migration team will be actively participating in conversion meetings and making decisions for the Agency on what data should be converted. These decisions will then be validated post conversion mock runs where the City's staff will begin to work with the business users to validate data during the user acceptance testing. A mock conversion run will occur prior to user acceptance testing to ensure data is mapped correctly. The third mock data conversion run will occur during end user acceptance testing to address any conversion issues identified during end user acceptance testing.

## **4.6 Reporting**

### **Data merged letters, correspondences, and forms**

The Accela team evaluated the Exhibit 10 Record and Report Types as output of the new DSD system. The Accela Civic Platform considers any output as a report, this might be a management report pulling data from multiple record types or workflow task status to determine how many permits were applied for in the past quarter or a form letter to notify the Applicant that their bond is about to expire.

The reports can be generated in real time, such that an applicant has submitted a payment for their permit and a receipt can be generated post payment and provided to the applicant. Or reports can be generated in batch and scheduled or ran ad-hoc, for example a Trade License failed to renew their license, information can be pulled from their License Record and staff can mail the letters to the Licensee these letters might be generated during a weekly batch process. In another situation, a judge might have disposition where a letter is generated, but the Judge can add additional details to the letter.

The DSD system may be configured to send out email correspondence to applicants. These email notifications may be configured on workflow task status where an applicant failed to provide a document or outstanding fees reside on their permit.

Some clients have required the configuration of forms as a report. As agency's are moving toward a more customer service business model, the online application process is becoming the norm. The paper application process is being phased out, this transition is difficult for clients on day one so requests are made to provide a completed form of the information the applicant has provided either in person or online. This captures the initial details provided to the agency. These forms may be generated when the application is completed and the Record is created.

One way the City of San Antonio will get engaged immediately on the new DSD System is by supporting the development of reports. Based on the nature of the Planning and Building process forms, letters and reports are constantly changing based on new laws and regulations. The sooner the Agency understands the process in developing reports and configuring these reports, the sooner they will begin to own their implementation.

Accela will provide training on the different methods of report development and deliver training to the City of San Antonio team so their empowered to develop reports during each release. Accela will develop 75% of the reports during each release and the City of San Antonio will develop the remaining 25% of reports. During the initial phase of the project, the San Antonio staff will develop the low complexity reports and build up to complex reports in the Functional Group 3 release.

### **Standardized and parameterized reports**

The project plan includes upfront analysis to identify standardizations. This analysis will include how data elements are captured in the system and how these data elements will be applied through the Phase 1 approach. Establishing these standards will minimize rework and level-set the team on how data is captured and supported in the system. Once the standardization analysis has been defined, these will be the guidelines for all stages of the implementation from configuration of the system, how integration will take place to how data will be converted.

Based on the Exhibit 10 Record Type and Reports, the letters will be impacted based on establishing standards and queries within the DSD Systems. Most letters will include a contact type, the City of San Antonio static information and information pertaining to the letter to the external user. These standards can be used across the releases without revisiting the approach taken during the initial analysis phase.

## **Ad-hoc query and reporting**

The Accela Civic Platform has multiple approaches to delivering reports. There is the Report List search where a user can enter information related to a Record type, workflow, application specific information (data elements), address, Contact, Parcel, etc and a list of records is returned based on the search parameters. The result of the search can be exported to Microsoft Excel format to be further manipulated. Another reporting method is Quick Queries, if the user is running the same report in the Report List on multiple occasions then set-up a Quick Query once and the user can run the report at anytime with the latest information. A Quick Query is pre-defined parameters that will return records in the system, for example Permits about to expire.

The Accela Civic Platform comes with an ad-hoc report tool, similar to Crystal Reports reporting applications. The benefit of the ad-hoc reporting tool can provide a list of records based on parameters defined by the user can then work through each record by clicking on the record link. These type of reports are good if a supervisor needs to review all the applications the new staff member has completed to sure each record was processed and approved within the guidelines of the department. The report can be generated and the Supervisor can work through each record on the report.

Another reporting tool within Accela Civic Platform is email notifications. Emails can be configured to welcome new public users to the online portal, or notify a user their application is incomplete, or notify the application their application has been approved.

The more robust reporting tool is Accela Civic Platform integration with Crystal Report where current reports used with LDS or Hansen can be recreated for the new DSD System. Accela will evaluate the reporting requirements based on analysis sessions, where a list of reports will be determined to support the Functional Group release. These reports will be prioritized and Accela will develop a report specification document. The Report Specification document will be designed based on existing report where fields will be mapped from the new DSD System to the report. Once the Report Specification has been approved, Accela will develop the report and unit test the report prior to deployment for system testing. These Crystal Reports are more complicated reports, for example where a financial report is generated to capture the General Ledger number for a fee to determine monies to be allocated to SAWS plan reviews.

## **Design Approach and Methodology for Reporting**

Reports are identified during requirements gathering sessions and tracked in a log for future requirements analysis and development. Since reports are dependent on the core of the solution being in place, the identified reports are not developed until after the Solution Foundation is in place. Each identified report will have an assigned Agency business owner and an assigned resource on the Accela team for specification and development.

In addition, Accela Civic Platform's Report Manager allows agencies to leverage their investment in such third-party reporting tools Crystal Reports (RAS Edition).. The system can provide reports to be generated in multiple formats depending on the need including Hypertext Markup Language (.html), Adobe Acrobat Portable Document Format (.pdf), Microsoft Word (.doc), Rich Text Format (.rtf),

delimited text by tab or comma, Microsoft Excel Spreadsheet format (.xls), and XML. Reporting tools provide services to format, spell check and design documents from simple to detailed designs.

### **Development Approach and Methodology for Reporting**

Each report that Accela develops will have a designated resource that meets with the business users to understand and document the reports, and mockup, in a report specification documents. This document is then reviewed and approved by the Agency before the report development can begin. Once the Report Specification is completed, the Technical Consultant will develop the report and deploy into the test environment for the Agency staff to test and validate the report is working as designed. The process is managed through a log with assignments and statuses, tracking each report. If the Agency testers find any issues with the report, they will log them and assign back to the Technical Consultant for resolution.

### **How the Agency can leverage its existing Crystal Reports and/or Business Objects reporting environment**

The Agency can integrate its existing reporting environment with Accela Civic Platform for exposing Crystal Reports to all Accela users through Accela’s Report Manager. We will evaluate any additional user licensing that may be needed based on what the Agency currently has deployed.

### **Methodology for estimating effort for forms/reports of low, medium and high complexity**

As Exhibit 13 shows, reports are broken out into three complexities for estimating the level of effort.

<b>Complexity</b>	<b>Description</b>
High	Reports that require complex queries, joins, multiple sources, etc. Examples include statistical and analytical reports, schedules, and agendas.
Medium	Reports that require some calculations and summaries. Examples include forms and transaction reports (receipts, permits, inspection tickets, journals, logs). Many agency reports fall under this category.
Low	Reports that require a simple pull from a limited number of database fields and presentation on a document. Examples include letters such as Certificates of Occupancy, notices, and mailing labels)

## 5 Project Implementation Approach and Understanding

### 5.1 Schedule and Work Plan

The Accela team provided an initial project plan with their submission to the RFCSP. Under this plan, the project has a duration of approximately 27 months. The plan incorporates high-level tasks and activities anticipated for completion from contract signing through the last task (Post Go Live Support) for each Functional Group release.

This plan will be used as an initial starting point for the planning activities identified in the deliverable narrative below. The high-level tasks for the Phase 1 Functional Group 1 will be further defined for a comprehensive list of activities to be completed for the release. During Phase 1 Functional Group 2 and 3 similar activities will take place to continue the build-out of the plan to support each release.

The Phase 1 Functional Group release schedule is based on the Agency's RFCSP prescribed delivery approach:

- Functional Group 1 has a 15 month duration
- Functional Group 2 has a 12 month duration with 6 month overlap with Functional Group 1
- Functional Group 3 has a 12 month duration with 6 month overlap with Functional Group 2

Each Functional Group release is based on legacy system replacement with the new DSD system and will be supported by the Accela team for four weeks, post go-live. The legacy systems to be replaced for the new DSD system are:

- Functional Group 1 – LDS and TPLT – Land Development including, MDP, PUD, Plats, Rights, and other Land Development processes
- Functional Group 2 – Hansen – Licensing, permitting and inspection processes
- Functional Group 3 – ECCO – Complaint and Code Enforcement processes

The Stakeholders identified for the new DSD system have been identified as High Impact and Low Impact Stakeholders. The Accela team will work with the Agency in coordinating the necessary meetings and analysis sessions with these stakeholders.

- The following organizations are identified as High Impact Stakeholders and will be primary Stakeholders of the New System
  - 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)
- Transportation & Capital Improvement (TCI)
- San Antonio Metro Health Department (SAMHD)
- San Antonio Police Department (SAPD)
- The following list are the Low Impact Stakeholders and may be utilizing the new system as a secondary system:
  - 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

## 5.2 Staffing Requirements

### **Organizational Chart including all roles of all members of the project team**

Accela believes that the foundation of a successful DSD System is an excellent working relationship between the Accela Team and the City of San Antonio team. We will establish these relationships on Day 1 of the project, and we will establish the communication and processes for every level of the respective project teams to work together and establish constant and open communications on the scope and progress of the project.

### **Governance structure for Prime and Sub-Contractor**

The Accela team is committed to having the right resources assigned to the project during the different stages of the methodology to ensure success for each Functional Group release. We consider the Functional Group release and the first release to be the most critical in the DSD System project implementation. To avoid downstream rework, establishing the enterprise structure during the first release will be imperative.

The staffing plan takes into consideration the heavy lifting required in Functional Group 1 release; establishing agency relationships, development of the initial documentation, defining the system

construct for the enterprise, defining the Agency’s standardization processes, analyzing the data structures, defining the data fields for Contacts, Addresses, Parcel and Owner, defining the transmission data for interfaces, establishing a training curriculum and suggestive training documentation specifically for the Agency’s implementation.

Accela will operate and manage the DSD system requirements using a single integrated team. All subcontractor personnel will fall under the management and control of the Accela project manager (PM).

**Roles and Responsibilities for each team member of both Accela and Agency**

Success of the project is dependent on resource assignment and the partnership between the Accela Team and the Agency assigned resources. The Agency assigned resources need to be empowered to make decisions on the DSD System.

Exhibit 14 provides a list of roles and responsibilities expected by the Agency staff.

Exhibit 14: Recommended Agency Project Staffing during Implementation

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> <li>▪ Represent the interests of the project within the Agency</li> <li>▪ Represent the Agency’s interests both strategic and financial within the context of the project</li> <li>▪ Stay informed of major project activities</li> <li>▪ Assist with major issues, problems, policy conflicts and removes obstacles. Act as final escalation point for issue resolution</li> <li>▪ Ensure the project manager receives resources where needed and in a timely fashion</li> </ul>
Program Director	<ul style="list-style-type: none"> <li>▪ Ensure the project is on schedule and on budget</li> <li>▪ Supervision of the Project Manager, Product Administrator and Technical Support</li> <li>▪ Develop recommendations on project issues for the Steering Committee</li> </ul>
Applications Solutions Lead; System Administrator; Database Administrator	<ul style="list-style-type: none"> <li>▪ Primary liaison between Accela and the Project Team Leads and SME’s</li> <li>▪ Lead meetings with User Groups and/or Technical staff</li> <li>▪ Assist the Program Director as necessary</li> <li>▪ Participate in system configuration and build out as much as possible, working closely with Accela implementation team</li> <li>▪ Assist Agency end users with Acceptance Testing</li> <li>▪ Post go-live, take over internal administration of Accela system</li> </ul>
Project Manager	<ul style="list-style-type: none"> <li>▪ Work closely with Accela’s Project Manager to manage, track, facilitate and plan for all project activities. The Project Manager works with the Project Sponsors, Subject Matter Experts and</li> </ul>

	<p>other stakeholders to ensure the timely delivery of a quality product.</p> <ul style="list-style-type: none"> <li>* Overall administration, coordination, communication, and decision-making associated with the implementation</li> <li>* Plan, schedule, coordinate and track the implementation</li> <li>* Coordinate with the Planning and Enforcement projects</li> <li>* Ensure that the project team stays focused</li> <li>* Ensure tasks are completed on schedule and that the project stays on track</li> </ul>
Project Team Leads	<ul style="list-style-type: none"> <li>* Work with the project team and facilitate project activities for the Agency and communicate with each affected department to represent department needs and business processes during implementation</li> <li>* Attend requirements gathering workshops</li> <li>* Coordinate with SMEs to gather data and make decisions about business processes</li> <li>* Coordinate with SMEs to assist in the creation of specifications for reports, interfaces &amp; conversions</li> <li>* Review and test the system configuration</li> <li>* Learn the system and assist in configuration</li> </ul>
Departmental Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> <li>* User representative from each affected department to represent department needs and business processes during implementation</li> <li>* Attend requirements gathering workshops</li> <li>* Able to gather data and make decisions about business processes</li> <li>* Assist in the creation of specifications for reports, interfaces and conversions</li> <li>* Review and test the system configuration</li> <li>* Participate in knowledge transfer opportunities in order to understand the system</li> </ul>

Accela has recommended the following staff support for post-production.

Exhibit 15: Recommended Agency Project Staffing after Go-Live

DSD Project Team Role	Tasks
Business Analyst / Super user	<ul style="list-style-type: none"> <li>▪ Report and business rule specification development</li> <li>▪ Simple adjustment of workflow</li> <li>▪ General support for departmental staff using Accela Mobile, Accela Citizen Access, Accela GIS, etc.</li> </ul>
Infrastructure Support	<ul style="list-style-type: none"> <li>▪ Network maintenance</li> </ul>
System Administrator	<ul style="list-style-type: none"> <li>▪ General maintenance of the system and user ID maintenance (training a primary and a backup is the best practice).</li> <li>▪ Lead the application of software patches and upgrade releases (2 to 4 days typically) to prepare, test, etc.</li> </ul>
GIS Administrator	<ul style="list-style-type: none"> <li>▪ Ongoing maintenance usually related to layer updates, new dynamic themes, maintaining GIS date, etc.</li> </ul>
Report Developers	<ul style="list-style-type: none"> <li>▪ Changes/development of reports</li> </ul>

### Percentage of time of the Accela's proposed staff

The table below provides a summary of the expected level of participation for the Accela team based upon the roles identified for each of the Functional Group releases. As part of the Project Initiation, we will work with the Agency to confirm the initial resource types and level of participation identified below. The Accela Project Manager will work with the Agency regarding the onsite schedule for resources. The plan below does not indicate 100% onsite support.

	Estimated Level of Effort														
	Project Management	Solution Architect	Business Analyst	Conversion Support	Integration Lead	Report Developer	Implementation Lead	Implementation Consultant	Original Vendor	Implementation Consultant	Plan Consultant	Training Lead	Testing Lead		
<b>Phase 1 - Functional Group 1</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	5%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	20%	10%	0%	0%		
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	30%	60%	100%	50%	20%	20%	10%	0%	0%	
Stage 4 - Build	1%	100%	0%	80%	100%	80%	100%	100%	100%	20%	50%	10%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	10%	50%	10%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	10%	0%	10%	30%	0%	
<b>Phase 1 - Functional Group 2</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	50%	20%	10%	0%	0%	
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	10%	60%	100%	50%	50%	20%	10%	0%	0%	
Stage 4 - Build	1%	100%	0%	0%	100%	50%	100%	100%	100%	50%	50%	10%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	0%	100%	20%	60%	100%	100%	20%	50%	10%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	0%	100%	20%	20%	100%	100%	20%	0%	10%	30%	0%	
<b>Phase 1 - Functional Group 3</b>															
Stage 1 - Project Initiation	1%	100%	10%	0%	0%	0%	0%	100%	50%	0%	0%	0%	0%	10%	
Stage 2 - Analysis	1%	100%	20%	20%	0%	10%	0%	100%	50%	0%	20%	0%	0%	0%	
Stage 3 - Solution Foundation	1%	100%	0%	50%	50%	30%	60%	100%	50%	0%	20%	0%	0%	0%	
Stage 4 - Build	1%	100%	0%	80%	100%	80%	100%	100%	100%	0%	50%	0%	20%	40%	
Stage 5 - Readiness	1%	100%	0%	60%	100%	50%	60%	100%	100%	0%	50%	0%	30%	60%	
Stage 6 - Deployment	1%	100%	0%	50%	100%	20%	20%	100%	100%	0%	0%	0%	30%	0%	

Exhibit 16: Estimated Level of Effort by Project Role

**Percentage of the time that each Agency resource will be utilized to the project, per project phase**

When staffing the DSD System implementation, Accela took into consideration the available resources, internal skills, competing priorities, and project timing.

Exhibit 16 provides a framework for client side resource planning. This guideline assumes an apprenticeship approach to implementation. Accela’s Professional Services team will execute project tasks while also transferring system maintenance and configuration knowledge to agency staff.

Each table column is defined below:

1. **Role:** The particular title or activity that the individual typically performs on the part of the jurisdiction.
2. **Implementation FTE:** The “Full Time Equivalent” or overall percentage of time that an individual is suggested to commit to the implementation period of the project. For example, an FTE of 0.1 would indicate that the individual spend 10% of his/her time specifically to the project implementation.
3. **Responsibilities:** The description of activities that encompass the specific role of the individual as it pertains to the implementation and post-implementation periods.

Exhibit 17: Recommended Agency Project Staffing during Implementation

Role	Phase 1 – Functional Group 1	Phase 1 – Functional Group 2	Phase 1 – Functional Group 3
Project Sponsor	0.05	0.05	0.05
Program Director	1.0	1.0	1.0
Applications Solutions Lead; System Administrator; Database Administrator	1.0 per department	1.0 per department	1.0 per department
Project Manager	1.0	1.0	1.0
Project Team Leads	1.0 per department	1.0 per department	1.0 per department
Departmental Subject Matter Experts (SMEs)	1.0 per department	1.0 per department	1.0 per department

## 5.3 Project Management Approach

### Project Management Methodology

Accela's implementation methodology comprises six stages, each with its own project objectives, activities, and defined deliverables. A detailed project schedule defines each stage of this process.

### Including how methodology meets Project Management Institute (PMI) Standards and Best Practices

The Accela team will monitor, track and report on weekly basis accomplishments, upcoming activities, risks/issue, and project plan on the DSD system. This transparency with the San Antonio staff will allow the team to adjust and/or amend their management approach throughout the life of the project.

Accela will set expectations for the project during the initial meetings and formal kick-off presentation. Accela has proposed a high-level requirements review during the initial release where Accela will analyze the overlap of requirements and how these requirements will be standardized throughout the project.

Functionality will be delivered in the first release with similar functionality delivered in the second release. Accela will manage the project in the same way, establishing standards during the initial release and if these standards need refining for future releases then an evaluation will take place to

determine the impacts of the change. The Accela team will work with the San Antonio staff to ensure a successful project based on scope.

## **Risk Management**

The Accela Project Manager will refine and deliver a Project Risk Management Plan that includes specific activities our team will regularly perform to identify, qualify, quantify, prioritize, and manage risks to the City of San Antonio, DSD System Project.

The Accela Project Manager will regularly solicit input from the Accela Project Team and the Agency Project Team, to anticipate any possible events, obstacles, or issues that may produce unplanned outcomes during the course of the project. The Accela Project Manager will assess risks to both internal and external aspects of the project. Internal risks are events the Project Team or the Agency Project Team can directly control, while external risks happen outside their direct influence. Throughout the project, the Accela Project Manager will continuously identify, track, and analyze risks, assess the probability of occurrence, and define mitigation actions to minimize potential impact on the project.

The Accela Project Manager will analyze risk as it applies to the DSD System Project in areas such as:

- culture of the participating agencies
- anticipated impact on the participating agencies of the resulting product or service
- the level to which the end result is defined (the more complete the definition, the lower the possibility of risk)
- technology used on the project (proven vs. new)
- relationships among team members
- impact on work units

Within the Project Risk Management Plan, the Accela team will define an approach for risk responses. Approaches can include actions to avoid, mitigate or accept each risk, depending upon the probability of occurrence and its impact on the project. When risks can be anticipated, the Accela team will assess potential consequences and define actions to minimize negative or maximize positive impacts.

The Accela team will propose an appropriate response for each risk: avoidance, mitigation or acceptance, and facilitate a decision by the San Antonio team to approve mitigation actions. The Accela team will also facilitate communication of risks and mitigation action status, and ensure those actions are implemented. The plan will focus more on those risks considered most likely, with the greatest impact on the project. The Agency may also make a conscious decision to accept or ignore certain risks. The Accela team will document any such decisions within the Risk Management Plan for follow-up or subsequent re-evaluation.

## **Change Control**

We will apply a straightforward change control process project-wide. The Accela Team approach includes establishing a designated Agency and Accela Team Change Control Board to make required

change approvals at the most efficient level. Straightforward and relatively simple software changes (dictated by software providers' upgrades) with no impact on project schedule, cost, or baseline CIs will be reviewed by the Accela Team's software and configuration and development core team.

Changes requested in response to a formal test variance (e.g., unit testing, system testing) or that affect a baseline item (e.g., after the Agency-approved design), cost, schedule, scope, performance, operation, technical design, deviations from standards, or scope will be quickly elevated to the joint Agency and Accela Change Control Board.

The Accela Team will document our Change Management policies, procedures, data flow, workflows, and decision authorities in the To-Be Analysis Design Document. Change Control Board members will include managers at the appropriate levels who can make decisions and representatives of software, documentation, test, operations, and support organizations. The Accela project manager is responsible for scheduling the Change Control Board meetings, publishing an agenda, recording the agreed-to resolutions and actions, generating the minutes, and tracking all variances through retesting to closure.

We will generate and control documents using the SharePoint portal tool. We selected this tool because it provides capabilities for the various types of document types (e.g., use cases, Microsoft Word documents, PDFs, data flow diagrams) to be developed, for simultaneously viewing and collaborating, and for a baseline-controlled naming convention. Support staff in the project management organization will be responsible for the format, production, and baseline control of all documents produced on the project. The technical staff will track all changes to the baseline and to previously submitted documents, provide a written disposition, and mark changes for all comments in any resubmission. Technical staff will participate in the Change Control Board to emphasize that documents must be generated and maintained as an integral part of all steps of the project.

## 5.4 Implementation Approach

Project implementation will be a collaborative effort between the Agency and the Accela team. Accela has proposed time during the first release to establish standards across the implementation with the different Agency departments. These standardizations will evaluate how the Agency will configure Contacts, Addresses, Parcels and Owner data fields. In addition, the Accela team will establish standards around configuration in different functional areas, such as Workflow Task, Task Status, Record Status, Electronic Document Review, Conditions, Calendar Management, etc. These standards are based on the requirements where similar functionality is requested across the different organizations, such as Plan Review, Permitting, Land Management, Hearings, etc.

The time spent on establishing standards will eliminate rework for future Functional Group releases and establish enterprise interfaces for Functional Group 1 by reducing the cost in keeping the integration team for future releases. Accela will review the mandatory requirements referenced in the RFCSP documentation and Accela's response to these requirements to be reviewed for the DSD System during the Phase 1 Functional Group 1 release.

The following list identifies the critical factors that typically have a significant impact on Accela implementations:

- **Dedicated Agency Participation** – Accela fully understands that Agency staff members have daily responsibilities that will compete with the amount of time that can be dedicated to the DSD System implementation project. However, it is critical that the Agency acknowledges that its staff must be actively involved throughout the entire duration of services as defined in the Project Plan. We will communicate insufficient participation of Agency and Accela resources through Project Status Reports with real and potential impacts to the project timeline. The assigned Agency Staff participants need to be empowered to make business decisions to support the new DSD System. We have proposed staffing levels for the Agency's participation below. This could range from full-time during early analysis meetings to part-time during the technical implementation phase.
- **Knowledge Transfer** – While Accela cannot guarantee specific expertise for Agency staff because of participating in the project, we will make all reasonable efforts to transfer knowledge to the Agency. It is critical that City personnel actively participate in the analysis, configuration, testing and deployment of the DSD System to transfer knowledge to the Agency. Once Post Production assistance tasks are completed by Accela Services, the Agency assumes all day-to-day operations of DSD System outside of the Support and Maintenance Agreement. The Service and Maintenance Agreement does not cover any Agency manipulation of implemented scripts, reports, interfaces and adapters. Key knowledge transfer areas include:
  - Configuration
  - Business Process Automations
  - Batch scripts
  - Interfaces
  - Business Process Engine
  - Expressions
  - Reports and Forms
- **Deliverable Acceptance Process** – Upon completion of each deliverable according to the acceptance criteria defined herein, Accela will provide the Agency with a Deliverable Acceptance Form to formalize acceptance and completion. Upon completion of each Deliverables Acceptance Form, Accela will proceed toward the next milestone. Deliverable review cycles, if extensive, can extend the length of a project significantly. Agency acceptance of each deliverable will be based on detailed acceptance criteria on the mutually agreed upon DED.
- **Legacy Data Conversion** – Involvement by qualified Agency staff to assist in preparation and understanding of Legacy data sources to be converted into Accela Civic Platform is required. The Accela technical implementation staff will assist the City in identifying data anomalies and inconsistencies that must be resolved by the City staff prior to a successful data conversion being developed and executed.
- **Accela's Implementation Methodology** – Accela's successful, proven, implementation methodology is crucial to the project success. Accela's software and customer base is a niche market and, as such, the implementation methodology may differ from other consulting firms

and software packages. It is imperative to project success that the Agency is willing to adhere/adapt to our implementation methodology.

- **Documentation of Current Processes and Systems** – The level of available documentation can impact a project schedule considerably. Proper documentation can expedite the learning process and the Accela team will leverage existing templates tailored to meet each deliverable. These deliverables if they can be reused for future releases will be red-lined and updated for the future release.
- **Complexity of Scope and Requirements** including:
  - Number of departments, external reviewers, user groups and/or agencies to which the software is deployed.
  - Business requirements and/or processes to be implemented including, but not limited to plan reviews, license types, permits, meeting calendars, inspection types and enforcement.
  - Level of automation required and degree to which clients rely on inherent COTS configuration that maximizes out of the box functionality thereby reducing ongoing maintenance and support efforts. Accela has assumed out of the box functionality to meet many of the mandatory requirements and leveraging Business Process Engine for business rules defined in the requirement.
  - Conversion requirements – number and complexity of sources systems for data migration. System factors that lead to additional complexity include data cleansing requirements (if any) and/or converting legacy systems with limited and/or no documentation.
  - Interfaces requirements – number and complexity of interfaces and specification of such, including but not limited to the frequency and type of data to be exchanged.
  - Training requirements – including the number of business users that will require training and the schedule to do so in a manner that minimizes impact to operations.
  - Testing requirements – including the time and effort available of agency staff to define and accurately and adequately test the new functionality and data migrated.

While some or all of these factors influence the overall project schedule, it is critical to understand the business reasons for implementation, including the overall goals and objectives, or vision, of the Agency.

The Accela Methodology has a proven track-record and with today's methodology changes and approaches using agile approaches we remaining strong on our proven methodology.

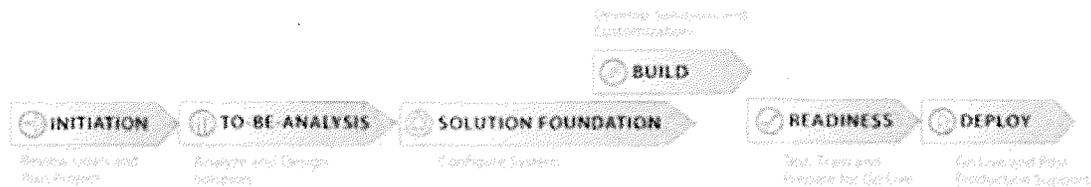


Exhibit 18: Six Stages of Accela's Implementation Methodology

The section below describes each implementation stage, which is defined by specific Objectives, Activities, and Deliverables.

Exhibit 19: Accela Implementation Methodology Definitions

Methodology Component	Definition	Expectations
<b>Objectives</b>	The defined purpose and expected achievements of the stage.	At the completion of each stage, the Agency/Accela project management team confirms that these objectives have been achieved.
<b>Activities</b>	The tasks to be performed to achieve the defined objectives.	Activities are the daily tasks of the project implementation and follow the format defined of the project plan. Activities are closely monitored and drive the overall project status/ progress.
<b>Deliverables</b>	The tangible result that will be delivered at the end the stage. A project deliverable can be anything from a completed document, a presentation, or configured system.	Deliverables are material artifacts that represent the defined objectives and are the result of Activities. A deliverable represents the objectives of the stage in a substantive manner whereby the project success can be evaluated and approved.

## Stage 1 – Initiation

Stage 1 sets the tone for the entire implementation by ensuring the project starts in a well-organized, structured fashion while re-confirming the Agency and Accela expectations regarding the implementation. This stage comprises project planning activities, core project management documents and templates and the first on-site meeting conducted between the Agency team and the Accela Team after the signing of the Statement of Work.

Exhibit 20: Implementation Methodology Stage 1 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>* Develop a strong communication plan that includes status meetings, progress tracking and reporting mechanisms, issue/risk management plans, budget management, and resource management plans.</li> <li>* Complete all project planning activities including a complete, resource loaded project schedule/plan, Kickoff meeting, and status reporting schedule</li> <li>* Identify approval and sign-off requirements of all milestones.</li> <li>* Successful installation of licensed Accela products in the support environment. (Agency hosted only)</li> <li>* Ensure understanding of Agency vision for the project/solution</li> </ul>	<ul style="list-style-type: none"> <li>* Schedule and conduct initial meeting/call with Agency project leadership (typically Sponsor, Jurisdiction PM, Accela Director, and Accela PM) to review objectives, scope, and timeline for the project</li> <li>* Work with Agency PM to develop Project Charter using Accela’s Project Charter template</li> <li>* Review and gain approval on Project Charter</li> <li>* Work with Agency PM to develop Integrated Project Plan using Accela template</li> <li>* Review and gain approval on Project Plan from Agency Sponsor</li> <li>* Agree on Accela Project Status Report Template</li> <li>* Setup project SharePoint Site and upload pertinent documentation (Manuals, Contract, templates, etc.)</li> <li>* Agree on Issues and Risk Management Log (SharePoint)</li> <li>* Organize and conduct Project Kickoff Meeting with jurisdiction</li> <li>* Schedule Project Team onsite work facilitates access to any necessary buildings, systems, etc.</li> <li>* Deliver technical specification requirements (i.e. hardware and software) to Agency for on premise installation where appropriate</li> <li>* Assist Agency in the installation and setup of Development (DEV) environment</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Project Management Plan</b> – A comprehensive deliverable that defines how the project will be managed and executed for each stage of the implementation. This document details all functional areas of the project and includes the project approach, project organization and roles/responsibilities matrix, project plan, communication plan, and the issue/risk management plan. The charter outlines how deliverables, milestones, and change control procedures are addressed.</li> <li>* <b>Statement of Work Review</b> – Review of the scoping document that defines all consulting/professional services work and deliverables to be provided by Accela, Inc.</li> <li>* <b>Baseline Project Plan</b> – A project timeline that details the dates and durations of all implementation activities, including status meetings and executive committee meetings. This plan serves as the main calendar to track all events related to this project.</li> <li>* <b>Project Status Report Template</b> – The template from which all project status reports are created.</li> <li>* <b>Project SharePoint Site</b> – pre-loaded with baseline documentation.</li> <li>* <b>Project Initiation Meeting (Kickoff)</b> – During the project kick-off meeting, the project charter and schedule of status meetings and deliverables will be reviewed with all participating departments and the executive committee overseeing this project.</li> <li>* <b>System Installation Document</b> – For on premise Agency’s, complete and deliver a detailed document of the completed installation.</li> </ul>

## Stage 2 – To-Be Analysis

During Stage 2, Accela reviews existing agency documentation, interviews agency staff, and conducts workshops, and meetings, to understand and document the “To-Be” vision of the Agency solution and how it will leverage the licensed Accela products. It is during this phase that Accela gains a deeper understanding of Agency processes and business rules; simultaneously, the Agency begins to gain a deeper understanding of the methodology and Accela Automation capabilities.

Exhibit 21: Implementation Methodology Stage 2 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>* Identify the detailed system requirements for each record/transaction/activity type from inception to completion including all product extensions (Accela Citizen Access, Accela GIS, Accela Mobile).</li> <li>* Prepare detailed requirements for all in-scope system configuration required to meet Agency requirements.</li> <li>* Identify and define the level requirements for technical components such as reports, interfaces, business rule automations and data conversions</li> <li>* Document high-level use/test cases to be used for unit testing and further, establish a baseline for full end-to-end test cases.</li> </ul>	<ul style="list-style-type: none"> <li>* Document the to-be state of each business process as a basis for configuration in all licensed Accela products</li> <li>* Develop and demonstrate select end to end system prototypes to assist Agency with understanding of future state and documented requirements</li> <li>* Document all users and security requirements</li> <li>* Document intake requirements, forms, and data fields for each business process; output requirements (documents/letters/reports); fees and collection procedures for each record/activity type; and all required inspections and inspection result options for each case record/activity type.</li> <li>* Assist in identifying potential data elements that should be mapped into the Accela Automation application.</li> <li>* Work with the Agency to identify required fields to be mapped to existing agency systems that are identified required interfaces</li> <li>* Conduct workshops with management team(s) to discuss potential organizational impacts associated with enhanced workflows and job functions</li> <li>* Provide orientation and core team training on licensed Accela products</li> </ul>	<ul style="list-style-type: none"> <li>* <b>To-Be Analysis Document(s)</b> – The blueprint for configuring the Accela Automation system. This document outlines the To-Be state of each unique Agency process to be built by Accela Services.</li> <li>* <b>Prototypes</b> – Used to demonstrate selected aspects of the Accela solution to assist in understanding how it will operate for the Agency.</li> </ul>

### Stage 3 – Solution Foundation

In Stage 3, Accela will be built to match the to-be processes agreed to in the Analysis stage. Essential to this effort is the configuration of the Record (Case, Application, License, Permit, Work Order, etc) types that were agreed to during the To-Be Analysis stage. The Solution Foundation utilizes all ‘out of the box’ configuration tools to establish a baseline, or foundation, configuration of all Accela products as required prior to beginning the Stage 4 – Build components.

Exhibit 22: Implementation Methodology Stage 3 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
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<ul style="list-style-type: none"> <li>* Complete the configuration and unit testing of Accela Automation and corresponding product extensions (Accela Citizen Access, Accela Mobile and Accela GIS).</li> <li>* Unit test the as-built configuration to ensure progress towards meeting the Agency business requirements.</li> </ul>	<ul style="list-style-type: none"> <li>* Configure all record types and Accela Automation components as required for complete solution</li> <li>* Unit test all base Accela product components as built</li> <li>* Conduct review sessions with the departments throughout the process to ensure expectations are met</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Solution Foundation Document</b> - details the technical aspects of what has been built to meet Agency-specific business rules and processes (e.g., in-scope record types (workflows, task statuses, user defined fields, fee structures, etc.).</li> </ul>
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## Stage 4 – Build

Stage 4 includes development of all system integration points, business rule automations, report outputs, and data conversion/migration programs. Although Stages 3 and 4 occur overlap, configuration activities do not end until after the Build stage is completed. This Stage is comprised of all the technical components of the solution that are required to meet the Agency requirements and can only be completed once the Solution Foundation is complete. At the end of Stage 4, the complete end-to-end Solution has been developed, unit tested and is ready for full User Acceptance Testing.

Exhibit 23: Implementation Methodology Stage 4 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>• Develop and system test the data conversion programs to migrate data from the in-scope data sources into the Accela Automation application.</li> <li>• Complete accurate data conversion mappings. Confirm schedules are in-line with required data loads for system and user acceptance testing cycles.</li> <li>• Evaluate Agency technology infrastructure for compliance with Accela Automation’s technical standards, specifications, and requirements.</li> <li>• Map, review, and convert/migrate all system data into Accela Automation.</li> <li>• Develop and test all in-scope interfaces, business rule automations and reports.</li> <li>• Complete all aspects of end-to-end solution in order to prepare for User Acceptance Testing.</li> <li>• Agree to and develop in scope Business Process Validations and Automations.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess Agency support environment to ensure that the infrastructure components meet all requirements. (Agency hosted only)</li> <li>• Make recommendations (if necessary) for upgrades to the support environment, if needed. (Agency hosted only)</li> <li>• Install/setup other required Accela environments, such as Test and Production as required to complete the implementation</li> <li>• Review required data conversion activities to ensure proper data field mapping</li> <li>• Develop and system-test the data conversion/migration programs and load the data into Accela Automation</li> <li>• Configure and system-test the in-scope reports.</li> <li>• Develop and unit test the application interfaces. The Accela team will work with Agency IT staff to ensure the interfaces are working as required</li> <li>• Conduct administrative, and maintenance training</li> <li>• Core team testing of Accela Automation Solution</li> </ul>	<ul style="list-style-type: none"> <li>• Business Process Validation and Automation Specifications and Development – Identification and development of all in-scope event scripts, batch scripts and expressions.</li> <li>• Report Specifications and Development – Identification and development of all in-scope reports</li> <li>• Data Conversion Specifications and Development – Conversion/Migration of all legacy data.</li> <li>• Interface Specifications and Development – Identification and development of all in-scope interfaces.</li> <li>• User Experience - fine-tuning of the User Interface (“look and feel”) of the solution, usability and security. This portion is completed prior to User Acceptance Testing to provide a more refined view of the system and assistance with system acceptance for new users.</li> <li>• Administrative and Technical Training – Training for Agency staff that focuses on the administration, maintenance, and augmentation of its Accela Automation configuration.</li> </ul>

## Stage 5 – Readiness

During Stage 5, the Accela Automation system is tested, users are trained, and Accela’s team prepares for system deployment. User acceptance testing plans are developed, approved, and executed during this stage. When this Stage is complete, the Agency must confirm all system requirements have successfully been met prior to moving to Production and system live status.

Exhibit 24: Implementation Methodology Stage 5 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>◦ Develop and execute a User Acceptance Test Plan. Gain approval/ confirmation that the system requirements as documented and signed off on have been completed and met.</li> <li>◦ Complete all User Acceptance Test activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Execute the User Acceptance Test Plan to ensure the requirements have been satisfied</li> <li>▪ Schedule, conduct, and document results of testing sessions with each participating department to execute the User Acceptance Test Plan. If necessary, corrections deemed to be in-scope will be made to the system</li> <li>▪ Schedule an executive session to review the successful completion of the User Acceptance Test Plan for approval and sign-off</li> <li>▪ Gain approval to execute the Deployment Plan.</li> <li>▪ Schedule training sessions</li> <li>▪ Conduct end user training.</li> </ul>	<ul style="list-style-type: none"> <li>◦ <b>User Acceptance Testing</b> – A User Acceptance plan will be developed and is used as a guideline in User Acceptance Testing. Approval of completion of this deliverable confirms that Accela has successfully met the requirements of the new system and the system is ready to be deployed.</li> <li>▪ <b>End User Training</b> – User group are trained in the use of Accela Automation. This training includes how their daily responsibilities and workflows are enhanced by the Accela application (business operations training).</li> </ul>

## Stage 6 – Deploy

The final stage of the project is marked by the transition of Accela Automation to the production environment. All necessary go-live activities are identified, documented, reviewed and executed. A review of the Statement of Work ensures that all system requirements have been met. Once deployed, the agency may begin to use the system in their day-to-day activities. Upon completion of Stage 6, all support functions are transitioned to Accela’s Customer Support.

Exhibit 25: Implementation Methodology Stage 6 Objectives, Activities, and Deliverables

Objectives	Activities	Deliverables
<ul style="list-style-type: none"> <li>• Completion of all training on the use and maintenance of Accela Automation.</li> <li>• Successful deployment of Accela Application in the production environment.</li> <li>• Agency use Accela solution in their daily activities.</li> <li>• Obtain Project Completion Signature, indicating that the project has completed successfully and turn Agency over to Accela's Customer Support for ongoing support.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete all training for all specified user groups</li> <li>• Develop and execute a deployment plan to manage the go-live event</li> <li>• Execute the Deployment Plan, whereby the system is installed and live in a production environment</li> <li>• Onsite support from Accela for negotiated amount of time during go-live deployment</li> <li>• Schedule an executive session to review the activities and results of deployment, and gain signature indicating that the project has been successfully completed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Cutover Checklist Development, Tracking and Execution</b> – A document detailing all go-live required activities, timelines, and execution.</li> <li>• <b>Move to Production</b> – Accela is fully transitioned to the production environment and ready for daily use.</li> <li>• <b>Post Production Analysis</b> – A review of all activities detailed in the Production Checklist and confirmation of project completion.</li> <li>• <b>Formal Transition to Customer Support for Ongoing Support</b> – The process whereby the Agency's project is transitioned to the Customer Support for ongoing support. This includes training Agency staff on the many ways to contact and interact with the CRC, as well as the transition of all documented issues and requests from the implementation team to Customer Support staff.</li> </ul>

A successful project is based on the partnership of Accela and the Agency achieving the same goal. The DSD system implementation is based on a solid configuration foundation or Solution Foundation. The Accela Platform is based on configuration of the workflow, application specific information and tables, fee schedules, document types, and smartchoice configuration. When these components are defined and built then the Build Stage can take place.

During the Analysis Phase of the project, Accela will gain an understand of the departments requirements to establish the workflow, application specific information and tables, conditions, calendars, fee schedule, and business processes. The Accela team will build out the record structure based on these functional components. Once the configuration has been approved and the Solution Foundation completed, the build activities can take place. Build will include the design of the reports, business process engine (automation), integration, and data conversion.

Accela will build out eight prototypes during each release by presenting the Subject Matter Experts with a design of the record structure, application specific information and tables, fee schedule, conditions, and reference data configuration. These prototypes will be agreed upon based on analysis to demonstrate record types with high volume of application types and the more complex business processes. The prototypes will be walked through to demonstrate areas of integration, simulated

reports and description of the business processes that will be automated and implemented during the Build stage.

During the Build stage of the project, Accela will validate business processes with the Subject Matter Experts and the Subject Matter Experts will be developing their test cases to support the user acceptance testing activities. By reviewing the process during the build phase both Accela and the Subject Matter Experts validate the business rules and ensure configuration meets the business process. In addition, integration activities will be taking place to process or valid information captured in the DSD system. With configuration in place, the migration team will be mapping legacy data elements to the new DSD System and reports will be developed.

Once the Build Stage is complete, the Accela team will perform system integration testing to validate all components of the release are performing as expected. At the completion of system integration testing, Accela will work with the Agency to execute User Acceptance Testing. The Test Case Scenarios should focus on 80% of the daily business processes to ensure the DSD System requirements are met. Users will test the system through the application lifecycle to ensure user roles and consoles are configured to support daily operations.

At the conclusion of User Acceptance Testing, the Accela team in collaboration with the Agency will prepare for End User Training. Accela will work with the Agency in establishing training documentation to support train-the-trainer training sessions. Accela will execute the train-the-trainer sessions and begin to prepare for the Functional Group release. While the Accela team is preparing for go-live, the San Antonio staff will be completing the end user training to staff. At the conclusion of training, the integrated team will prepare for deployment.

## **Dependencies**

The dependencies for other departments would be dependent upon the first phase of the DSD System implementation. If the Agency determines other departments/divisions/agencies be included in the new DSD system, the Accela team will assess the impacts to the existing scope, project plan, and risks of the new project. If it's determined there will be impacts to the new DSD system for this scope then Accela will invoke the change management process.

## **5.5 Key Implementation Risks and Mitigation Strategies**

Based on our experience and understanding of complex and large-scale implementations, Exhibit 26 identifies and discusses the most common project risks and methods to minimize and mitigate such risks.

Exhibit 26: Risk Assessment

Risk	Prob.	Impact	Mitigation Strategy
<p><b>Sponsor/Stakeholder Involvement</b></p> <p>Neglecting concerns or not including the future end-users in the process while implementing a new system can often create a large barrier to system acceptance or buy-in.</p>	<b>L</b>	<b>H</b>	Although it is often impossible to involve every potential user in an implementation project, it is possible to hold periodic workshops to gather information or requirements, document, and list concerns or to demonstrate a system prototype.
<p><b>Scope Changes</b></p> <p>Scope is cause for constant concern during project implementations.</p>	<b>H</b>	<b>L to H</b>	<p>A well-defined scope with very clear requirements is imperative. It is also important to understand the difference between minor changes that do not affect project timeline or cost and changes that will have direct impact on timeline, resources and/or cost. Invariably, a requirement will surface that will be the lines between being in-scope or out-of-scope. Agency and Accela will approach these on a one-to-one basis to come to a mutually agreeable solution.</p> <p>Accela will work collaboratively with the Agency to define and control the scope of the project. Our strategies for managing scope risk include:</p> <ul style="list-style-type: none"> <li>* Ensuring scope is well defined and detailed during the contract negotiations and initiation phase of the project. This will not only include defining the number of permits, licenses and other function points but also the number and complexity of forms, screens, reports, etc.</li> <li>* Provide outlines and templates for documents and deliverables as part of the scope definition so that expectations for these deliverables is clear.</li> <li>* Provide project team and stakeholders (both Accela and Agency) with orientation to the defined scope so that everyone understands project's boundaries.</li> <li>* Periodically review scope to reinforce project boundaries.</li> <li>* Communicate process for evaluating and accepting scope changes (see change management processes in Section 3.2.2).</li> <li>* Use structured work authorization system to manage work packages.</li> </ul>
<p><b>Resource Availability</b></p> <p>Resource Availability is a key component of a successful implementation, including both business and technical resources.</p>	<b>L</b>	<b>H</b>	Resources must be readily available to meet the constantly changing demands of the rolling train implementation, such as meeting configuration deadlines, conducting end user analysis, transfer knowledge, issue resolution, identifying points of escalation, etc.

			<p>There is a direct link between readily available resources and the progress of the implementation. Implementations flow smoothly and efficiently with engaged and equipped resources, while implementations with resource challenges often reflect these challenges with a lack of progress. Documenting and opening communication with available resources will continuously build momentum toward a successful implementation.</p> <p>To ensure that our team has adequate resources to successfully complete the project, we will undertake the following mitigation activities:</p> <ul style="list-style-type: none"> <li>* Accela resources will be reserved for the tasks they are assigned for the duration of the project.</li> <li>* Weekly resource meetings are conducted with Accela. The Agency resources will be addressed during the weekly status meetings and will receive top down support to provide their support to the project.</li> <li>* Ability to draw on additional expertise at Accela to augment team as required.</li> </ul>
<p><b>Knowledge Retention</b></p> <p>People assigned to the project team, both from the Agency and Accela side, may decide to change careers, jobs, or have other circumstances that cause them to be removed from the project team.</p>	<b>H</b>	<b>H</b>	<p>Depending on their role, there can be a variety of effects to the project. Knowledge walking out the door is not an easy obstacle to overcome, however there are certain things that can be done to help disperse the effect. A repository where documents are stored is helpful to find work that has been done. Bi-weekly status reports help the project manager(s) know exactly what that person was/is responsible for and where they are in progress on any deliverables. A meeting and having knowledge transition sessions prior to their departure is important so that someone may step in and begin to pick up where another person left off.</p>
<p><b>As-Is Processes</b></p> <p>During implementation it is easy to focus on the new functionality that the system offers and begin configuring and developing new processes right away. However, without taking the time to understand the existing, or “As-Is” processes there is a large risk of overlooking existing functionality that is required. A lack of “As-Is” process understanding and documentation can result in a system that does not meet the end-user expectations.</p>	<b>L</b>	<b>H</b>	<p>During implementation any existing requirements process flow or functional documentation that the Agency has should be provided as a starting point to help mitigate this risk. From there we will determine where further documentation is needed. Some ways to mitigate this risk is to ensure that the test cases are created to test critical existing functions. Have User Acceptance Testing members review test cases, and develop prototypes of the solution for end users to see.</p>

<p><b>Unplanned changes needed in business requirements</b></p> <p>The ability to incorporate unplanned changes in business requirements and, in turn, how the system can be reconfigured to adhere to these changes, is at the forefront of why the Accela Automation system was designed and continues to be upgraded to maximize its flexibility for public agencies.</p> <p>Accela has substantially reduced the traditional risk associated with solutions that require customization or cannot be fully tailored to suit the changing needs of a department or enterprise. Under Accela Automation business risk regarding unplanned changes is inherently minimized. It is rare for Accela-implemented clients to continue doing business without the need to make changes to its initial configuration.</p>	<p><b>H</b></p>	<p><b>L</b></p>	<p>To minimize the impact of changes to business requirements we will undertake the following activities:</p> <ul style="list-style-type: none"> <li>▪ At the very onset of our implementations and under our business analysis phase, Accela implementation specialists work with Agency staff to discuss all needed configuration and solicit questions that aid in the anticipation of changes so that the system can be configured under the most contemporary business environment.</li> <li>▪ The training that Accela offers, both informal working with Agency system administrators, others, and in formal classes, will empower Agency technical and power users and provide them the necessary confidence to reconfigure the system to meet changing needs. Changing business requirements no longer present an obstacle and risk is diminished if in fact not eliminated.</li> </ul>
<p><b>Users do not agree with project goals</b></p> <p>It is rare for Accela to enter into a project and find that every single end user in that community of users will be looking forward to the benefits of automation. While these benefits clearly outweigh any disadvantages, Accela's implementation team has been trained and is experienced in dealing with the lowest common denominator – that is, seeking the buy-in of users who for one reason or another are not in agreement with the goals or articulation of the project as it moves from stage to stage.</p>	<p><b>H</b></p>	<p><b>H</b></p>	<p>It is typical that the larger the implementation audience, the larger the corresponding number of 'unconvinced' individuals. We recognize this fact in every implementation and thus work with the client project managers and other key staff to solicit their interaction and participation so that the specific advantages of automation can be presented and discussed with them. We believe in actively seeking the input of those that for one reason or another may not be in agreement with the purpose or outcome of a software implementation project. One of the many positive actions we can render. Our organizational change management strategy activities are focused on managing internal staff engagement to minimize this type of issue.</p>
<p><b>Sign Off</b></p> <p>Lack of a formalized signoff document and procedure can create confusion and disagreement on whether or not work has been completed according to specification.</p>	<p><b>L</b></p>	<p><b>H</b></p>	<p>Clearly defined sign off criteria for all major deliverables along with a sign off document is imperative in order to maintain agreement that work has been satisfactorily completed and for maintain the project schedule.</p>
<p><b>Third Party Interaction</b></p> <p>An open line of communication needs to be created early on in project implementation between Accela, the Agency, and any vendors that will be interfacing to Accela Automation. Much information, both business logic and technical, needs to be shared in order to</p>	<p><b>H</b></p>	<p><b>H</b></p>	<p>Documenting and identifying points of contact procedures early in the project will help facilitate the process of successfully interfacing with third party data and preparing to meet the needs of all end users.</p>

<p>interface appropriately and within the bounds of resources budgeted for the project. Without appropriate information sharing, the entire project could be affected, causing unnecessary, distracting, and oftentimes costly slippage.</p>			
<p><b>Staff over-allocated between project work and regular duties</b> (may lead to lack of user participation in testing and training)</p> <p>The allocation of staff to daily duties and to the important tasks of an Accela Automation implementation is a common characteristic in most implementations.</p> <p>Accela fully recognizes that while an implementation is a partnership in which both parties seek to diligently commit effort and thus remain faithful to their tasks and responsibilities, there can be periods during the implementation that daily work pressures will override client project staff commitments</p>	<p><b>H</b></p>	<p><b>H</b></p>	<p>To help mitigate the impact of the project on Agency staff's other work obligations (and the impact of being unavailable for project work) we offer the following strategies:</p> <ul style="list-style-type: none"> <li>▪ During contract negotiation and project initiation we will include estimates of the work required the Agency to support the implementation a work with the Agency Project Manager to confirm that required staff time available.</li> <li>▪ Our team will look for ways to minimize demands on staff by having our team undertake as much of the implementation work as is feasible without compromising the implementation - example it may be possible to have our team assist the Agency in executing UAT scripts.</li> <li>▪ We recommend that our clients develop alternate contacts and thus expand the level of project participation. This small effort can reap great rewards when project plans are relied upon to monitor tasks and deliverables. Additionally project plan that guides every Accela Automation implementation accounts for periodic meetings that work is planned and reviewed not only the task item in question but for those in the foreseeable future. This gives all project participants a view of the immediate future and can assist in deflecting tasks to other team members when daily work tasks become project</li> </ul>
<p><b>System End-to-End Testing</b></p> <p>System end to end testing is where the final, complete solution is tested to insure that all components are working together, as designed, to meet the business process requirements. At this point in a project, everyone is looking for that final go, or no go decision.</p>	<p><b>H</b></p>	<p><b>H</b></p>	<p>Two areas that are extremely important to minimize risk in this area are a comprehensive test plan, and adequate resources.</p> <p>The test plan must attempt to contain valid test scenarios for all variations of a business process this is so difficult to do, it is imperative to have as many project team members as possible review, give input to the test plan.</p> <p>The actual act of testing the system can be very intensive. Having future end-users involved to test their business processes and areas of expertise is a way to help spread the burden of this. It also can get their buy-in to the final product prior to go-live</p>

## 5.6 Test Strategy

The Accela team will coordinate and prescribe an overall testing strategy and approach predicated on the assembled requirements of the DSD System as determined jointly with the Agency Staff during the Design stage. The goal is to ensure the Accela team will use integration testing methodologies that are based on industry best practices and solutions, innovative, practical, and cost-effective.

During the Design stage, the Test Lead along with the Agency's Test Lead will document the overall approach in a Test Plan that meets requirements. The Plan will outline specific strategies, activities, tools and reports. The Plans will be based on the test/acceptance strategy produced as part of the activities in the Design stage of our joint project plan.

The Accela team has based its approach to executing successful test efforts across multiple delivery releases and delivery responsibilities through our attention to these four core aspects of testing excellence:

- Providing qualified senior and experienced test lead
- Thorough planning at the program level
- Effective communication among the integrated Accela team and the stakeholders

Core to the success of this structure will be the effective communication and collective understanding of the goals, tasks, and protocol for the testing effort to all the test teams. As previously mentioned, the Test Plan will serve as the primary place where all test team members can get a complete view of all the testing efforts along with how their specific effort will coordinate with the rest of the project teams. This plan will be updated regularly and communicated to the rest of the DSD team members and stakeholders so that they can plan accordingly.

The Accela team will work with the Agency's Subject Matter Experts during each release in establishing test cases/scenarios to support User Acceptance Testing. The Agency will build their own test cases/scenarios. The Accela Test Lead will work with the Agency developing the Test Plan and identifying the different test cases. The Accela team recommends test cases should be focused on 80% of the daily business operations to ensure the users can perform their daily jobs without interruptions.

### Unit Testing

The Test Plan will outline Accela's approach for the different testing activities on the project. Unit Testing will begin once Accela has completed the solution foundation or the configuration based on the Analysis Stage. The configuration will be based on To-Be Analysis documentation. The Accela implementation team will complete their configuration and assign the record to another consultant to review the configuration against the documentation. When the configuration has been accepted by the consultant who reviewed the configuration, the Accela team will coordinate a meeting with the Agency Staff to walk through configuration. Once all the record types have been configured and the Agency has completed and accepts configuration. Configuration will be completed.

The Build stage will include unit testing on reports, integration built-out, and business process engine development. The Accela team will develop specification documents for reports, interfaces and business processes to ensure Accela has a clear understanding of the requirements to be developed.

The Agency staff will approve the specification documents validating Accela's interruption of the requirement and design of the different functional areas. Once the specification has been approved, the Accela team will build the reports, the interface, and/or the business process. At the conclusion of the component's build activities, Accela will work with the Agency to validate the build component with the specification documentation.

## System Testing

The Test Plan will define how system testing will occur for the City of San Antonio. The Accela team will perform system testing to ensure complete business processes are met. These system testing activities will be in-line with the Agency's test cases/scenarios to validate system functionality as an independent test activity prior to User Acceptance Testing.

The Accela team in collaboration with the Agency Project Team will take an initial pass through the test cases, the Accela team can address any major issues identified that would impede the user from processing an application or completing a business process. The System Testing will minimize the number of issues identified during the User Acceptance Testing activities. This testing will not eliminate issues from being identified during User Acceptance Testing, but should improve the experience for the Users to test the system's functionality.

## Performance and Reliability Testing

The Accela Civic Platform is regularly tested for performance prior to each release. The Accela team will monitor the environments for any issues during each stage of the Functional Group release and if performance or reliability issues are raised, the Accela Project Manager will work with Accela's Engineering and Infrastructure team to root cause and address the issue.

## Functional and User Acceptance Testing

Acceptance testing will utilize the test plans and test cases/scenarios developed by the project team in support of the system testing effort. The test plans, test cases and test scenarios will document the items to be tested and the expected results. Test items will pass or fail depending on the results of the testing actions. If the actual output from the action is equal to the expected output specified by a test case, then the action passes; otherwise, the item fails. Should one or more actions within a test case fail the entire feature or sub-feature fails. The pass/fail criteria for a test will be documented in each case.

- **Pass criteria.** The test cases will be executed successfully without test errors.
- **Fail criteria.** Outcome is not what is defined in the test case.

If a test item fails, it is not automatically assumed that the configuration is defective. A failure is initially interpreted simply as a difference between actual and expected results, as derived from project documentation. There is always the possibility that expected results can be in error because of misinterpretation or incomplete or inaccurate testing or design documentation. Either based on discussions between the project team and the corresponding participant agencies stakeholders, the test script will be revised or the configuration will be modified.

## Regression Testing

The Accela software configuration will be completed in the development environment. Once the Agency has validated the requirements traceability matrix on the Accela suite configuration the configuration will be portable to the Test Environment. The work that is dependent upon the configuration such as the data conversion, interfaces and report writing will be done in the Test environment. The Test environment will allow the data conversion team to begin migrating the Agency's legacy data into the new DSD system, the interface team will develop the API or web-services to the external systems and the report writers will create all reports for the Functional Group release. The Test environment will host all unit testing for data conversion, interfaces and reports. The Development environment will be migrated to the Testing Environment for all system integration testing, user acceptance testing, and regression testing.

During the Build stage of Functional Group 2, the Test team will update the Test Plan to include regression testing activities for the second release. Accela proposes a sub-set of processes for regression testing to ensure the new development work is not impacting or degrading the performance of the previous release. If issues are identified where functionality of the previous release is impacted then these issues will be managed in the issue tracker and resolved prior to the current Functional Group release.

Regression Testing will occur during the Functional Group 2 and 3 releases. Regression test cases will be tracked in the Test Plan and will follow the same issue management process referenced below.

## Data Conversion Testing

Section 4.5, Data Migration outlines the Accela approach for Data Migration and includes our approach on testing/validating the converted data. The Accela team will perform three mock data conversion runs during each release cycle. The initial mock data conversion run will occur in advance of the User Acceptance Test activities. The initial mock conversion run will allow the team to test and evaluate how the data was mapped, determine if all data was converted through the validation scripts and identify areas where post scripts may need to be developed to support the future mock runs.

The migration team will address issues identified during the initial data mock, these issues will be managed in a SharePoint list. The migration team will determine which issues need to be addressed prior to the second mock conversion to support User Acceptance Testing. Issues reported during the User Acceptance Testing will be tracked and managed via the issue management process outlined in the Test Plan. The test team, the migration team and the Project Managers will determine when the final mock conversion run will take place depending on the volume of conversion issues identified during User Acceptance Testing.

When the final conversion mock is schedule, recommendation would be at least two weeks prior to the conclusion of User Acceptance Testing. Issues reported during the third mock run will be tracked and managed via the issue management process outlined in the Test Plan. The migration team will address the critical and high issues related to the mock conversion run prior to deployment.

## Test Plans

The Accela team will work with the Agency and each participating departments during the Solution Foundation stage to define the quality standards for each deliverable at the program level and to generate a detailed test plan. Test plans will include requirements and define strategy, approach, acceptance criteria, test cases, test environments, data sources, and defect tracking mechanisms on a record basis.

The Accela team will provide a comprehensive test plan defining our methodology and strategies for testing a COTS solution for the Agency. The test plans will include inclusive and exclusive definitions of scope, test team and stakeholder roles and responsibilities, a sequential testing schedule, issue definitions, issue reporting plan, and a clear overview of the objects of the testing effort.

## Test Scripts

Test scripts will begin to take shape during the Build stage of the project. The Solution Foundation or configuration is complete, the business rules are defined and specifications are complete, the report specifications are complete, and the interface specifications are completed. Accela will provide test case templates to the Agency to begin the development efforts. The Accela Test Lead will work with the Agency in guiding the team through the test script develop and the Agency will complete the process.

Test scripts will be developed for each release and Accela recommends these scenarios include 80% of the daily operations. The 20% of operations is normally exception handling where the Agency will need to define their process and policies around these exception handling. The DSD Team will be tasked to ensure the system is build based on the requirements and analysis stage and the specifications for business rules, interfaces, and reports.

## Issue Management and Resolution

Our team (both Accela and the Agency) will track issues encountered during testing and, with assistance from designated Agency staff, will classify them using the following criteria. These Issue (Severity) Classes will be used in developing an agreed upon Acceptance framework for deciding whether or not a test cycle has been completed successfully and is deemed acceptable to begin deployment to the production environment. Mutually agreed upon criteria for acceptance will be finalized as part of the project initiation activities, and at a minimum prior to the commencement of testing.

- **Critical.** This is a “must fix” issue, a “showstopper.” The problem is causing a major system error, fatal error, serious database corruption, serious degradation in performance, major feature malfunction, or is preventing a major business goal from being realized. The issue does not have a workaround that is reasonably acceptable to the corresponding end-users.
- **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.

- **Normal.** This is an issue that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available.
- **Low.** These are minor issues, misspellings, cosmetic changes, etc.
- When execution of the test scenarios meets the pre-defined, mutually agreed upon criteria, the applicable test will be deemed “approved.” The Accela team will then proceed according to the Project Plan and Test Plan.

## 5.7 Knowledge Transfer and Training Approach

### Initial Product training

During the Functional Group 1 Initiation stage, the Accela Project Manager will coordinate with the Agency Project Manager to schedule the Core Team training. This training will be delivered to all Agency staff identified to participate in the Analysis Stage in Functional Group 1 through Functional Group 3. The Core Team training includes:

- High-level overview of the Accela Civic Platform portlet
- Record Structure and how the initial form is completed to create a record
- Describes reference data and how the reference data supports the record creation
- Defines Application Specific Information and Tables
- Familiarization of Workflow and Workflow tasks to include record status
- Identifies how Fees are applied in the system
- Reviews the Conditions and how Conditions can be applied to a record or reference data

The Core Team training begins the knowledge transfer of the Accela Civic Platform to the City of Antonio staff. The concepts identified during the Core Team Training will be discussed further during the Analysis stage of the project.

### Train the Trainer sessions

A Train-the-Trainer approach allows customers to use existing personnel to conduct user training classes during and after the project implementation. Accela and the Agency team will work together to identify the end user sessions needed. This will be done by identifying the daily processes and functional groups. Also, before scheduling the train-the-trainer sessions, the configuration of the processes should be in a state close to final to avoid any retraining efforts.

The methods used for a train-the-trainer delivery include first teaching the customized course to the designated instructors. Upon completion of that step the students are given assignments of sections of that course to study and teach to the other students within a specified timeframe. The potential

instructors teach the others and the Accela instructor in the classroom. Peer and Accela instructor feedback and critique is given and that process is repeated for all the other students.

This training format has been proposed, we can train these power users in all aspects of the process and how that process is followed using the application from the perspective of a common user, a technical/administrative user, and a trainer. This approach is often used by large agencies that have the staff and resources to conduct training sessions at its convenience.

### **Configuration Training sessions**

Accela has proposed multiple training sessions to support knowledge transfer from the Accela team to the San Antonio staff. The earlier the San Antonio leadership can identify the support staff the better positioned the project will be for maintenance and support. It is recommended to have the business analysis identified for the post maintenance activities participate in the Analysis stage of the project. This will give the business analysis an understanding of the DSD business process and begin to understand how Accela functionality will support their requirements.

Next, the business analysis can get involved by reviewing the To-Be analysis documentation and validate configuration during the Solution Foundation stage. This exercise will familiarize the business analysis with different components of the Accela Civic Platform without making any changes or impacting the delivery.

The third recommendation, the San Antonio staff engages in the specification process where business rules, reports, and interfaces will be designed to support the new DSD system. By understanding how the system will be integrated with external systems, report manager and configuration is valuable information for maintenance.

A new approach for Accela has been to deliver a boot-camp to our clients on our methodology and implementation approach. The one-week course will provide valuable training to the San Antonio staff in preparing for post go-live responsibilities. The Accela proposal does not include this boot-camp training and if this would be a viable option for the Agency can be discussed when selected.

### **Application and System Administration Training sessions**

The proposed training for the DSD system takes advantage of the multiple release schedule. The Accela team has proposed an array of training classes in the first release to begin the transition of ownership from the Accela team to the San Antonio staff. The proposed training classes will be delivered at the Agency's location prior to User Acceptance Testing, this approach will introduce the San Antonio staff to the configuration where issues can be assigned to the staff for resolution. The benefit of this approach is the staff will work side-by-side with the Accela team to encourage integration with the team.

As the San Antonio staff resolved issues and gains confidence in their ability to maintain the environment the project will be scheduled to go-live and the staff will take over maintenance of first release.

The Accela proposal includes the following training classes:

Exhibit 27: Accela Training Classes

Training Class	Class Description
<p>Accela Automation Admin Usage</p>	<p>The <b>Administration for Clients</b> class is designed to prepare clients who use Accela Automation in two areas:</p> <p><b>Design/Build Concepts</b> – Participants will learn the major design/build concepts of Accela Automation. The skill sets learned are essential for any Administrative level role played by the client. Clients will become fully familiar with these concepts so they may either completely build out the Agency on their own or assist in business analysis and process design.</p> <p><b>Long Term System Management</b> - Participants will learn how to manage the day to day operation of Accela Automation and perform minor on-going system enhancements and changes. Some V360 Admin tools will be covered.</p>
<p>Accela Automation Database Schema Fundamentals and Report Manager</p>	<p>The <b>Database Schema Fundamentals</b> and Report Manager class is designed to prepare clients who use Accela Automation in two areas:</p> <p><b>Understanding the Accela Automation database design</b> – Participants will learn the major schema and database layout design of Accela Automation. The skill sets learned are essential for any Report development role played by the client. Clients will become fully familiar with the schema, Entity Relationship Diagram, and Data Dictionary which will aid them in developing reports with the supported report writing tools. These would include; Oracle Report Writer, SQL Server Reporting Service, Crystal Reports, Accela Report Writer, and the Vantage360 Report Manager.</p> <p><b>Implementing Reporting</b> - Participants will learn how to use the knowledge gained of the database design to implement pre-built functions and joins</p>
<p>Accela Automation Event Manager Scripting Usage</p>	<p>The <b>AA EMSE Usage</b> class is designed to prepare clients who use Accela Automation to use the Master Script. The two major functional areas of usage are:</p> <p><b>EMSE Concepts</b>– Participants will learn the major design/build concepts of EMSE scripting and how it uses the Master Script.</p> <p><b>Implementing and Planning Scripts</b> - Participants will learn how to manage the day to day operation of the EMSE script engine. How to plan, implement, modify, and delete scripts.</p>
<p>Accela Citizen Access</p>	<p>The <b>Accela Citizen Access</b> class is designed to prepare clients who use Accela Automation and will be implementing web strategies for citizen access and usage.</p> <p><b>Standard Choice Setup</b>– Participants will learn the Standard Choice concept and which of those are used in the Citizen Access setup</p> <p><b>ACA Design</b> - Participants will learn how to configure each of the pages of Citizen Access, turn on and off functionality and implement appropriate security settings</p>
<p>Advance V360</p>	<p>The <b>Advanced V360</b> class is designed to prepare clients who use Accela Automation V360 Administration tools. These include:</p> <p><b>Design Tools</b> – Participants will learn the tools used to modify portlets, forms and field groups. They will also learn how to design consoles.</p>

	<b>Security and Other Tools</b> - Participants will learn how to manage more advanced security settings around CAPs and Workflow, the building of data filters and queries as well as the setup of alerts and text settings.
Conversion and Interfaces	<ul style="list-style-type: none"> <li>▪ Conversion</li> <li>▪ Tools, Usage and Mapping</li> <li>▪ Example conversions walk thrus</li> <li>▪ Conversions Cont.</li> <li>▪ Mapping exercise</li> <li>▪ Interfaces</li> <li>▪ Tools</li> <li>▪ Example Interface walk thrus</li> </ul>

### Training manuals

The City of San Antonio has referenced multiple media for training and help text within the proposal documentation. Accela approach for training materials will be to work with the Agency Staff appointed trainers to develop training materials in a collaborative manner. The Accela training resource will provide training templates to be tailored by both the Accela training staff and the Agency training staff to meet the train-the-trainer training approach.

With Accela's knowledge and best practices from hundreds of implementations, the Accela team can discuss different avenues for training. Clients have provided detail instructions in their configuration, on the online portal clients have provided instructions on pageflow, some have created short videos for common processes such as registering for an account or completing an application on online. The Accela team will work with the Agency staff to determine the best approach for providing training and help text. The proposed solution does not include extensive help text or training outside the train-the-trainer sessions.

## 5.8 Production Support and Transition

The System Deployment Plan developed during the release phase will detail the high-level production preparation and support mechanisms for the life of the project. Included in this is a deployment checklist document that is developed prior to each release moving to Production where Accela will assist in final data conversions, system validation, staff preparation and training, and coordination of the deployment. The deployment checklist describes the strategy and steps required for successful deployment including:

- Scope of the deployment
- Defined readiness criteria
- Department/Staff involved and roles/responsibilities
- Schedule
- Checklist or project plan of key pre and post deployment tasks
- Support schedule and procedure

Accela's team will provide post-Production support assistance to address issues and provide consultative advice immediately following the move to Production for daily use. We will provide onsite support immediately following deployment (go-live). The Accela team will work with the Agency to identify and address issues identified during this period using a Post Production Issues List. This list will comprise issues related to the defined deliverables, which will be addressed by Accela, as well as any other issues that the Agency wishes to track outside Accela's responsibilities.

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

The Agency should begin to think about resource support prior to the first day of the project. If the Agency current has resources supporting the LDS, TPLT, ECCO and Hansen systems then these resources may be able to cross train and support the new DSD System. The following positions should be considered for post-production support:

- Business Analyst - Understand the business process and can apply configuration changes.
- Technical Resource - Web-service experience and Java language skills to support integration and business rule development work
- Report Resource - Skilled Crystal Report developer

## 5.9 Deliverables

Implementations of the new DSD System will focus on the requirements and business processes defined by the departments to support the replacement of the current systems. Accela along with the Agency has identified the deliverable list to a manageable number so documentation can align closely with the system requirements and build activity. These deliverables will not only apply to the project, but will be used as additional toolkit items for maintaining the implementation.

The following list comprises all of the Project Deliverables that Accela will provide to the Agency, and Accela acknowledges ownership of each. As applicable, all of the functional requirements defined as mandatory and where Accela said “yes” to the requirement will be configured into the following deliverables and if the business needs for a mandatory requirement is no longer required or applicable the Agency will make note of the said requirement(s).

The Agency also acknowledges that successful execution of these deliverables requires active participation with Accela, which includes participation in the decisions associated with the planning, preparation, implementation, review, communication, and adoption of the deliverable. The levels of Agency stakeholder engagement will vary from deliverable to deliverable based on the overall outcome and achievement of the deliverable.

The Deliverable Acceptance Criteria for all deliverables referenced below will be bound by Exhibit B, Accela Service Agreement. For project planning purposes, each the standard review time to achieve Deliverable Acceptance Criteria or to accomplish Deliverable Reviews is 10 business days, but actual review times may vary depending upon the Baseline Project Plan and proactive management of critical path activities.

#	Accela Deliverables	Description
1	Deliverable 1A - P1 FG1 Baseline Project Plan Deliverable 1B - P1 FG2 Baseline Project Plan Deliverable 1C - P1 FG3 Baseline Project Plan	<p>Frequency: Once to establish base plan; Subsequent formal submittals will be required for formal approval of changed baseline dates. Accela will track actual schedule versus the baseline approved schedule and to maintain the plan updated on at least a weekly basis.</p> <ul style="list-style-type: none"> <li>▪ Detailed schedule in MS Project for key activities including project tasks, deliverables, and knowledge transfer activities</li> <li>▪ A logical sequence of tasks and deliverables</li> <li>▪ A detail description of each task and deliverable</li> <li>▪ A specific target completion date for each task and deliverable</li> <li>▪ Task and deliverable relationships and dependencies</li> <li>▪ Identification of the critical path for the work plan to allow the determination of impacts of any schedule slippage.</li> <li>▪ The Project Work Plan “actual” schedule is required to be maintained current on at least a weekly basis</li> <li>▪ The Project Plan will be detailed for each Functional Group release where updates will be incorporated in the Deliverable 1A.</li> </ul>
2	Deliverable 2 - P1: Project Kickoff Presentation	<p>This deliverable is a presentation to familiarize project team members with the project. The presentation includes the following topics:</p> <ul style="list-style-type: none"> <li>▪ Project Overview</li> <li>▪ Project Schedule (high level)</li> <li>▪ Objectives and Definitions</li> <li>▪ Process (Accela's Implementation Methodology overview)</li> <li>▪ Artifacts (Outline of each Functional Group Release and systems that will be replaced)</li> <li>▪ Roles and Responsibilities</li> <li>▪ Keys to Success</li> <li>▪ Next Steps</li> <li>▪ Questions and Answers (Q&amp;A)</li> <li>▪ Resources</li> </ul> <p>This deliverable also included 2 Core Team Training sessions of 2.5 days per session</p> <ul style="list-style-type: none"> <li>▪ Provide overview of product capabilities/functionality</li> <li>▪ Demonstrate how product capabilities may support their requirements (Workflow, routing, conditions, fees, etc.)</li> <li>▪ Core Team training survey</li> </ul>

3	Deliverable 3 - P1: Project Management Plan	<ul style="list-style-type: none"> <li>▪ General project information — describes planning information such as project scope, roles and responsibilities</li> <li>▪ Communication approach will be to detail the varying levels and needs of the project’s stakeholders for information regarding the project, status, accomplishments, impact on stakeholders, etc. The Communication approach will define the communication vehicles, target stakeholders, scope and frequency of the project’s communications vehicles. As part of Communication approach, Issues must be logged and reported weekly and the plan must detail the escalation mechanisms for Issue resolution.</li> <li>▪ Monitoring and control information — describes methods for gauging and ensuring the project is implemented as planned. Includes issue and action item management</li> <li>▪ Quality Management Information — includes methods for quality planning, quality assurance, and quality control</li> <li>▪ Describes project scope, resource requirements, work activities, and methods for gauging performance throughout the project life cycle.</li> <li>▪ Planning, management, and control activities that support the project from startup through closure.</li> <li>▪ PMO organization chart outlining the responsibilities and skill set for each role.</li> <li>▪ Protocols for communicating status including sample status reports, meeting schedule, and agenda. Escalation Path for issues that cannot be resolved at the project management level.</li> <li>▪ Deliverable creation, review and approval process.</li> <li>▪ Stakeholders</li> <li>▪ Status Reporting Standards</li> <li>▪ Project Team structure, external interfaces, the roles and responsibilities of project team members, including the name of the staff person who will be responsible for the project, and accountability.</li> <li>▪ Define out of scope items</li> <li>▪ The Schedule Management Plan including: <ul style="list-style-type: none"> <li>○ How the project schedule will be monitored for variances</li> <li>○ What types of corrective actions will be taken to address schedule variances during the life of the project</li> </ul> </li> <li>▪ The process, roles, and responsibilities involved in making changes to the project schedule.</li> </ul>
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3a	Deliverable 3a: P1 FG1 Communication Plan	<p>Frequency: Once; Document describing Accela's approach to communications This deliverable describes Accela's Plan including, but not limited to, detailed communications activities for the whole Agency program addressing items such as audience, objectives, key messages, channels, timing, frequency, feedback capture, etc.</p> <p>How are we approaching communications?</p> <ul style="list-style-type: none"> <li>• Guiding Principles</li> <li>• Stages of Communications and Desired Outcomes</li> <li>• Reaching our Audience</li> <li>• Key Messages for the Program</li> <li>• Communication Vehicles</li> <li>• Message Sponsorship</li> <li>• Roles and Responsibilities</li> <li>• Communications Approval Process</li> <li>• Method for Obtaining Communications Feedback</li> <li>• Improving Communications</li> </ul> <p>Plan - Outline for communications events, including</p> <ul style="list-style-type: none"> <li>• Dates and responsibilities for development and delivery</li> <li>• Message purpose, key message, and delivery details</li> <li>• Feedback mechanism</li> <li>• Inventory of standard messages that will help align communications and provide consistent knowledge about the project</li> <li>• Describes existing communication channels that can be leveraged for the Agency project and how recipients of the message can provide feedback or ask questions</li> <li>• Catalog of terminology specific to Agency, what the term means, and alternate versions ("also known as")</li> </ul>
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4	Deliverable 4 - P1: Risk Management Plan	<p>This deliverable documents a disciplined approach for the continual assessment of what could go wrong. The Risk Management Plan includes the following:</p> <ul style="list-style-type: none"> <li>▪ Integration with the City of San Antonio governance processes</li> <li>▪ Process to Identify and manage risks</li> <li>▪ Process to Identify the severity and quantify the potential impact of each identified risk</li> <li>▪ Process to Quantify the probability of each identified risk</li> <li>▪ Process for supporting the development of risk mitigation plans for each identified risk. Risk mitigation plans will be included in our SharePoint site where risks will be tracked and monitored.</li> <li>▪ Guidance for assessing the efficacy of risk mitigation actions</li> <li>▪ Escalation mechanisms for risks</li> </ul>
5	Deliverable 5: P1 Monthly Management Deliverable (Monthly 1 - Month 27)	<p>Weekly status reports may include:</p> <ul style="list-style-type: none"> <li>▪ Status of work completed against the Project Work Plan</li> <li>▪ Objectives for the next reporting period</li> <li>▪ Client responsibilities for the next reporting period</li> <li>▪ Recovery plan for all work activities not tracking to the approved schedule</li> <li>▪ Projected completion dates compared to approved baseline key dates</li> <li>▪ Maintain and monitor escalated risks, issues (including schedule and budget), and Action items</li> <li>▪ Disposition of escalated or critical issues and risks</li> <li>▪ Important decisions</li> <li>▪ Actual/projected Project Work Plan dates versus baseline Project Work Plan milestone dates. This will be captured in the project plan and posted to the Accela Sharepoint site on a weekly basis.</li> <li>▪ One-page graphical summary of the Project Work Plan status of all major tasks and subtasks</li> </ul> <p>All status reports will be posted to the Accela Sharepoint site as project documents.</p>
6	Deliverable 6: P1 - Accela Civic Platform Management Plan and Setup of Dev and Test Environments	<p>The environment management plan must include:</p> <ul style="list-style-type: none"> <li>▪ Plan and schedule for working with City to support the software/hardware for the solution for all environments (e.g., development, test, production, etc.)</li> <li>▪ Support the infrastructure architecture for all environments</li> <li>▪ Strategy for managing the promotion of the solution from development through to production environments, migrating the configuration approach.</li> <li>▪ Maintaining the environments on consistent versioning of the Accela Civic Platform</li> </ul>

7	<p>Deliverable 7 - P1 : Requirements Validation for Phase 1 Functional Group 1 - Functional Group 3</p>	<p>This deliverable will contain the requirements for the solution and will include:</p> <ul style="list-style-type: none"> <li>▪ General (i.e., Global) business requirements</li> <li>▪ Validation and refinement of the “to-be” use cases in Attachment A. This may include the addition, modification, and deletion of use cases as deemed appropriate by the City of San Antonio staff. To include the validation of the "To-Be" use cases in Attachment A and red-lines for clarification or refinement of the Attachment A</li> <li>▪ Functional and non-functional requirements to include the validation of Attachment G &amp; H and red-lines for clarification or refinement of the requirements</li> <li>▪ Business Process Diagrams to be completed by the Leads and/or SME with support from Accela Services team (high-level flow)</li> </ul> <p>This deliverable will be used as part of the final system acceptance to validate all requirements and use cases have been properly addressed in the system implementation.</p>
8	<p>Deliverable 8 - P1 FG1: To-Be Analysis Design Document(s)          Deliverable 8 - P1 FG2: To-Be Analysis Design Document(s)          Deliverable 8 - P1 FG3: To-Be Analysis Design Document(s)</p>	<p>This deliverable will contain the design specifications for configuring the COTS product to address the business requirements.</p> <p>The deliverable will include, but not limited to, the following:</p> <ul style="list-style-type: none"> <li>▪ Detailed workflow information</li> <li>▪ Business Process diagram(s) to be completed by the Leads and/or SMEs with support from Accela Services team (detailed level flows)</li> <li>▪ Application configuration specifications</li> <li>▪ Business rules</li> </ul>
9	<p>Deliverable 9 - P1 FG1 Prototypes          Deliverable 9 - P1 FG 2 Prototypes          Deliverable 9 - P1 FG 3 Prototypes</p>	<p>The success demonstration of the prototype will include:</p> <ul style="list-style-type: none"> <li>▪ Successful demonstration of the prototype per agreed upon record type and design</li> <li>▪ The Prototype scenario will be defined in the DED to include capabilities and functionality of the agreed upon record types to validate expectations and requirements of the solution.</li> <li>▪ Feedback, outcomes and findings will be incorporated in the Functional Group Release</li> </ul>

10	<p>Deliverable 10 - P1 FG1 Accela Civic Platform Solution Foundation</p> <p>Deliverable 10 - P1 FG2 Accela Civic Platform Solution Foundation</p> <p>Deliverable 10 - P1 FG3 Accela Civic Platform Solution Foundation</p>	<p>This Deliverable is a validation of the configuration of the To-Be Configuration Design Documents in the Development Environment.</p> <ul style="list-style-type: none"> <li>▪ Validate workflow</li> <li>▪ Validate Application Specific Information and tables</li> <li>▪ Validate Fee schedule</li> <li>▪ Validate Document Types</li> <li>▪ Validate Contact Types</li> <li>▪ Validate Conditions</li> </ul> <p>Business rules, reports, interfaces and conversion will not be validated during this deliverable</p> <p>Unit testing of the Record configuration to support the Build phase of the project</p>
11	<p>Deliverable 11A - P1 FG1 Historical Data Quality Assessment LDS</p> <p>Deliverable 11B - P1 FG1 Historical Data Quality Assessment TPLTS</p> <p>Deliverable 11C - P1 FG2 Historical Data Quality Assessment Hansen</p> <p>Deliverable 11D - P1 FG3 Historical Data Quality Assessment ECCO</p>	<p>This deliverable will contain the analysis of the Legacy systems:</p> <ul style="list-style-type: none"> <li>▪ Define the scope of data to be conversion (identify the meaningful and relevant data for conversion verses archive, understanding the retention requirements and management expectations for the conversion)</li> <li>▪ Identify data quality issues related to the conversion scope to support cleansing activities</li> <li>▪ Data Cleansing recommendation - Cleansing strategy, activities, estimated level of effort, budget, and resource</li> <li>▪ Data Cleansing roadmap</li> <li>▪ Data Governance Recommendations</li> </ul>
12	<p>Deliverable 12A - P1 FG1 LDS</p> <p>Deliverable 12B - P1 FG1 TPLTS</p> <p>Deliverable 12C - P1 FG2 Hansen</p> <p>Deliverable 12D - P1 FG3 ECCO</p>	<p>This deliverable is based on Time and Material where timesheets will be submitted on a weekly basis to capture the hours spent supporting data cleansing activities.</p> <ul style="list-style-type: none"> <li>▪ Cleansing activities are dependent upon the completion of the Historical Data Quality Assessment, Deliverable 11</li> <li>▪ Identify data cleansing activities assigned to the Accela team versus the City staff</li> <li>▪ City to approve timesheets for the Accela cleansing activities</li> </ul>
13	<p>Deliverable 13A - P1 FG1 LDS</p> <p>Deliverable 13B - P1 FG1 TPLTS</p> <p>Deliverable 13C - P1 FG2 Hansen</p> <p>Deliverable 13D - P1 FG3 ECCO</p>	<p>This deliverable will contain the mapping activities between the legacy system to the new DSD system.</p> <ul style="list-style-type: none"> <li>▪ Spreadsheet identifying the Legacy Data Elements and the Fields/Data fields of the new system</li> <li>▪ Define test cases for validation based on Mock Conversion runs</li> </ul>

14	<p>Deliverable 14A - P1 FG1 LDS          Deliverable 14B - P1 FG1 TPLTS          Deliverable 14C - P1 FG2 Hansen          Deliverable 14D - P1 FG3 ECCO</p>	<p>This deliverable will be the execution of the data conversion and validation of the legacy data in the new DSD system.</p> <ul style="list-style-type: none"> <li>▪ Completion of the three mock conversion runs</li> <li>▪ Address Conversion issues identified during the runs, the issues will be evaluated to determine if Accela will need the Agency to support the resolution.</li> <li>▪ Manual data entry and error correction after conversion will be handled by the City and if the City determines Accela to support this activities we will assess the level of effort and provide to the City through the Change Management Process.</li> <li>▪ Plan for testing and validating converted data</li> <li>▪ Produce test report validating data after mock conversion runs from source system to new DSD system, for example the number for rows and/or records from source system to the new DSD system.</li> <li>▪ One of the conversion runs (2nd or 3rd mock runs) will support User Acceptance Testing</li> </ul>
15	<p>Deliverable 15 - P1 Interface Requirements Document</p>	<p>This Deliverable will contain a high-level understanding of the external system for integration to the new DSD system.</p> <ul style="list-style-type: none"> <li>▪ High-level integration diagram of the 18 interfaces with each interface as an appendix with defined requirements</li> <li>▪ High-level description of Accela functionality addressing the current systems.</li> <li>▪ List of requirements to support the integration</li> <li>▪ Expected system interactions</li> <li>▪ Assumptions associated with the integration</li> <li>▪ Accela versus Agency responsibilities</li> <li>▪ Enterprise Concerns and considerations.</li> </ul>
16	<p>Deliverable 16A - L P1 FG1 Interface Design Document          Deliverable 16M P1 FG Interface Design Document          Deliverable 16N-S P1 FG3 Interface Design Document</p>	<p>An individual design specification document will be developed for each of the 18 interfaces as defined in Deliverable 15 Interface Requirements Document.</p> <ul style="list-style-type: none"> <li>▪ The deliverable will include the following design specifications:</li> <li>▪ Identify all interfaces between the new solution and each system/application</li> <li>▪ Define service-based interface specifications including all input/output parameters and data types</li> <li>▪ Mapping source and destination of each interface field (e.g., database table name/field)</li> </ul>
17	<p>Deliverable 17A-L P1 FG1 Interface Development and Unit Testing          Deliverable 17M P1 FG Interface Development and Unit Testing          Deliverable 17N-S P1 FG3 Interface Development and Unit Testing</p>	<p>This deliverable will include the development of each Interface and unit testing against the distinct Design Specification document, Deliverable 16.</p> <ul style="list-style-type: none"> <li>▪ Development/Source Code for each interface</li> <li>▪ Unit testing of each interface based on the distinct Interface Design Specification</li> </ul>

		<ul style="list-style-type: none"> <li>Closing critical issues identified to the distinct interface code during Unit testing and retesting to validate source code/interface meets the defined requirements.</li> </ul>
18	<p>Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG1</p> <p>Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG2</p> <p>Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG3</p>	<p>This deliverable will contain the Business Process Validation within the new DSD System and include:</p> <ul style="list-style-type: none"> <li>Automation to validate business process with the use of Accela's Master Scripts and Java Scripting</li> <li>Expressions to support the validation of business process at the field level</li> <li>The automation of correspondence via email</li> </ul> <p>Included in this deliverable will be the Business Process Inventory identified during the To-Be Analysis Phase, Business Process Validation Specifications and unit testing of the developed business process.</p>
19	<p>Deliverable 19 - P1 FG1 Report Specifications</p> <p>Deliverable 19 - P1 FG2 Report Specifications</p> <p>Deliverable 19 - P1 FG3 Report Specifications</p>	<p>This deliverable will contain the design specifications for all reports to be produced by the new solution.</p> <p>The Report list included in the RFCSP documentation, Exhibit B, Existing Permit Inspection Violation Review and Report Types will be the basis of the report inventory. The Accela team will capture the report inventory and work with the CoSA team to determine which 25% of the reports for the functional group will be completed by the CoSA team and the remaining reports for the functional group (75%) will be developed by the Accela team. The Report inventory list will also include if the report will be an Ad Hoc Report, a Crystal Report, or a Quick Query.</p> <p>The deliverable will include the following design specifications:</p> <ul style="list-style-type: none"> <li>Mock report layouts (look and feel)</li> <li>Identify report fields and parameters (as applicable)</li> <li>Mapping database fields to report fields</li> <li>Identify all functional and non-functional reporting requirements</li> <li>Document required ad-hoc query and reporting functionality</li> </ul>
20	<p>Deliverable 20 - P1 FG1 Report Workshop</p> <p>Deliverable 20 - P1 FG 2 Report Workshop</p> <p>Deliverable 20 - P1 FG 3 Report Workshop</p>	<p>This Report Workshop is a one week (5 day) training sessions where the Agency will gain an understanding of the Accela Database schema, ad hoc report writer and how to development reports to support the new DSD system.</p> <ul style="list-style-type: none"> <li>There will be a total of three Report Workshops to support each Functional Group Release</li> </ul>

21	Deliverable 21 - P1 FG1 Report Development Deliverable 21 - P1 FG2 Report Development Deliverable 21 - P1 FG3 Report Development	This deliverable will include the development and unit testing of the Accela built reports. This will include unit testing of the report, ad hoc report, and/or quick query determined to support the execution of the report.
22	Deliverable 22 - P1 Accela GIS Deployment	This deliverable will include the installation and configuration of the Accela GIS module. Included in this deliverable: <ul style="list-style-type: none"> <li>▪ Installation of the Accela GIS module in the Test and Production Environments</li> <li>▪ Configuration of the Accela GIS Module in the Test and Production Environments, including integration with Agency GIS system</li> <li>▪ Establishing 8 Proximity Alerts, based on a requirements document</li> <li>▪ Establishing 10 Attributes Mappings, based on a requirements document</li> <li>▪ Conducting the GIS Administrative Training (1 day)</li> </ul>
23	Deliverable 23 - P1 FG1 Online Portal Development Deliverable 23 - P1 FG2 Online Portal Development Deliverable 23 - P1 FG3 Online Portal Development	This deliverable will include the installation of the Drupal component to support the Forms Wizard, MyLiveChat and co-browsing, in addition to the Accela Citizen Access pages. Items included in this deliverable are: <ul style="list-style-type: none"> <li>▪ Establishing the questions to support the Application Selection process</li> <li>▪ Deeplinking from the Application Selection process into Accela Citizen Access to the correct application</li> <li>▪ Design and Configuration of the Accela Citizen Access pages, pageflows, user registry, disclaimer page, Security settings, user permissions and rights, etc.</li> <li>▪ Administrative training for Drupal and Accela Citizen Access (1 day training in FG 1 and FG 3)</li> </ul>
24	Deliverable 24 - P1 FG1 Accela Mobile Application Deliverable 24 - P1 FG2 Accela Mobile Application Deliverable 24 - P1 FG3 Accela Mobile Application	This deliverable includes the installation and configuration of the Accela Mobile Application. The Application interfaces with the Accela Civic Platform providing the inspectors with inspection assignments and job list assignments.
25	Deliverable 25 - P1 FG1 Electronic Document Review Development Deliverable 25 - P1 FG2 Electronic Document Review Development	This deliverable will include the execution of ePlanCheck for the web-based document mark-up. Included in this deliverable is: <ul style="list-style-type: none"> <li>▪ Installation of ePlanCheck the web-based plan review application</li> <li>▪ Build-out processes for workflow based on configuration during the solution foundation to support the multiple iterations of documents</li> <li>▪ Support the development of stamps and button configuration for the ePlanCheck for the Agency</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Unit testing and validation of the Electronic Document Review process</li> </ul>
26	Deliverable 26 - P1 FG1 User Experience Deliverable 26 - P1 FG2 User Experience Deliverable 26 - P1 FG3 User Experience	The User Experience will include the department/user groups console layout, from what consoles the user will have on their landing page to tab layout for their record list portlet to support their daily operations. This will include: <ul style="list-style-type: none"> <li>▪ User Console and Form layout</li> <li>▪ Navigation Tools</li> <li>▪ Search screens and data filters search</li> </ul>
27	Deliverable 27 P1 Production Environment	Establishes the production environment to deploy the solution and the deliverable includes: <ul style="list-style-type: none"> <li>▪ Appropriate capacity</li> <li>▪ Failover capability</li> <li>▪ Preparing the environment for production.</li> </ul> Identifies the process, procedures, and scripts necessary to deploy and maintain the solution into the production environment
28	Deliverable 28 - P1 FG1 Training Plan and Training Session Deliverable 28 - P1 FG2 Training Plan and Training Session Deliverable 28 - P1 FG3 Training Plan and Training Session	The training plan must include: <ul style="list-style-type: none"> <li>▪ Plan and schedule for providing on-site “train the trainer” sessions</li> <li>▪ Plan and schedule for providing configuration training sessions</li> <li>▪ Plan and schedule for providing system administration training sessions</li> <li>▪ Approach for training materials and how Accela will contribute to training materials.</li> <li>▪ Plan for obtaining feedback for testing and evaluating training materials</li> <li>▪ Plan for measuring the effectiveness of the training</li> <li>▪ Execution of training for superusers to support the new DSD system</li> </ul> Technical training sessions shall provide documentation that include, but not limited to: <ul style="list-style-type: none"> <li>▪ Product Technical Guide/Manual; Accela provide all product documentation and manuals via Accela's Community Site and all documentation can be downloaded from the site.</li> <li>▪ Product's Database Schema/Model</li> </ul>

29	Deliverable 29 - P1 Configuration Management Plan	<p>The change management plan must include:</p> <ul style="list-style-type: none"> <li>▪ Configuration management strategy</li> <li>▪ Lead change management strategy with City to capture configuration changes within the new DSD system.</li> </ul>
28	Deliverable 28 - P1 Test Management Plan	<ul style="list-style-type: none"> <li>• Software testing strategy, methodology processes, standards and guidelines for software testing activities</li> <li>• Specification of entrance and exit criteria for each of the test events.</li> <li>• Templates and standards for all testing, Accela will provide templates for testing business process.</li> <li>• Definition of testing metrics and how the metrics are recorded and reported (e.g., number of open test defects captured in the Accela SharePoint site)</li> <li>• Standards for establishing traceability from requirements in the requirements repository to test cases. The new DSD system begins with the requirements in the RFCSP then the analysis sessions expand on those requirements in the specification documents and the system is built based on those specification document.</li> </ul>
	Deliverable 30: P1 Test Plan	<p>Deliverable contains, the approach for three areas of testing (Unit, System and User Acceptance Testing), the following components relating to the release or iteration:</p> <ul style="list-style-type: none"> <li>▪ Test Objectives (tangible goals)</li> <li>▪ Test Scope</li> <li>▪ Test Approach, including unit and integration testing</li> <li>▪ Assumptions</li> <li>▪ Test Strategy <ul style="list-style-type: none"> <li>○ Roles and Responsibility (include support activities)</li> <li>○ Test Schedule</li> <li>○ Resource Allocation, including planning, execution and support where designated</li> <li>○ Major Testing Milestones (including turnover to test stages for which do not have primary responsibility as well as those representing participation and support for other test stages/levels)</li> <li>○ Resource Requirements</li> <li>○ Contingencies</li> </ul> </li> <li>▪ Test Data Strategy identifying the business process that maximized the data coverage to be tested for the new DSD system to include configuration, business process validation, interfaces, reports, and converted data.</li> <li>▪ Test Management and Reporting Procedures <ul style="list-style-type: none"> <li>○ Test Reports (frequency and format description)</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>▪ Deliverables to be created during the testing activities             <ul style="list-style-type: none"> <li>○ Test cases/scenarios</li> <li>○ Test scripts</li> <li>○ Test records</li> <li>○ Tools and outputs (specifies LAST failure thresholds and delta change with baseline comparison)</li> <li>○ Error logs and execution logs</li> <li>○ Fully documented defect reports</li> <li>○ Design Specification Validation</li> </ul> </li> <li>▪ Description of the approach for regression testing</li> <li>▪ Standards for establishing traceability from requirements in the requirements repository to test cases to be lead by the Agency with Accela support.</li> </ul>
31	Deliverable 31 - P1 FG 1 Train-the-Trainer Sessions Deliverable 31 - P1 FG 2 Train-the-Trainer Sessions Deliverable 31 - P1 FG 3 Train-the-Trainer Sessions	This Deliverable will include train-the-trainer sessions where the Accela training staff train the designated Agency trainers on the new DSD system. This training will cover the implemented functional of the Accela Civic Platform to support end user training. Accela has estimated three (3) weeks of training per functional group release. The Training Plan will identify the User Groups to be trained and Accela will provide training based on those defined groups.
32	Deliverable 32 - P1 FG1 System Test Report Deliverable 32 - P1 FG2 System Test Report Deliverable 32 - P1 FG3 System Test Report	<p>This phase of testing involves testing the System’s functionality end-to-end, including testing all interfaces to internal and external systems. The testing will take place in the test environment and Accela will recommend and coordinate future functional group releases to conduct testing in an environment that will be a dry-run for release go-live. Accela recommends focusing the System testing on the high volume applications/business processes and political applications to perform system testing. Based on the approach for system testing, Accela will test applications converted to validate functionality was not impacted based on converted data. Accela will document issues from the testing in the Accela SharePoint site where each issue will be classified as critical, high, medium, low. The Accela team will address all critical and high issues identified during system testing.</p> <p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>▪ the identification of test cases/scenario inventory</li> <li>▪ the development of the test cases/scenario</li> <li>▪ Evidence for the completion of the exit criteria for Iteration System Testing.</li> </ul>

<p>33</p>	<p>Deliverable 33 - P1 FG 1 User Acceptance Testing          Deliverable 33 - P1 FG 2 User Acceptance Testing          Deliverable 33 - P1 FG 3 User Acceptance Testing</p>	<p>This deliverable includes:</p> <ul style="list-style-type: none"> <li>▪ Testing end-to-end business processes for the functional group</li> <li>▪ Agency will provide SMEs and Leads who supported To-Be Analysis, Solution Foundation and Build Stages to test the system and validate functionality based on test cases/scenarios were met. These requirements are based on the To-Be Analysis and Build Stage components developed to support the Functional Group release.</li> <li>▪ Tracking and monitoring UAT Issue Tracker list on sharepoint to ensure critical and high issues are addressed and resolved prior to go-live activities for the Functional Group release.</li> <li>▪ In Functional Group 2 and 3 will include a subset of UAT regression testing by the Agency to ensure previous releases were not impacted by current release development efforts.</li> <li>▪ Evidence for the completion of the exit criteria for Iteration System Testing.</li> </ul>
<p>34</p>	<p>Deliverable 34 - P1 FG 1 - Deployment Plan          Deliverable 34 - P1 FG 2 - Deployment Plan          Deliverable 34 - P1 FG 3 - Deployment Plan</p>	<ul style="list-style-type: none"> <li>▪ Contingency and rollback plan if deployment is unsuccessful</li> <li>▪ Plan for physical deployment of application components Smoke test plan that includes steps to verify that deployed application is functioning correctly</li> <li>▪ Criteria for approving the production use of application</li> <li>▪ Anticipated downtime with user impact</li> <li>▪ Data Conversion approach into production</li> <li>▪ Cutover schedule to include hour breakdown of activities during the cutover schedule to include communications to the user community.</li> <li>▪ Final deployment approval steps</li> </ul>

		<ul style="list-style-type: none"> <li>Duration of deployment activities and required resources</li> </ul>
35	Deliverable 35 - P1 FG 1 Post Production Support Deliverable 35 - P1 FG 2 Post Production Support Deliverable 35 - P1 FG 3 Post Production Support	This deliverable will include four (4) weeks of post go-live support for each functional release. Upon close out of production issues the release will be transitioned to the Accela Customer Support for on-going support. Accela has estimated onsite resources for two weeks to support post go-live activities.
36	Deliverable 36: P1 FG1 Stakeholder/Impact Analysis	Frequency: Once to establish baseline; This deliverable describes the complete list of stakeholders impacted by the upcoming organizational change or project plans, thus allowing project teams to effectively plan communications, training, and risk mitigation. <ul style="list-style-type: none"> <li>Excel-based inventory of all stakeholders, identifying all impacted groups, and assessing the impact to each group</li> <li>Assess barriers to change, risks and needs of individuals and groups</li> <li>Highlight key themes from the list of impacts, barriers, risks and needs and develop “mitigating activities”—or action items—to address them</li> <li>Provide input to the Organizational Change Strategy and activities (e.g., training and communications)</li> </ul>
37	Deliverable 37: P1 FG1 Organizational Change Strategy	Frequency: Once; This deliverable describes the Accela's team high level approach to organizational change management; (PowerPoint format) specific to the Agency effort, including elements such as the amount of change Accela believes is required. <ul style="list-style-type: none"> <li>Presents an introduction to Accela’s high level Organizational Change Strategy.</li> <li>Discusses the fundamentals of Stakeholder Engagement and engagement activities. Based on stakeholder interviews with Project Sponsor, Project Director and Steering Committee members identify</li> </ul>

		<p>expectations, stakeholder categories, characteristics of each category and approach for engagement. Describes the structure of the organization and discusses the level of engagement with respect to each level of the Agency organization and stakeholder category.</p>
38	<p>Deliverable 38: P1 FG1 Change Agent Network Strategy</p>	<p>Frequency: Once; Document describing Accela's Change Network Strategy. Strategy builds on the Change Structure and Governance Approach to document the plan for working with roles within the change network. The document defines how the change structure is implemented, monitored, and sustained over time. Document is delivered in a PowerPoint format.</p> <p>It includes the following details:</p> <ul style="list-style-type: none"> <li>• The objectives of the change network</li> <li>• Descriptions of the different roles within the change network</li> <li>• The specific number and location of each role within the change network</li> <li>• Selection criteria for appointing individuals to the change network</li> <li>• Operating guiding principles</li> <li>• Decision-making processes</li> <li>• Communication and feedback processes</li> <li>• Key activities, work products, and milestones</li> <li>• Checkpoints and criteria for measuring change network commitment</li> <li>• Metrics for change network success</li> <li>• Critical success factors for operation</li> </ul>

## STAGE 1 – INITIATION

### Deliverable 1: P1 - Baseline Project Plan

Project Initiation Stage is an opportunity to ensure the project starts in a well-organized, structured fashion while re-confirming the Agency and Accela expectations regarding the implementation. The Baseline Project Plan Deliverable is comprised of project planning activities in an MS Project format, resource loaded plan, identified dependencies and identification of the critical path supporting the project. The proposed project plan will be refined based on collaboration with the Agency PM to identify activities dependent upon the Agency and agreed to by both parties. The project plan will be updated on a weekly basis and posted to the agreed upon project Sharepoint site.

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

- Identify Staffing for the project.
- Conduct project planning sessions to refine the proposed project plan to support the Baseline Project Plan.
- Define critical path in the project.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in cooperation with the Agency Project Manager).
- Create the project Sharepoint site and load all standard, current documentation.

The Project Plan will be delivered in three separate deliverables utilizing the Baseline Project Plan (P1A – Baseline Project Plan, P1B – Baseline Project Plan, and P1C – Baseline Project Plan), but each deliverable will contain additional details pertinent to the functional group release. For example, Deliverable P1A – Baseline Project Plan will have discrete tasks identified for the Functional Group 1 release with high-level tasks identified for Functional Group 2 and 3. Then Deliverable P1B – Baseline Project Plan will have discrete tasks identified for the Functional Group 2 release and high-level tasks identified for Functional Group 3, and so on.

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

- Baseline Project Plan
- Project SharePoint Site

#### Accela's Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Baseline Project Plan
- Provide timely and appropriate responses to Agency's request for information.
- Coordinate project planning activities.
- Communicate the Accela Implementation Methodology that will be used by Accela to deliver Services.
- Complete Baseline Project Plan and setup Accela's SharePoint site.

#### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Baseline Project Plan
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Provide the list of resources supporting the project with Name, Role and email address for the SharePoint site.
- Review and provide feedback on the Baseline Project Plan.

#### Acceptance Criteria:

- Review and acceptance of the Baseline Project Plan
- Agency will have 5 business days to conduct initial review and acceptance of the Project Plan DEC.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 2: P1 - Project Kickoff Presentation**

The Project Initiation Stage will include a kickoff presentation deliverable by the Accela Project Manager and Executive Support team. The Kickoff presentation will include the project organization (both Accela team and Agency team), escalation path, overview of the Accela's Implementation methodology, high-level project plan, keys to success and expectations for the teams. The Kickoff presentation will include the participation of the Agency executive sponsors, the key stakeholders and the Project team. Upon the completion of the kickoff presentation and prior to the beginning of the analysis sessions the Accela team will conduct an Accela Core Team Training with the Agency project team to begin knowledge transfer of the Accela terminology to support the To-Be Analysis sessions.

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

- Conduct a formal onsite Kickoff meeting. The objective of this meeting is to review the purpose of the project and discuss the project scope, roles and responsibilities, deliverables, and timeline.
- Conduct Core Team training in order to prepare the Subject Matter Experts for the To-Be Analysis stage.

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

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

- Project Kickoff Presentation
- Core Team Training (2.5 day) – 2 sessions for a total of 5 days

### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Kickoff Presentation and Core Team Training
- Complete Project Kickoff Presentation
- Administer the Core Team Training with input from appropriate Agency resources.

### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Project Kickoff Presentation and Core Team Training
- Identify and set expectations with key resources and subject matter experts for ongoing participation in the project.
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Provide meeting facilities for Project Kickoff and other onsite activities.
- Include Project Sponsor in Project Kickoff Meeting.
- Provide suitable Agency facilities to accommodate training.

- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the training.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the training.

Acceptance Criteria:

- Completion of the Project Kickoff Meeting
- Completion of Core Team Training
- Agency will have 5 business days to conduct initial review and acceptance of the Kickoff Presentation and Core Team Training agenda DED.
- Agency will have 5 business days to conduct initial review of the Kickoff Presentation. Agency will accept the Deliverable Acceptance upon the completion of the kickoff presentation and core team training.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 3: P1 – Project Management Plan**

Setting the foundation for how the Project will execute will be documented in the Project Management Plan. The plan will include the overall objective of the project, roles and responsibilities for the project team (both Accela and the Agency), high-level understanding of the scope of the project and will refer to the Statement of Work and the Accela's Response to the RFCSP. The Organizational structure will be included in the plan as well as the path for escalation if the project teams cannot come to a mutually agreed upon decision. How the schedule will be maintained and updated will be included in the Project Management and how the team will communicate throughout the life of the project. The plan will include a matrix of the deliverables and who has responsibility for the development of the deliverable and who has the authority for the acceptance of the deliverable. The Project Management Plan will be the guide for the project team to set standards in how the project will be managed throughout all three functional group releases.

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

- Draft the Project Management Plan, including
  - General project information
  - Communication approach for the project
  - Monitoring and Controls information
  - Quality Management Information
  - Organizational Chart
  - Deliverable process
  - Stakeholders
  - Status Report template
  - Out of Scope items
  - Schedule Management approach
- Provide Accela standard Project Status Report Template format.
- Finalize and document formal deliverable signoff procedures, identify team members that will be responsible for signoff from the Agency and Accela.

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

- Project Management Plan
- Project Status Report Template

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Project Management Plan
- Provide a sample of the Accela Status Report Template.
- Work with the Agency Project Manager and team in drafting the Project Management Plan.

Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Project Management Plan
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Review and provide feedback on the Project Management Plan.

Acceptance Criteria:

- Review and acceptance of the Project Status Report Template
- Review and acceptance of the Project Management Plan
- Agency will have 5 business days to conduct initial review and acceptance of the Project Management Plan and Accela's Status Report Template DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 3a: P1 FG1 Communication Plan**

The goal of effective communications is to move stakeholders quickly and smoothly to develop awareness, enhance understanding, promote acceptance and ownership of the change within the organization, keep morale high, and reinforce the Agency's vision for change.

The Agency is bringing diverse stakeholders into a common platform accompanied by leading practice business processes. It is investing time, talent, and people. The Agency requires a comprehensive approach to communications with the goal of maximizing project visibility and transparency, and creating an informed and supportive stakeholder community that understands the key drivers and benefits of the Accela Civic Platform implementation.

Communication is also used to build morale, reinforce the Agency's vision for change, and articulate the benefits in terms of "what's in it for me." Communicating the right information to the right people at the right time is critical for preparing the Agency's stakeholders for Accela Civic Platform and the associated business process changes. Our collaborative approach to communications begins at the onset of the project and lays the road map for the entire project.

Our philosophy is that communications should be well planned and managed. Our approach provides effective planning and proactive management of the messaging for timely, targeted, and tailored communications across the Agency.

Based on the output from the stakeholder analysis, we would understand who needs to know what, when they need to know it and who best to deliver the message. How the message is delivered is also important. We have found that familiar and effective communication vehicles work well. For example some states respond well to memos communicated via email, while others respond better to blogs. We would work with the Agency to understand the Agency's current communication capabilities and build on those that are most effective for each stakeholder group.

Accela's Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Communication Plan
- Provide timely and appropriate responses to Agency's request for information
- Communicate the Accela Delivery Methodology that will be used by Accela in developing the strategies
- Complete the Communication Plan

Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Communication Plan
- Provide timely and appropriate responses to Accela's requests for project strategy/planning input and meeting logistics requests.
- Provide the list of resources supporting the project with Name, Role and email address for collaboration on strategies
- Review and provide feedback on the Communication Plan

Acceptance Criteria:

- Review and acceptance of the Communication Plan
- Agency will have 5 business days to conduct initial review the DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates.

## **Deliverable 4: P1 – Risk Management Plan**

The Initiation Stage of the Accela Implementation Methodology includes identifying, tracking and monitoring risks associated with the project. The Risk Management Plan will outline how risks will be identified and reviewed, what severity a risk will have based on its probability, identify where and how risk mitigation steps will be identified and tracked, and determine when a risk can be closed. The plan will document the management of risks and the Accela SharePoint site will track and monitor risks.

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

- Draft the Risk Management Plan

- Conduct meetings with the Agency Project Manager to review and include criteria for the plan:
  - Integration with the City of San Antonio governance processes
  - Process for identifying and managing risk
  - Process for identifying the severity and quantifying the impact of each identified risk
  - Process to quantify the probability of each identified risk
  - Process for supporting the development of risk mitigation plans for each identified risk
  - Guidance for assessing the efficacy of risk mitigation actions
  - Escalation mechanisms for risks
- Develop a Risk Tracking List that captures all risk throughout the project lifecycle and allows characteristics of risks
- Based on tracking and monitoring risk, refine the SharePoint Risk Tracking List to capture the refined fields for identifying and monitoring risks throughout the life cycle of the project.

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

- Risk Management Plan
- Establish Risk Tracking List

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Risk Management Plan
- Coordinate meetings to discuss details of the Risk Management Plan and draft the plan for review and feedback
- Refine the SharePoint Risk Tracking List fields to align with Risk Management Plan.

Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Risk Management Plan
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.

Collaborate with the Accela PM on drafting and reviewing the Risk Management Plan. Acceptance Criteria:

- Review and acceptance of the Risk Management Plan
- Review and acceptance of the established Risk Tracking List
- Agency will have 5 business days to conduct initial review and acceptance of the Risk Management Plan DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Refine the Accela SharePoint Risk Tracking List based on approved Risk Management Plan for tracking and monitoring.

## **Deliverable 5: P1 – Monthly Management Deliverables (Month 1 – Month 27)**

Based on the acceptance of the Accela Status Report Template (Deliverable 3: P1 – Project Management Plan), the Accela Project Manager will provide a weekly status report that captures the accomplishments from the previous week, the activities for the upcoming week, if resources will be added to the project in the upcoming weeks, the next onsite visit, address action items from previous week and capture decisions from the status meeting. These Status Reports will be posted to the SharePoint site following the joint status meeting and based on communication strategy identified in the Project Management Plan. In addition, the Accela Project Manager will post the weekly project plan to the SharePoint site to track progress against the plan and upcoming critical milestones.

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

- Participate in weekly status meeting with the Accela team to capture status against activities planned to be completed for the week and activities actually completed during the week.
- Participate in weekly status meetings with the Agency team to communicate status against the plan which will include activities completed, upcoming activities to be completed, action items from the previous meeting, decisions made during the meeting, if resources will be added to the project over the upcoming week(s), and the next onsite visits.
- Weekly project plan updates and posting the project plan to the Accela SharePoint site.

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

- Weekly Status Report
- Weekly Project Plan Updates
- Update Risk Log based on outcome from Status Meeting

### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Monthly Management Deliverables (this will be based on Deliverable 3: P1 – Project Management Plan) and only one DED will be completed at the start of the project and all Monthly Management Deliverables will follow the same format.
- Conduct weekly Status Report Meetings.
- Draft and update Weekly Status Report based on status meetings
- Post Weekly Status Report to the Accela SharePoint site
- Maintain the Project Management Plan based on mutually agreed upon updates.
- Update the Project Plan based on activities from the previous week and modify estimated state and finish dates for in-progress tasks or upcoming tasks.
- Post the Updated project Plan to the Accela SharePoint Site.

### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Monthly Management Deliverables.
- Participate in the weekly status reports and provide feedback and input based on meeting decisions and discussion.

- Review the Project Plan and provide feedback and input based on meeting.

Acceptance Criteria:

- Weekly Status Reports posted to the Accela SharePoint Site
- Weekly Project Plans posted to the Accela SharePoint Site
- Agency will have 5 business days to conduct initial review and acceptance of the Monthly Management Deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

**Deliverable 6: P1 – Accela Civic Platform Management Plan and setup – Dev and Test**

During the System Setup step of this project, Accela’s technical staff will work with the Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are identified for the development, test, and Production environments. Accela technical staff will work with the Agency IT staff to identify the required software/hardware for the solution based on the proposed software/hardware components defined in the Accela’s Response to the RFCSP. The Accela technical staff will define the infrastructure architecture of all environments in the Platform Management Plan. The plan will include the configuration promotion through the environment approach with the use of SQL scripts or Accela’s Data Manager Tool for all Functional Releases. Finally, this deliverable will include the installation of the Accela Civic Platform solution software and validate the proper installation and configuration of the Accela environment. The validation of the installation of the Accela software on Agency computer systems, such that Agency can log into the system and verify that the software was installed. During the installation of Accela software, documentation on the installation of Accela solution will be provided to the Agency as reference material.

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

- Drafting of the Accela Civic Platform Management Plan
- Installation of the Accela software (solution) in the development and test environments
- Demonstration of an operational Accela Software in each environment (Dev, and Test,)
- Installation documentation

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

- Draft the Accela Civic Platform Management Plan to include:
  - The infrastructure architecture for the Dev, Test and Production Environments
  - Approach for managing and maintaining the environments
  - Approach for supporting configuration migration between environments through SQL scripts and/or Data Manager throughout the life cycle of the project
- Perform a remote system check of the installation and install the Accela software for the new DSD system
- Demonstrate that the Accela applications are operational in the Agency computing environment for both Dev and Test and Production
- Provide documentation of the Agency installation.

- Configure Accela to use the reporting technology selected by the Agency (i.e. Crystal Reports).

#### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Accela Civic Platform Management Plan
- Draft the Accela Civic Platform Management Plan.
- Coordinate meeting with the Agency's IT staff regarding infrastructure and software components for the new DSD System
- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Civic Platform.
- Deliver and install the Accela software on the Agency server(s) for Dev and Test environments.
- Provide hardware and installation documentation to Agency in order to facilitate procurement.

#### Agency Responsibilities:

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

#### Acceptance Criteria:

- Review and acceptance of the Accela Civic Platform Management Plan
- Agency will have 5 business days to conduct initial review and acceptance of the Accela Civic Platform Management Plan DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Confirmation of the ability to log into the Accela software that has been installed on Agency hardware.

## **STAGE 2 – To-Be Analysis**

To-Be Analysis is comprised of the activities required to define the Accela Civic Platform Solution Foundation for the Agency. During the To-Be Analysis Phase the Accela team will work with the Agency to review and validate the functional and technical requirements identified as mandatory in Accela's response to the RFCSP Attachment G & H document. In addition, the team will review and

clarify the Attachment A, To-Be Uses Cases included in the RFCSP. The key output of the process are To-Be Analysis Document(s), which serves as a ‘blueprint’ for design and baseline configuration efforts throughout the implementation project and establishes the benchmarks for testing and acceptance at the conclusion of the project.

The Requirements documents and the “To-Be” Uses Cases will be reviewed, validated and refined (red-lined) by the Accela team during workshops conducted by the Accela team to ensure terminology and concepts are mutually agreed to support the To-Be Analysis sessions and documentation.

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

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

The To-Be Analysis Sessions and To-Be Analysis Document(s) will include high-level requirements that will service as high-level inputs into the following deliverables:

- Deliverable 18: Business Process Validation
- Deliverable 19: Report Specifications
- Deliverable 21: Report development
- Deliverable 26: User Experience

However, the specifics for each deliverable (i.e. #18, 19, 21, and 26) will be crystalized and documented later in the project as they are dependent on the completion of the Solution Foundation milestone. (**Example:** Discovery of Agency requirement for a Receipt Report is documented during Stage 2: To-Be Analysis, however, the specific report specification and requirements is completed in the Report Specification deliverable)

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

### **Deliverable 7: P1 - Requirements Validation for Phase 1**

The Accela team will review Accela’s Response to the Functional and Technical Requirements and conduct review sessions of the requirements to validate and clarify all mandatory requirements. This deliverable will include review sessions with the Agency to step through all mandatory requirements to ensure clarity on requirements are mutually understood. If requirements require refinement, then

the Accela team will red-line the Attachment G Functional Requirements and Attachment H Functional Requirement to support the implementation of the Accela Solution. Based on the red-line and if the Agency determined additional requirements were not included in the RFCSP as mandatory and are required to support the Phase 1 implementation then Accela will evaluate the change to determine impacts to the implementation and invoke the change management process.

The Accela team will evaluate the Attachment A from the RFCSP, “To-Be” Use Cases and will conduct review sessions of the processes to determine clarification and agreement on the business process. The Accela team will red-line the “To-Be” Use Cases document to refine and clarify the business process. The Accela team will evaluate the red-line Use Cases and if the Agency identifies any new Use Cases during this review session then these changes will go through the change management process.

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

- Red-line Attachment A, To-Be Use Cases
- Red-line Attachment G, Functional Requirements
- Red-line Attachment H, Technical Requirements

#### Accela Responsibilities:

- Provide timely and appropriate responses to Agency’s request for information.
- Present a Deliverable Expectations Document (DED) for the Requirements Validation for Phase 1
- Conduct review sessions with the Agency of the documentation and capture clarification of any change
- Review red-line and changes to the requirements and to-be documentation to determine impacts to the solution
- If needed invoke the change management process to ensure work does not begin on new requirements until the Agency agrees to the impacts to the project.

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela’s requests for information.
- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Requirements Validation for Phase 1.
- Provide Agency staff (Subject Matter Experts, Leads and PM) to participate in sessions to clarify requirements and to-be use cases.
- Schedule participants and meeting locations for review sessions.

#### Acceptance Criteria:

- Review and acceptance of the Requirements Validation for Phase 1
- Agency will have 5 business days to conduct initial review and acceptance of the Requirements Validation for Phase 1 DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 8: P1 FG 1, P1 FG 2, P1 FG3 To-Be Analysis Design Document(s)**

To-Be Analysis Design Document(s) will be developed by Accela based on the information gathered in Deliverable 7 – P1 Requirements Validation for Phase 1 and the Exhibit 10 of the RFCSP and the License Matrix 2014\_3\_18 14.xls and license categories referenced in the table below for FG2. This document(s) will serve as the ‘blueprint’ for each functional group processes throughout the implementation project. Upon completion of the document(s), Accela will conduct a formal review

with the Agency for the purpose of approval and sign-off on the deliverable. The To-Be Documents will be developed based on the record types and release schedule for the designated functional group:

Release Schedule – Phase 1	Record Types and/or business processes (workflow tasks)	Proposed Replacement System
<p>Functional Group 1 (P1 FG1)</p>	<p>Zoning: Zoning Application (Hearing Calendars) Infill; Zoning Application Conditional Use; Zoning Application Special Use Authorization;</p> <p>Land Entitlement: Plat; MDP Plan Application; Minor Plat (schedule meeting); Major Plat (Schedule meeting); Plat PPR Request (meeting Schedule); FDP Plan Application; PUD Plan Application; Pedestrian Plan application; MAOZ Plan application; MPCD Plan Application; MHPP Plan Application; Plan Amendment, Amendment to Accepted Plan; Amend Plat; Replat; Rights Determination; Certificate of Determination,</p> <p>Environmental: Trees Preservation/Inspection</p> <p>Engineering;; Traffic Impact Analysis;</p> <p>Board of Adjustments: Appeal of a Denial; Development Preservation Rights;; Request continuation of Planning; Request for Withdrawal; Bond; Amendment for corrective actions; bond amendment</p> <p>Addressing: Street Name Changes;</p> <p>Hearings: Boards &amp; Commissions , Zoning Commission, Board of Adjustments, City Council</p>	<p>LDS</p> <p>TPLT</p> <p>LDS Online</p> <p>Zoning Mgt DB</p> <p>Agenda Builder</p> <p>Route Optimization</p>

<p>Functional Group 2 (P1 FG2)</p>	<p>Permitting: Requirements PM5-PM18, Temp CoO; Request continuation on Permit;</p> <p>Plan Review: Exhibit10; Administrative Exception Variance; Occupancy Load/Classification; Code Modifications; Preliminary Plan Review Meeting Requests; Plan Review by Appointment</p> <p>Inspections: Electrical, Mechanical, Plumbing, and Maintenance for both Commercial/Residential and New/Existing; Exhibit 10</p> <p>Hearings: Appeals and Advisory Board</p> <p>License Application, License, Renewal and Amendment: Residential Building Contractor, Home Improvement Contractor, Demolition, Sidewalk &amp; Curb, Tree Maintenance, House Mover, Mechanical Authorized Agent, Mechanical (HVAC), Electrical Master Renewal, Electrical Maintenance Tech, Sign Master, Sign Commercial, Sign Billboard Operator, State Electrical Contractor, State Mechanical Contractor, State Plumbing Contractor, State Sign Contractor, Irrigators &amp; Air Journeyman, LP Gas Installer, On Site Sewer, and 6 amendments for the license process.</p>	<p>Hansen</p> <p>APEX (ACC/IAS Cert Mgmt)</p> <p>BICI</p> <p>CTAX/ CEAR</p> <p>Customer Alerts</p> <p>Dynamic Portal</p> <p>Electronic Plan Review (EPR) Portal</p> <p>Escrow Balance</p> <p>Legacy BI Content (COO/Permits)</p> <p>Mobile Inspection Scheduler</p> <p>Mobile Inspector</p> <p>OHP Case Management</p>
<p>Functional Group 3 (P1 FG3)</p>	<p>Code Compliance: include complaint filing based on Compliance and/or Enforcement, Investigation, Absentee and History Property Registration; Licensing; Exhibit 10</p> <p>Hearings: Building Standards Board; Appeals and Advisory Board.</p>	<p>ECCO</p> <p>Administrative Hearing Officer (AHO)</p> <p>CGEO</p> <p>Online Property Registration (OHP/APO)</p> <p>Property Registration Management System</p>

The analysis workshops may include:

- Review and understand existing business processes intended for migration into Accela Civic Platform.
- Review the developed business process as a basis for configuration in Accela Civic Platform’s workflow tool.

- Review the business processes for meetings and agenda functionality to be supported by the Legislative Management software.
- Collect employee names and associated roles and identify user group setups.
- Review the collected document intake requirements, forms, and data fields for each process.
- Review the collected document output requirements (documents/letters/reports).
- Review the collected document fees, fee schedules, and collection procedures for each process.
- Review the collected document all required Applications, Permits, License, Plans, inspections, violations, Admin Requests, Appeals and their result options for each type.

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

- To-Be Analysis Document(s).

#### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
  - Present a Deliverable Expectations Document (DED) for the To-Be Analysis Design Document
  - Conduct analysis workshops with the Agency staff as necessary in order to understand existing business processes.
  - Conduct meetings via email, web conference, phone, and in person to gather and validate analysis input.
  - Prepare and complete To-Be Analysis Design Document(s) capturing the Agency's business processes to be included in the Solution Foundation.

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the To-Be Analysis Design Document.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide any existing business process documentation, including process flows; fee schedules; commonly used applications, reports and forms; and other relevant information.
- Schedule participants and meeting locations for To-Be Analysis Design Document(s) workshop and review activities.
- Review and provide feedback on To-Be Analysis Document(s).

#### Acceptance Criteria:

- Review and acceptance of the To-Be Analysis Design Documents
- Agency will have 5 business days to conduct initial review and acceptance of the To-Be Analysis Design Document DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 9: P1 – FG 1, FG 2, FG3 Prototypes Completion Report**

The Accela team will work with the Agency to determine which record types/business processes will be prototyped to ensure the workflow and processes were captured as discussed during the analysis workshops. The Accela team recommends prototyping workflows with high-volume of records and complex business processes. Once it's determined which record types/business processes will be prototyped, the Accela team will take Deliverable 8 To-Be Analysis Design document and begin to build out the configuration in the development environment. The Accela team will then coordinate a review of the configuration to validate the workflow/business process will meet the Agency's requirements. At the time of prototyping Accela does not build out business validation, reports, and/or integration points, but will discuss the intentions of the solution for these areas.

During the Prototype demonstration, the Accela team will document any changes to the workflow/business process to be modified to support the Deliverable 8 To-Be Analysis Design Document. Accela will conduct eleven (11) prototypes for Functional Group 2 and eight (8) prototypes for each Functional Group 1 and Functional 3 release.

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

- Agreed upon record types/business process to support the prototype activities
- Configuration of the Prototype to validate workflow/business process and conduct a review session of the configuration.

### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Prototype
- Determine which Record type/business processes to support the prototype review
- Configure the Record type/business process in the Development environment based on Deliverable 8 To-Be Analysis Design Document
- Coordinate and conduct Prototype review session

### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's requests for information.
- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the Prototype.
- Collaborate on the record type/business processes to support the prototype activities
- Schedule participants and meeting locations for prototype demonstrations.

### Acceptance Criteria:

- Agreed on eight (8) prototypes to support demonstration and participate in prototype demonstration for Functional Group 1 and Functional Group 3
- Agreed on eleven (11) prototypes to support demonstration and participate in prototype demonstration for Functional Group 2.
- Agency will have 5 business days to conduct initial review and acceptance of the Prototype DED.
- Upon completion of the eight (8) prototype demonstrations for Functional Group 1 and Functional Group 3 this deliverable acceptance will be approved by the Agency.

- Upon completion of eleven (11) prototype demonstrations for Functional Group 2 this deliverable acceptance will be approved by the Agency.

## **STAGE 3 – Solution Foundation**

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

### **Deliverable 10: P1 FG 1, P1 FG 2, P1 FG 3, Accela Civic Platform Solution Foundation**

Accela will provide professional services to develop the Solution Foundation of the Accela Civic Platform in accordance with requirements established and documented in Deliverable 8: P1 – FG(x) To-Be Analysis Design Document(s).

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

- Completed Solution Foundation of Accela Civic Platform Solution (to include the Legislative Management configuration) that supports the To-Be Analysis Design documentation

#### Accela Responsibilities:

- Provide timely and appropriate responses to Agency’s request for information.
- Present a Deliverable Expectations Document (DED) for the Accela Civic Platform Solution Foundation
- Configure the foundational components as defined in the To-Be Analysis Design Document(s).
- Quality review of the solution foundation with the To-Be Analysis Design documents (Accela to validate the Accela Civic Platform has been configured based on the To-Be Analysis Design documents)
- Coordinate Review sessions to validation configuration.

#### Agency Responsibilities

- Provide timely and appropriate responses to Accela’s request for information.
- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Accela Civic Platform Solution Foundation.
- Make available the appropriate Agency key users and content experts to participate in solution configuration of the system in an effort to learn about the system and facilitate in knowledge transfer.
- Actively participate with Accela to verify that the system meets the foundational requirements documented in the To-Be Analysis Design Document(s).

#### Acceptance Criteria:

- Review and approve that the Accela Civic Platform Solution Foundation meets the requirements documented in the approved To-Be Analysis Design Document(s).

- Agency will have 5 business days to conduct initial review and acceptance of the Accela Civic Platform Solution Foundation document DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## STAGE 4 – Build

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

### Data Conversion

Data conversion of historic/legacy data from Agency systems is a critical activity for the success of this project. The Accela team is highly experienced in planning for, and executing these activities and will work closely with Agency staff to ensure a successful transition of data.

The Data Conversion approach is based on the legacy systems identified in the RFCSP, Section 3.2.4 Current State Environment page 12 of 130. The table below identifies the legacy systems, the platform and the release schedule:

Application	Platform	Release Schedule
LDS	WEB Server, MS SQL, FileNet8 (content storage)	Phase 1 Functional Group 1
Plat Tracking System (TPLT)	Mainframe, NATURAL/ADABAS, MS-SQL (for reporting only)	Phase 1 Functional Group 1
Hansen version 7.7	Solaris/Unix, Oracle	Phase 1 Functional Group 2
Code Enforcement Tracking & Management ECCO	Mainframe, NATURAL/ADABAS, MS-SQL (for reporting only)	Phase 1 Functional Group 3

The approach for Data Migration or Conversion is based on the Agency’s RFCSP section 3.2.4 and Accela’s Response to the RFCSP, Section 7.5 starting on page 107 of 220.

Accela will conduct Data Quality Assessment, Data Cleansing and Purification Deliverable, Analysis/Mapping and Data Conversion Development (Deliverable 11, 12, 13 and 14) for each Legacy system that will be have data converted to Accela within the scope of this implementation. The descriptions referenced below are from RFCSP, Table 4. Primary Systems Targeted for Replacement, page 14 of 130.

Deliverable	System Name	Description
11A – P1 FG1 12A – P1 FG1 13A – P1 FG1 14A – P1 FG1	LDS	LDS provides workflow automation for processing Master Development Plans (MDP), Planned Unit Development (PUD), Rights Determination, Fair Notice and recordation processes. It includes forms for clerk entry, workflows for review, due date notifications, document attachment, fee calculation, and correspondence generation.
11B – P1 FG1 12B – P1 FG1 13B – P1 FG1 14B – P1 FG1	TPLT	Plat Tracking System (TPLT) is used to track and manage the plat application submittals, reviews, approvals, and recordation processes.
11C – P1 FG2 12C – P1 FG2 13C – P1 FG2 14C – P1 FG2	Hansen	Plan, Permit, Inspections & License Management  Hansen supports the management of permit applications, permit issuance, inspections, and registration of contractor licenses. Plan review and inspection results from DSD and other reviewing agencies are also captured in Hansen. Some of the code enforcement processes are also supported by Hansen.
11D – P1 FG3 12D – P1 FG3 13D – P1 FG3 14D – P1 FG3	ECCO	Code Enforcement Tracking & Management  ECCO is used to manage code compliance activities. It is used to record violations and generate correspondences. It tracks property cases and actions until the case is resolved. It also captures complaints (via LAGAN interface) and captures actions taken. Cases are automatically assigned to investigators based on category and location.

### Deliverable 11: Historical Data Conversion Data Quality Assessment

Further defined in Accela’s response to the Best and Final Offer to question 1, page 9 of 16. As part of the Data Quality, Data Cleansing, and Data Conversion process, the Accela team will work with the Agency on data cleansing and conversion activities. During this activity, Accela resources will collaborate with the Agency to determine what datasets are relevant for conversion into Accela (i.e. record retention laws) versus what datasets should not be assessed for quality issues. In addition, this process will also help determine what datasets will be archived versus converted into the Accela solution.

Once the scope of data for each legacy system is defined, Accela will begin the data quality assessment and document all of the data quality findings, issues, and recommendations into a comprehensive Data Quality Assessment Report. Based upon this report and level of effort required to cleanse the data, Accela will provide an estimate for cleansing the data quality issues, which will be used to negotiate the fixed-based price for purifying/cleansing the data.

The Agency will be responsible for extracting the data from their legacy systems and performing the necessary data transformations to get this data into the required Accela format. The Accela Team will then be responsible for taking this data and successfully loading this data into the Accela Civic Platform.

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

- Data Quality Assessment Report
- Schedule and Budget estimate for addressing the data quality issues

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Historical Data Conversion Quality Assessment
- Identify, validate, and document the business and technical data quality issues
- Document all of the data quality findings, issues, and recommendations into comprehensive Data Quality Assessment Report
- Develop a high-level timeline and budget estimates for the data cleansing activities to include a strategy for any additional incremental data cleansing that needs to occur between initial cleansing activities and Go Live.

#### Agency Responsibilities:

- Provide historical data in acceptable formats.
- Provide subject matter experts on the data source to aid Accela in identifying irregularities in the data
- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Data Quality Assessment Report.
- Review and sign-off on Data Quality Assessment Report for the legacy source.
- Review and sign-off of timeline and budget estimates.

#### Acceptance Criteria:

- Agency will have 5 business days to conduct initial review and acceptance of the Data Quality Assessment Report DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Estimate for cleansing the data quality issues as assessed and documented in the Data Quality Assessment Report.

## **Deliverable 12: Data Cleansing and Purification (LDS, TPLT, Hansen, and ECCO)**

Activities to support Data Cleansing and Purification were identified in Accela's response to the Best and Final Offer, question 1.b.1., page 11 of 16.

For all of the data quality issues identified as part of Deliverable 11 or the Data Quality Assessment Report, Accela will work with the Agency to determine a level of effort and activities to supplement the Agency team with data purification and cleansing activities to support the future data conversion activities. The purification and cleansing activities will improve the quality of data that will be migrated and converted into Accela. Our recommendation would be to have Accela's resources focused on the automated transformation activities and have Agency team members work on the manual efforts that require a broader understanding and accessibility into existing data values / structures / legacy systems, etc. The cleansing and purification activities may be conducted via a remote location and Accela will need to coordinate with the Agency in establishing Agency Data Protection risks when accessing production data.

The data cleansing and purification deliverable will be reviewed prior to the start of any activities based on the level of effort determined during the Data Quality Assessment deliverable. Based on the level of effort the Accela team will work with the Agency through the Change Order process to identify deliverables for each legacy system on the cleansing and purification activities. The current engagement for Accela's Conversion Analyst is 680 hours to support the Agency with their cleansing and purification activities. If additional hours beyond this are required, based on the Data Quality Assessment Report, Accela will bill the Agency at a fixed deliverable rate.

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

- Activity Assignment and timesheet approval. The deliverable is based on the estimated hours associated to the cleansing and purification activities.
- Initial estimate for each legacy system = 680 Hours Total:
  - LDS 121.5 hours
  - TPLT 225.75 hours
  - Hansen 183 hours
  - ECCO 148 hours

### Accela Responsibilities:

- Work with the Agency to identify data cleansing activities.
- Execute data cleansing activities based on the Data Quality Assessment Report and approved recommendations by the Agency
- Execute the Change Order process for the level of effort and deliverables identified for the Data Cleansing and Purification by legacy system.

### Agency Responsibilities:

- Provide access to legacy systems and/or databases to perform data cleansing activities.
- Agree upon activities for the Accela team to complete data cleansing
- Review data cleansing activities
- Approve the Change Order process for the Data Cleansing and Purification by the legacy system.

Acceptance Criteria:

- Agree upon deliverables associated to the Data Cleansing and Purification activities prior to the start of this deliverable.
- Approve the deliverables established through the Change Order process.

**Deliverable 13: P1 FG1, P1 FG2, P1 FG3 Data Conversion Analysis/Mapping**

Upon completion of Deliverable 11 and Deliverable 12, , Accela will create a Data Conversion Mapping Document detailing the data conversion process, mutually agreed upon requirements and mapping of Agency’s historical data into Accela Civic Platform. This document represents the Mapping Template referenced in the above Data Conversion section.

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

- Historical Data Conversion Mapping Document

Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Historical Data Conversion Analysis/Mapping deliverable
- Facilitate the data analysis and mapping process based on Deliverable 11, which defines the legacy data elements required for conversion
- Define steps to support validation of converted data
- Complete the Data Conversion Mapping Document.

Agency Responsibilities:

- Collaborate with the Accela PM/Conversion Lead on the DED and agree upon a format and expectations for the Data Conversion Analysis/Mapping deliverable.
- Provide historical data in acceptable formats.
- Provide subject matter experts on the data source to aid Accela in identifying key components of the historical data
- Provide subject matter experts on the historical configuration to aid in the data mapping process
- Review and sign-off on completed Data Conversion Mapping document.

Acceptance Criteria:

- The Historical Data Conversion Analysis/Mapping document identifies historical data elements that will be converted into Accela Civic Platform as well as document special consideration (ex. merging data sources, phasing, etc.)
- Agency will have 5 business days to conduct initial review and acceptance of the Historical Data Conversion Analysis/Mapping document DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

**Deliverable 14: P1 FG1, P1 FG2, P1 FG3 Data Conversion development**

Upon Agency approval of the Data Conversion Analysis/Mapping document, (Deliverable 11), Accela will utilize a software program(s) to migrate appropriate legacy data into Accela Civic Platform. Upon

receipt of the conversion from Accela, the Agency DBA will work with the Accela team in loading the data into the Test environment for validation.

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

- Completion of migrated data into Accela Civic Platform test environment or in a Conversion environment. Validation of the converted data based on the Analysis/Mapping Deliverable and verify the number of records from legacy system has been converted into Accela Civic Platform.

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Historical Data Conversion Development deliverable
- Provide and utilize a program to migrate historical data into the Agency's Accela Civic Platform test database environment.
- Each data conversion conducted for each legacy system (LDS, TPLT, Hansen, and ECCO) will include up to three (3) conversion loads for client testing – for a total of 12 conversion loads.
- The Accela team will provide statistics to ensure the data was converted based on the agreed upon conversion parameters.

#### Agency Responsibilities:

- Collaborate with the Accela PM/Conversion Lead on the DED and agree upon a format and expectations for the Historical Data Conversion Development deliverable.
- Providing the legacy data source in an accepted format
- Assist in the execution of the data conversion program and provide access to environments as needed
- It will be the Agency's responsible to validate the data was converted correctly through the UI and is normally completed by the SMEs who participate in the To-Be analysis. Conversion is based on the Mapping documentation which is stated above.

#### Acceptance Criteria:

- Historical data has been converted to Accela Civic Platform testing environment according to the Data Conversion Mapping document.
- Agency will have 5 business days to conduct initial review and acceptance of the Historical Data Conversion Development deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **System Interfaces: Introduction to Deliverables 15 & 16 & 17:**

For each interface, the Accela technical lead will work together with Agency's technical lead and business leads to document functional and technical requirements of the interface in an Interface Requirements Document and an Interface Design Document. Interface development begins upon written approval of the specifications. It is expected all interfaces will use Accela's GovXML, web services or batch engine. No

custom or third party integration tool will be used to accomplish input or output of data to/from the Accela system. In other words, data going into Accela and data coming from Accela will use the existing integration technology. Agency responsibility includes obtaining permission for level/type of integration from appropriate application. Further, Agency will ensure that Accela resources have access to a Dev or Test version of the 3<sup>rd</sup> party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3<sup>rd</sup> party system.

The interfaces referenced below is based on the Agency’s RFCSP and Attachment H, “Interfaces” tab. The table below will be validated to confirm the Functional Group association and if the system will be replaced, or integrated into the new DSD system or be left alone. Any changes to the table below based on the evaluation of the new DSD system to determine if one of these systems should be replaced will be processed through the change order process.

Accela will conduct Requirements, Analysis, and Development (Deliverable 15 and 16 and 17) for each system that will be interfaced with Accela within the scope of this implementation.

Table 8 Scope of Systems Integration and Replacement	Deliverable	System Name	Phase 1 Release (estimated)	Description
24	16A – P1 FG1 17A – P1 FG1	City's existing ArcGis System	<b>Functional Group 1</b>	ArcGIS is DSD's system of record for GIS data.
5	16B – P1 FG1 17B – P1 FG1	FileNet – Real Time (two-way)	Functional Group 1	FileNet is primarily used for DSD Plan Review and LDS document management; it is the core component of LDS. It is also used by the City Clerk for archiving files and tracking vital statistics.
n/a	16C – P1 FG1 17C – P1 FG1	City's Remedy System – Batch	Functional Group 1	Automatically log certain errors
38	16D – P1 FG1 17D – P1 FG1	City's Cashiering System – Real Time	Functional Group 1	Not determined at time of RFCSP
n/a	16E – P1 FG1 17E – P1 FG1	City's Online Payment Gateway – Real	Functional Group 1	Not determined at time of RFCSP
40	16F – P1 FG1 17F – P1 FG1	City's SAP System – Batch	Functional Group 1	SAP is the City's financial management system.

Table 8 Scope of Systems Integration and Replacement	Deliverable	System Name	Phase 1 Release (estimated)	Description
n/a	16G – P1 FG1 17G – P1 FG1	SAWS Web Application System – Batch (two-way)	Functional Group 1	Provide water services to the City of San Antonio and ETJ. Coordinate with DSD for plan review for MDP, PUD, and platting and some permit types, and participates in the utility release process.
n/a	16H – P1 FG1 17H – P1 FG1	San Antonio Information System (SAIS) – Batch (two- way)	Functional Group 1	
n/a	16I – P1 FG1 17I – P1 FG1	Public County Information (PUBL) – Batch (two-way)	Functional Group 1	
28	16J – P1 FG1 17J – P1 FG1	City's Route Optimization System – Real Time	Functional Group 1	Performs Route Optimization for determining most efficient route as well as Customer Queue Position Notification. Provides management functionality, including managing inspector skills, start/stop locations, and assignments. Gives view of live and historical breadcrumb trail of inspectors' executing path assignments. DSD will consider other viable alternative solution options proposed by the vendor. Integration will be through GUMB and not directly to the City's Route Optimization System
n/a	16K – P1 FG1 17K – P1 FG1	Quick Vtr.NET – Batch	Functional Group 1	
41	16L – P1 FG1 17L – P1 FG1	Bexar County Electronic Recordation E-File Secure System – Batch	Functional Group 1	System recording submission of land record documents electronically with Bexar County Clerk, Texas

Table 8 Scope of Systems Integration and Replacement	Deliverable	System Name	Phase 1 Release (estimated)	Description
42	16M – P1 FG2 17M – P1 FG2	Legistar/Granicus System – Real Time	Functional Group 1	The City Council's Granicus/Legistar Agenda Builder, which builds agendas for the City Council. Going forward, additional boards/commissions may utilize this system as well. The New System must interface with Legistar.
n/a	16N – P1 FG3 17N – P1 FG3	State Trade and Licensing System – Batch (one-way outbound file)	<b>Functional Group 2</b>	
35	16O – P1 FG3 17O – P1 FG3	City's Lagan System – Real Time (one- way inbound)	<b>Functional Group 3</b>	LAGAN is the City-wide 311 system to manage citizen complaints. Integration will be through GUMB and not directly to the City's Lagan System.
44	16P – P1 FG3 17P – P1 FG3	City's Municipal Court Systems (MCTR/MUNC) – Batch (two-way)	Functional Group 3	The future state solution must integrate with this system to schedule hearings and capture citation dispositions.
n/a	16Q – P1 FG3 17Q – P1 FG3	CPS Work Order Management System (WMIS) – Real Time	Functional Group 3	
33	16R – P1 FG3 17R – P1 FG3	City's Digital Health System – Batch (two-way)	Functional Group 3	Digital Health is used to manage health inspections and other health business processes.

### Deliverable 15: P1 Interface Requirements Document

In order to determine the Agency requirements for the interface, analysis sessions will be conducted as a portion of this deliverable. This will also include recommendations by Accela to replace certain systems instead of integrating into the new DSD system. The findings will then be documented in the Interface Requirements Document) for use by Accela in building the interface specification and code. The Accela team and Agency technical team will evaluate each interface during the analysis and capture high level requirements for each interface. The implementation of the interface is dependent on the assistance of the Agency's staff, specifically, defining the requirements of the interface, expected system interactions, assumptions and enterprise concerns and considerations. The Agency will coordinate activities with the third party and gather requirement documents from the external

source regarding integration methods. The Accela team will document the requirements to support integration and if the external integration will cross releases then parties from all release groups will need to be involved in the analysis sessions.

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

- Validation of the table referenced in section 4.4 System Integration for “replacement”, “integration” and/or “out of scope”
- Interface Requirement Document(s)

#### Accela Responsibilities:

- Provide timely and appropriate responses to Agency’s request for information.
- Present a Deliverable Expectations Document (DED) for the Interface Requirement Document deliverable
- Review external/third party system requirements for integration with the new DSD system
- Conduct Interface Analysis sessions.
- Work with Agency staff to develop interface requirements document.
- Document the requirements, expected system interactions, assumptions and enterprise concerns and considerations.
- Recommend options for system replacement – in lieu of integration – for Agency’s consideration

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela’s request for information.
- Collaborate with the Accela PM/Interface Lead on the DED and agree upon a format and expectations for the Interface Requirement Document deliverable.
- Coordinate with third party resources/individuals to provide required details of system interface.
- Allocate the time for qualified business and technical experts to support Analysis sessions with a complete understand of the integration.
- Identify and coordinate any related tools used to implement the interface (3rd party or in-house development).
- Actively participate in the interface requirement development sessions.
- Review and approve the interface requirement documents.
- If integration is determined to be an enterprise interface, coordinate with all functional groups to participate in requirements analysis session.

#### Acceptance Criteria:

- Review and approve the Interface Requirements document.
- Agency will have 5 business days to conduct initial review and acceptance of the Interface Requirement Document deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 16: A – L P1 FG1, M P1 FG1, and N – S P1 FG1 Interface Design Document**

Based on the interface requirements document, the Accela team will further build out the technical specifications to support the development efforts of the interface. The findings will then be documented in the Interface Design Document(s) for use by Accela in building the interface code. Working with the Agency, the Accela team will create the technical specifications based on the interface analysis sessions and understanding the third party system to include defining the data mapping and possible data manipulation required in the source system.

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

- Interface Design Document(s)

### Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Interface Design deliverable
- Conduct review sessions of the Design Document and if needed additional clarification sessions with the Agency and the third party provided.
- Work with Agency staff to develop interface design document(s).

### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Interface Lead on the DED and agree upon a format and expectations for the Interface Design Document deliverable.
- Provide system access to individuals to provide required details of system interface.
- Identify and coordinate any related tools used to implement the interface (3rd party or in-house development).
- Actively engaged in the interface design development and data mapping process.
- Review and approve the interface specification documents.

### Acceptance Criteria:

- Review and approve the Interface Design document(s).
- Agency will have 5 business days to conduct initial review and acceptance of the Interface Design Document deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 17: A – L P1 FG1, M P1 FG1, and N – S P1 FG1 Interface Development and Unit Testing**

The implementation of the interface is dependent on the assistance of the Agency's staff, specifically, interface analysis, data mapping, and data manipulation as required in the source system. Accela will provide a program to integrate 3<sup>rd</sup> Party data to/from Accela Civic Platform. This deliverable includes the code development of the interface to interact with the third party system. The Agency will provide access to the third party test environment and production environment. Accela will conduct unit testing of the interface in the test environment to validate the interface meets the Interface Design Specifications. The Unit testing will validate connectivity between the two systems has occurred,

validation of field level mapping from design has been met, and validation of information passed between the system has occurred. Complete end-to-end testing will take place during system and user acceptance testing activities. The issues identified during unit testing will be tracked in SharePoint and critical issues will be addressed prior to acceptance of the interface.

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

- Operational Interface in the Test environment
- The Accela SharePoint will be the source for test results on each Interface.

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Interface Development and Unit Testing deliverable
- Use an Accela web service or other tool to implement the interface functionality based on the specifications.
- Build all aspects of the interface that interact directly with the Accela Automation.
- Conduct Unit testing of the Interface to ensure the design specifications were met.
- Address critical issues identified during unit testing.

Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Interface Lead on the DED and agree upon a format and expectations for the Interface Development and Unit Testing deliverable.
- Provide system and access to individuals to provide required details of system interface to support possible troubleshooting of issues.
- Allocate the time for qualified business and technical experts for the testing sessions that are critical to the project success.
- Work with the 3<sup>rd</sup> party (in-house or vendor) to identify and coordinate any related tools used to implement the interface
- Work with 3<sup>rd</sup> party to ensure data from Accela is in correct format.
- Actively engage in verifying interface with Accela after unit tests have been successfully completed

Acceptance Criteria:

- Demonstration and approval of the completed interface as per the requirements and design documents.
- Agency will have 5 business days to conduct initial review and acceptance of the Interface Development and Unit Testing deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

**Deliverable 18: P1 FG1, P1 FG2, P1 FG3 Business Process Validation and Automation (Scripting)**

During the To-Be Analysis stage of the implementation project, Accela will identify opportunities to supplement the Accela Civic Platform base functionality via Event Manager Script Engine (EMSE)

scripts and Expression Builder in order to validate and automate business processes. Accela will work with the Agency to identify desired functionality, and subsequently will assist with prioritizing the needs in order to determine that will be developed by Accela within the scope of this implementation. The Accela team will recommend leveraging product functionality based on their experience and best practice. The implementation of enhancing the Civic Platform with Event Manager Script Engine and Expression Builder when a requirement always occurs without exception. Many times clients will apply these enhancements to their configuration and realize only after post go-live that the system is too constrained for the user and Accela is asked to disable these enhancements. Accela recommends applying these configuration to the system based on existing processes and once the user community becomes comfortable with the new system these configuration enhancements can be applied post the go-live and anytime thereafter. The Business Process Validation and Automation developed by Accela can be used as models whereby agency staff can develop and modify additional functionality as needed.

Business Process Validation and Automation is broken out into two functional areas of the Accela solution, as defined below:

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

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

The follow Business Validation and Expression Builder estimated for each Functional Release:

Phase 1 Release	Total EMSE and Expression Builder	EMSE	Expression Builder
Functional Group 1	147	117	30
Functional Group 2	160	160	0
Functional Group 3	137	131	6

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

- Prioritized list of requirements that require Business Process Validation (Automation)
- Specification documents for each required Business Process Validation (Automation)
- Demonstration of completed Business Process Validation (Automations) in development environment per the specifications document(s)
- Accela SharePoint Business Validation Issue Tracker will capture testing of the Business Process Unit Testing.

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Business Process Validation and Automation (Scripting) deliverable.
- Work with Agency staff to identify potential uses of scripting
- Assist with development of list of desired functionality for Functional Group release
- Aid the Agency in prioritizing which scripts will be developed by Accela for the Functional Group release
- Develop scripts based on the business process specifications
- Unit test functionality against the business process specification document.
- Demonstrate functionality of scripts per specifications (i.e. documented test results)

#### Agency Responsibilities:

- Allocate the time for qualified business and technical experts for the script requirements sessions that are critical to the project success
- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the Business Process Validation and Automation (Script) Deliverable
- Identify resources that will learn scripting tools and approaches for ongoing maintenance
- Prioritize desired functionality to determine which scripts Accela will develop
- Provide timely and appropriate responses to Accela's request for information
- Verify the Script Specification meets the intended business requirement
- Allocate the time for qualified personnel to test the script for acceptance

#### Acceptance Criteria:

- Review and acceptance of Business Process Specification with written sign-off from the Agency
- Demonstration of all developed script within the system to the Agency
- Review and acceptance of the Business Process Validation and Automation Inventory list
- Agency will have 5 business days to conduct initial review and acceptance of the Business Process Validation and Automation (Script) deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Acceptance of the Business Process Validation based on demonstration in the Development Environment the business process was built based on the specification document.

### **Reports - Introduction to Deliverables #19, 20, 21**

Reports are defined as anything that can be printed from the system, including but not limited to, reports, forms, documents, notices, and letters that the Agency wishes to print as identified during To-Be Analysis Stage. The To-Be Analysis Design Document will define the reports and documents that are required by the Agency for the new DSD system. These reports will be broken down by level of effort and identified in the To-Be Analysis Design document. It is expected that, after the appropriate training on the database and the selected report writing tool is completed, Agency personnel will be able to develop 25% reports (i.e. the Agency's share) as well as future report requests.

Reports are classified by complexity or level of effort: high, medium, and low:

High is defined as a report containing significant calculation and/or extensive detail and number of fields – for example a financial statistical report or complex permit. The majority of reports require a ‘medium’ level of effort, which is defined as a report displaying non-calculated and minimal calculated data fields. Reports with a low level of effort are typically letters or notices that contain contact information and basic application data. During the To-Be Analysis sessions the Accela team will request sample reports and form/letters identified in Exhibit 10. This will assist the Accela team in determine if a report is high, medium, or low complexity. During the Build Stage the Report team will capture an inventory of all reports in a SharePoint list where each report will include complexity, attachment of the As-Is report, assignment of the report and other status fields to track the development efforts. It is understood that Accela’s share of the report creation (75%) will include most if not all of the highly complex report types. If additional reports are identified beyond those in exhibit 10 the Accela team will capture these reports in the inventory, but will not be responsibility for the any additional work.

The Reports estimated for the new DSD system were based on the RFCSP, Exhibit 10 where Accela will be responsible for building out 75% of the reports and/or forms/letters identified in this document. Based on this percentage, the estimated breakout for each functional group is identified in the table below:

Phase 1 Release	Report - Accela	Forms/Letters - Accela	Total - Accela	Grand Total (Accela & Agency)
Functional Group 1	41	74	115	154 (Agency developed 39)
Functional Group 2	130	104	234	310 (Agency developed 76)
Functional Group 3	58	51	109	146 (Agency developed 37)

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

### **Deliverable 19: P1 FG1, P1 FG2, P1 FG3 Report Specifications**

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

Accela and Agency have agreed that Accela will develop reports based on Exhibit 10, and the table referenced above where Accela will be responsible for 75% of the report and form/letter development activities.

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

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

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

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

#### Accela Responsibilities:

- Assist in determining level of effort for reports to assist with prioritization
- Draft a Deliverable Expectations Document (DED) for the Report Specification deliverable.
- Coordinate report design sessions to validate field level data and design activities
- Develop report specifications

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information
- Collaborate with the Accela PM/Report Lead on the DED and agree upon a format and expectations for the Report Specification Deliverable
- Make available the appropriate key users and content experts to participate in the report specification
- Provide information and data in the formats specified by Accela that will be needed for agreement on the Deliverable

#### Acceptance Criteria:

- Agreement on prioritized list of reports that will be developed by Accela
- Agency will have 5 business days to conduct initial review and acceptance of the Report Specification deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 20: P1 FG1, P1 FG2, P1 FG3 Report Workshop**

Accela will provide training and onsite support in a "hand's on", report development workshop. Our aim is to educate Agency resources on all aspects of report writing in Accela Civic Platform in an effort to ensure the Agency is self-sufficient. This allows the Agency to best react to changing requirements and ongoing maintenance, which can allow the Agency to be reactive and significantly reduce system maintenance costs over time. No more than seven (7) agency staff should attend the Report Workshop.

Please note, Accela does not train on the use of 3<sup>rd</sup> party tools, specifically, report development tools. Accela assumes that Agency staff have appropriate training and/or experience with the 3<sup>rd</sup> party report development tool of choice. (Example: Crystal Reports)

The Accela Training team will deliver one Report Workshop per functional group release.

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

- Five-Day, onsite Report Workshop

#### Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Report Workshop training.
- Coordinate with the Agency to define training schedule and logistics.
- Deliver training per the specific requirements in the DED.

#### Agency Responsibilities:

- Collaborate with the Accela PM/Training Manager on the DED and agree upon a format and expectations for the Report Workshop training
- Select and prepare the power-users and/or admin staff who will be participating in the workshop
- Provide suitable Agency facilities to accommodate training classes.

- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

Acceptance Criteria:

- Completion of 5-day Report Workshop and participation sheet.
- Agency will have 5 business days to conduct initial review and acceptance of the Report Workshop Training DED.

**Deliverable 21: P1 FG1, P1 FG2, P1 FG3 Report development**

Accela will develop custom documents/letters/reports per the specifications developed and approved in Deliverable 19, Report Specifications. Changes to the report specifications after approval can negatively impact project progress and the overall schedule. Therefore, changes to the report specifications after approval requires an analysis by Accela to determine the level of effort required, and if a Change Order would be required to complete the work.

In terms of specific output, the following report counts, which represent 75% of total reports listed, will be executed by Accela for this deliverable:

- A total of 115 documents/letters/custom reports per the Report Specification Documents for Functional Group 1
- A total of 234 documents/letters/custom reports per the Report Specification Documents for Functional Group 2
- A total of 109 documents/letters/custom reports per the Report Specification Documents for Functional Group 3

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information
- Draft a Deliverable Expectations Document (DED) for the Report Development deliverable.
- Develop reports per specifications
- Unit test the reports to ensure specifications were met
- Assist in the validation of the reports in the test environment

Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information
- Collaborate with the Accela PM/Report Lead on the DED and agree upon a format and expectations for the Report Development Deliverable
- Make available the appropriate key users and content experts to participate in the report development and validation activities
- Request Change Order if changes to specifications are required

Acceptance Criteria:

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

- Agency will have 5 business days to conduct initial review and acceptance of the Report Development deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 22: P1 Accela GIS Deployment**

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

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

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

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

- Accela GIS installed on Agency server(s)
- 8 Proximity Alerts
- 10 Attribute Mapping
- GIS Admin Training – 1 day training

### Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Accela GIS Deployment.
- Install Accela software and perform quality assurance checks on the configuration and performance based on acceptance criteria mutually developed by Accela and the Agency
- Demonstrate that the Accela GIS applications are operational in the Agency computing environment thus communicating with the Accela Civic Platform system
- Assist the Agency in identifying and developing Proximity Alerts and Dynamic Themes through a design document

### Agency Responsibilities:

- Arrange for the availability of appropriate staff for the system installation, setup, testing, and quality assurance throughout the setup process
- Order and procure necessary hardware, non-Accela systems software, and networking infrastructure as specified by Accela
- Collaborate with the Accela PM/Technical Lead on the DED and agree upon a format and expectations for the Accela GIS Deployment.
- Provide people and physical resources based on the dates outlined in the project schedule
- Prepare the hardware, software, and network in accordance with the specifications provided by Accela

- Provide Accela with network access for remote installation and testing
- Provide information and data in the formats specified by Accela that will be needed for the GIS implementation

Acceptance Criteria:

- Demonstration of operating Accela GIS in test environment
- Completion of Accela GIS Administrative training (1 day course)
- Agency will have 5 business days to conduct initial review and acceptance of the Accela GIS Deployment deliverable DED.

### **Deliverable 23: P1 FG1, P1 FG2, P1 FG3 Online Portal Development**

This deliverable includes setup and configuration of Accela Citizen Access (ACA) on the Agency Dev environment based on the Requirements gathered in the To-Be Analysis Stage. This will include any additional set-up of the Drupal Software to include the MyLiveChat. Accela will work with the Agency representatives to validate and implement the online portal to extend certain aspects of the internal Accela configuration for use by the general public. All of the online portal functional requirements defined as mandatory and where Accela said “yes” to the requirement, including the following items will be configured:

- Integration into existing Agency website
- Setting up the Forms Wizard via Drupal to assist the citizen with the application selection process
- Establishing the Forms Wizard questions to assist the citizen with the application select process
- Setting up the MyLiveChat and co-browsing features
- Establishing the deep-link between the Form Wizard and the application in Accela Citizen Access
- Text Settings, including disclaimers, help text and watermarks
- Security Settings
- Form Layout
- User registration settings
- User rights and permissions

The installation and configuration of the DSD Online Portal will include Accela Citizen Access and Drupal products will be approximately 80% complete in Phase 1 Functional Group 1. The proceeding releases (Functional Group 2 and 3) will be refined to introduce the additional functionality made available for these releases and those applications/records types to support the release.

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

- Accela Citizen Access Configuration Analysis Document (MS Word)
- Drupal Form Wizard Document
- Installation and Configuration of the Drupal Form Wizard, and MyLiveChat and co-browsing features
- Accela Citizen Access Admin Training (1 day training and proposed training in FG1 and FG3)
- Drupal Administrative Training

Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Online Portal Development.
- Setup Accela Citizen Access in Dev and Test environments
- Set-up Drupal for the Forms Wizard Configuration
- Set-up MyLiveChat and co-browsing
- Assist agency in set up and validation of merchant account integration
- Work with the Agency to determine which services to expose to the public via Accela Citizen Access
- Create configuration specification for Accela Citizen Access based on analysis with the Agency for home page, disclaimer and search criteria
- Configure the Online Record types defined in the To-Be Analysis Design Document in Accela Citizen Access
- Unit testing of the Business Wizard with the application processing

#### Agency Responsibilities:

- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the Online Portal Development.
- Obtain a merchant account, and deploy an internet-enabled payment engine
- Coordinate participants for analysis sessions and work with Agency staff on online language (disclaimer) approvals
- Provide facility for training
- Validate that the configuration specification for Drupal – Business Wizard and Accela Citizen Access meets Agency requirements
- Perform testing of all Online Record types for purposes of validating the configuration

#### Acceptance Criteria:

- Accela Citizen Access Configuration Analysis Document provides details of all configuration elements based on Accela Civic Platform back office configuration
- Drupal configuration for the Form Wizard and validation of the MyLiveChat and co-browsing features
- Demonstration of the operational Accela Citizen Access functionality per the specification document(s)
- Demonstration of the Form Wizard, MyLiveChat and co-browsing functionality
- Completion of Administrative training on both Accela Citizen Access (FG1 and FG3 only) and Drupal Form Wizard
- Agency will have 5 business days to conduct initial review and acceptance of the Online Portal Development deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 24: P1 FG1, P1 FG2, P1 FG3 Accela Mobile Application**

Accela will configure the Accela Civic Platform to level Accela Mobile (Accela Mobile Office and Mobile Apps). As part of this deliverable Accela will perform the configuration tasks required to ensure Accela Mobile Interfaces with Accela Civic Platform in both a test and production environment. Using Accela Mobile, an Agency inspector can perform activities such as:

- Enter inspections/investigations results in either store/forward or wireless mode
- Print reports in the field (based on mobile printers have been provided to the inspectors)

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

BuildSA application will brand the existing Inspection Request mobile app with San Antonio city logo and name. The Inspection Request mobile app will then be integrated with the Accela Civic platform.

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

- Accela Mobile Configuration Specifications Document
- Demonstration of operation system per Accela Mobile Configuration Specifications Document
- Accela Mobile Admin Training (1 day)

#### Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Accela Mobile Application Deployment.
- Create configuration specifications for Accela Mobile based on analysis with the Agency and based on identified functional requirements
- Configure Accela Mobile based on approved specifications document
- Unit test the Accela Mobile configuration meets the specifications
- Work with the Agency to demonstrate the Accela Mobile configuration
- Conduct Accela Mobile Admin Training (1 day)

#### Agency Responsibilities:

- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the Accela Mobile Application Deployment.
- Coordinate participants for analysis sessions and work with Agency staff
- Provide facility for training
- Validate that the configuration specification has been configured for Accela Mobile
- Participate in Accela's unit testing of Mobile Application for purposes of validating the configuration

#### Acceptance Criteria:

- Review and approve the Accela Mobile Configuration Specification Document
- The base configuration of Accela Mobile in the Development environment is configured as documented in the Accela Mobile Configuration Specifications document
- Completion of Accela Mobile Administrative training (1 day)
- Agency will have 5 business days to conduct initial review and acceptance of the Accela Mobile Application deliverable DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 25: P1 FG1 & P1 FG2 Electronic Document Review Development**

This deliverable is comprised of the activities that will enable the submission, review and markup of documents to work effectively given the Agency's configuration. The workflow to support Electronic Document Review will be completed in the To-Be Analysis Stage and Solution Foundation Stage. This deliverable is based on the configuration for Plan Reviewers to mark-up scanned plans in the ePlanCheck web application. Accela will leverage stamps provided out-of-the box, or from its stock of stamps, and provide instruction on the creation of stamps to the Agency. The Agency will be responsible for creating any additional stamps that will be applied through configuration. Accela will also leverage buttons provided out of the box and provide training and instruction on the creation of custom buttons with links. The Agency will be responsible for creating any buttons that will be applied through configuration. Accela will work with the Agency to identify and review:

- Documents that will be submitted online through Accela Citizen Access and through back-office Accela Civic Platform as part of the review process.
- Versioning of documents submitted / reviewed.
- Process steps within the Agency's workflow associated with reviewing the plan.
- Requirements for notifications via email.
- Stamps to be used on submitted documents.
- Buttons to be used to quickly access Web-based regulatory codes.
- Information that will be exposed to the public via Accela Citizen Access.

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

- Accela Electronic Document Review Specification Document(MS Word)
- Configuration of Accela Electronic Document Review

### Accela Responsibilities:

- Install Accela ePlanCheck for users to use to conduct electronic reviews
- Draft a Deliverable Expectations Document (DED) for the Electronic Document Review Development Deliverable.
- Validate the review process and build out automation based on best practices to support review activities
- Provide custom stamp for each of these categories; static text, simple dynamic stamp and dynamic stamp with input.
- Unit test the Electronic Document Review configuration based on the specification document.
- Provide one sample custom button
- Provide Administrative Training on ePlanCheck

### Agency Responsibilities:

- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the Electronic Document Review Development deliverable.
- Provide facility for training
- Make available the appropriate subject matter experts to provide needed information, participate in the analysis and verify the accuracy of the information provided.
- Creation of additional stamps and buttons if desired
- Provide timely and appropriate responses to Accela's request for information.

### Acceptance Criteria:

- Accela Electronic Document Review Specification Document provides details of events based on Accela back office configuration.
- Installation of ePlanCheck to support user plan review.
- Agency will have 5 business days to conduct initial review and acceptance of the Electronic Document Review Development deliverable DED
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Completion of Accela ePlanCheck Administrative training (1 day)
- Demonstration of the operational Accela Electronic Document Review functionality per the specification document(s).

### **Deliverable 26: P1 FG1, P1 FG2, P1 FG3 User Experience**

User Experience is comprised of the fine-tuning of the User Interface (“look and feel”) of the system, usability and security. This portion is completed prior to User Acceptance Testing to provide a more refined view of the system and assistance with system acceptance for new users. Accela will use the completed configuration and standard, best practice User Interface as a starting point for analysis and documentation of desired look and feel of Accela Civic Platform user interface.

User experience configuration will be accomplished through a series of onsite, and remote web meeting workshops. These workshops will be used in order to accomplish the requested changes, in real-time, and provide ad-hoc training/knowledge transfer to Agency staff on the process of modifying the look and feel of the Accela Civic Platforms User Interface. Per Accela’s best practice methodology, each workshop will be 2 hours long. Information collected, and updated during the workshop include detailed settings related to the following topics:

- User Consoles and Form Layout
- Navigation tools
- Search screens and data filtration tools

Accela assumed the following User Experience configuration based on the following number of user groups and/or departments per functional group release:

- Functional Group 1 – 8 distinct User Experiences
- Functional Group 2 – 9 distinct User Experiences
- Functional Group 3 – 5 distinct User Experiences

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

- Completion of Analysis workshops is based on the number of distinct User Experience referenced above (8, 9, and 5), onsite interviews and WebEx sessions
- Configuration of User Experience

### Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the User Experience Deliverable.
- Conduct sessions to capture the required look and feel functionality of the new DSD system.

- Capture attendees for the sessions and approval by the Agency SME or Lead participating in the session for acceptance for the refined configuration for the user group.
- Conduct meetings via email, WebEx, phone, and in person to gather and validate analysis input.
- Build the user experience components as discovered during workshops.

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Implementation Lead on the DED and agree upon a format and expectations for the User Experience deliverable.
- Make available the appropriate Agency key users and content experts to participate in the user experience analysis.
- Complete any additional User Experience updates as desired by the Agency after the workshops are completed.
- Schedule participants and meeting locations for analysis workshop activities.

#### Acceptance Criteria:

- Completion of (8, 9, and 5) number of User Experience Configuration to support the new DSD System.
- Agency will have 10 business days to conduct initial review and acceptance of the User Experience deliverable DED
- Agency staff will participate in the User Experience Workshops and based on participation and acceptance of the live-changes to the User Interface for that User Group the Agency SME or Lead will sign-off on the session.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **STAGE 5 – READINESS**

### **Deliverable 27: P1 Production Environment**

Accela's technical staff will work with the Agency IT staff to validate that the components for hardware, software, database, network, and Internet are in place for the production environment. Accela technical staff will validate the proper installation and configuration of the Accela Civic Platform environment. This Deliverable is defined as the installation of the Accela Civic Platform software, Drupal, and ePlanCheck software on Agency computer systems, such that Agency can log into the system and verify that the software was installed. The installation will be based on requirements documented in Deliverable 6, Environment Management Plan for the production and failover approach (either load-balancing or separate failover environment).

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

- Installation of the licensed Accela Civic Platform products and add on software to support the new DSD system on Agency Production servers and failover approach
- Demonstration of an operational Production new DSD environment
- Demonstration of an operational failover approach

- Updated Installation documentation for the Production and failover approach

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

- Perform a remote system check and validation of the hardware installation and configuration
- Install Accela software and add on software for the new DSD system
- Demonstrate that the Accela applications are operational in the Agency computing environment.
- Provide documentation of the Agency installation for production and the failover approach
- Configure Accela to use the reporting technology selected by the Agency (Crystal Reports).

Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Production Environment Deliverable.
- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for new DSD system (Accela Civic Platform, Drupal and ePlanCheck).
- Deliver and install the Accela software and add on software on the Agency Production server and failover approach.

Agency Responsibilities:

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

Acceptance Criteria:

- Confirmation and demonstration of the ability to log into the Accela software and add on software components that have been installed on Agency computer systems to support the new DSD system.
- Agency will have 5 business days to conduct initial review and acceptance of the Production Environment deliverable DED
- Acceptance of the documentation for the Production and failover approach
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

## **Deliverable 28: P1 FG1, P1 FG2, and P1 FG3 Training Plan and Training Sessions**

Accela will provide a training plan to support the training sessions proposed in our response to the RFCSP. This plan will include the approach for training to include, training sessions, training curriculum, the duration, training agenda's, type of resources who will participate in training, etc. The schedule of the training sessions will be documented, monitored and tracked in the Baseline Project Plan. This plan will include requirements for the training, facility for training, desktop/laptops to support training, network connection, overhead project, etc. The plan will include the approach for training materials; Accela has estimated support for training materials where Accela will provide templates and guidance for putting training materials together for Daily User Training. Some Agency's leverage the training materials for Daily User training as an opportunity to train on new policy and procedures for the new DSD system. Having the Agency develop the training materials they will be able to capture and reinforce these new policy and procedures for the staff.

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

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

The following training will be included in this deliverable, per functional group release:

- Functional Group 1
  - Training Class - Database Schema Fundamentals (1 day)
  - Training Class - Accela Civic Platform Admin Usage (3.5 days)
  - Training Class - Business Rules Scripting – Basic (2 days)
  - Training Class - Business Rules Scripting – Advanced (1 day)
  - Training Class - Accela Civic Platform Admin Self Hosted (1 day)
  - Training Class - Advanced Fees (1 Day)
  - Ad Hoc Report Training (4 hours)
- Functional Group 2
  - Ad Hoc Report Training (4 hours)
- Functional Group 3
  - Training Class - Business Rules Scripting – Basic (2 days)
  - Training Class - Business Rules Scripting – Advanced (1 day)
  - Ad Hoc Report Training (4 hours)

### Accela Responsibilities:

- Draft a Deliverable Expectations Document (DED) for the Training Plan and Training Sessions Deliverable.
- Draft the training Plan based on approved DED.
- Coordinate with the Agency to define training schedule, curriculum, and logistics.
- Deliver training per the specific requirements listed above.

Agency Responsibilities:

- Collaborate with the Accela PM/Training Manager on the DED and agree upon a format and expectations for the Training Plan and Training Session deliverable.
- Select and prepare the power-users who will be participating in the training and subsequently training end users.
- Arrange the time and qualified people for the training who are critical to the project success.
- Provide suitable Agency facilities to accommodate various training classes.
- Ensure that users are proficient in using PC's in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

Acceptance Criteria:

- Review and acceptance of the Training Plan.
- Agency will have 5 business days to conduct initial review and acceptance of the Training Plan and Training Session deliverable DED
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Execution of the Training sessions identified for the Functional Group release.

## **Deliverable 29: P1 Configuration Management Plan**

The Configuration Management Plan will capture how the configuration of the new DSD system will be maintained based on deliverables and configuration during each functional group release. The plan will include how changes will be captured once the design/specification has been approved, how these changes will be tracked and monitored and a priority set to each change. The Accela SharePoint will be the tool used to track and monitor changes report. The project management team will evaluate the changes reported to determine the impact to the functional group release schedule if they are determined to be required for the functional group release. The Configuration Management Tracker list will be the Agency's repository for tracking future enhancements to the new DSD system.

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

- Development of the Configuration Management Plan
- Establishing the Configuration Management Tracker list on the Accela SharePoint

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Draft a Deliverable Expectations Document (DED) for the Configuration Management Plan Deliverable
- Coordinate meetings to discuss details of the Configuration Management Plan and draft the plan for review and feedback
- Refine the SharePoint Configuration Management Tracking List fields to align with Configuration Management Plan.

Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Configuration Management Plan
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Collaborate with the Accela PM on drafting and reviewing the Configuration Management Plan.

Acceptance Criteria:

- Review and acceptance of the Configuration Management Plan
- Review and acceptance of the established Configuration Management Tracking List
- Agency will have 5 business days to conduct initial review and acceptance of the Configuration Management Plan DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 30: P1 Test Plan**

Accela will work with the Agency in establishing a Test Plan for the new DSD system that will include the three (3) main areas of testing: Unit Testing, System Testing, and User Acceptance Testing. The plan will provide the test objective, approach/strategy for testing, scope of testing, assumptions, entrance and exit criteria for System and User Acceptance testing, who will be responsible for testing and outputs of the testing activities. The plan will include how the new DSD system will be tested across the three functional group releases and expectations for regression testing to ensure previous releases are not impacted by current release functionality. Deliverables for what will be required for testing activities, such as test cases/scenarios, scripts, issues identified and how they will be tracked, and validation of the design/specifications deliverables.

The Test Plan will be developed prior to any testing activities to ensure expectations throughout the implementation methodology and deliverables are based on the testing strategy defined in the plan.

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

- Test Plan

Accela Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Present a Deliverable Expectations Document (DED) for the Test Plan
- Coordinate meetings to discuss details of the Test Plan and draft the plan for review and feedback

Agency Responsibilities:

- Collaborate with the Accela PM/Test Lead on the DED and agree upon a format and expectations for the Test Plan
- Provide timely and appropriate responses to Accela's requests for project planning input and meeting logistics requests.
- Collaborate with the Accela PM on drafting and reviewing the Test Plan.

#### Acceptance Criteria:

- Review and acceptance of the Test Plan
- Agency will have 5 business days to conduct initial review and acceptance of the Test Plan DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.

### **Deliverable 31: P1 FG1, P1 FG2, and P1 FG3 Train the Trainer**

This Deliverable includes the Delivery by Accela of a 5-day “Train-the-Trainer” course and Accela has estimated up to three courses per functional group release. Accela best practices have proven that class sizes no larger than 7 participants are more successful with students who meet the pre-requisites of the course. The Accela Trainer will work with the Agency if a class size needs to be modified to ensure a successful instruction outcome.

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

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

- Accela on-site instructor-led 5 day Train-the-Trainer course sessions delivered per the agreed-to schedule with three course per functional group release (total of 15 days).

#### Accela Responsibilities:

- Coordinate with the Agency to define training schedule and logistics.
- Present a Deliverable Expectations Document (DED) for the Train-the-Trainer deliverable
- Provide 5 day Train-the-Trainer course sessions up to three (3) sessions per functional group release.
- Perform post-training evaluation(s) to ensure Agency staff has the necessary information to perform their train-the-trainer duties.

#### Agency Responsibilities:

- Collaborate with the Accela PM/Training Manager on the DED and agree upon a format and expectations for the Train-the-Trainer deliverable
- Identify the Agency resources who will receive the training and who have the skills to perform as “trainers”, if required.
- Provide a training room at the Agency facilities to conduct the training classes.
- Ensure that users are proficient in using PC’s in a Windows environment as a prerequisite for the course.
- Ensure that users are familiar with use of standard Internet browsers as a prerequisite for the course.

#### Acceptance Criteria:

- Agency will have 5 business days to conduct initial review and acceptance of the Train-the-Trainer deliverable DED.
- Execution of 5 day Train-the-Trainer course sessions and verification that individuals have the information required to perform their train-the-trainer duties via evaluations completed.

### **Deliverable 32: P1 FG1, P1 FG2, and P1 FG3 System Testing**

This deliverable is comprised of the Accela team working with the Agency to identify business processes/applications to be tested based on the approach for User Acceptance testing defined in the Test Plan. Accela recommends concentrate testing on high volume applications and complex business processes to test end-to-end functionalities prior to entering into User Acceptance Testing. This testing will include testing of interfaces, reports, business validation and conversion data. Based on the agreed upon business processes/applications for testing, Accela will leverage the Agency’s test cases to be executed by Accela for system testing. Based on execution of these test cases, Accela will document if the test case failed or passed in the Accela SharePoint System Testing Tracker list. Accela will work through the failed issues to resolve those issues identified as critical and high to meet or achieve the exit criteria for System testing. The Accela SharePoint System Testing Tracker list will be the report to track testing activities for the functional group release.

The Accela Team along with the Agency will establish an inventory of test cases based on the To-Be Analysis documentation and how those test cases can align to multiple record types and will identify which record types will support the test case. This list will be prioritized to capture those business processes that occur more frequent based on the application, permit and/or license category. The team will take the volume per record type and determine the most frequent end-to-end processes to test. These test cases will be our primary set of test cases where formal test case documentation will be developed. The remaining test cases identified in the inventory will be identified as exception based or secondary processes. System Testing is based on a four (4) week duration and if the initial test cases pass with limited “Critical” and “high” issues, the team will determine if the secondary or exception base testing will take place within the remaining timeframe or if the project will proceed to the next deliverable.

The 120 test case/scenarios will provide test coverage for system functionality captured in the To-Be Analysis document, where common functionality across record types will be tested and scenarios to meet the business process. The test case/scenarios will be developed based on the To-Be Analysis documentation to validate the end-to-end testing of an application, permit, and/or license. The test cases/scenarios should be based on the business process where one test case/scenario may be executed across multiple applications, permit, and/or license records. In addition, the Accela team recommends evaluating the application, permit, and/or license volume to focus testing activities. The Agency will review and validate the test cases/scenarios prior to the start of system testing. The Agency participants in the To-Be analysis sessions should be involved in the system testing to validate decisions/processes defined during the analysis stage.

	FG 1	FG 2	FG 3
Number of test cases/scenarios	50	50	20

Once the system testing is complete by Accela, whereby the test case has successfully passed, the Accela team will meet with the Agency and the SMEs to validate test cases created in order to validate the system functionality. Upon SME validation of the test case, the test case will be deemed accepted and ready for User Acceptance Testing. Accela will conduct weekly reviews of the system testing activities will take place to review the Accela SharePoint System Testing Tracker list. This Accela-led validation process of the test cases is planned to last 4 weeks.

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

- System Test Cases
- Establish System Testing Tracker list on the Accela SharePoint
- Execution of the System Testing against the test cases and tracking within the SharePoint
- Validation of the Test case with the SME(s)
- Resolution of critical and high issues identified during system testing
- Conduct weekly Testing meetings to review open issues

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the System Testing deliverable
- Collaborate with the Agency on determining high volume and complex business processes to support Test Cases for User Acceptance Testing.
- Collaborate with the Agency in identifying a list or inventory of test cases/scenarios to support system and user acceptance testing
- Based on the test case/scenario inventory develop test cases/scenarios to support the functional group release
- Based on current volume of applications/permits/license determine the priority of record types the test cases should be tested against
- Execute Test Case in the Test environment to validate system is ready for User Acceptance Testing
- Document and Resolve Issues identified during System Testing
- Validate successful test case with Agency SME and/or Leads for acceptance
- Conduct weekly Testing meetings

#### Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Testing Lead on the DED and agree upon a format and expectations for the System Testing deliverable
- Make available the appropriate Agency key users and content experts to participate in validation of system test case as defined in the System Test case.
- Collaborate with Accela in identifying a list or inventory of test cases/scenarios to support system and user acceptance testing
- Review and validate test cases/scenarios based one agreed upon inventory for the testing activities
- The Agency participants in To-Be Analysis should be involved in validating test cases during system testing
- Participate in the weekly Testing meetings.

#### Acceptance Criteria:

- Agency will have 5 business days to conduct initial review and acceptance of the System Testing deliverable DED.
- Review and acceptance of the test cases/scenario
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates. The second and final review will have 3 business days for acceptance.
- Successful execution of the system test case in the Test environment.

### **Deliverable 33: P1 FG1, P1 FG2 and P1 FG3 User Acceptance Testing (UAT)**

This deliverable is comprised of the assistance Accela will provide to allow the Agency to accept that the solution meets the requirements as documented in all the deliverables. Accela will assist the Agency in the testing and validation of the solution and its readiness to be migrated to production for active use and will assist in transferring the solution and any required data from Test to Production. The Agency will be responsible for developing test cases/scenarios based on requirements built out during the execution of the To-Be Analysis, Solution Foundation, Build and Readiness Stage.

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

Accela will provide assistance to the Agency as needed by providing User Acceptance Testing (UAT) support and a defined testing process. Accela will address and rectify issues discovered during the UAT process as Agency staff executes testing activities. It should be noted that Accela will plan for a **total of 6 weeks to complete this deliverable**.

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

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

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

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the User Acceptance Testing deliverable
- Support the Agency in up to 6 weeks of User Acceptance testing effort and the validation of the system configuration and its readiness to be migrated to production for active use.
- Resolution of critical and high issues as a result of User Acceptance Testing activities.

Agency Responsibilities:

- Provide timely and appropriate responses to Accela's request for information.
- Collaborate with the Accela PM/Testing Lead on the DED and agree upon a format and expectations for the User Acceptance Testing deliverable
- Develop User Acceptance Test cases to support UAT activities.
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency. This Agency users should be users who participated in To-Be Analysis, Solution Foundation, and Build Stages.

Acceptance Criteria:

- Agency will have 5 business days to conduct initial review and acceptance of the User Acceptance Testing deliverable DED.
- Issue resolution of critical and high issues.

## **STAGE 6 – DEPLOY**

### **Deliverable 34: P1 FG1, P1 FG2, and P1 FG3 Production Deployment**

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

Accela will work with the Agency on a cutover checklist to document activities required to support the go-live activities. The Agency and Accela will conduct go/no-go decision post UAT to determine all activities and/or deliverables have been met to support go-live.

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

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

Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the production deployment deliverable
- Provide on-site resources to support the move to Production effort
- With assistance from the Agency, lead the effort to transfer the system configuration and any required data from Test to Production
- Conduct go/no-go meetings
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production

#### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Production Deployment deliverable
- Provide technical and functional user support for pre and post Production Planning, execution, and monitoring
- Provide timely and appropriate responses to Accela's request for information
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production
- Make available the appropriate Agency key users to participate in the go/no-go discussions
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

#### Acceptance Criteria:

- Agency will have 5 business days to conduct initial review and acceptance of the Production Deployment deliverable DED.
- Deployment support prior to moving to Production
- Production system is first used by the Agency for daily use

### **Deliverable 35: P1 FG1, P1 FG2, and P1 FG3 Post Deployment Support**

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

Accela will work with the Agency to identify and address issues identified during this period using a Post Production Issues List. This list will be comprised of issues related to the defined deliverables listed in this SOW, which will be addressed by Accela, as well as any other issues that the Agency wishes to track (outside of scope, functional group 2 and/or 3, etc.). Examples of issues the Agency is responsible for include training issues, functional changes beyond the scope of this Statement of Work, cosmetic changes, and procedures related to the use of Accela Civic Platform (new DSD System). Specifically, Accela will not be developing or creating additional reports, conversions, interfaces, records types and workflow processes that were not included in the scope of this project during post deployment support.

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

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

- Accela will provide 2-3 onsite resources (from the implementation team) for the first week of go-live, the second week of post production support Accela will provide 1-2 resources of onsite support and the remaining 2 weeks of post production support will be remote
- Transition of Agency's Functional Group release from Services team to Customer Support for ongoing support

#### Accela Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Post Deployment Support deliverable
- Provide post-production support for Accela developed configuration and components
- Assist with the identification of issues for the Post Production Issues List
- Assist with issues that may arise related to the deliverables in this SOW
- Transfer ongoing support of the client and to the Customer Support to address any post Production issues that require remediation

#### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Post Deployment Support deliverable
- Provide technical and functional user support for post-production support and monitoring
- Develop and maintain a Post Production Issues List
- Provide timely and appropriate responses to Accela's request for information
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency

#### Acceptance Criteria:

- Execution of four (4) weeks of post-Production support
- Resolution of critical go-live issues.
- Official transfer from the Accela Services project team to the Customer Support
- Acceptance of this deliverable will allow Accela to invoice for the 10% retention for each functional group release.

The Accela Services will work closely with the Customer Support team on each function group release post the four weeks of production support to address configuration and development issues that may be identified from day 31 to 180 of the functional group release.

### **Deliverable 36: Deliverable 36: P1 FG1 Stakeholder/Impact Analysis**

During the Plan and Analyze phases, the Agency and Accela will conduct a preliminary agency assessment and stakeholder analysis. The Preliminary Agency Assessment measures readiness across the following dimensions:

- People Readiness – How well the people are prepared for the change. These metrics would consist of current and future competencies, training and proficiency strategies, workforce transition activities, and employee awareness
- Organizational Readiness – The degree to which the organization is ready to receive the new processes and the appropriate sponsorship exists within the organization, for example buy-in by Agency CFOs

- Process Readiness – How well processes have been properly documented for day-to-day production and how clearly the end-to-end process is defined, for example documentation in job aids

The stakeholder analysis identifies stakeholders that would be impacted by Agency project and associated business processes. In conducting the Preliminary Agency Assessment and the stakeholder analysis, we would:

- Classify individuals and groups affected by the Agency project and assess the impacts on them
  - Assess barriers to change, risks, and needs of individuals and groups
  - Identify representatives to communicate the issues and needs of certain groups
  - Highlight key themes from the list of impacts, barriers, risks, and needs and develop “mitigating activities” – or action items – to address them
  - Provide input to the Organizational Change Strategy and activities
- We document the findings from stakeholder analysis, which would describe how each group would be impacted, along with messages and timing that could help prepare the stakeholders for the impacts.

#### Accela’s Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Stakeholder/Impact Analysis
- Provide timely and appropriate responses to Agency’s request for information
- Communicate the Accela Delivery Methodology that will be used by Accela in developing the strategies
- Complete the Stakeholder/Impact Analysis

#### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Stakeholder/Impact Analysis
- Provide timely and appropriate responses to Accela’s requests for project strategy/planning input and meeting logistics requests.
- Provide the list of resources supporting the project with Name, Role and email address for collaboration on strategies
- Review and provide feedback on the Stakeholder/Impact Analysis

#### Acceptance Criteria:

- Review and acceptance of the Stakeholder/Impact Analysis
- Agency will have 5 business days to conduct initial review of the DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates.

### **Deliverable 37: P1 FG1 Organizational Change Strategy**

Upon initiating the project, we would work with Agency to build an Organizational Change Management Strategy that addresses the uncertainty experienced by agencies and build a framework for change that facilitates transition to a new way of conducting business in the Agency. The strategies are targeted to and list out the appropriate change activities to move both stakeholders and

end-users along the change 'commitment curve'. We work with the Agency to define a change strategy and the supporting activities that facilitate movement from awareness, understanding, acceptance and finally commitment.

Planning the organizational change journey for the Agency is a collaborative process. Charting the course for the change effort with thoughtful input from the Agency and the Accela Team creates an Organizational Change Strategy that integrates relevant context from the Agency and knowledge/experience from the Accela Team. The Organizational Change Strategy serves as the roadmap for the protocols and feedback mechanisms that would guide day-to-day operational activities and the effort needed to implement Accela's Civic Platform and associated business process changes.

In building the Organizational Change Strategy for Agency we focus on the following objectives:

- Anticipate and address the potential impacts of the change through a change impact analysis
- Engage executive and agency sponsorship early, and often
- Create momentum for change by identifying potential resistance to change and addressing resistance quickly
- Plan the strategy implementation process
- Enable and encourage the end user audience to adopt the system and perform in the new environment and following the new business processes
- Develop capability to sustain the new way of working and for continuous improvement

Accela's Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Organizational Change Strategy
- Provide timely and appropriate responses to Agency's request for information
- Communicate the Accela Delivery Methodology that will be used by Accela in developing the strategies
- Complete the Organizational Change Strategy

Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Organizational Change Strategy
- Provide timely and appropriate responses to Accela's requests for project strategy/planning input and meeting logistics requests.
- Provide the list of resources supporting the project with Name, Role and email address for collaboration on strategies
- Review and provide feedback on the Organizational Change Strategy

Acceptance Criteria:

- Review and acceptance of the Organizational Change Strategy
- Agency will have 5 business days to conduct initial review the DED.  
Upon delivery of initial feedback, Accela will complete the necessary changes and updates.

### **Deliverable 38: P1 FG1 Change Agent Network Strategy**

We recommend building a Change Network consisting of representatives from each agency. They would serve as the agency advocate to the project team and the project advocate to the agency.

The Change Agent Network Strategy is designed to help Agencies and Agency staff prepare for transition. We focus on developing a network of agency change agents across the enterprise to drive change prior and after implementation. This approach uses a series of Agency Transition Workshops to help Agency change agents identify impacts resulting from new business processes and changes resulting from Accela Civic Platform.

The Accela Team would provide the strategy to conduct the Agency Transition Workshops for Change Agents and Agency subject matter advisors and the Agency will be responsible for executing the strategy contained within. The Agency would be responsible for executing workshops presenting the business process flows, overall impacts, thought-provoking questions, and action items Agencies' focus on identifying agency-specific impacts and the actions needed to address them. Participants would discuss and document agency-specific impacts and actions they should take to address these impacts prior to go live. The agency Change Agents would lead the completion of these action items at their respective agency and be equipped to continue to drive change post-implementation.

#### Accela's Responsibilities:

- Present a Deliverable Expectations Document (DED) for the Change Agency Network Strategy
- Provide timely and appropriate responses to Agency's request for information
- Communicate the Accela Delivery Methodology that will be used by Accela in developing the strategies
- Complete the Change Agency Network Strategy

#### Agency Responsibilities:

- Collaborate with the Accela PM on the DED and agree upon a format and expectations for the Change Agency Network Strategy
- Provide timely and appropriate responses to Accela's requests for project strategy/planning input and meeting logistics requests.
- Provide the list of resources supporting the project with Name, Role and email address for collaboration on strategies
- Review and provide feedback on the Change Agency Network Strategy

#### Acceptance Criteria:

- Review and acceptance of the Change Agency Network Strategy
- Agency will have 5 business days to conduct initial review of the DED.
- Upon delivery of initial feedback, Accela will complete the necessary changes and updates.

## 6 Payment Schedule

Accela will perform the Services on a Deliverable basis where these Deliverables map to a Payment Milestone. Accela's total price to perform the Services and provide the Payment Milestone is described below \$10,357,298.00 exclusive of taxes and expenses (the "Fixed-Fee"). The Fixed-Fee price is based on the information available at the time of signing and the assumptions, dependencies and constraints, and roles and responsibilities of the Parties, as stated in this SOW. Invoices will be sent at the completion of the Accela's Deliverable Acceptance Form is signed by the Agency and where all deliverables for the payment milestone are completed.

Based on the assumption that the onsite trips is 15% of the overall budget for the duration of the project, the travel and expenses have been factored into the payment schedule. The Agency will not be billed for travel expenses or travel time. The Agency will not receive expense reports or receipts. Should the Agency require more onsite trips than the assumption above, a Change Order will be required in advance of the travel.

Phase 1 Functional Group 1						
Number	Deliverable	Payment Milestone	Price	Retention	Payment Milestone (minus Retention)	Estimated Delivery Month
1	Deliverable 1A - P1 FG1 Baseline Project Plan	Project Initiation	\$ 454,688.84	\$ 45,468.88	\$ 409,219.95	Month 2
2	Deliverable 2 - P1: Project Kickoff Presentation					
3	Deliverable 3 - P1: Project Management Plan					
3a	Deliverable 3a - P1 FG1 Communication Plan					
4	Deliverable 4 - P1: Risk Management Plan					
6	Deliverable 6: P1 - Accela Civic Platform Management Plan and Setup of Dev and Test Environments	To-Be Analysis	\$ 698,026.31	\$ 69,802.63	\$ 628,223.68	Month 5
7	Deliverable 7 - P1 : Requirements Validation for Phase 1 Functional Group 1 - Functional Group 3					
8	Deliverable 8 - P1 FG1: To-Be Analysis Design Document(s)					

9	Deliverable 9 - P1 FG1 Prototypes					
10	Deliverable 10 - P1 FG1 Accela Civic Platform Solution Foundation	Solution Foundation	\$ 398,470.40	\$ 39,847.04	\$ 358,623.36	Month 7
11A	Deliverable 11A - P1 FG1 Historical Data Quality Assessment LDS	Data Quality & Purification	\$ 99,789.80	\$ 9,978.98	\$ 89,810.82	Month 6
11B	Deliverable 11B - P1 FG1 Historical Data Quality Assessment TPLTS					
12A	Deliverable 12A - P1 FG1 Data Cleansing and Purification LDS					
12B	Deliverable 12B - P1 FG1 Data Cleansing and Purification TPLTS					
13A	Deliverable 13A - P1 FG1 Data Conversion Analysis/Mapping LDS	Data Conversion Completion (3 mock runs)	\$ 396,780.15	\$ 39,678.02	\$ 357,102.14	Month 12
13B	Deliverable 13B - P1 FG1 Data Conversion Analysis/Mapping TPLTS					
14A	Deliverable 14A - P1 FG1 Data Conversion Development LDS					
14B	Deliverable 14B - P1 FG1 Data Conversion Development TPLTS					
15	Deliverable 15 - P1 Interface Requirements Document	Interface Requirements	\$ 138,679.73	\$ 13,867.97	\$ 124,811.76	Month 6
16A	Deliverable 16A Thru 16L P1 FG1 Interface Design Document	Interface Design, Development and Unit Testing	\$ 260,145.00	\$ 26,014.50	\$ 234,130.50	Month 10
17A	Deliverable 17A Thru 17 L P1 FG1 Interface Development & Unit Testing					
18	Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG1	Business Process Validation	\$ 253,910.40	\$ 25,391.04	\$ 228,519.36	Month 9

19	Deliverable 19 - P1 FG1 Report Specifications	Report Specification and Development	\$ 187,091.47	\$ 18,709.15	\$ 168,382.32	Month 8
20	Deliverable 20 - P1 FG1 Report Workshop					
21	Deliverable 21 - P1 FG1 Report Development					
22	Deliverable 22 - P1 Accela GIS Deployment	Add-on Configuration	\$ 195,688.92	\$ 19,568.89	\$ 176,120.03	Month 9
24	Deliverable 24 - P1 FG1 Accela Mobile Application					
25	Deliverable 25 - P1 FG1 Electronic Document Review Development					
26	Deliverable 26 - P1 FG1 User Experience					
23	Deliverable 23 - P1 FG1 Online Portal Development	Online Portal	\$ 195,443.97	\$ 19,544.40	\$ 175,899.58	Month 11
27	Deliverable 27 P1 Production Environment	Production & Test	\$ 160,692.38	\$ 16,069.24	\$ 144,623.14	Month 10
29	Deliverable 29 - P1 Configuration Management Plan					
30	Deliverable 30: P1 Test Plan					
28	Deliverable 28 - P1 FG1 Training Plan and Training Session	Training	\$ 161,828.66	\$ 16,182.87	\$ 145,645.79	Month 15
31	Deliverable 31 - P1 FG 1 Train-the- Trainer Sessions					
32	Deliverable 32 - P1 FG1 System Test Report	System Test	\$ 363,274.63	\$ 36,327.46	\$ 326,947.17	Month 13
33	Deliverable 33 - P1 FG 1 User Acceptance Testing	User Acceptance Testing	\$ 233,864.61	\$ 23,386.46	\$ 210,478.15	Month 14
34	Deliverable 34 - P1 FG 1 - Deployment Plan	Deployment FG1	\$ 233,865.71	\$ 23,386.57	\$ 210,479.14	Month 16
35	Deliverable 35 - P1 FG 1 Post Production Support					
36	Deliverable 36 - P1 FG1					Month 5

	Stakeholder/Impact Analysis					
37	Deliverable 37 - P1 FG1 Organizational Change Strategy	Organizational Change Management Strategy	\$ 82,500.00	\$ 8,250.00	\$ 74,250.00	
38	Deliverable 38 - P1 FG1 Change Agent Network Strategy					
	<b>10% Retention FG 1</b>			\$ 451,474.10		Month 16
<b>Phase 1 Functional Group 1 – Total</b>			\$ 4,514,741.00			\$ 4,514,741.00

Phase 1 Functional Group 2						
Number	Deliverable	Payment Milestone	Price	Retention	Payment Milestone (minus Retention)	Estimated Delivery Month
1	Deliverable 1B - P1 FG2 Baseline Project Plan	Project Initiation	\$ 114,848.53	\$ 11,484.85	\$ 103,363.68	Month 10
8	Deliverable 8 - P1 FG2: To-Be Analysis Design Document(s)	To-Be Analysis	\$ 322,794.67	\$ 32,279.47	\$ 290,515.20	Month 12
9	Deliverable 9 - P1 FG 2 Prototypes					
10	Deliverable 10 - P1 FG2 Accela Civic Platform Solution Foundation	Solution Foundation	\$ 326,263.08	\$ 32,626.31	\$ 293,636.77	Month 13
11C	Deliverable 11C - P1 FG2 Historical Data Quality Assessment Hansen	Data Quality & Purification	\$ 91,953.08	\$ 9,195.31	\$ 82,757.77	Month 14
12C	Deliverable 12C - P1 FG2 Data Cleansing and Purification Hansen					
13C	Deliverable 13C - P1 FG2 Data Conversion Analysis/Mapping Hansen	Data Conversion Completion ( 3 mock runs)	\$ 459,297.52	\$ 45,929.75	\$ 413,367.77	Month 17
14C	Deliverable 14C - P1 FG2 Data Conversion Development Hansen					
16M	Deliverable 16M P1 FG Interface Design Document	Interface Design,		\$ 11,644.06	\$ 104,796.58	Month 16

17M	Deliverable 17M P1 FG Interface Development & Unit Testing	Development, & Unit Testing	\$ 116,440. 64			
18	Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG2	Business Process Validation	\$ 350,351. 41	\$ 35,035.14	\$ 315,316.27	Month 15
19	Deliverable 19 - P1 FG2 Report Specifications	Report Specification and Development	\$ 168,105. 11	\$ 16,810.51	\$ 151,294.60	Month 16
20	Deliverable 20 - P1 FG 2 Report Workshop					
21	Deliverable 21 - P1 FG2 Report Development					
23	Deliverable 23 - P1 FG2 Online Portal Development	Online Portal	\$ 139,528. 78	\$ 13,952.88	\$ 125,575.90	Month 15
24	Deliverable 24 - P1 FG2 Accela Mobile Application	Add-on Configuration	\$ 128,483. 78	\$ 12,848.38	\$ 115,635.40	Month 14
25	Deliverable 25 - P1 FG2 Electronic Document Review Development					
26	Deliverable 26 - P1 FG2 User Experience					
28	Deliverable 28 - P1 FG2 Training Plan and Training Session	Training	\$ 144,636. 20	\$ 14,463.62	\$ 130,172.58	Month 21
31	Deliverable 31 - P1 FG 2 Train-the- Trainer Sessions					
32	Deliverable 32 - P1 FG2 System Test Report	System Test	\$ 338,516. 89	\$ 33,851.69	\$ 304,665.20	Month 18
33	Deliverable 33 - P1 FG 2 User Acceptance Testing	User Acceptance Testing	\$ 279,877. 35	\$ 27,987.73	\$ 251,889.61	Month 20
34	Deliverable 34 - P1 FG 2 - Deployment Plan	Deployment FG 2	\$ 225,754. 20	\$ 22,575.42	\$ 203,178.78	Month 22
35	Deliverable 35 - P1 FG 2 Post Production Support					
	10% Retention FG 2			\$ 320,685.13		Month 22

<b>Phase 1 Functional Group 2</b>	\$ <b>3,206,851.25</b>			\$ 3,206,851.25
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Phase 1 Functional Group 3						
Number	Deliverable	Payment Milestone	Price	Retention	Payment Milestone (minus Retention)	Estimated Delivery Month
1	Deliverable 1C - P1 FG3 Baseline Project Plan	Project Initiation	\$ 128,891.70	\$ 12,889.17	\$ 116,002.53	Month 16
8	Deliverable 8 - P1 FG3: To-Be Analysis Design Document(s)	To Be Analysis	\$ 230,666.35	\$ 23,066.64	\$ 207,599.72	Month 18
9	Deliverable 9 - P1 FG3 Prototypes					
10	Deliverable 10 - P1 FG3 Accela Civic Platform Solution Foundation	Solution Foundation	\$ 262,972.70	\$ 26,297.27	\$ 236,675.43	Month 19
11D	Deliverable 11D - P1 FG3 Historical Data Quality Assessment ECCO	Data Quality & Purification	\$ 63,603.70	\$ 6,360.37	\$ 57,243.33	Month 20
12D	Deliverable 12D - P1 FG3 ata Cleansing and Purification ECCO					
13D	Deliverable 13D - P1 FG3 Data Conversion Analysis/Mapping ECCO	Data Conversion Completion (3 mock runs)	\$ 306,809.70	\$ 30,680.97	\$ 276,128.73	Month 23
14D	Deliverable 14D - P1 FG3 Data Conversion Development ECCO					
16N - 16S	Deliverable 16N thru 16S P1 FG3 Interface Design Document	Interface Design, Specification, and Unit Test	\$ 201,576.70	\$ 20,157.67	\$ 181,419.03	Month 22
17N - 17S	Deliverable 17N thru 17S P1 FG3 Interface Development & Unit Testing					
18	Deliverable 18 - Business Process Validation and Automation (Scripting) P1 FG3	Business Process Validation	\$ 268,838.70	\$ 26,883.87	\$ 241,954.83	Month 21

19	Deliverable 19 - P1 FG3 Report Specifications	Report Specification and Development	\$ 175,005. 00	\$ 17,500.50	\$ 157,504.50	Month 22
20	Deliverable 20 - P1 FG 3 Report Workshop					
21	Deliverable 21 - P1 FG3 Report Development					
23	Deliverable 23 - P1 FG3 Online Portal Development	Online Portal	\$ 126,759. 70	\$ 12,675.97	\$ 114,083.73	Month 21
24	Deliverable 24 - P1 FG3 Accela Mobile Application	Add-on Configuration	\$ 59,922.7 0	\$ 5,992.27	\$ 53,930.43	Month 20
26	Deliverable 26 - P1 FG3 User Experience					
28	Deliverable 28 - P1 FG3 Training Plan and Training Session	Training	\$ 147,076. 70	\$ 14,707.67	\$ 132,369.03	Month 27
31	Deliverable 31 - P1 FG 3 Train-the- Trainer Sessions					
32	Deliverable 32 - P1 FG3 System Test Report	System Test	\$ 252,231. 70	\$ 25,223.17	\$ 227,008.53	Month 24
33	Deliverable 33 - P1 FG 3 User Acceptance Testing	User Acceptance Testing	\$ 225,040. 70	\$ 22,504.07	\$ 202,536.63	Month 26
34	Deliverable 34 - P1 FG 3 - Deployment Plan	Deployment FG 3	\$ 186,309. 70	\$ 18,630.97	\$ 167,678.73	Month 28
35	Deliverable 35 - P1 FG 3 Post Production Support					
	10% Retention FG3			\$ 263,570.58		Month 28
<b>Phase 1 Functional Group 3</b>			\$ <b>2,635,70</b> <b>5.75</b>			\$ 2,635,705 .75

## 7 Assumptions:

Number	Accela Assumption
1	Accela assumes mandatory requirements are priced in this estimate utilizing out of the box functionality and where business requirement references business rules, Accela will leverage the business process engine to meet.
2	Accela assumes the City will take on 25% of the form, letters and report development work and Accela will complete the remaining 75% of the forms, letters and reports referenced in Attachment H.
3	Accela assumes 109 Violation Types in the ECCO system.
4	Accela assumes 32 Permit Types and 212 Inspection types in the Hansen system.
5	Accela assumes 18 internal Plan Review Types, 8 External Plan Review Types in the Hansen and 18 Land Entitlement Review Types in the LDS and TPLT system.
6	Accela assumes a 27-month implementation with Phase 1 and three releases based on the prescribed schedule for Functional Group 1 through Functional Group 3.
7	Accela's pricing is based on documentation provided by the City of San Antonio outlined in the Request for Competitive Sealed Proposal (RFCSP) for Development Services Department and Information Technology Services Department and any addendums providing prior to the 12/5/2014 submission date.
8	Accela assumes 18 integration points in the proposed pricing and based on Addendum 1 through 4 Accela has assumed, batch/real-time and if their one- or two-way interfaces.
9	Data conversion will be executed based on four major systems, LDS, TPLT, Hansen and ECCO system.
10	To support Data Conversion, Accela has assumed historic records will be converted with the workflow task status and record status of "closed" and any in-process records (applications, permits, and license) will be converted with the record status of the first workflow task status.
11	Accela has assumed three mock data conversion runs, for each legacy system; one prior to end user testing, one prior to end user testing, and the final run prior to End User training.
12	The RFCSP referenced ancillary systems, our pricing assumes discovery of these ancillary systems and if these systems are required to support the Release cycle then Accela will provide an estimate for these systems to support the release schedule.
13	The conversion activities for the ancillary system assume three spreadsheets with one tab (each table) and three MS Access Database tables.
14	No longer applicable

Number	Accela Assumption
15	No longer applicable
16	The City requirements related to Hearings and the Contractor Inspection Request app are met by Accela solutions that are only delivered via a subscription model. In addition, the City requirements regarding web chat/collaboration within the DSD Customer Portal are met by a proposed 3rd party solution (My Web Chat Enterprise) that also only delivers their solution via a subscription model.
17	No longer applicable
18	No longer applicable
20	There are 212 Inspection Types; we estimate all Inspections have the same data definition in the source system and only differ by type. Therefore, only one Data Mapping and conversion has been assumed to convert Inspections as Inspections in Accela with no guide Sheet Data. Only the key Inspection Dates and overall Inspection Result status.
21	The 109 Violation Types, Accela has assumed all violations have similar data elements (guidesheet items) and the Inspection Type is the unique identifier.
22	The conversion activities assumes records (applications, permits, and licenses) those historical records will be converted with a record status and workflow status of “closed” and any in-progress records will be converted with the record status and workflow status corresponding to the first workflow task status and record status.
23	Accela has assumed out of the box functionality to meet many of the mandatory requirements and leveraging Business Process Engine for business rules defined in the requirement.
24	Accela assumes the City will develop their own test cases for each Functional Group release User Acceptance Testing.
25	Accela assumes three mock data conversion runs for each Functional Group and one production conversion run.
26	City and Accela will review their responsibilities before work begins to ensure that Services can be satisfactorily completed and in the appropriate timeframe.
27	“Go live” (system is in production) timeline assumes timely completion of City deliverables (including finalization of requirements / use cases / product catalog), availability of key City resources, and collaboration and availability of any third-party vendor resources. Late (per mutually agreed project plan) City deliverables may adversely impact overall implementation timeline.

Number	Accela Assumption
28	Project plan will be mutually agreed to by City and Accela project managers prior to to-be analysis stage.
29	Accela will provide City Project Manager with a Weekly Status Report that outlines the tasks completed during the prior week, the upcoming tasks that need to be completed for the upcoming weeks, the resources needed to complete the tasks, a current version of the project plan, and a listing of any issues that may be placing the project at risk (e.g., issues that may delay the project or jeopardize one or more of the production dates).
30	The project schedule is managed using Microsoft Project. Should any tasks slip behind schedule ten (10) business days, Accela and City will escalate according to the Communication Plan in the Project Charter.
31	A Deliverables Expectations Document (DED) is required for every deliverable and Accela is responsible for working with Agency toward a final, acceptable DED format. Deliverables will be documented in Accela based templates using the Accela methodology. Sample templates are available to City upon request however the templates do not represent completed deliverables, they are just examples. These are implementation specific documentation that may include:
31.a	Analysis Documentation - As-is and to-be specification document.
31.b	Configuration Output Report – Configuration report that documents the components that are currently setup in the system.
31.c	Data Mapping Document – Data conversion mapping document.
31.d	Interface Specification Documents – Interface specifications with functional and technical guidelines.
31.e	V360 Configuration Document – Look and feel of the system configuration.
31.f	ACA Configuration Document – Documentation on the ACA configuration.
31.g	AMO Configuration Document – Mobile specific settings and queries documentation.
31.h	GIS Configuration Document – GIS related configuration document for AGIS and ArcGIS server configuration.
32	All on-site Accela-led training will be conducted at City facilities unless the training is one day or less in which case it may be conducted via WebEx.
33	City will provide adequate training rooms/space with sufficient computing capability and network access as needed.
34	City project team will provide the necessary staff resources to complete training needs analysis and assist with training planning.
35	City is solely responsible for making designated trainees (trainers, agents, administrators) available for training per the project schedule. If any designated trainee is not available to participate in scheduled training, Accela is not responsible for making alternative arrangements for missed training.
36	City will be responsible for all end user training including training logistics, training scheduling, and the printing of training materials. City will confirm the total number of training rooms needed for the project duration after City approval of the draft training strategy.
37	City users will have basic computer skills. Accela is not responsible for an individual's response to the training or their capacity to learn or be trained. Specific prerequisite skills include:

Number	Accela Assumption
37.a	End users – proficient in Windows environment and Internet environment, as well as working knowledge of City business processes and functions.
37.b	Technical staff – in addition to the above skills, technical resources from City that will be involved with the implementation and support should have knowledge of:
37.b.i	Moderate to advanced technical knowledge of database design, database usage, syntax management, and java scripting.
37.b.ii	Familiarity with existing system source data
37.b.iii	Familiarity with existing system design and structure
37.b.iv	Crystal Reports
38	City may request “make-up” or remedial training sessions for initial training provided during system deployment, via the Change Order process for estimated staff hours per session at the specified hourly rate for each training category.
39	Accela is responsible for testing the initial configuration of system
40	City is responsible for writing User Acceptance Test Scripts. Accela will provide templates and samples so that City does not have to start from scratch.
41	City staff are responsible for User Acceptance Test and supporting System Integration Testing
42	“Go Live” definition is that all the Accela software is up and running in production. Accela consulting resources will support City after “Go Live” for each Phase until such time that City support is transferred to our Customer Support Center (CSC). If City moves to production and the project has met the acceptance criteria, City is then deemed to have accepted the software. Accela consulting resources will support City after “Go Live”, for each Phase, until such time that City is transferred to support (20 business days in production)
43	The project is complete once the transition to Accela’s support (CSC) has been completed for Functional Group 3. If applicable, the specific deliverable acceptance process and financial obligation for “transition to CSC” or “project completion” will commence on the date of transition to Accela’s CSC. Transition to CSC will occur once all High Priority go-live issues have been resolved and all contractual obligations have been met.
44	City will provide dedicated project management throughout the course of the implementation.
45	City’s Project Management team will maintain primary responsibility for the scheduling of City employees and facilities in support of project activities.
46	City and Accela have committed to the involvement of key resources and subject matter experts for ongoing participation in all project activities as defined in the project plan associated with this SOW.
47	Accela has assumed that project team will need to be on-site as appropriate and mutually agreed upon. Additional on-site consulting will be at the mutual agreement of City and Accela Project Manager.
48	Accela personnel will attend City executive steering committee meetings as requested by City.
49	In the pricing, Accela has assumed the appropriate resourcing to ensure deployment success for the scope outlined. Significant additional support requested by City over this level of resourcing would necessitate a change order that could impact the cost of the project.

Number	Accela Assumption
50	Accela will provide a project manager for services throughout the implementation in order to plan and monitor execution of the project in accordance with deliverables outlined in the Statement of Work. To support the implementation of the Accela Automation software at City, Accela will provide Project Management services throughout the project.
51	Accela is not responsible for impacts to project timeline created by dependency on City third party consultants. Timeline changes will result in a Change Order for extension of Accela project resources caused by Agency third party consultant actions (including availability) resulting in additional time or scope.
52	Invoices are due net 30 of the invoice date.
53	Accela will invoice customer within 30 days of completing milestones.
54	A Deliverable Acceptance form will be generated when each deliverable is complete for City signature.
55	City signs a Deliverable Acceptance form to generate an invoice for Milestone payments.
56	For use with Accela Citizen Access, City will provide/purchase/acquire an online merchant account and all related hardware required by the merchant account provider for the handling of credit cards and/or ACH.
57	City is responsible for proper site preparation, hardware, software, and network configuration in accordance with Accela specifications for Accela GIS and Accela Mobile Devices.
58	Accela will be responsible for implementing a current functioning version of the application software at City
59	City will ensure that Accela resources have access to a Dev or Test version of the 3 <sup>rd</sup> party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3 <sup>rd</sup> party system.
60	City will provide Accela with access to test and development environments for each City system that requires integration with Accela Automation.
61	The standard data conversion includes the conversion of transactional data to the Accela Automation database when a configured destination exists. In the event there is no destination for legacy transactional data (meaning legacy field may have multiple purposes) then it will be required to be converted as best fits into another area of the configuration (may determine the data in the multiple purpose field should be converted into an activity or note to capture the legacy data) or excluded from the conversion effort.
62	Accela and City will perform unit testing of the conversion program including spot checks of the data within Accela Automation in order to identify if data corruption issues exist. Extensive quality assurance of legacy/historical data is required in order to ensure accurate transfer of data.
63	A completed, signed off, Solution Foundation phase where the configuration is complete must be available before Accela will begin the data conversion mapping effort.

Number	Accela Assumption
64	<p><b>“As-Is” Approach:</b> Conversion of transactional tables, Address/Parcel/Owner (APO) data, Professional License data is executed “As-is” into Accela Automation. “As-is” means that the data will be transformed as mapped to existing configuration elements in Accela Automation. The conversion process will not create configuration data or alter the mapped data when processed into Accela Automation. Additionally this means if invalid, inaccurate, or incomplete data is provided, it will be loaded into Accela Automation “As-Is”. All data cleanup must occur prior to execution into Accela Automation.</p>
65	<p><b>Accela Data Conversion Tools:</b> Data will be mapped and converted utilizing Accela’s Extract, Translate and Load (“ETL”) toolset. This will assist to ensure the accuracy of the mapping. The data mapping tool ensures that the legacy source to Accela Automation solution is accurate and prevents data from failing to convert, while the execution tool can be used to consistently run conversion process and track statistics.</p>
66	<p><b>Acceptable Data Formats For Historical Conversion:</b> It is expected that the Conversion Source Data be provided in an Oracle 10g/11g or Microsoft SQL Server 2000/2005/2008 database format. In the event that the source is not in an acceptable format, Accela will provide recommendations for transposing the data in the proper format.</p>
67	<p><b>Acceptable Data Formats For Reference Conversion:</b> It is expected that the Conversion Source Data be provided in Oracle 10g/11g, Microsoft SQL Server 2000/2005/2008. In the event that the source is not in an acceptable format, Accela will provide recommendations for transposing the data in the proper format.</p>
68	<p><b>Documents:</b> Historical/Legacy data conversion includes the conversion of attached documents into City’s Electronic Document Management System in Accela Automation, provided City provides the documents in the structure Accela requires. The documents will be converted to the configured primary electronic document management system (EDMS).</p>
69	<p>The standard document conversion may be utilized to convert record/permit level attached electronic documents into the configured Accela Automation EDMS systems. In the event a 3<sup>rd</sup> party EDMS is used by Accela Automation, it is still possible to convert documents if the 3<sup>rd</sup> party interface supports the create method..</p>
70	<p>At a minimum the electronic document(s) to be converted must exist in a Microsoft Windows accessible file system (ex. NTFS, FAT32) and have the ability to identify the associated Record ID in order to be converted. In the event that the files exist in a database they must be extracted into a windows file system prior to be evaluated for conversion.</p>
71	<p>The following license types will not be included in functional group 2; Salesman License, Curb Painter, Electrical Journeyman Renewal, Heating &amp; Air Journeyman, and Residential Wireman</p>
72	<p>The License categories for functional group 2 will be developed in parallel with the permit applications configuration efforts with no impact in the 12 month proposed duration.</p>
73	<p>The licensing background check is a manual process with no integration requirements.</p>
74	<p>The Hansen data conversion will consist of 32 Permit types and 22 License categories and 59 additional fire inspection types.</p>

Number	Accela Assumption
75	Accela will develop 120 test case/scenarios to support system testing; these scenarios will be developed for each functional group; 50 for functional group 1, 50 in functional group 2, and 20 in functional group 3.
76	The system test cases/scenarios may be utilized by the Agency as an input to developing User Acceptance Test scripts/cases.
77	<p>The following meetings are requested from project and DSD resources. Accela views these meetings as an efficient way to confirm the information we are gathering and/or request information needed while we develop the strategy components.</p> <ol style="list-style-type: none"> <li>1. Weekly status meeting with project leadership <ul style="list-style-type: none"> <li>• This would be used to highlight progress and items that need attention/assistance with</li> <li>• These meetings would take place only during the strategy period</li> </ul> </li> <li>2. During the stakeholder analysis we will need to meet with a representative from the impacted stakeholder groups (project team members, supervisors, actual end users, functional SMEs, etc.) <ul style="list-style-type: none"> <li>• Meetings would be held in a small group setting typically held by functional area or department</li> <li>• 1 meeting per functional area over two week period (we will consolidate groups where it makes sense)</li> <li>• Once data is collected from these meetings we may require a follow-up meeting with the group</li> </ul> </li> <li>3. Initial meeting with communications department for the Agency and DSD communications department</li> <li>4. Two meetings with Project Leadership <ul style="list-style-type: none"> <li>• Initial meeting to determine <ul style="list-style-type: none"> <li>○ how communications are currently used</li> <li>○ what change enablement structures are in place</li> <li>○ What success is to this group</li> <li>○ Previous lessons from past project</li> </ul> </li> <li>• Follow- meeting to validate information</li> </ul> </li> </ol>
78	The Fire Inspection documentation to support the to-be analysis documentation and the configuration activities will be performed remote.
79	The 120 test case/scenarios will provide test coverage for system functionality captured in the To-Be Analysis document. The test cases will be defined to capture the generic functionality of the system to ensure the applications, permits, and license processes can be met through end-to-end testing. For example, uploading of a document based on document type will be tested, but not every document type will need to be tested to demonstrate document upload functionality. It will be at the testers discretion to select different document types to validate upload functionality. The agency will be responsible for ensuring traceability between Accela's test case/scenarios and the To-Be Analysis Document.
80	Based on the Acceptance Criteria for both System Testing and User Acceptance Testing indicates "critical" and "high" issues will be addressed prior to acceptance, these two testing activities should minimize major issues with the deployment of the release. If an issue is identified post-release in the production environment the time to address the issue, will include replicating the issue in the

Number	Accela Assumption
	<p>Development and Test environment, root cause analysis, fix the issue in Dev, migrate to Test, test in Test environment, City to confirm test in Test environment, and migrate to production. These steps are the same steps taken during System and User Acceptance testing but the response time is escalated to minimize the impact to the business operations.</p>
81	<p>The intent of Accela's implementation approach is to incorporate the Agency SMEs throughout the life cycle to validate business processes from To-Be Analysis through the Readiness Stage and Deployment Stage. Accela has indicated in each of the major workstreams (Solution Foundation, Build (Interfaces, Data Conversion, Reports, Business Process Validation, and add-on configuration such as Accela Mobile App and the online portal) unit testing will take place where the Agency will validate the functionality. During System testing, Accela has established specific acceptance criteria of "critical" and "high" issues will be addressed. This acceptance criteria is to support User Acceptance Testing to further validate functionality of the system has been met based on the to-be analysis documents and the design specification documents build to support the release.</p>

## 8 Exceptions to Functional & Technical Requirements

Type	Section	Req #	Categorization	Requirement	Mandatory / Optional	Accele Comments
Functional	Customer Portal	SS 66	Online Applications	The system shall have the ability for the user to relate the application to previously filed applications by the user using multiple relationship types (e.g., hierarchical/parent-child, network/link, other relational, etc.)	Mandatory	Accele recommends that these types of associations would need to be managed by the City's business rules that are enforced as a part of the application process. We are unsure that the City would want to leave that type of "filing and organization" to the untrained customer. The wizard process might be able to ask questions that would indicate whether the new application should be a child of an existing one, for example.
Functional	Customer Portal	SS 89	Online Applications	The system shall provide the ability of electronic notarization	Optional	
Functional	Customer Portal	SS 127	Online Inspection Request	The system shall have the capability to display estimated inspector arrival via the online portal based on inspector's route	Optional	
Functional	Customer Portal	SS 128	Online Inspection Request	The system shall have the capability to display estimated inspector arrival via the online portal based on data input by the inspector into the system	Optional	
Functional	Customer Portal	SS 173	Online Payment	The system shall allow the Applicant to save preferred payment method/options for future use (i.e. credit card and billing information)	Mandatory	
Functional	Customer Portal	SS 174	Online Payment	The system shall have the ability to accept/deny payment transaction type (check, credit card, etc.) based on payment type	Mandatory	

					(application, fee, penalty)		
Functional		SS	196	Online User Account	The system shall allow a user to identify preferences, including but not limited to the following:	Mandatory	
Functional	Customer Portal	SS	198	Online User Account	Preferences for receiving automated notifications or alerts	Mandatory	
Functional	Customer Portal	SS	199	Online User Account	Best time to contact (during business hours, outside of business hours, etc.)	Optional	
Functional	Customer Portal	SS	200	Online User Account	Subscription to alerts and notifications (changes to client record, new messages, or referrals received, etc.)	Mandatory	
Functional	Customer Portal	SS	227	Escrow Account	The system shall have the ability to generate and display monthly statements of activity / balances on the Advance Pay Account	Optional	
Functional	Application Mgmt	AM	73	Internal Notes	The system shall have the ability to associate supporting documents or plans to the note	Mandatory	Supporting documents in an electronic format can be instead associated with the record and made available for viewing by authorized users.
Functional	Application Mgmt	AM	74	Internal Notes	The system shall send electronic notifications to other collaborating users when notes are added/modified on the record	Optional	
Functional	Application Mgmt	AM	76	Internal Notes	The system shall allow or disallow the editing or deletion of notes according to business rules	Optional	
Functional	Application Mgmt	AM	96	Application Management	The system shall notify the Supervisor if any assignments conflict with pre-defined business rules, such as inspection type or workload maximums	Optional	

Functional	Application Mgmt	AM	99	Application Management	The system shall have the ability to purge applications and associated files for those projects that are abandoned prior to a permit being issued.	Mandatory	The system does not accomplish this task but it can be accomplished by appropriately authorized staff. However, best practice calls for retaining such historical records so that they can be employed for research or reporting purposes.
Functional	Application Mgmt	AM	101	Application Management	The system shall have the ability to automatically purge files and plans after a predefined period of inactivity (e.g., 365 days)	Mandatory	
Functional	Permitting	PM	65	Permit Applications	The system shall be able to perform automatic ordinance checks of the application (e.g., proposed fence height does not meet regulations)	Mandatory	
Functional	Permitting	PM	74	Permit Issuance	The system shall have the prompt the applicant to indicate any parent/child relationships between permits, to facilitate downstream workflow activities (i.e. a certificate of occupancy or utility release) to be issued when all inspections on the children permits are approved	Mandatory	Typically parent/child relationships are established by formal application processes. There should be no need for "prompting" by the system since the system will apply conditions and business rules to subsequent applications.
Functional	Land Dev	LD	171	Platting	The system shall have the ability to automatically update a preliminary address when plat is recorded	Optional	If integrated with Outlook, the users availability can be viewed but the business rule engine does not use this to assign plans.
Functional	Land Dev	LD	294	Traffic Impact Analysis	The system shall provide a configurable TIA threshold worksheet that will dynamically calculate results based on information entered by the user	Mandatory	Re-assignment is available one document at a time. It cannot be done in bulk.
Functional	Licensing	LS	53	License Exam/Class	The system shall allow license examiners/trainers to create draft exam/class calendars	Optional	

Functional	Licensing	LS	77	License Exam/Class	The system shall have the ability to generate exam/class documentation	Optional	
Functional	Licensing	LS	79	License Issuance	The system shall allow City Employee to indicate a Pass/Fail result for a requirement	Optional	There is no Parent-Child functionality for documents.
Functional	Plan Review	PR	23	Plan Review Assignment	The system shall have the ability to automatically assign a plan review, according to various criteria, including but not limited to the following:	Mandatory	
Functional	Plan Review	PR	26	Plan Review Assignment	Workload / Availability	Mandatory	
Functional	Plan Review	PR	31	Plan Review Assignment	The system shall have the capability to reassign multiple plan reviews from one plan reviewer to another	Mandatory	
Functional	Plan Review	PR	33	Plan Review Assignment	The system shall have the ability to assign a weighting to plan reviews indicating difficulty or complexity to assist with scheduling	Optional	
Functional	Plan Review	PR	34	Plan Review Assignment	The system shall have the ability to estimate a particular review's duration through multiple detailed criteria (e.g., job type, cost, number of fixtures, trade, building type, etc.)	Optional	Do not support check view of backlog at a supervisor level. Individual reviewers can view their own back in their task list.
Functional	Plan Review	PR	36	Plan Review Management	The system shall support use of "Master Plans" and allow child plans to be linked to the parent plan	Mandatory	
Functional	Plan Review	PR	41	Plan Review Management	The system shall have the ability to track plan review metrics against pre-defined performance metrics	Mandatory	There is no prioritization available for plan review.
Functional	Plan Review	PR	42	Plan Review Management	The System shall provide the functionality for a Supervisor dashboard to present	Mandatory	

					performance metrics in a meaningful manner, such as prioritization and aging metrics		
Functional	Plan Review	PR	45	Plan Review Management	The system shall have the capability to flag plans that have been reviewed/resubmitted a certain number of times (e.g., three times)	Mandatory	
		PR	46	Plan Review Management	The system shall display information related to plan review workload, including but not limited to:	Mandatory	
Functional	Plan Review	PR	48	Plan Review Management	Workload for resources, including availability and backlog for each reviewer	Mandatory	
Functional	Plan Review	PR	49	Plan Review Management	Visual cues for potential issues (e.g., aging of workload)	Mandatory	
Functional	Plan Review	PR	51	Plan Review Management	The system shall have the capability to prioritize or escalate plans for review	Mandatory	
Functional	Plan Review	PR	91	Conduct Plan Review	The system shall allow plan reviewers to use templates or standard measurement tools including but not limited to the following:	Mandatory	
Functional	Plan Review	PR	93	Conduct Plan Review	Calculators	Mandatory	
Functional	Plan Review	PR	114	Conduct Plan Review	The System shall support batch approvals, denials, and or conditions for multiple projects / locations, including but not limited to locations like neighborhoods or apartment buildings.	Mandatory	
Functional	Plan Review	PR	126	Conduct Plan Review	The system shall have the ability to archive plans	Mandatory	
Functional	Inspection	IN	4	Create Inspection	The system shall have the ability to weight an inspection type, indicating difficulty or	Optional	

					complexity to assist with scheduling/assignment		
Functional	Inspection	IN	16	Create Inspection	The system shall support a "smart" calendar to forecast dates and comply with predetermined timelines for inspection types	Optional	
Functional	Inspection	IN	21	Create Inspection	The system shall have the capability to associate an inspection with multiple objects in the system (projects, applications, inspectors, applicants, etc.)	Optional	
Functional	Inspection	IN	24	Create Inspection	The system shall have the ability to provide estimate for inspection fees as well as alert the applicant to additional fees that may be charged as a result of an extra trip or no show	Optional	
Functional	Inspection	IN	33	Create Inspection	The system shall have the ability to combine multiple inspections into a single inspection (e.g., multi-discipline inspections)	Optional	
Functional	Inspection	IN	36	Create Inspection	The system shall have the ability to batch load and schedule inspection requests	Optional	
Functional	Inspection	IN	48	Inspection Scheduling	The system shall have the ability to estimate a particular inspection's duration through multiple detailed criteria (e.g., job type, cost, number of fixtures, trade, building type, etc.)	Optional	
Functional	Inspection	IN	63	Inspection Assignment	The system shall have the ability to configure inspection assignment order or prioritization	Optional	
Functional	Inspection	IN	65	Inspection Management	The system shall have the ability to notify a supervisor if inspection	Optional	

					performance metrics are approaching or have surpassed standard metrics		
Functional	Inspection	IN	68	Inspection Management	The system shall provide visual cues for potential issues with inspections (e.g., inspector workload reaching maximum threshold, aging of inspections)	Mandatory	
Functional	Inspection	IN	70	Inspection Management	The system shall require Supervisor approval for overtime inspections	Optional	
Functional	Inspection	IN	73	Inspection Management	The system shall be able to track scheduled inspections that do not have an associated inspection outcome (e.g., orphaned inspections)	Mandatory	We are unclear about this requirement since we do not know if the reference is to tracking inspections that never got assigned, or ones that were never completed.
Functional	Inspection	IN	88	Route Optimization	The system shall have the ability to automatically determine inspector travel time based on multiple criteria (e.g., previous inspection location, does inspector have vehicle, time of day, etc.)	Optional	
Functional	Inspection	IN	90	Route Optimization	The system shall have the ability to estimate an inspector's arrival time according to various criteria (e.g., travel time, identified route)	Optional	
Functional	Inspection	IN	91	Route Optimization	The system shall update routes real-time as inspectors progress with work during the day	Optional	
Functional	Inspection	IN	93	Route Optimization	The system shall graphically display inspection locations on a map viewable by supervisors in a dashboard format to monitor progress	Optional	

Functional	Inspection	IN	96	Route Optimization	The system shall have the ability to notify the applicant (or make available on the portal) the estimated time of an inspector's arrival according to pre-defined business rules (e.g., four hour window)	Optional	
		IN	98	Conduct Inspection	The system shall allow an inspector to view application and/or project information, including but not limited to the following:	Mandatory	
Functional	Inspection	IN	100	Conduct Inspection	Access Application or Plans by scanning a coversheet onsite with a barcode or QR code scanner	Optional	
Functional	Inspection	IN	101	Conduct Inspection	Access License information by scanning identification issued from the System (e.g., scan vehicle decal)	Optional	
Functional	Inspection	IN	109	Conduct Inspection	The inspector must be able to batch upload large picture sets	Mandatory	
Functional	Inspection	IN	120	Inspection Results	The system shall provide a template for the inspector to capture the inspection results, including but not limited to:	Mandatory	
Functional	Inspection	IN	126	Inspection Results	Allow the inspector to highlight/indicate on plan areas that need to be modified	Mandatory	
Functional	Inspection	IN	140	Inspection Results	The system shall have the ability to trigger batch production of inspections reports	Optional	
Functional	Inspection	IN	141	Inspection Results	The system shall have the ability to apply inspection results to multiple inspections	Optional	
Functional	Mobile	MB	12	Mobile	The system shall have the ability to access, view, and edit documents and files (assuming mobile software compatibility)	Optional	

					associated to inspection records on mobile units		
Functional	Mobile	MB	17	Mobile	The system shall have the capability for field staff to view plans by scanning an application/inspection coversheet onsite via scanner	Optional	
Functional	Mobile	MB	18	Mobile	The system shall have the capability for field staff to view license information by scanning identification issued from the system (e.g., decal, ID card) via scanner	Optional	
Functional	Mobile	MB	23	Mobile	The system shall have the ability to result multiple inspection records at the same time in batch fashion from a mobile device.	Optional	
Functional	Enforcement	EF	58	Record Violation	The system shall have the capability to pre-populate a violation with relevant dates (e.g., summons date) via a smart calendaring feature	Mandatory	
Functional	Enforcement	EF	81	Record Violation	The system shall allow an Enforcement Officer to indicate he or she has collected payment out in the field for an issued violation and track the status of those funds (e.g., taken to property room)	Optional	
Functional	Finance	FC	50	Finance & Cashiering	The system shall have the capability for personnel to view and sort list of returned checks	Mandatory	
Functional	Finance	FC	51	Finance & Cashiering	The system shall have the capability for personnel to remove a returned check from the list when issue has been resolved	Mandatory	
Functional	Finance	FC	56	Finance & Cashiering	The system shall support the capability	Optional	

					to refund multiple charges in a single transaction		
Functional	Finance	FC	67	Manage Fees	The system shall maintain detailed business rules for fees that are configurable, including but not limited to the following:	Mandatory	
Functional	Finance	FC	74	Manage Fees	Type of Fee Change	Mandatory	
Functional	Finance	FC	79	Manage Fees	The System shall support the change in fee being reflected on any documentation generated out of the System (e.g., renewal notices).	Mandatory	
Functional	General	GEN	9	Document Management	The system shall have the ability to bundle multiple external attachments into one attachment	Mandatory	
Functional	General	GEN	10	Document Management	The system shall have the ability to divide one external attachment into multiple attachments	Mandatory	Supported for PDF documents only.
Functional	General	GEN	13	Document Management	The system shall have the ability for user to upload one master file of documentation and system to auto-index file by page (e.g., upload of complete plan set, system analysis of each plan sheet type by barcode or other meta data, auto-storage and indexing by sheet).	Mandatory	
Functional	General	GEN	17	Document Management	The system shall have the capability to remove sensitive information from documents using redaction tools	Mandatory	Adobe Acrobat Pro supports redaction in PDF documents.
Functional	General	GEN	24	Document Management	The system shall have the capability to route a document to be printed and physically mailed to a recipient	Mandatory	

Functional	General	GEN	26	Document Management	The system shall have the ability to overlay uploaded documents with watermarks (e.g., "accepted" or "approved") as well as overlay dynamically generated images (e.g., B-SCAN barcodes)	Mandatory	
Functional	General	GEN	73	Workflow Management	The system shall allow electronic forms to have "Approved" field incorporated within the document	Mandatory	
Functional	General	GEN	74	Workflow Management	The system shall allow flags to be set with each "Approved" field to identify who is authorized to approve changes to field	Mandatory	
Functional	General	GEN	99	GIS Data	The system will have the ability to generate custom map exhibits for DSD customers	Mandatory	
Technical	General Technical	G	30	Database Management & Architecture	The system shall provide an automated test script to validate the data after modifications or upgrades. The tool will support the ability to customize the script and provide a final report to document the validation.	Mandatory	
Technical	General Technical	G	46	Security and Access	The system performs secure and seamless logon for all third party integrated systems.	Mandatory	
Technical	General Technical	G	56	Security and Access	The system has the ability to disallow more than one active session per sign-on identification.	Mandatory	The Accela Civic Platform is web-based and therefore by design sessions can stay open without activity. An inactive session can be set to expire requiring re-authentication.
Technical	General Technical	G	57	Security and Access	The system allows users to re-authenticate and remotely log out of an active user session before logging in at another location.	Mandatory	
Technical	General Technical	G	61	Security and Access	The system provides administrative ability to block users' access	Mandatory	Users can be disabled manually, but not restricted to set hours.

					during pre-defined off-hours.		
Technical	General Technical	G	72	User Profiles/Administration	The system shall have the ability to specify roles and control access by role to: <ul style="list-style-type: none"> <li>- Database</li> <li>- Module</li> <li>- Field</li> <li>- Inquiry</li> <li>- Report</li> <li>- Approval</li> <li>- Transaction</li> <li>- Table</li> <li>- User Site (i.e. location) across all functional areas</li> <li>- Period</li> <li>- Type Search</li> <li>- Content Type</li> </ul>	Mandatory	No, this is only partially possible to the level that this requirement states. Privileges are assigned to users and groups based on a specific business process. The underlying tables, fields, and database are never presented as an option to secure as this is all handled at the application level.
Technical	General Technical	G	89	Authentication	The system shall have the ability to support biometrics and biometrics plus passwords (e.g., fingerprint scan and fingerprint scan plus password).	Mandatory	
Technical	General Technical	G	142	Exception Management and Handling	System code does not rely on internal system generated error handling. The System provides error-handling processes.	Mandatory	The system does not process errors as a normal condition within the applications code. Errors are handled as abnormal conditions that are not expected.
Technical	General Technical	G	161	Mobility	The field services mobile device shall have a minimum of 10 hours of battery life and weigh less than 4 lbs.	Mandatory	Hardware to be provided by others.
Technical	General Technical	G	163	Reporting	The system shall provide summarized and detailed reports on user access, usage logs, etc.	Mandatory	While this requirement is not supported, reporting in the system is accomplished by using the ad hoc report writer or by any of the three supported and seamlessly integrated reporting engines (Oracle Reports, Crystal Reports and MS Reporting Services).
Technical	General Technical	G	165	Reporting	System provides error and exception reports.	Mandatory	

Technical	General Technical	G	189	System Capacity & Performance	The system shall have a response time where 90% of transactions process occur on average less than 1 second. The response time for the most common requests to reach a user shall not exceed 3 seconds.	Mandatory	This all depends on the nature of the transaction and the query. No enterprise solution supporting customizable searches, third-party integrations, data validations with third party web services, and generic reporting over large and complex datasets can make that guarantee.
Technical	General Technical	G	190	System Capacity & Performance	The system shall have the ability to support a 99.9% availability — including planned maintenance.	Mandatory	System maintains noted availability excluding planned maintenance.
Technical	General Technical	G	191	System Capacity & Performance	The system shall have the ability to meet the System Recovery Time Objective (RTO) of 4 hours – this is the maximum time system can be offline before services are restored to end users.	Mandatory	All RTOs are fulfilled according to the terms and conditions found in the standard Support and Maintenance agreement.
Technical	General Technical	G	192	System Capacity & Performance	The system shall have the ability to meet the System Recovery Point Objective (RPO) of 24 hours – this represents the frequency for capturing snapshots of data in an offsite or backup location.	Mandatory	
Technical	Portal	P	5	Portal Management, Security and Analytics	The portal shall offer integration with enterprise system management tools.	Mandatory	
Technical	Portal	P	8	Portal Management, Security and Analytics	The portal shall support automated backup and recovery.	Mandatory	
Technical	Portal	P	23	Portal Management, Security and Analytics	The portal shall be able to support single sign-off across Web-based applications (e.g. OpenID).	Mandatory	
Technical	Portal	P	26	Portal Management, Security and Analytics	The portal shall report on the amount of time specific users spend in the portal.	Mandatory	
Technical	Portal	P	27	Portal Management, Security and Analytics	The portal shall report on aggregate time spent in portal.	Mandatory	

Technical	Portal	P	28	Portal Management, Security and Analytics	The portal shall report on the amount of time users spend per portal page.	Mandatory	
Technical	Portal	P	30	Portal Management, Security and Analytics	The portal shall provide detailed logging of security and access issues that occur at the external portal user level (e.g., users locked out; payment gateway declined user payment).	Mandatory	
Technical	Enabling Technologies	ET	14	Self-Help Videos	The system shall track the use of the self-help videos in its overall web analytics approach to assess their usefulness.	Mandatory	
Technical	Enabling Technologies	ET	15	Peer-to-Peer Community	The system shall provide the capability to include a moderated peer-to-peer support system to crowd source answers.	Mandatory	
Technical	Enabling Technologies	ET	16	Peer-to-Peer Community	The system shall provide the capability to mine the community knowledge base to further improve customer self-service over time.	Mandatory	
Technical	Enabling Technologies	ET	23	Email Response Management	The system shall provide email response management capability to help automate, streamline and ensure consistent high quality of customer email interactions.	Mandatory	
Technical	Enabling Technologies	ET	24	Email Response Management	The system email response management capability shall include natural-language processing to analyze, categorize, route and automatically respond to certain types of inquiries; response libraries for building standard replies to frequent questions;	Mandatory	

					tracking for email interactions.		
Technical	Enabling Technologies	ET	25	Email Response Management	The system email response management shall include reporting to oversee overall performance, response times, resolution rates, email aging and outstanding requests.	Mandatory	
Technical	Enabling Technologies	ET	28	Workflow Analytics and Workforce Management	The system shall provide workflow analytics capability that integrates with the macro workflow processing.	Mandatory	
Technical	Enabling Technologies	ET	29	Workflow Analytics and Workforce Management	The system shall provide workflow-based metrics to be used in Key Performance Indicators.	Mandatory	
Technical	Enabling Technologies	ET	30	Workflow Analytics and Workforce Management	The system shall provide the capability to use workflow-based metrics to allow for workforce planning.	Mandatory	
Technical	GIS	GIS	33	Data Analysis	System shall provide the ability to use GIS mapping to assist agents in identifying related interactions, by displaying related interactions or events and displaying relative information on a map coded by user defined criteria	Mandatory	Users can select a map feature and display a list of Accela transactions which the user can drill into for more details, such as related records, inspections that have occurred etc. User can search for records associated with an address or parcel, etc. and display them on the map. But the map markers do not indicate the relationship.
Technical	GIS	GIS	48	Maps	System shall provide the ability to display history of interactions on a map, by either single or multiple interaction types	Mandatory	Functionality not available.
Technical	Mobile Inspection	M	9	Mobile Inspection	The system shall have the ability to adjust the route based on real-time traffic reports.	Mandatory	

Technical	Mobile Inspection	M	31	Mobile Inspection	The system shall allow the management of mobile profiles at an individual level and report if program is disabled.	Mandatory	The application requires users to log in. A report may be a potential option to see if the users are not submitting any transactions.
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## MAINTENANCE AGREEMENT

1. This Maintenance Agreement (“MA”) is intended for the exclusive benefit of the Parties; nothing herein will be construed to create any benefits, rights, or responsibilities in any other parties.
2. Term and Termination
  - 2.1 Term This MA is effective as of the date of fully executed Integration Agreement and will continue for a period of 3 years with 2 one year options . Customer may elect to continue its maintenance coverage for additional annual terms by paying to Accela the fees associated with such terms when these are due; said fees will not increase by more than five percent (5%) from the maintenance fees for the preceding term (see Exhibit A for increased calculations). Should Customer fail to renew its maintenance coverage or pay the applicable fees, Accela reserves the right to withhold all support. If Customer resumes maintenance coverage after one or more periods without such coverage, Customer will pay an amount equivalent to one hundred ten percent (110%) of all maintenance fees attributable to the period(s) without coverage, as such fees are calculated based upon pricing in effect at the time of resumption of maintenance coverage.
  - 2.2 Termination Either party may terminate if the other party materially breaches this MA and, after receiving a written notice describing the circumstances of the default, fails to correct the breach within thirty (30) calendar days. Upon any termination or expiration of this MA, all rights granted to Customer are cancelled and revert to Accela.
3. Scope of Maintenance
  - 3.1 Maintenance Services
    - 3.1.1 Telephone Support Accela will provide Customer with a telephone number to contact the Customer Resource Center (CRC), Accela’s live technical support facility, which is available from 4:00 a.m. until 6:00 p.m. Pacific time Monday through Friday, excluding Accela’s observed holidays.
    - 3.1.2 E-Mail Support Accela will provide Customer with one or more electronic mail addresses to which Customer may submit routine or non-critical support requests, which Accela will address during its regular business hours.
    - 3.1.3 Online Support Accela will provide Customer with access to archived software updates and other technical information in Accela’s online support databases, which are continuously available.
    - 3.1.4 Remote Support When required to properly resolve a maintenance request, Accela will provide remote assistance to Customer via the Adobe Connect™ environment or another mutually-acceptable remote communications method.
    - 3.1.5 On-Site Support If Customer does not wish for Accela to resolve its maintenance requests remotely, Accela will provide on-site assistance to Customer at Accela’s then-current time-and-materials rates. In addition to these charges, Customer will compensate Accela for associated airfare, lodging, rental transportation, meals, and other incidental expenses as such expenses accrue.

3.1.6 Software Updates Accela will provide revisions of and enhancements to maintained software products to Customer as such updates are generally-released by Accela. Software updates will be delivered or made available to Customer for electronic download from Accela's File Transfer Protocol ("FTP") site.

### 3.2 Maintenance Limitations

3.2.1 Limitations Generally The following are not covered by this MA, but may be separately available at rates and on terms which may vary from those described herein:

- a) Services required due to misuse of the Accela-maintained software products;
- b) Services required due to software corrections, customizations, or modifications not developed or authorized by Accela;
- c) Services required by Customer to be performed by Accela outside of Accela's usual working hours;
- d) Services required due to external factors including, but not necessarily limited to, Customer's use of software or hardware not authorized by Accela;
- e) Services required due to the operation of interfaces between the Accela-maintained software products and other software products or systems, even where such interfaces were provided or implemented by Accela;
- f) Services required to resolve or work-around conditions which cannot be reproduced in Accela's support environment;
- g) Services which relate to tasks other than maintenance of Customer's existing implementation and configuration of the Accela-maintained software products including, but not necessarily limited to, enhancing or adapting such products for specific operating environments;
- h) Services requested by Customer to implement software updates provided by Accela pursuant to this MA; and
- i) New or additional applications, modules, or functionality released by Accela during the term of this MA.

3.2.2 Legacy Releases Accela will provide maintenance support for the current release of each of its maintained software applications and for the release immediately preceding such current release. All other releases are deemed to be "Legacy Releases". Accela will respond to maintenance requests concerning Legacy Releases only using currently-available information. Services requiring additional research, engineering-level support, or coding or programming by Accela will not be provided pursuant to this MA, but may be separately available at rates and on terms which may vary from those described herein.

3.3 Warranty Accela will commence and complete the maintenance obligations described in this MA in a good and workmanlike manner, consistent with the practices and standards of care generally-accepted within and expected of Accela's industry, to ensure that the operation of the maintained software products does not materially differ from documented specifications. Accela may make repeated efforts within a reasonable time period to resolve maintenance requests. When a maintenance request cannot be resolved, Customer's exclusive remedy will be damages in an amount equal to the total of maintenance fees paid to Accela for the defective or non-conforming software products for the twelve (12) calendar months immediately preceding Customer's maintenance request.

### 3.4 Compensation

3.4.1 Maintenance Fees In exchange for the Maintenance Services described hereinabove, Customer will pay to Accela the amounts indicated in Exhibit A.

3.4.2 Payment Terms Amounts are quoted in United States dollars and do not include applicable taxes, if any. Customer will be responsible for payment of all federal, state or provincial, and local taxes and duties, except those based on Accela's income. If Customer is exempt from certain taxes, Customer will provide Accela with an appropriate certificate of exemption. Customer will be invoiced for all amounts upon occurrence of the billing events described in Exhibit A. The payment terms of all invoices are net thirty (30) calendar days from the dates of the invoices. Accela may, at its sole discretion, suspend its obligations hereunder without penalty until payments for all past-due billings have been paid in full by Customer.

#### 4. Confidentiality

4.1 Definitions "Disclosing Party" and "Recipient" refer respectively to the party which discloses information and the party to which information is disclosed in a given exchange. Either Accela or Customer may be deemed Disclosing Party or Recipient depending on the circumstances of a particular communication or transfer of information. "Confidential Information" means all disclosed information relating in whole or in part to non-public data, proprietary data compilations, computer source codes, compiled or object codes, scripted programming statements, byte codes, or data codes, entity-relation or workflow diagrams, financial records or information, client records or information, organizational or personnel information, business plans, or works-in-progress, even where such works, when completed, would not necessarily comprise Confidential Information. The foregoing listing is not intended by the Parties to be comprehensive, and any information which Disclosing Party marks or otherwise designates as "Confidential" or "Proprietary" will be deemed and treated as Confidential Information. Information which qualifies as "Confidential Information" may be presented to Recipient in oral, written, graphic, and/or machine-readable formats. Regardless of presentation format, such information will be deemed and treated as Confidential Information. Notwithstanding, the following specific classes of information are not "Confidential Information" within the meaning of this Section:

- a) information which is in Recipient's possession prior to disclosure by Disclosing Party;
- b) information which is available to Recipient from a third party without violation of this MA or Disclosing Party's intellectual property rights;
- c) information disclosed pursuant to Subsection 4.4 below;
- d) information which is in the public domain at the time of disclosure by Disclosing Party, or which enters the public domain from a source other than Recipient after disclosure by Disclosing Party;
- e) information which is subpoenaed by governmental or judicial authority; and
- f) information subject to disclosure pursuant to a state's public records laws.

4.2 Confidentiality Term The obligations described in this Section commence on the Effective Date and will continue until two (2) years following any termination or expiration of this MA ("Confidentiality Term").

4.3 Confidentiality Obligations During the Confidentiality Term, Recipient will protect the confidentiality of Confidential Information using the same degree of care that it uses to protect its own information of similar importance, but will in any case use no less than a reasonable degree of care to protect Confidential Information. Recipient will not directly or indirectly disclose Confidential Information or any part thereof to any third party without Disclosing Party's advance express written authorization to do so. Recipient may disclose Confidential Information only to its employees or agents under its control and direction in the normal course of its business and only on a need-to-know basis. In responding to a request for Confidential Information, Recipient will cooperate with Disclosing Party, in a timely fashion and in a manner not inconsistent with applicable laws, to protect the Confidential Information to the fullest extent possible.

4.4 Publicity During the term of this MA, including the term of any amendment hereto, Accela may publicly disclose its ongoing business relationship with Customer. Such disclosures may indicate Customer's identity and the Accela product(s) and services provided or contracted to be provided to Customer. These disclosures may include press releases or other communications to media, display on Accela web sites, or use in other marketing activities, but will not include non-public information or indicate Customer's express endorsement of Accela's products or services without Customer's prior written authorization.

5. Other Terms and Conditions

5.1 Customer Obligations As required, Customer will provide Accela with appropriate access to Customer's facilities, data systems, and other resources. If security restrictions impair such access, Customer acknowledges that some maintenance services hereunder may not be provided to Customer. It is Customer's sole responsibility to maintain current backup copies of its data and of its implementation of Accela's software products. If Customer's failure to create proper backups substantially increases the difficulties of any remedial actions by Accela hereunder, Accela reserves the right to charge Customer for any extra work reasonably-attributable to such increased difficulty, as calculated at Accela's then-current time-and-materials rates.

5.2 Proprietary Rights The remedial methods, software updates, and product information provided to Customer pursuant to this MA are protected under the laws of the United States and the individual states and by international treaty provisions. Accela retains full ownership in such items and grants to Customer a limited, nonexclusive, nontransferable license to use the items, subject to the terms and conditions of this MA and other agreements between Accela and Customer.

5.3 Limitation of Liability Accela provides no warranty whatsoever for any third-party hardware or software products. Third-party applications which utilize or rely upon the application services may be adversely affected by remedial or other actions performed pursuant to this MA; Accela bears no liability for and has no obligation to remedy such effects. Except as set forth herein, Accela provides all Maintenance Services "as is" without express or implied warranty of any kind regarding the character, function, capabilities, or appropriateness of such services or deliverables. To the extent not offset by its insurance coverage and to the maximum extent permitted by applicable laws, in no event will Accela's cumulative liability for any general, incidental, special, compensatory, or punitive damages whatsoever suffered by Customer or any other person or entity exceed the fees paid to Accela by Customer during the twelve (12) calendar months immediately preceding the circumstances which give rise to such claim(s) of liability, even if Accela or its agents have been advised of the possibility of such damages.

5.4 Force Majeure If either party is delayed in its performance of any obligation under this MA due to causes or effects beyond its control, that party will give timely notice to the other party and will act in good faith to resume performance as soon as practicable.

5.5 Assignment Accela may assign its rights and obligations hereunder for purposes of financing or pursuant to corporate transactions involving the sale of all or substantially all of its stock or assets. Accela may subcontract with qualified third parties to provide portions of the Maintenance Services described hereinabove.

5.6 Survival The following provisions will survive the termination or expiration of this MA: Section 2.1, as to Customer's obligation to pay any fees associated with a lapse in maintenance coverage upon resumption of such coverage; Section 3.3, as to limitation of remedy; Section 3.4 and all subsections

thereof, as to Customer's obligation to pay any fees accrued or due at the time of termination or expiration; Section 4 and all subsections thereof; and Section 5 and all subsections thereof with the exceptions of Subsections 5.1 and 5.4.

5.7 Alternate Terms Disclaimed The parties expressly disclaim any alternate terms and conditions accompanying drafts and/or purchase orders issued by Customer.

5.8 Severability and Amendment If any particular provision of this MA is determined to be invalid or unenforceable, that determination will not affect the other provisions of this MA, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of this MA will be effective unless it is described in writing and signed by the Parties.

**ACCELA**

**CUSTOMER**

By: \_\_\_\_\_  
(Signature)

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Print Name)

Its \_\_\_\_\_  
(Title)

Its \_\_\_\_\_  
(Title)

Dated: \_\_\_\_\_  
(Month, Day, Year)

Dated: \_\_\_\_\_  
(Month, Day, Year)

**Exhibit Follows.**

**END OF DOCUMENT**

## EXHIBIT A

### Maintenance Summary

Product	QTY	Annual Maintenance and Support Net Price
Accela Citizen Access Annual Maintenance and Supp Initial	1	USD 3,958.20
Accela Citizen Access Annual Maintenance and Supp Initial	1	USD 1,979.10
Accela Citizen Access Annual Maintenance and Supp Initial	1	USD 20,289.87
Accela Licensing and Case Mgt Annual Maint&Supp Init	1	USD 9,899.10
Accela Licensing and Case Mgt Annual Maint&Supp Init	1	USD 1,979.10
Accela Land Management Annual Maintenance and Supp Initial	1	USD 9,899.10
Accela Land Management Annual Maintenance and Supp Initial	1	USD 191,972.70
Accela Mobile Office Annual Maintenance and Supp Initial	1	USD 8,999.10
Accela Mobile Office Annual Maintenance and Supp Initial	1	USD 57,393.90
Accela GIS Annual Maintenance and Supp Initial	1	USD 1,979.10
Accela GIS Annual Maintenance and Supp Initial	1	USD 58,716.60
ePlanCheck Maintenance and Supp Initial	1	USD 43,392.00
Subtotal		USD 410,458.17
<b>TOTAL:</b>		<b>USD 410,458.17</b>

The above annual pricing for Maintenance includes a 10% discount for Years 1 through 3 for all products except ePlanCheck Maintenance and Support. The annual pricing for Maintenance for Years 1 through 3 can be below. In addition, the annual pricing for Maintenance, assuming the maximum increase of five percent (5%) year-over-year for the Products/QTY listed above, commencing in year 3, would be as follows for Years 4 and 5, (the two option years):

Year 1:	\$410,458.17
Year 2:	\$410,458.17
Year 3:	\$410,458.17
Year 4 (Option Yr. 1):	\$430,981.08
Year 5 (Option Yr. 2):	\$452,530.13

Maintenance Fees are fixed-price deliverables for which full payment is due upon signing.

END OF DOCUMENT

## LICENSE AGREEMENT

1. This License Agreement ("LA") is intended for the exclusive benefit of the Parties; nothing herein will be construed to create any benefits, rights, or responsibilities in any other parties.
2. Term and Termination
  - 2.1 Term This LA is effective as of the date of fully executed Integration Agreement ("Effective Date") and will continue until terminated as provided in Section 2.2.
  - 2.2 Termination Either party may terminate if the other party materially breaches this LA and, after receiving a written notice describing the circumstances of the default, fails to correct the breach within thirty (30) calendar days. Upon any termination or expiration of this LA, all rights granted to Customer are cancelled and revert to Accela.
3. Intellectual Property License
  - 3.1 License The software products ("Software") listed in Exhibit A are protected under the laws of the United States and the individual states and by international treaty provisions. Accela retains full ownership in the Software and grants to Customer a limited, nonexclusive, nontransferable license to use the Software, subject to the following terms and conditions:
    - 3.1.1 The Software is provided for use only by Customer employees, and by Customer's contractors, agents and officials when and to extent utilized for the direct benefit of Customer.
    - 3.1.2 The Software will be delivered or made available to Customer for electronic download from Accela's File Transfer Protocol ("FTP") site.
    - 3.1.3 The Software may be installed on one or more computers but may not be used by more than the number of users for which the Customer has named user licenses. The Software is deemed to be in use when it is loaded into memory in a computer, regardless of whether a user is actively working with the Software. Accela may audit Customer's use of the Software to ensure that Customer has paid for an appropriate number of licenses. Should the results of any such audit indicate that Customer's use of the Software exceeds its licensed allowance, Customer agrees to pay all costs of its overuse as determined using Accela's then-current pricing; any such assessed costs will be due and payable by Customer upon assessment. Customer agrees that Accela's assessment of overuse costs pursuant to this Subsection is not a waiver by Accela of any other remedies available to Accela in law and equity for Customer's unlicensed use of the Software.
    - 3.1.4 Customer may make backup copies of the Software only to protect against destruction of the Software. Customer may copy Accela's documentation only for internal use by Customer's employees.
    - 3.1.5 Customer may not make any form of derivative work from the Software, although Customer is permitted to develop additional or alternative functionality for the Software using tools and/or techniques licensed to Customer by Accela.
    - 3.1.6 Customer may not obscure, alter, or remove any confidentiality or proprietary rights notices.

- 3.1.7 Customer is liable to Accela for any losses incurred as the result of unauthorized reproduction or distribution of the Software which occur while the Software is in Customer's possession or control.
- 3.1.8 Customer may use the Software only to process transactions relating to properties within both its own geographical and political boundaries and may not sell, rent, assign, sublicense, lend, or share any of its rights under this LA.
- 3.1.9 Customer is entitled to receive the Software compiled (object) code and is licensed to use any data code produced through implementation and/or normal operation of the Software; Customer is not entitled to receive source code for the Software except pursuant to an Intellectual Property Escrow Agreement, which may be executed separately by the Parties. Customer may not decompile or reverse-engineer the Software.
- 3.1.10 All rights not expressly granted to Customer are retained by Accela.

### 3.2 License Warranties

- 3.2.1 Accela warrants that it has full power and authority to grant this license and that, as of the effective date of this LA, the Software does not infringe on any existing intellectual property rights of any third party. If a third party claims that the Software does infringe, Accela may, at its sole option, secure for Customer the right to continue using the Software or modify the Software so that it does not infringe. Accela will have the sole right to conduct the defense of any legal action and all negotiations for its settlement or compromise.
- 3.2.2 Accela has no obligation for any claim based upon a modified version of the Software or the combination or operation of the Software with any product, data, or apparatus not provided by Accela. Accela provides no warranty whatsoever for any third-party hardware or software products.
- 3.2.3 Except as expressly set forth herein, Accela disclaims any and all express and implied warranties, including but not necessarily limited to warranties of merchantability and fitness for a particular purpose.

### 3.3 Compensation

- 3.3.1 License Fees In exchange for the Software described hereinabove, Customer will pay to Accela the amounts indicated in Exhibit A.
- 3.3.2 Payment Terms Amounts are quoted in United States dollars and do not include applicable taxes, if any. Customer will be responsible for payment of all federal, state or provincial, and local taxes and duties, except those based on Accela's income. If Customer is exempt from certain taxes, Customer will provide Accela with an appropriate certificate of exemption. Customer will be invoiced for all amounts upon occurrence of the billing events described in Exhibit A. The payment terms of all invoices are net thirty (30) calendar days from the dates of the invoices. Accela may, at its sole discretion, suspend its obligations hereunder without penalty until payments for all past-due billings have been paid in full by Customer.

## 4. Confidentiality

- 4.1 Definitions "Disclosing Party" and "Recipient" refer respectively to the party which discloses information and the party to which information is disclosed in a given exchange. Either Accela or Customer may be deemed Disclosing Party or Recipient depending on the circumstances of a particular communication or transfer of information. "Confidential Information" means all disclosed information relating in whole or in part to non-public data, proprietary data compilations, computer source codes, compiled or object codes, scripted programming statements, byte codes, or data codes, entity-relation or workflow diagrams, financial records or information, client records or information, organizational or personnel information, business plans, or works-in-progress, even where such works, when completed, would not necessarily comprise Confidential Information. The foregoing listing is not intended by the Parties to be comprehensive, and any information which Disclosing Party marks or otherwise designates as "Confidential" or "Proprietary" will be deemed and treated as Confidential Information. Information which qualifies as "Confidential Information" may be presented to Recipient in oral, written, graphic, and/or machine-readable formats. Regardless of presentation format, such information will be deemed and treated as Confidential Information. Notwithstanding, the following specific classes of information are not "Confidential Information" within the meaning of this Section:
- a) information which is in Recipient's possession prior to disclosure by Disclosing Party;
  - b) information which is available to Recipient from a third party without violation of this LA or Disclosing Party's intellectual property rights;
  - c) information disclosed pursuant to Subsection 4.4 below;
  - d) information which is in the public domain at the time of disclosure by Disclosing Party, or which enters the public domain from a source other than Recipient after disclosure by Disclosing Party;
  - e) information which is subpoenaed by governmental or judicial authority; and
  - f) information subject to disclosure pursuant to a state's public records laws.
- 4.2 Confidentiality Term The obligations described in this Section commence on the Effective Date and will continue until two (2) years following any termination or expiration of this LA ("Confidentiality Term").
- 4.3 Confidentiality Obligations During the Confidentiality Term, Recipient will protect the confidentiality of Confidential Information using the same degree of care that it uses to protect its own information of similar importance, but will in any case use no less than a reasonable degree of care to protect Confidential Information. Recipient will not directly or indirectly disclose Confidential Information or any part thereof to any third party without Disclosing Party's advance express written authorization to do so. Recipient may disclose Confidential Information only to its employees or agents under its control and direction in the normal course of its business and only on a need-to-know basis. In responding to a request for Confidential Information, Recipient will cooperate with Disclosing Party, in a timely fashion and in a manner not inconsistent with applicable laws, to protect the Confidential Information to the fullest extent possible.
- 4.4 Publicity During the term of this LA, including the term of any amendment hereto, Accela may publicly disclose its ongoing business relationship with Customer. Such disclosures may indicate Customer's identity and the Accela product(s) and services provided or contracted to be provided to Customer. These disclosures may include press releases or other communications to media, display on Accela web sites, or use in other marketing activities, but will not include non-public information or indicate Customer's express endorsement of Accela's products or services without Customer's prior written authorization.

5. Other Terms and Conditions

- 5.1 Removal and Destruction of Software Within ten (10) business days following termination of this LA by either Party, Customer will remove all copies of the Software from those computer systems which it owns or controls and will destroy all media which contain copies of the Software or portions thereof. Customer will certify said removal and destruction to Accela within fifteen (15) business days following termination of this LA.
- 5.2 Assignment Accela may assign its rights and obligations hereunder for purposes of financing or pursuant to corporate transactions involving the sale of all or substantially all of its stock or assets.
- 5.3 Survival The following provisions will survive the termination or expiration of this LA: Section 3.3 and all subsections thereof, as to Customer's obligation to pay any fees accrued or due at the time of termination or expiration; Section 4 and all subsections thereof; and Section 5, and all subsections thereof.
- 5.4 Alternate Terms Disclaimed The parties expressly disclaim any alternate terms and conditions accompanying drafts and/or purchase orders issued by Customer.

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Severability and Amendment If any particular provision of this LA is determined to be invalid or unenforceable, that determination will not affect the other provisions of this LA, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of this LA will be effective unless it is described in writing and signed by the Parties.

**Exhibit Follows.**

**END OF DOCUMENT**

**EXHIBIT A**

**License Summary**

<b>Product</b>	<b>QTY</b>	<b>Net Price</b>
Accela Citizen Access Module Fee	2	USD 19,791.00
Accela Citizen Access Server Software	1	USD 9,895.50
Accela Citizen Access Population Fee	1,409,019 (pop.)	USD 101,449.37
Accela Lic & Case Mgt Server Software (incl 5 named users)	1	USD 49,495.50
Accela Lic & Case Mgt User Lic Packs (incl 5 named usr/pack)	1	USD 9,895.50
Accela Land Mgt Server Software (includes 5 named users)	1	USD 49,495.50
Accela L& Mgt User Lic Packs (incl 5 named users per pack)	97	USD 959,863.50
Accela Mobile Office Server Software (incl 5 named users)	1	USD 44,995.50
Accela Mobile Office User Lic Packs (includes 5 named users)	29	USD 286,969.50
Accela GIS Server Software (includes 5 named users)	1	USD 9,895.50
Accela GIS User License Packs (includes 5 named users)	99	USD 293,584.50
ePlanCheck Named User License	128	USD 194,396.16
Subtotal		USD 2,029,727.03
	<b>TOTAL:</b>	USD 2,029,727.03

License Fees are fixed-price deliverables for which full payment is due upon signing.

**END OF DOCUMENT**

## SERVICES AGREEMENT

1. This Services Agreement ("SA") is intended for the exclusive benefit of the Parties; nothing herein will be construed to create any benefits, rights, or responsibilities in any other parties.

### 2. Term and Termination

2.1 Term This SA is effective as of the date of fully executed Integration Agreement ("Effective Date") and will continue until completion of the services deliverables described herein.

2.2 Termination Either party may terminate if the other party materially breaches this SA and, after receiving a written notice describing the circumstances of the default, fails to correct the breach within thirty (30) calendar days. Upon any termination or expiration of this SA, all rights granted to Customer are cancelled and revert to Accela.

3. Professional Services Accela will provide the implementation, data conversion, and/or training services ("Professional Services") described in the Statement of Work ("SOW") attached to the Integration Agreement.

3.1 Warranty Accela will commence and complete the Professional Services in a good and workmanlike manner, consistent with the practices and standards of care generally-accepted within and expected of Accela's industry. Services and Deliverables provided by Accela shall materially conform to their specifications/requirements, as established in the applicable Statement of Work, for a period of one hundred and eighty (180) days following Acceptance with non-conforming deliverables and services receiving correction by Accela.

3.2 Acceptance As provided in the SOW, Accela will notify Customer upon completion of those implementation services subject to testing. For a period not to exceed thirty (30) calendar days in duration ("Test Period"), Customer may evaluate the operation of the implemented Accela deliverables ("Deliverables") in a test environment or using test data. If Customer reasonably determines that its operational use of the Deliverables is substantially impaired by one or more material errors in the Deliverables, it will so notify Accela in writing prior to the completion of the Test Period ("Adverse Notification"), specifying in sufficient detail the nature of the error(s). Upon receipt of an Adverse Notification, Accela will correct any identified and reproducible material errors in the Deliverables within a reasonable time and Customer may retest the Deliverables for as many as fifteen (15) additional calendar days. Acceptance will be deemed to occur when a) Customer notifies Accela that the Deliverables have successfully completed Customer's testing;; or b) Customer uses the Deliverables in a "live" production environment to perform its customary governmental, administrative, or business activities, whichever first occurs ("Acceptance Date").

3.3 Customer Cooperation As required, Customer agrees to provide Accela with appropriate access to Customer's facilities, personnel, data systems, and other resources. Customer acknowledges that the implementation process described in this SA is cooperative in nature and that Customer must complete its designated tasks in a timely manner in order for Accela to proceed with and complete the Professional Services. Customer delays during the implementation period may have adverse collateral effects on Accela's overall work schedule. Although Accela will use its best efforts to immediately resume work following such a delay, Customer acknowledges that schedules for the Professional Services may be delayed by more than the number of days delayed by Customer. Customer agrees that if additional time is required to complete the Professional Services because of Customer delays, such time will be charged to Customer at Accela's then-current time-and-materials rates.

### 3.4 Compensation

3.4.1 Implementation Fees In exchange for the Professional Services, Customer will pay to Accela the amounts indicated in Integrated SOW according to the payment schedule therein. The pricing set forth herein reflects information generally known to Accela, supplied to

Accela by Customer, and based on Accela's interpretation of the work to be performed. In addition to such amounts, Customer will reimburse Accela for airfare, travel time, lodging, rental transportation, meals, and other miscellaneous expenses at current rates.

3.4.2 Payment Terms Amounts are quoted in United States dollars and do not include applicable taxes, if any. Customer will be responsible for payment of all federal, state or provincial, and local taxes and duties, except those based on Accela's income. If Customer is exempt from certain taxes, Customer will provide Accela with an appropriate certificate of exemption. Customer will be invoiced for all amounts as they become due. The payment terms of all invoices are net thirty (30) calendar days from the dates of the invoices. Any payment not paid to Accela within said period will incur a late payment fee equal to five percent (5%) of the amount past due and will accrue interest in an amount equal to one-and-a-half percent (1.5%) per month, compounded monthly, on the outstanding balance from the billing date. Accela may, at its sole discretion, suspend its obligations hereunder without penalty until payments for all past-due billings have been paid in full by Customer.

#### 4. Confidentiality

4.1 Definitions "Disclosing Party" and "Recipient" refer respectively to the party which discloses information and the party to which information is disclosed in a given exchange. Either Accela or Customer may be deemed Disclosing Party or Recipient depending on the circumstances of a particular communication or transfer of information. "Confidential Information" means all disclosed information relating in whole or in part to non-public data, proprietary data compilations, computer source codes, compiled or object codes, scripted programming statements, byte codes, or data codes, entity-relation or workflow diagrams, financial records or information, client records or information, organizational or personnel information, business plans, or works-in-progress, even where such works, when completed, would not necessarily comprise Confidential Information. The foregoing listing is not intended by the Parties to be comprehensive, and any information which Disclosing Party marks or otherwise designates as "Confidential" or "Proprietary" will be deemed and treated as Confidential Information. Information which qualifies as "Confidential Information" may be presented to Recipient in oral, written, graphic, and/or machine-readable formats. Regardless of presentation format, such information will be deemed and treated as Confidential Information. Notwithstanding, the following specific classes of information are not "Confidential Information" within the meaning of this Section:

- a) information which is in Recipient's possession prior to disclosure by Disclosing Party;
- b) information which is available to Recipient from a third party without violation of this SA or Disclosing Party's intellectual property rights;
- c) information disclosed pursuant to Subsection 4.4 below;
- d) information which is in the public domain at the time of disclosure by Disclosing Party, or which enters the public domain from a source other than Recipient after disclosure by Disclosing Party;
- e) information which is subpoenaed by governmental or judicial authority; and
- f) information subject to disclosure pursuant to a state's public records laws.

4.2 Confidentiality Term The obligations described in this Section commence on the Effective Date and will continue until two (2) years following any termination or expiration of this SA ("Confidentiality Term").

4.3 Confidentiality Obligations During the Confidentiality Term, Recipient will protect the confidentiality of Confidential Information using the same degree of care that it uses to protect its own information of similar importance, but will in any case use no less than a reasonable degree of care to protect Confidential Information. Recipient will not directly or indirectly disclose Confidential Information or any part thereof to any third party without Disclosing Party's advance express written authorization to do so. Recipient may disclose Confidential Information only to its employees or agents under its control and direction in the normal course of its business and only on a

need-to-know basis. In responding to a request for Confidential Information, Recipient will cooperate with Disclosing Party, in a timely fashion and in a manner not inconsistent with applicable laws, to protect the Confidential Information to the fullest extent possible.

4.4 Publicity During the term of this SA, including the term of any amendment hereto, Accela may publicly disclose its ongoing business relationship with Customer. Such disclosures may indicate Customer's identity and the Accela product(s) and services provided or contracted to be provided to Customer, but may not expressly or impliedly indicate Customer's endorsement of Accela's products or services without Customer's prior written authorization.

## 5. Other Terms and Conditions

5.1 Limitation of Liability Accela provides no warranty whatsoever for any third-party hardware or software products. Third-party applications which utilize or rely upon the Professional Services may be adversely affected by remedial or other actions performed pursuant to this SA; Accela bears no liability for and has no obligation to remedy such effects. Except as set forth herein, Accela provides all Professional Services "as is" without express or implied warranty of any kind regarding the character, function, capabilities, or appropriateness of such services or deliverables. To the extent not offset by its insurance coverage and to the maximum extent permitted by applicable laws, in no event will Accela's cumulative liability for any general, incidental, special, compensatory, or punitive damages whatsoever suffered by Customer or any other person or entity exceed the fees paid to Accela by Customer during the twelve (12) calendar months immediately preceding the circumstances which give rise to such claim(s) of liability, even if Accela or its agents have been advised of the possibility of such damages.

5.2 Insurance Coverage Accela will maintain insurance coverage at its sole cost and expense and will provide certificates of insurance to Customer if so requested. The insurance will not be cancelled or terminated without thirty (30) calendar days' advance written notice to Customer.

5.3 Force Majeure If either party is delayed in its performance of any obligation under this SA due to causes or effects beyond its control, that party will give timely notice to the other party and will act in good faith to resume performance as soon as practicable.

5.4 Survival The following provisions will survive the termination or expiration of this SA: Section 3.4 and all subsections thereof, as to Customer's obligation to pay any fees accrued or due at the time of termination or expiration; Section 4 and all subsections thereof; and Section 5 and all subsections thereof with the exceptions of Subsections 5.1, 5.3, and 5.4.

5.5 Alternate Terms Disclaimed The parties expressly disclaim any alternate terms and conditions accompanying drafts and/or purchase orders issued by Customer.

5.6 Severability and Amendment If any particular provision of this SA is determined to be invalid or unenforceable, that determination will not affect the other provisions of this SA, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of this SA will be effective unless it is described in writing and signed by the Parties.

**END OF DOCUMENT**

# CITYGOVAPP SUBSCRIPTION TERMS AND CONDITIONS

Version 052014

1. These Subscription Terms and Conditions ("Terms") govern the use of the products offered by CityGovApp Inc., ("CityGovApp" with its principal place of business located at 440 North Wolfe Rd, Sunnyvale, CA 94703, and its Customer, as identified in an executed Order for products.
2. These Subscription Terms and Conditions ("Terms") are effective upon execution of the Order by Customer and are for the exclusive benefit of the Parties. Nothing herein will be construed to create any benefits, rights, or responsibilities in any other parties. "Customer" refers to the subscribing customer designated on the attached Order. "Provider" shall mean CityGovApp or, where Customer has purchased from an authorized CityGovApp Reseller, the CityGovApp authorized Reseller.
3. Customer's subscription term commences on the commencement date listed on the Order. Said date is Customer's "Service Date" for purposes of designating the start of any subscription term.
4. Subscription terms are twelve (12) calendar months in duration. At the end of Customer's subscription term or, if a multi-term subscription is indicated on the Order, the last of Customer's subscription terms, Customer's subscription will renew for an additional term. The per-unit pricing during said additional term will be the same as the prior term's annual fees unless Provider notifies Customer otherwise not less than sixty (60) calendar days prior to the end of said prior term. Any price increase will be effective at the start of the renewal term. Customer may opt-out from said automatic renewal by providing written notice to Provider not less than sixty (60) calendar days prior to the Service Date anniversary which begins the renewal term.
5. In exchange for its use of the Subscribed Services, Customer will pay the amounts indicated in the Order. Said amounts are based on services purchased and not actual usage; payment obligations are non-cancelable and fees paid are non-refundable,

except as otherwise specifically-provided herein. Unless otherwise stated, such fees do not include any taxes, levies, duties or similar governmental assessments of any nature, including but not limited to value-added, sales, use or withholding taxes, assessable by any local, state, provincial, federal or foreign jurisdiction ("Taxes"). Customer is responsible for paying all Taxes associated with its purchases hereunder. If Provider has the legal obligation to pay or collect Taxes for which Customer is responsible, the appropriate amount will be invoiced to and paid by Customer, unless Provider is provided with a valid tax exemption certificate authorized by the appropriate taxing authority. Provider is solely responsible for taxes assessable against it based on its income, property and employees.

6. The Subscribed Services are protected under the laws of the United States and the individual states and by international treaty provisions. CityGovApp retains full ownership in the Subscribed Services and grants to Customer a limited, nonexclusive, nontransferable right to use the Subscribed Services, subject to the following terms and conditions: a) The Subscribed Services are provided for use only by Customer employees and to the extent of their duties for Customer, Customer's agents, contractors and officials; b) Customer may not make any form of derivative work from the Subscribed Services, although Customer is permitted to develop additional or alternative functionality for the Software using tools and/or techniques provided to Customer by CityGovApp; c) Customer may not obscure, alter, or remove any confidentiality or proprietary rights notices; d) Customer may use the Subscribed Services only to process transactions relating to properties within both its own geographical and political boundaries and may not sell, rent, assign, lend, or share any of its rights hereunder; e) Customer is responsible for all activities conducted using its user credentials and for its users' compliance with the provisions of these Terms; and f) All rights not expressly granted to Customer are retained by CityGovApp. CityGovApp will make the Subscribed Services available to Customer pursuant to these Terms during a subscription term. Customer

agrees that its purchases hereunder are neither contingent on the delivery of any future functionality or features nor dependent on any oral or written public comments made by CityGovApp regarding future functionality or features.

7. CityGovApp warrants that it has full power and authority to agree to these Terms and that, as of the effective date hereof, the Subscribed Services do not infringe on any existing intellectual property rights of any third party. If a third party claims that the Subscribed Services do infringe, CityGovApp may, at its sole option, secure for Customer the right to continue using the Subscribed Services or modify the Subscribed Services so that these do not infringe. CityGovApp will have the sole right to conduct the defense and will defend any legal action and conduct all negotiations for its settlement or compromise.

8. CityGovApp has no obligation for any claim based upon a modified version of the Subscribed Services, where such modifications were not made or authorized by CityGovApp or the combination or operation of the Subscribed Services with any product, data, or apparatus not provided by CityGovApp. CityGovApp provides no warranty whatsoever for any third-party hardware or software products. **Except as expressly set forth herein, CityGovApp disclaims any and all express and implied warranties, including but not limited to warranties of merchantability and fitness for a particular purpose.**

11. In support of the Subscribed Services, CityGovApp will provide Customer with a) a telephone number to contact live technical support, which is available from 4:00 a.m. until 6:00 p.m. Pacific time Monday through Friday, excluding CityGovApp's observed holidays; b) one or more electronic mail addresses to which Customer may submit routine or non-critical support requests, which CityGovApp will address during its regular business hours; and c) access to archived software updates and other technical information in CityGovApp's online support databases, which are continuously available. Where support is needed to address non-functioning or seriously impaired Services and there is no reasonable workaround available, CityGovApp will promptly respond to the support request and use commercially reasonable efforts to provide updates

toward resolution of the issue. CityGovApp maintenance includes the following services:

#### **App store administration**

- Prepare and submit app for app store approval
- Manage all correspondence with the app store administration
- Make necessary changes to ensure that the app is approved
- Manage and modify app description and key-word search options

#### **OS updates (iOS, Android, Windows)**

- Update the app to ensure it works with the new OS releases/patches from Apples, Android and Windows
- Test the app to make sure it works with the new OS releases/patches

#### **New hardware releases**

- Update the user-interface and graphics to work with changes in screen sizes

#### **Bug Fixes**

- Fix any software bugs that are discovered after the release

#### **Accela API Updates**

- Update the app to ensure it works with the new releases of API from Accela

#### **Customer/End-User Support**

- Manage all support email from end-users and forward them to the appropriate channels defined by the agency

#### **Agency Technical Support**

Support for functionality, back-end integration and usability of the app. Maximum of 10 hours per month. Additional time will be charged at \$75-\$100 per hour, depending on resources required.

12. The following are not covered by these Terms, but may be separately available at rates and on terms which may vary from those described herein: a) Services required due to misuse of the Subscribed Services; b) Services required by Customer to be

performed by CityGovApp outside of its usual working hours; c) Services required due to external factors including, but not necessarily limited to, Customer's use of software or hardware not authorized by CityGovApp; or d) Services required to resolve or work-around conditions which cannot be reproduced in CityGovApp's support environment.

13. Customer warrants that it owns or has been authorized to provide the data to CityGovApp. Customer retains full ownership of said data and grants to CityGovApp a limited, nonexclusive, nontransferable license to use said data only to perform CityGovApp's obligations in accordance with these Terms.

14. Customer acknowledges that transmissions and processing of Customer's electronic communications are fundamental to Customer's use of the Subscribed Services. Customer further acknowledges that portions of such transmissions and processing may occur within various computer networks not owned or operated by CityGovApp. Customer agrees that CityGovApp is not responsible for any delays, losses, alterations, interceptions, or storage of its electronic communications which occur in computer networks not owned or operated by CityGovApp.

15. Either party may end Customer's access to the Subscribed Services if the other materially breaches these Terms and, after receiving a written notice describing the circumstances of the default, fails to correct the breach within thirty (30) calendar days. Upon any termination for cause by Customer, CityGovApp will refund any prepaid subscription fees covering the remainder of the subscription term after the effective date of termination.

16. "Disclosing Party" and "Recipient" refer respectively to the party which discloses information and the party to which information is disclosed in a given exchange. Either CityGovApp or Customer may be deemed Disclosing Party or Recipient depending on the circumstances of a particular communication or transfer of information. "Confidential Information" means all disclosed information relating in whole or in part to non-public data, proprietary data compilations, computer source codes, compiled or object codes, scripted programming statements, byte codes, or data codes, entity-relation or workflow diagrams, financial records or information, client records or information,

organizational or personnel information, business plans, or works-in-progress, even where such works, when completed, would not necessarily comprise Confidential Information. The foregoing listing is not intended by the Parties to be comprehensive, and any information which Disclosing Party marks or otherwise designates as "Confidential" or "Proprietary" will be deemed and treated as Confidential Information. Information which qualifies as "Confidential Information" may be presented to Recipient in oral, written, graphic, and/or machine-readable formats. Regardless of presentation format, such information will be deemed and treated as Confidential Information. Notwithstanding, the following specific classes of information are not "Confidential Information" within the meaning of this Section: a) information which is in Recipient's possession prior to disclosure by Disclosing Party; b) information which is available to Recipient from a third party without violation of this Section or Disclosing Party's intellectual property rights; c) information which is in the public domain at the time of disclosure by Disclosing Party, or which enters the public domain from a source other than Recipient after disclosure by Disclosing Party; d) information which is subpoenaed by governmental or judicial authority; and e) information subject to disclosure pursuant to a state's public records laws. Recipient will protect the confidentiality of Confidential Information using the same degree of care that it uses to protect its own information of similar importance, but will in any case use no less than a reasonable degree of care to protect Confidential Information. Recipient will not directly or indirectly disclose Confidential Information or any part thereof to any third party without Disclosing Party's advance express written authorization to do so. Recipient may disclose Confidential Information only to its employees or agents under its control and direction in the normal course of its business and only on a need-to-know basis. In responding to a request for Confidential Information, Recipient will cooperate with Disclosing Party, in a timely fashion and in a manner not inconsistent with applicable laws, to protect the Confidential Information to the fullest extent possible.

17. Neither party will be liable to the other for special, indirect or consequential damages incurred or suffered by the other arising as a result of or related to the performance of CityGovApp's Work, whether in contract, tort, or otherwise, even if the other has been

advised of the possibility of such loss or damages. Client will indemnify and hold CityGovApp harmless against any claims incurred by CityGovApp arising out of or in conjunction with Client's breach of this Agreement, as well as all reasonable costs, expenses and attorneys' fees incurred therein. CityGovApp's total liability under this Agreement with respect to the Work, regardless of cause or theory of recovery, will not exceed the total amount of fees paid by Client to CityGovApp during the six (6) month period prior to the date the claim arises. CityGovApp will at all times during the agreement, maintain insurance coverage appropriate to the use of its products and its responsibilities hereunder.

18. The performance by CityGovApp of its duties and obligations under this Agreement will be that of an independent contractor, and nothing in this Agreement will create or imply an agency relationship between CityGovApp and Client, nor will this Agreement be deemed to constitute a joint venture or partnership between the parties.

19. Any dispute arising under this Agreement will be subject to binding arbitration by a single Arbitrator with the American Arbitration Association (AAA), in accordance with its relevant industry rules, if any. The parties agree that this Agreement will be governed by and construed and interpreted in accordance with the laws of the State of California. The Arbitrator will have the authority to grant injunctive relief and specific performance to enforce the terms of this Agreement. Judgment on any award rendered by the Arbitrator may be entered in any Court of competent jurisdiction.

20. If any litigation or arbitration is necessary to enforce the terms of this Agreement, the prevailing party will be entitled to reasonable attorneys' fees and costs.

21. If any term of this Agreement is found to be unenforceable or contrary to law, it will be modified to the least extent necessary to make it enforceable, and the remaining portions of this Agreement will remain in full force and effect.

22. Neither party will be held responsible for any delay or failure in performance of any part of this Agreement to the extent that such delay is caused by

events or circumstances beyond the delayed party's reasonable control.

23. The waiver by any party of any breach of covenant will not be construed to be a waiver of any succeeding breach or any other covenant. All waivers must be in writing, and signed by the party waiving its rights. This Agreement may be modified only by a written instrument executed by authorized representatives of the parties hereto.

24. This Agreement together with any attachments referred to herein constitute the entire agreement between the parties with respect to its subject matter, and supersedes all prior agreements, proposals, negotiations, representations or communications relating to the subject matter. Both parties acknowledge that they have not been induced to enter into this Agreement by any representations or promises not specifically stated herein.

25. The Parties expressly disclaim any alternate terms and conditions accompanying drafts and/or purchase orders issued by Customer.

26. Section 5 will survive the End of Term for so long as is required to complete collection of unpaid amounts. The agreements, rights, limitations and waivers described in Sections 6-8, 13, 16, 17, 19-13 and 26 will survive the End of Term. . Section 21 will survive the End of Term for a period of two (2) years. With the exceptions of the foregoing surviving sections, the remainder of these Terms will terminate at the End of Term.

26. If any particular provision of these Terms is determined to be invalid or unenforceable, that determination will not affect the other provisions, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of these Terms will be effective unless it is described in writing and signed by the Parties.

## LEGISLATIVE MANAGEMENT ORDER AND TERMS AND CONDITIONS

**1. IMPORTANT NOTICE TO USER:** Accela, Inc. ("Accela") owns all intellectual property in the software products Agendas & Minutes, Civic Streaming, Digital Boardroom, Boards & Commissions, and Civic Voice (collectively "Software"). Customer shall not modify, adapt, translate, rent, lease or otherwise attempt to discover the Software source code. This Agreement will be governed by the laws in force in the State of Texas.

### 2. Software License - (Subscription)

**2.1 License.** This software program and the accompanying files, software updates, lists and documentation are licensed, not sold, to you. You may install and Use a copy of the Software on your compatible computer for the purpose of connecting to the hosted service provided by Accela as long as you are a current subscriber and maintain your monthly or annual continued services for the applicable licenses.

**2.2 Commencement of Term.** Customer's subscription term commences on the date Accela provides appropriate access credentials to Customer's designated technical contact, indicating that the application services identified in the order ("Subscribed Services") are available for Customer's subscription use ("Delivery"). Said date is Customer's "Service Date" for purposes of designating the start of any subscription term. Service will renew annually on the anniversary date and the term will remain the same term as identified in the Integration Agreement. Customer may continue the Service in accordance with the stated term by paying the annual fees as set forth below, unless Customer provides written notice of cancellation 30 days prior to the term of the contract.

### 3. Continued Services

**3.1 Updates and Renewals.** If the Software is an Update to a previous version of the Software, you must possess a valid license to the previous version in order to use the Update. Corrections of substantial defects in the Software so that the Software will operate as purported will be rectified by Accela. Customer agrees to install all updates, including any enhancements, for the Software in accordance with the instructions provided by Accela.

**3.2 Hosting.** Accela agrees to maintain Customer data in a Tier-2 datacenter and is committed to providing 99.9% uptime and availability. Accela will perform nightly backups of your hosted data to an alternate physical location.

**3.3 Ownership of Data.** All hosted data belongs to the Customer. At the request of the customer Accela will provide a backup of all database information and files through a downloadable backup or DVD. Accela agrees to provide this service without charge at least once per year.

### 4. Payment Terms & Fees

**4.1 Billing Procedures.** SaaS Services will commence as described in Section 2.2. above, with the initial annual payment due upon execution of this Agreement and payable net 30 from invoice date. Each subsequent annual payment is due on the anniversary of the prior term. **The pricing for the 2<sup>nd</sup> and 3<sup>rd</sup> annual terms will remain unchanged and the pricing increase for the 4<sup>th</sup> and 5<sup>th</sup> annual terms will not exceed five percent (5%).**

Thereafter, Accela reserves the right to charge an annual increase not to exceed five percent (5%) per year. Payment Terms are **NET 30** Days.

**4.2 On-Site Support and Expenses.** Should on-site support requiring travel by Accela staff be requested by Customer, Accela will provide on-site assistance at Accela's then-current time-and-materials rates. In addition to these charges, Customer will compensate Accela for associated airfare, lodging, rental transportation, meals, and other incidental expenses as such expenses accrue and will be billed at cost and invoiced separately. All travel shall be purchased at the most economical rate available at the time of purchase.

4.3 *Hardware.* Hardware, if any, is provided at no additional cost. Accela does not warrant any hardware. Should Accela furnish encoder hardware as part of the Civic Streaming video streaming service, hardware warranty is through manufacturer repair or replacement only. Any hardware issues requiring new equipment not covered by the warranty will be billed to the client at cost. Any upgrades, additional encoders, etc. will be billed to client. Any hardware furnished to client as part of Accela's services is to be returned to Accela upon termination of associated services.

**5. Limitation of Liability.** In no event will Accela be liable to Customer for any damages, claims or costs whatsoever or any consequential, indirect, incidental damages, or any lost profits or lost savings, even if an Accela representative has been advised of the possibility of such loss, damages, claims or costs or for any claim by any third party related to or stemming for the use of the Product(s) licensed hereunder. The foregoing limitations and exclusions apply to the extent permitted by applicable law in your jurisdiction. Accela's aggregate liability in excess of applicable insurance coverage(s) shall be limited to the amount contracted for the software, if any.

**6. Pricing**

PART #	DESCRIPTION	QTY	UNIT PRICE	EXTENDED	DISCOUNT	NET PRICE
SS60AA&MT12CI01	Legislative Managmt - Agenda and Minutes T12 P 1M+ Initial (Annual Cost)	1	USD 48,000.0000	USD 48,000.00	0.000	USD 48,000.0 0
	Subtotal					USD 48,000. 00



# Land Development, Permit, Inspection & Compliance Management Software

*City of San Antonio  
Development Services Department and  
Information Technology Services Department*

RFCSP 6100004961  
LOG 2014-039

December 5, 2014

ELECTRONIC COPY

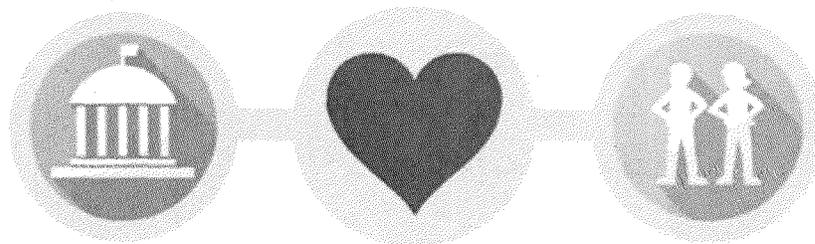


EXHIBIT C



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## 2 Cover Letter

- *The cover letter must include the title, address and telephone number of the person or persons authorized to represent the Respondent regarding all matters related to the Proposal and any Contract subsequently awarded to said Respondent.*
- *This letter shall be signed by a person(s) authorized to bind the company to all commitments made in the Proposal.*
- *Proposal must be signed and notarized by an authorized representative(s) of the Respondent, which must be the actual legal entity that will perform the contract if awarded and the total fixed price contained therein shall remain firm for a period of one-hundred eighty (180) days.*

December 5, 2014

City Clerk's Office  
Attn: IT Procurement Office (Finance Department)  
100 Military Plaza  
2nd Floor, City Hall  
San Antonio, Texas 78205

**Re: City of San Antonio Land Development, Permit, Inspection & Compliance Management Software, RFCSP 6100004961**

Dear Members of the City Evaluation Panel:

These are exciting and challenging times for the **City of San Antonio**. Accela stands ready to help the City achieve its **Development Services Department (DSD)** vision and project objectives of protecting the health, safety, and quality of life of the citizens of San Antonio; improving cycle time; ensuring consistency and quality of services provided; promoting a customer service philosophy to facilitate development and maintenance of property; enhancing the use of online services; and enhancing employee development—all aimed at ultimately improving service to the citizens of San Antonio. Our enclosed response describes how our Accela Civic Platform solution will satisfy the needs that are most important to City stakeholders.

I will act as Accela's primary contact for all matters regarding this response, and can be reached at our corporate office at (925) 659-3247 or via email at [jmunoz@accela.com](mailto:jmunoz@accela.com).

Thank you for your consideration.

Julian D. Muñoz  
Vice President  
Accela, Inc.  
2633 Camino Ramon, Suite 500  
San Ramon, CA 94583

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**CALIFORNIA JURAT WITH AFFIANT STATEMENT**

**GOVERNMENT CODE § 8202**

- See Attached Document (Notary to cross out lines 1-6 below)
- See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

*Signature of Document Signer No. 1*

*Signature of Document Signer No. 2 (if any)*

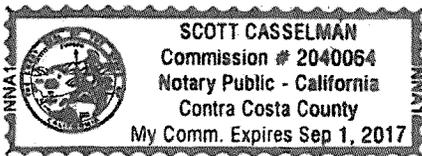
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California  
 County of Contra Costa

Subscribed and sworn to (or affirmed) before me  
 on this 3rd day of December, 2014,  
 by Julian Daniel Muñoz  
 (1) \_\_\_\_\_  
 (and (2) \_\_\_\_\_),

*Name(s) of Signer(s)*

proved to me on the basis of satisfactory evidence  
 to be the person(s) who appeared before me.



Signature Scott Casselman  
*Signature of Notary Public*

*Seal*  
 Place Notary Seal Above

**OPTIONAL**

*Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.*

**Description of Attached Document**

Title or Type of Document: \_\_\_\_\_ Document Date: \_\_\_\_\_

Number of Pages: \_\_\_\_\_ Signer(s) Other Than Named Above: \_\_\_\_\_

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*Disclosure: In relation to future versions of planned system enhancements or future product direction, the information contained in this material is not a commitment or legal obligation to deliver any of the features or functionality described herein.*

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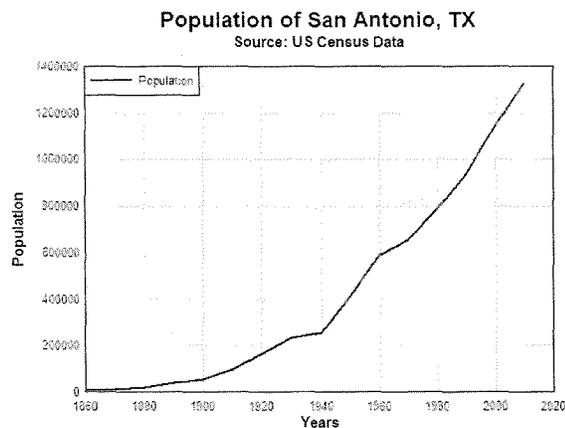
## 4 Executive Summary

*This section shall be written for City Management, and shall briefly address the Respondent's approach to the New Permitting & Electronic Plan Review project. This Section shall be limited to 1-2 pages.*

### The Scalability + Innovation Imperative

The mission of the City of San Antonio Development Services Department (hereinafter, the DSD) is both simple and vital: *“Partnering with our community to build and maintain a safer San Antonio.”*

However, this is no small feat in a city the size of San Antonio, and it is one becoming ever more challenging when considering the City's growth projections. San Antonio is already the seventh largest city in the United States, and the greater metro area is projected to grow 15.62% between 2010 and 2018.<sup>i</sup> This growth rate is almost 6% greater than the national average projected over approximately the same period.<sup>ii</sup> Lastly, out of the top 100 largest US metros, the US Bureau of Labor and Statistics projects the San Antonio/New Braunfels metro area to be the tenth fastest growing in terms of job growth through 2020.<sup>iii</sup> As a backdrop to these growth pressures, DSD currently works to achieve its mission while supported by an antiquated planning, permitting and code enforcement “frankensystem” that has organically evolved over time, and is plagued with data access difficulties and process inefficiencies that arbitrarily challenge DSD's customer service goals. This collection of systems, *including at least four separate systems of record*, is comprised of 45 discrete applications with 24 to 27 in scope for replacement as a part of this project.<sup>iv</sup>



The current size of the City, its projected growth, the corresponding demands regarding housing and commercial growth, and the antiquated systems in place put tremendous pressure on the City as a whole and DSD in particular to meet the increasing demands of its constituents. Given this complex dynamic, there are two guiding principles, that when applied to the City's approach to managing its increasing operational demands, will result in success in meeting the demands, while also putting the City in a national leadership position in terms of leveraging technology. Those guiding principles are Scalability + Innovation.

### Accela Scales + Accela Innovates

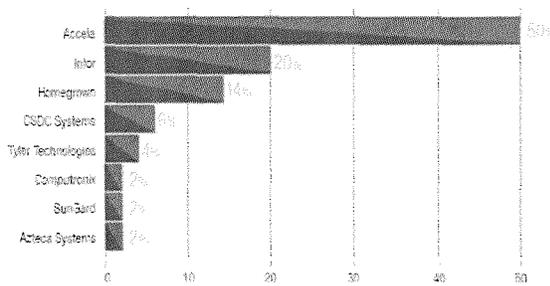
Successfully fostering scalable and innovative business practices to the end of delivering excellent customer service means any large organization, such as the City, must demand their vendor partners adhere to the same ethos in the vendors' delivery of their products and services.

This proposal is dedicated to communicating how Accela is the right long term technology partner for the City in delivering the new DSD Land Development, Permit, Inspection, License and Violation Management system specifically because we are the most scalable and innovative company delivering purpose-built software solutions for government.

Proof of Accela’s scalability is evident by the fact 50% of the Top 50 US cities by population leverage our software as their Land Management (e.g., Planning, Permitting, Code Enforcement, Inspections) system.<sup>v</sup> For example, New York City<sup>vi</sup>, Indianapolis, San Francisco<sup>vi</sup>, Columbus, Fort Worth, El Paso, Washington DC, Oklahoma City, Sacramento, Virginia Beach, Atlanta, Omaha, Oakland, and Cleveland to name a few are all live on the Accela Civic Platform, our flagship solution proposed herein. Simply put, the Accela Civic Platform scales. As such, we believe the City can collapse most if not all of the 24 to 27 legacy systems in scope for replacement as mentioned above into one dynamic platform.

**LAND MANAGEMENT SYSTEM VENDOR CHOICES**

Accela is the dominant land management software vendor in the top 50 cities with half of the market share. While this is significant, it is important to identify the technology used by the other half of the top 50 cities. The graphic below displays the breakdown.



Center for Digital Government Report, Feb 2014

Inspections) system.<sup>v</sup> For example, New York City<sup>vi</sup>, Indianapolis, San Francisco<sup>vi</sup>, Columbus, Fort Worth, El Paso, Washington DC, Oklahoma City, Sacramento, Virginia Beach, Atlanta, Omaha, Oakland, and Cleveland to name a few are all live on the Accela Civic Platform, our flagship solution proposed herein. Simply put, the Accela Civic Platform scales. As such, we believe the City can collapse most if not all of the 24 to 27 legacy systems in scope for replacement as mentioned above into one dynamic platform.

In terms of our commitment to government technology innovation, an example directly relevant to San Antonio is Accela is one of the longest standing and largest private sector sponsors of Code for America (CFA). Further, the Accela Civic Platform includes a large set of mature APIs called the Construct APIs, which ensure significant extensibility. For example, we are aware of the City’s CFA projects “Homebase” and “Fix That Problem”, and believe those are just a couple of innovative City projects we can help take across the finish line with the Accela Civic Platform as the dynamic foundation and extensible system of record for all DSD data. To view a customer success video with Palo Alto, CA that highlights the Accela and Code for America partnership, please visit <http://bitly.com/paloaltocrackingthecode>.

Finally, our selection of partners to deliver the new DSD system as detailed in this proposal embodies our commitment to scalability and innovation. The full Accela Team includes Accenture, TruePoint Solutions, Drupal implementation firm DPCI, ePlanSoft and CityGovApp. We encourage the City to spend time reviewing Accela’s response to Attachment B of this proposal where we explain in detail the value each team member brings to ensuring the success of this large, complex and important project. We can state unequivocally the Accela Team brings unparalleled public sector technologies and project experience to the table that will meet the City’s vision for the new DSD system, and also put it in a position to grow and innovate in support of the DSD customers and constituents for years to come.

Accela is excited to submit the following proposal. We based our Attachment F pricing proposal contained separately on our understanding of the requirements within the RFP. We look forward to both the opportunity to demonstrate the Accela Civic Platform to the City, and validate our understanding of the City’s requirements and our associated pricing assumptions.

-----  
<sup>i</sup> San Antonio Economic Development Foundation Demographics:

<http://www.sanantoniocedf.com/living/demographics/>

<sup>ii</sup> "The Census Bureau projects the U.S. population expanding at an average rate of 1.0 percent annually between 2008 and 2018, growing from 305.0 million to 335.4 million." US BLS Monthly Labor Review – November 2009, Page 14: <http://1.usa.gov/15ABYMK>

<sup>iii</sup> Where the Jobs Will Be in 2020, [CityLab](#): February 7<sup>th</sup>, 2014:

<http://bitly.com/top10jobgrowth2020>

<sup>iv</sup> San Antonio RFCSP 6100004961, Table 8 - Scope of Systems Integration and Replacement, Page 27

<sup>v</sup> Research on the 50 largest U.S. cities' use of automated land management systems – Center for Digital Government Report, February 2014: <http://bitly.com/CDGTop50>

<sup>vi</sup> NYC and San Francisco are live in some departments and will be live in all in early 2015. Attachment B contained herein lists both NYC and San Francisco as relevant in-process project references, and Project Manager contact information is included for both projects.

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## 5 Product Overview

*The Respondent shall provide a Solution and Product Overview, including Product Capabilities and Features, Product History (e.g., prior major releases of the product), and Product Roadmap and Direction.*

### Solution Overview

Accela’s proposed solution is built around the proven Accela Civic Platform and a superior team of partners that are fully capable of leveraging the power of the Accela Civic Platform to meet the requirements of the City of San Antonio’s Land Development, Permit, Inspection & Compliance Management Software solution for the Development Services Department (DSD).

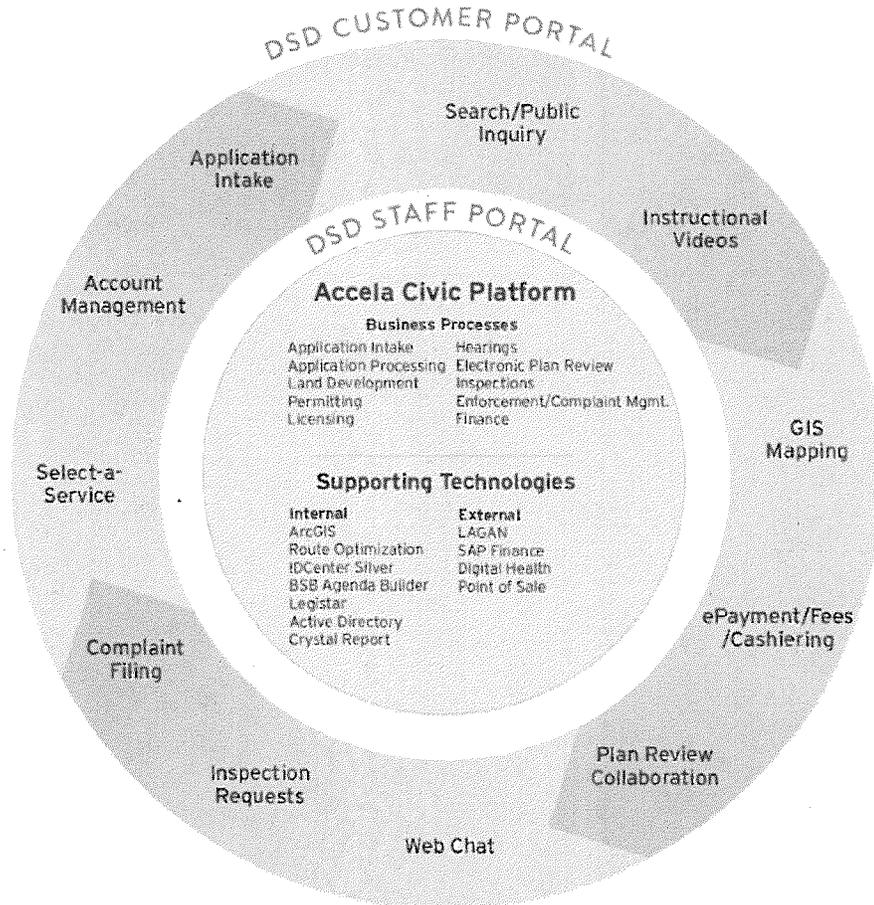


Exhibit 1: Accela Civic Platform at the Core of the DSD Solution

The Accela Civic Platform provides the core functionality to service the full enterprise. Drupal and Accela Citizen Access will comprise the DSD Customer Portal. The gray shaded boxes in the Solution Overview exhibit below indicate the software technology that comprises the proposed solution, and shows the relationship between the technology and the core functionality supported.

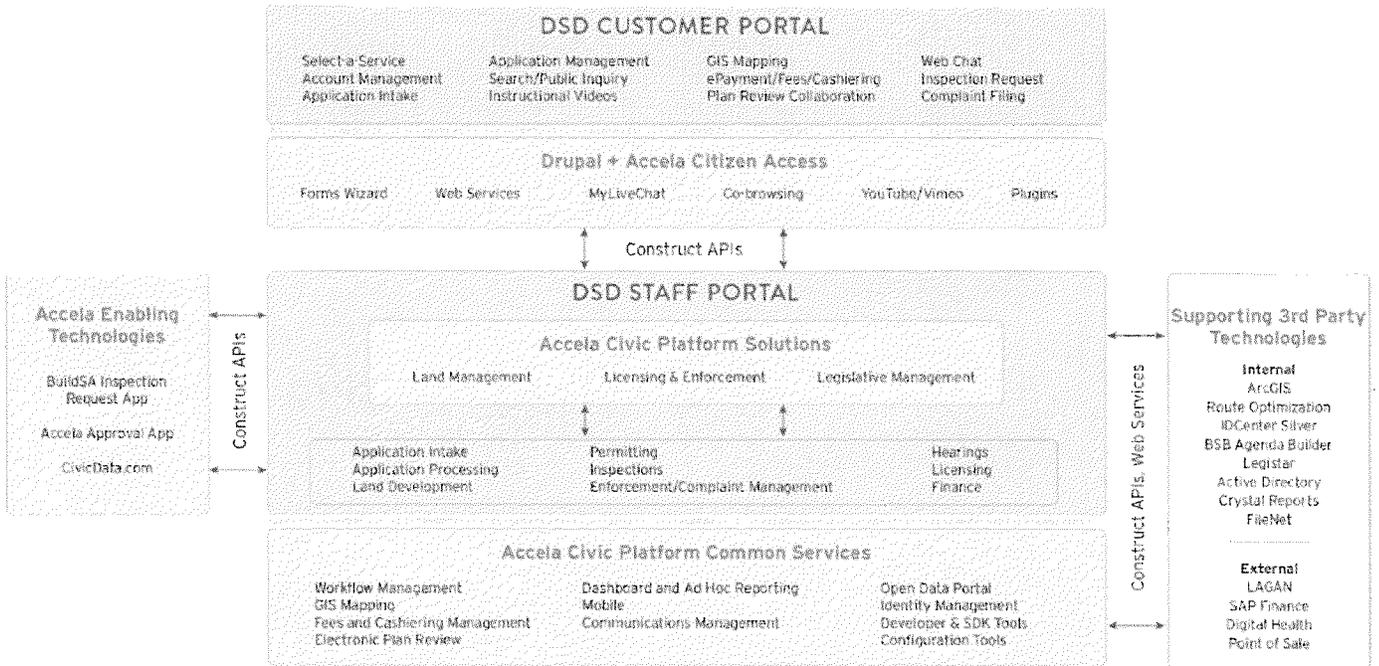


Exhibit 2: Proposed DSD Solution Architecture

A final component of the solution overview and one that underscores both the Civic Platform's scalability and Accela's commitment to innovation is the BuildSA inspection scheduling request iOS and Android mobile app proposed herein. Accela mobile app development partner, CityGovApp, is responsible for delivering inspection scheduling request app for San Antonio contractors and developers per the RFP requirements.

CityGovApp is one of many third-party development partners that leverage Accela's Construct APIs to build value-added technology solutions on top of the Civic Platform. The Accela's Construct APIs are a set of developer tools that make it easy for developers to construct their own apps built on top of the Civic Platform, and Accela provides a marketplace in which to

sell them. To understand at a high-level how CityGovApp, other Accela partners and our customers can leverage the Accela Construct APIs, please visit <http://bitly.com/constructapioverview>. Also, keep in mind the Accela Construct APIs are available for Accela customers to also leverage.



Exhibit 3: BuildSA Mobile Inspection Scheduler built on Accela Civic Platform

CityGovApp already has successfully delivered their inspection scheduling request app for the City of El Paso that fully integrates with El Paso's Accela Civic Platform database. To download and test the *iPhone version 1* (Android forthcoming) of the Build El Paso inspection request app, visit <http://home.elpasotexas.gov/city-development/> and look for the following image:

**Build El Paso Inspection App**

View Your Permit | Request Inspections | From Our New App

AVAILABLE ON IOS  COMING SOON TO ANDROID 



After downloading the app, you can use the following test license number to test the app: **14-LP-0008**.

Exhibit 3 above shows a few branded screen shots of what the BuildSA inspection scheduling request app might look like. The main thing to understand is the app is built and in production in another major Accela client in Texas, and that it primarily just the branding of the app that needs to be updated for San Antonio.

### Product Overview

The Accela Civic Platform includes several specific core solutions and extensions that will support the DSD’s project objectives and serve as the backbone of the City’s new Land Management system, while also providing a scalable solution that can support the needs of many other related City departments in future projects.



Exhibit 4: Accela Civic Platform Product Overview

The related Civic Platform core solutions are as follows:

- **Land Management Module:** helps track and manage all planning, permit, inspection, contractor license, and code violation activities. This allows an agency’s entire staff to have complete parcel information instantly. *The Land Management module is priced in Attachment F.*

- **Licensing & Case Management Module:** automates professional and commercial licensing, registration, and renewal programs. Licensing programs it can automate include contractor licensing, general business licenses, pet licenses, simple and complex registrations, and occupational licensing, for example. *The Licensing & Case Management module is priced in Attachment F.*
- **Asset Management Module:** allows agencies to manage Street, Water, Storm water, Sewer, Fleet, Parks, Buildings or any other type of asset, including inventory, preventative maintenance schedules, work orders, costing, etc.
- **Public Health & Safety Module:** tracks and manages the permit and inspection activities that ensure that community health standards are upheld and environmental health regulations are enforced. Given the City's potential interest in replacing Digital Health in a future phase, it is this module that would serve as the replacement.
- **Legislative Management:** allows agencies to manage legislative and public meetings and engage their community via agenda management, civic streaming, digital boardroom management, and boards and commission appointment management. *The Legislative Management module is priced in Attachment F.*
- **ROW Management:** provides visibility and real-time insight into street projects and activities that occur within the public right of way. Map-based coordination uncovers potential conflicts, identifies new opportunities, improves planning and communication and saves you time and money when managing activities in the public right of way.
- **Recreation & Resource Management:** a complete recreation management solution that enables the public to easily access and reserve parks, forests and campgrounds, participate in other activities and register for permits and licenses.

"Our plan reviewers need to view maps when reviewing site plans, plats, building plans, and historical aerial photos. Accela GIS seamlessly consumes Esri data, and that enables everything to work well together."

Stan Reichert  
IT Project Manager  
Oklahoma City, OK

The related Civic Platform extensions are as follows:

- **Accela GIS**, which provides a geographic view of all parcel, asset, work order, or service request data. It also leverages GIS data and technology during the automated workflow process to make better decisions and improve efficiency while processing transactions. *Accela GIS is priced in Attachment F.*
- **Accela Mobile**, which extends processing capabilities to the field for inspections, work orders, service requests, and more. It is available for

“Our work with the Accela Civic Platform has been a true public-private partnership. With Accela technology as an underpinning, we feel that our ePlan Check model could be applied to building and planning departments across the country.”

*City of Sacramento,  
California*

any Windows, iOS, or Android OS device. *Accela Mobile is priced in Attachment F.*

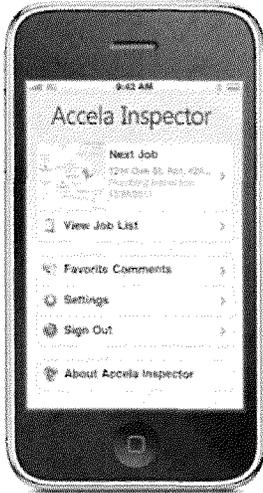
- **Accela Citizen Access**, which provides agencies with better, faster services to their constituents. Streamlining processes and providing more self-service options means that service requests that used to take weeks to complete now take just days. *Accela Citizen Access is priced in Attachment F.*
- **Accela Electronic Document Review (EDR) + ePlanCheck**: allows contractors to upload plans and documentation and track reviews in real time, helping to boost compliance with local regulations and codes. Allows agency users to assign documents to multiple departments for parallel review and electronic plan mark-up allowing plans to move quickly through the review process. *Accela EDR + ePlanCheck are priced in Attachment F.*
- **CivicData.com**: free cloud-based open data platform that makes it easier for government agencies to publish and manage datasets. The service gives Accela customers and prospects the ability to provide rich government data to developers and citizens looking to transform data into civic solutions. *Civicdata.com is included at no additional charge.*

## Product Capabilities and Features

Accela’s Civic Platform includes powerful capabilities to better automate the City’s land development activities, including:

- Full web-based electronic plan review and plan mark-up that allows for concurrent reviews (*see Exhibit 5.1 below for a capability video*),
- Improving civic engagement in the development process through the more efficient collection, response and organization of online public comments regarding projects (*see Exhibit 5.2 below for a capability video*),
- A highly flexible and graphical workflow engine (*see Exhibit 5.3 below for a capability video*),
- Native Ad Hoc Reporting functionality that is both simple to use and comprehensive (*see Exhibit 5.4 below for a capability video*),
- Powerful role-based security controls that allow administrators granular control of data access and data sharing settings (*see Exhibit 5.5 below for a capability video*)

- 360-degree constituent relationship management, including robust contact management and proven experience interfacing to Lagan at Fort Wayne, IN and Milwaukee, W).



The Civic Platform also provides City field inspectors and code enforcement officers with the tools necessary to do their jobs more efficiently both in the back office and the field, including route optimization (*see Exhibit 5.6 below for a capability video*). As stated above, Accela’s mobile platform also allows DSD’s customers to schedule inspections via their smart phones, which would meet the third objective of the department goal to “Enhance Use of Online Services” as stated in the DSD Mission Statement document.

We view mobility as a platform as opposed to a single application. Whether City employees are using our Accela Mobile Office solution or leveraging our apps on a smartphone, an iPad, or even Google Glass, the Accela mobility platform is there to provide solutions that make a field employee’s job much easier and faster. Because of the significant productivity and constituent services improvements that can be realized through mobile computing in the public sector space, *the City might find Accela’s mobile application market position paper found in Exhibit 5.7 below helpful*. This position paper includes download links for Accela’s inspection apps in the iOS, Android and Windows Mobile App stores. All inspection apps include a preview mode for demonstration.

In all cases, our Civic Platform leverages your investment in your GIS. **Accela GIS integrates seamlessly into all Accela solutions and displays the City’s GIS layers without needing to move, copy, or alter that data in any way.** In fact, the Civic Platform can become as “map centric” as the City needs (*see Exhibit 5.8 below for a capability video*). Underscoring this deep GIS integration is the fact that, last year, ESRI Accela was awarded the 2013 ESRI Partner Conference Award for Private (Internal) Web Application for the Civic Platform.

An essential element of the Civic Platform, and generally the one with the highest visibility, is Accela Citizen Access. Whether it is a citizen, architect or a developer, City services are available 24/7 to your constituents. This can include services as simple as applying for a water heater permit or as complex as navigating through a City project, or applying for a special event permit online (*see Exhibit 5.9 below for a capability video*). Regardless, constituents and customers have the ability to stay in lock step with the City throughout the entire process. With its ability to provide robust search, online applications, electronic document review, both email

and text notices, and social media integration with Twitter and Facebook, Accela Citizen Access provides the backbone for powerful community engagement services resulting in the City's constituents never feeling out of touch.

**Accela Citizen Access is the first and only land management software solution on the market to provide multi-lingual support, including Spanish, Chinese, Vietnamese and Arabic** (see Exhibit 5.10 for the City of Alameda's Citizen Access portal in Spanish). In addition, Accela Citizen Access is the first and only land management portal on the market to be compliant with the federal government's Section 508 standard for IT accessibility (see Exhibit 5.11 for more information). Accela's Civic Platform and Accela Citizen Access fully support the use of assistive technologies such as the JAWS text-to-speech reader and text-to-Braille hardware. It also leverages browser-based tools for screen color and contrast, enabling those with sight impairments to make effective use of these products.

Another the key aspect of the Accela Citizen Access portal is it was built from the ground up to be a completely integrated extension of the Accela Civic Platform, which means it can leverage many key features of the entire system, such as Accela GIS. A practical example of why this is valuable to the City has to do with preliminary plan review meetings. Imagine an online pre-application review service where a developer could get a significant amount of pre-application information regarding legal requirements for *building* on a given parcel without leaving their desk before ever scheduling a preliminary plan review meeting and coming down to the DSD office. How much time would that save City plan review staff? How much time would that save your customer? With Accela Citizen Access, and its tight integration with Accela GIS, it is possible for a developer to gather much of the information online that would have previously required an in-person meeting with City Plan Review staff (see Exhibit 5.12 for a capability video on the pre-plan review process in Accela Citizen Access).

A final Civic Platform capability to mention that addresses the very definition of scalability is the Super Agency deployment option, which allows collaborative regional permitting service models that makes it simple for contractors and developers to do business online or in person on multiple projects across neighboring agencies. The Civic Platform's architecture is such that all participating agencies maintain a separate instance while also still having the ability to service a customer who has other projects in nearby agencies. To see an overview of the Super Agency deployment option, including a customer case study video regarding the St. Louis Regional Permitting Collaborative, please see Exhibit 5.13. In

"Thanks to our Accela solution, we were able to reduce turnaround times for residential permits from approximately three weeks to three days and for commercial permits from two months to 5-10 days."

Luis Vasquez  
Chief Building Official  
City of McAllen, TX

addition to the Greater St. Louis collaborative permitting project, we have also implemented a similar model across 40+ cities and towns across the State of Oregon.

Exhibit 5 below offers supplemental information on many of the Civic Platform capabilities we have explained above. Vimeo hosts all below video links. To ensure the best viewing experience, click on the following button in the Vimeo player to maximize the screen: 

#### Exhibit 5: Supporting Information

Links
1. Electronic Plan Review + ePlan Markup product capability video: <a href="http://vimeo.com/accelademos/eplancheck">http://vimeo.com/accelademos/eplancheck</a> (~8:00 minutes)
2. Improving management of online public comments product capability video: <a href="http://vimeo.com/accelademos/onlinepubliccomments">http://vimeo.com/accelademos/onlinepubliccomments</a> (~6:00 minutes)
3. Graphical workflow engine product capability video: <a href="http://vimeo.com/accelademos/workflowdesigner">http://vimeo.com/accelademos/workflowdesigner</a> (~13:30 minutes)
4. Ad Hoc Reporting product capability video: <a href="http://vimeo.com/accelademos/adhocreports">http://vimeo.com/accelademos/adhocreports</a> (~9:30 minutes)
5. Role-based Security product capability video: <a href="http://vimeo.com/accelademos/rolebasedsecurity">http://vimeo.com/accelademos/rolebasedsecurity</a> (~14:30 minutes)
6. Inspection management, route optimization & mobile inspections product functionality video: <a href="http://vimeo.com/accelademos/landmanagementinspections">http://vimeo.com/accelademos/landmanagementinspections</a> (10:30 minutes)
7. Accela's mobile application strategy whitepaper (pdf): <a href="http://bitly.com/AccelaMobilePaper4dot2">http://bitly.com/AccelaMobilePaper4dot2</a>
8. Accela GIS product functionality video: <a href="http://vimeo.com/accelademos/accelagis">http://vimeo.com/accelademos/accelagis</a> (~36:00 minutes)
9. Online Special Event Permitting product functionality video: <a href="http://vimeo.com/accelademos/specialeventpermitting">http://vimeo.com/accelademos/specialeventpermitting</a> (~27:00 minutes)
10. City of Alameda, CA Accela Citizen Access portal in Spanish: <a href="https://aca.accela.com/alameda/">https://aca.accela.com/alameda/</a> (note: if site loads in English, click "Español" at the top of the page to switch to Spanish.)
11. Accela Section 508 C compliance: <a href="http://bitly.com/508Compliance">http://bitly.com/508Compliance</a> .
12. Pre-Plan Review check in Accela Citizen Access product functionality video: <a href="http://vimeo.com/accelademos/preapproveview">http://vimeo.com/accelademos/preapproveview</a> (9:00 minutes)
13. Super Agency Deployment eBook & St. Louis Regional Permitting Collaborative case study video: <a href="http://bitly.com/AccelaDeploymentModels">http://bitly.com/AccelaDeploymentModels</a>

## **Product History and Development**

Accela is committed to the ongoing development of its products and works continuously to enhance the solutions to remain current with new technologies and consistent with best business practices. Accela spends millions of dollars each year on its research and development activities to enhance the effectiveness of its technology for its clients. Every single release advances technology and the automation it can bring our clients and their communities.

For each new release, the requirements for new enhancements and features originate from a number of sources:

- Market demand
- Customer requests
- Strategic investment
- Technology advances

Customer requests may come from various channels, such as direct requests from existing customers, industry trade shows and conferences, or user group meetings. Customers may also participate in Accela's Ideas online forum where product enhancements can be proposed.

Accela's software releases typically occur annually (but may vary as requirements dictate) and other point releases as needed. Service/Feature Packs are a collection of different patches, minor enhancements, or revisions that, by necessity, must be released outside of the normal release cycle and typically occur at six to eight week intervals as needed. Patches are used to correct an identified problem with a software program or an operating system that requires immediate action are only issued on an as-needed basis. Upgrades and patches do not affect any local customizations developed by individual agencies.

Since its initial launch over 14 years ago, there have been more than 25 releases of the Accela Civic Platform system, not including service packs or patch releases. The most recent ones include:

- Version 6.5 – released March 2008
- Version 6.6 – released July 2008
- Version 6.7 – released February 2009
- Version 7.0 – released January 2010
- Version 7.0.5 - released July 2010

- Version 7.1 – released August 2011
- Version 7.2 – released August 2012
- Version 7.3 – released January 2014

Accela maintains a three-year high-level product roadmap that provides strategic direction for all aspects of the Accela Civic Platform. Exhibit 6 provides a glimpse into areas of focus for the next several years for development efforts around platform, citizen portal, and mobile.

In addition, Accela spends considerable efforts in the ongoing enhancement of the Accela Civic Platform solutions and the best practices that support them. Enhancements around the solutions generally encompass:

- Specific enhancement to align the solutions with applicable changes in laws and regulations
- Competitive enhancements to maintain Accela’s competitive edge in the marketplace
- Enhancements to improve usability
- Enhancements to leverage the latest advancements in software and hardware technologies

## Roadmap

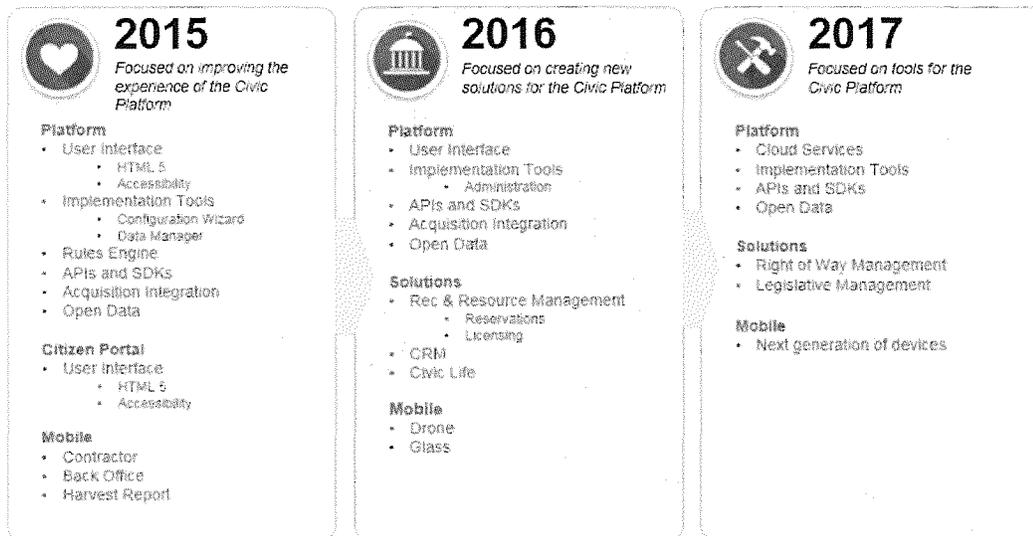


Exhibit 6: Accela Civic Platform's High-Level Product Roadmap



## 6 Functional Solution

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Respondent shall complete and submit the Functional Requirements Matrix (RFCSP Attachment G) of this document.

For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:

**Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.

**Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.

**Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.

**Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred."

In addition to completing the functional requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet functional requirements as outlined in the following sections.

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One characteristic of scalability is the ability to provide options. When it comes to designing a solution for a given client based on the Accela Civic Platform, options are abundant, as one would expect with any true software platform. As such, Accela's approach in designing the proposed solution for the DSD per the RFP requirements is to design a Recommended Solution, but offer options should the City want to take any one part of the solution in a different direction.

For example, the Accela Recommended Technical Solution for the Customer Portal is a combination of Drupal as the DSD content portal and Forms Wizard with Accela Citizen Access embedded as the transactional portal. However, the City could also leverage a combination of Oracle WebCenter Portal, Oracle Policy Administrator, and Accela Citizen Access as an option for the Customer Portal.

Another example is Electronic Plan Review. Accela's Recommended Technical Solution includes Accela's Electronic Document Review (EDR) + our embedded ePlanCheck plan mark-up solution. However, the City could also leverage either Avolve ProjectDox or Bentley Plan Review as an option to meet your Electronic Plan Review requirements.

It is important to note that Accela has completed all Attachments (e.g., A, B, E, F, G, H) assuming Accela's Recommended Solution options. For example, when responding to the "Customer Portal" tab in Attachment G – Functional Requirements, Accela answered the requirements assuming Drupal + Accela Citizen Access are leveraged as the technical solution. Likewise, in the "Plan Review" tab of the same Attachment G, Accela answered the requirements assuming the Accela EDR + ePlanCheck plan review and plan mark-up solution as the technical solution. Accela also completed the below Narrative Overview assuming the Accela Recommended Technical Solutions.

Lastly, if the City chooses the Accela Civic Platform as the foundation of the new DSD system, but would like to use another technical option for either the Customer Portal and/or Electronic Plan Review, the City needs to contract directly with the relevant third-party vendor(s).

## 6.1 Intake/Customer Portal & Application Management

*Describe the proposed approach to using Portal technologies to enable Intake of applications online for external end users of the proposed solution. The Respondent's approach, at a minimum, must take the following topics into consideration:*

Accela's Recommended Technical approach for the Customer Portal is a combination of Drupal as the DSD content portal and Forms Wizard with Accela Citizen Access embedded as the transactional portal. Accela chose Drupal as the recommended content portal because of both its extensibility and the fact more government agencies use Drupal as their content portal than any other portal. For example, the City of Austin uses Drupal as its content portal. Other major international cities leveraging Drupal include Buenos Aires, Canada's capitol city Ottawa, Berlin, and London to name a few. In addition, the White House and the US House of Representatives leverage Drupal as their content portal. To see a full list of the 2400+ government agencies using Drupal as their content portal, please visit <https://groups.drupal.org/government-sites>.

### Wizard Capabilities

Accela Civic Platform, in conjunction with Drupal and Accela Citizen Access, provide wizard capabilities to lead the user through the process of determining the correct application(s) to complete, as well as other associated information to fully inform the user about the application process. Based on DSD's specific business rules that will help determine the user's optimal path through the wizard process, the wizard presents a series of relevant questions until a link to a specific application(s) is presented. Users are then led through an intuitive page flow process in Accela Citizen Access to complete the recommended applications(s).

Drupal Forms works seamlessly with Drupal to provide robust wizard capabilities, and the various decision trees configured to support DSD's business rules are easily managed and amended as processes change.

Drupal Forms can also present information throughout the wizard process, including leading users to videos and other instructional materials on the Drupal portal. In addition, should a user wish to, the wizard process can be bypassed and users can select applications to initiate directly from the Drupal portal.

### **Decision Tree Design**

Drupal provides decision tree functionality via Drupal Forms to classify content against predefined questions, which the user then provides answers as prompted. From this Drupal builds a tree using these questions as nodes and the resulting content as leafs. Drupal provides a decision tree taxonomy and associated algorithm that supports plain language input of questions and the decision tree mapping to subsequent questions based on answers to previous questions. The result is a fully interactive way of asking users a series of questions and then providing them with recommendations for applications to complete and other related information based on their responses.

### **Document Upload Control**

Accela Civic Platform and Accela Citizen Access provide intuitive and robust document uploading capabilities. The document upload functionality allows agencies to upload files of any type (jpg, pdf, doc, dwg, etc). The administration features allow administrators to define “blocked” file types and document size limits for the upload process. Accela Civic Platform also offers an Electronic Document Management System (EDMS) Web Service that functions as an EDMS adapter. Multiple document services (Accela, FileNet, Documentum, Sharepoint, etc.) may be used simultaneously to provide document management services for the City of San Antonio portal.

### **Location Services**

Location services for the City of San Antonio portal will be provided by integrating to GIS data sources combined with GPS-enabled hardware to provide access to information with mobility devices. City users will have access to map-based interfaces for performing everyday research and transaction data entry.

### **Data Entry Design**

Accela Civic Platform and Accela Citizen Access provide rich functionality to assist the City of San Antonio portal users in entering necessary data into the system. Page flow management allows administrators to design the flow of data entry per application type or business process. Intelligent attributes assist a user in data entry by auto-populating related fields,

showing or hiding fields based on user input, and performing calculations on the fly. Lastly, Account Management features allow City of San Antonio portal users to auto-populate demographic information from their account to the application form.

### **Contact Support**

At a high level, Accela Civic Platform leverages two core sets of information—transactional data and reference data. Reference data consists of Addresses, Parcels, Owners, and People. People are then categorized as Contacts, Licensed Professionals, and Owners to allow for varying functionality based on the type of role that person plays within the business process. This will be critical when using the DSD portal to expose services that are relevant to the logged-in users role. This contact information will also be leveraged by customer support resources to assist in processing of applications.

### **Optional Portal Solution**

Should the City want to consider an alternative technical solution to Accela's above-recommended solution for the Customer Portal, Accela suggests the City consider a combination of Oracle WebCenter Portal, Oracle LiveChat and Oracle Policy Administrator. It is worth noting that although contracts are still in negotiation, one of the Top 5 largest US cities recently selected the combination of the Accela Civic Platform, Oracle WebCenter Portal and Oracle Policy Administrator as their new Customer Portal and Land Management solution. In addition, the Accela Civic Platform and Oracle Policy Administrator are already interfaced and in production in the State of New York Secretary of State business licensing website.

Additional information regarding Oracle Web Center and Oracle Policy Administrator is found in the "Option Portal Solution" section found near the end of this response.

### **6.1.1 Location-Centric & Person-Centric Capabilities**

*The underpinning of the solution will be location-based and people-based record events. Describe the ability to link records back to locations and people that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

#### **Leveraging of GIS Systems**

Accela GIS directly leverages ESRI based map services for integration into Accela Civic Platform. Accela GIS gives users the option to initiate and manage all land management activities from a map interface. Accela GIS is a bi-directional interface enabling viewing, interaction and presentation of both tabular and spatial information. It leverages an agency's GIS database and map services published by one or more ArcGIS Servers. Base maps published from one agency can be combined with map data from another agency to provide a comprehensive view of geographic information. To view a product capability on Accela GIS, please visit <http://vimeo.com/accelademos/accelagis>.

#### **Leveraging of Multiple Resource Databases**

Accela Civic Platform has strong and open integration tools that allow for leveraging multiple data sources using a variety of different techniques. Most commonly done via web services, linking to outside data sources for validation and reduction of data entry provides efficiency and accuracy during data entry.

#### **Contact-Based Reference Data**

At a high level, the Accela Civic Platform leverages two core sets of information—transactional data and reference data. Reference data consists of Addresses, Parcels, Owners, and People. People are then categorized as Contacts, Licensed Professionals, and Owners to allow for varying functionality based on the type of role that person plays within the business process. This will be critical when using the City of San Antonio portal to expose services that are relevant to the logged-in user's role and hide services they should not be leveraging.

## 6.1.2 Intake

*Describe the proposed approach to enable Intake of development projects and applications for permitting, licenses, and other services, including but not limited to the following:*

### **Business Rule Validation and Enforcement**

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. An additional business rule engine is provided for more complex business rules and is described in the following paragraphs.

The Business Rules Engine (BRE) is the business intelligence engine that enhances the if-then logic of the Accela Civic Platform. This powerful and user-configurable JavaScript-based tool offers a higher-level user interface. Accela Civic Platform includes a library of standard BRE scripts, to which users can add newly authored scripts that automate business processes. Using this tool, complex procedures can be scripted, and then initiated based on an action or inaction taken by the user. BRE provides capabilities in task automation, data validation, data modification, batch jobs, and communication. Examples of how the BRE is commonly used when specific actions are taken include:

- Issue warnings
- Call an existing web service
- Generate one or more reports, letters or notices
- Change the status of a process
- Process batch jobs
- Send an email with an attachment

Business rules configured via the Accela Civic Platform serve the entire enterprise solution, including intake at the portal level. Actions or events trigger associated business rules and enforce specific business processes as configured.

## **Integration of Planning and Development Conditions with Permitting Functionality**

Conditions of Approval and other Conditions (i.e. Locks, Holds, and Notices applied during the planning process to application records, parcels, applicants and other contacts, and inspections are enforced across the enterprise solution. Any user accessing a record or entity to which a Condition has been applied will immediately be presented with such Conditions. As with all Conditions within the Accela Civic Platform, each applied condition is tracked with user, date, and time stamps. Any specific business rules driven by these Conditions, such as requirements around subsequent reviews and inspections for example, are also enforced across the enterprise solution. Conditions may also have a Severity, which can range from a simple notification up to and including halting the application or construction process until the Condition has been satisfied.

Conditions applied during the planning and development processes remain associated and are active until a user granted specific role-based rights indicates that the Condition has been satisfied and changes the Condition status to met. A complete history of all Conditions applied to a record or entity, as well as their dispensation, is maintained and displayed along with the record or entity.

## **Document Upload Control**

Accela Civic Platform and Accela Citizen Access provide intuitive and robust document uploading capabilities. The document upload functionality allows agencies to upload files of any type (jpg, pdf, doc, dwg, etc). The administration features allow administrators to define “blocked” file types and document size limits for the upload process. Accela Civic Platform also offers an Electronic Document Management System (EDMS) Web Service that functions as an EDMS adapter. Multiple document services (Accela, FileNet, Documentum, Sharepoint, etc.) may be used simultaneously to provide document management services for the City of San Antonio portal.

## **Data Entry Design**

Accela Civic Platform and Accela Citizen Access provide rich functionality to assist DSD portal users in entering necessary data into the system. GIS integration, relationships between Address/Parcel/Owner, and intelligent attribute fields all provide end-users with easy to use screens that collect

and process the appropriate information and minimize the effort needed to complete the required forms.

### **Location Services**

Location services for the DSD portal will be provided by integrating to GIS data sources combined with GPS enabled hardware to provide access to information with mobility devices. City users will have access to map-based interfaces for performing everyday research and transaction data entry.

### **6.1.3 Application Processing**

*Describe the proposed approach to enable Application Processing for internal end users of the proposed solution, including but not limited to the following:*

#### **Assignment and Queuing Capability**

Within the Accela Civic Platform enterprise, assignment and work queue features are provided to assist both managers and end-users in assigning, re-assigning and filtering list of tasks. These work management features are available for several entities within the system including, but not limited to workflow tasks, inspections, conditions, and document review tasks.

#### **Version Control**

Within the Accela Civic Platform enterprise, application versioning is provided using various system tools like application hierarchy and association functionality that allows City users to understand the lifecycle of the business transaction being processed and how that transaction fits into a larger process, if applicable.

#### **Application Status**

Accela Civic Platform provides application status to all users, internal and external, based on actions taken within Workflow while processing the transaction. Each business process may have a unique set of user-defined status values associated to each Workflow task that are configured to match the appropriate business process.

## **Locks, Holds, or Notices**

Within the Accela Civic Platform enterprise, Conditions (L/H/N) functionality exists to support **locks, holds, or notices**. This Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Conditions functionality.

## **Business Rule Validation and Enforcement**

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. An additional business rule engine is provided for more complex business rules and is described in the following paragraphs related to auto-triggering capabilities.

## **Auto-Triggering Capabilities**

The integral Business Rules Engine is the business intelligence engine that enhances the if-then logic of the Accela Civic Platform. This powerful and user-configurable JavaScript-based tool offers a higher-level user interface. Accela Civic Platform includes a library of standard BRE scripts, to which users can add newly authored scripts that automate business processes.

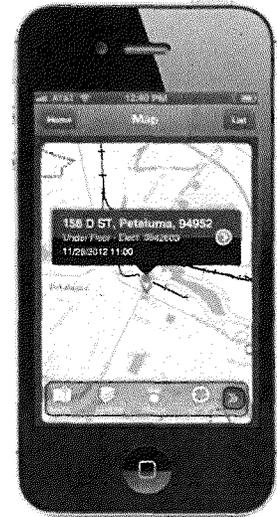
Using this tool, complex procedures can be scripted, and then triggered based on an action or inaction taken by the user. BRE provides capabilities in task automation, data validation, data modification, batch jobs, and communication. Examples of how the BRE is commonly used when specific actions are taken include:

- Issue warnings
- Call an existing web service
- Generate one or more reports, letters or notices
- Change the status of a process
- Process batch jobs

- ➔ Send an email with an attachment

### Location-Based Validations

Accela Civic Platform, in conjunction with Accela GIS, provides capabilities that allow business processes to be spatially informed. Features such as proximity alerts and GIS attribute mapping allow for direct integration between the Accela Civic Platform and the agency GIS layers. Proximity alerts are designed to prevent actions from occurring based on business rules. An example of a proximity alert might be that a permit to construct and open a sports bar may not be approved within 500 feet of a school.



### Contact-Based Validations

Accela Civic Platform and Accela Citizen Access provide contact-based validation functions for many processes within the system. City of San Antonio portal users will experience this contact-based validation in many ways when using the portal. A few examples of contact-based validation in the system are upon logging into the DSD system will filter out available services based upon any professional licenses that are associated to the account. Another example is when filling out application forms, the system will present attribute forms that are appropriate for the contact type requesting the service.

### Workflow Integration

Accela Civic Platform provides a visual workflow designer tool that supports the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. The workflow within the Accela Civic Platform also provides a graphical designer to assist administrators in designing and maintaining workflow processes.

## **User Experience**

Within the Accela Civic Platform enterprise, different products are designed with different users in mind. Adherence to industry-standard user experience guidelines and responsive design ensures that back-office users, counter staff, mobile users in the field, and citizens alike will experience a rich and intuitive user experience.

Accela Civic Platform is geared toward internal agency staff and is therefore designed for power and efficiency when completing many repetitive, everyday tasks. Accela Civic Platform highlights efficiency and productivity in a number of ways. The console framework allows users to customize the portlets of information that appear on the screen, resulting in less navigation and often fewer clicks. Where navigation is present, it is displayed globally and consistently at the top of every page. On individual portlets, navigation and action buttons are prominently and consistently displayed at the top of each window. Appearance can be altered by switching to a different 'skin'.

Utilities such as maps, help, and search are also readily available through a series of drop down windows that can be accessed on every page without leaving the work screen users are currently viewing. This allows for quick and easy research and cross-referencing of information. All forms in the system are clearly arranged with labels and context-sensitive helper information that is easily accessible. Data tables are fully configurable, allowing users to tailor columns displayed and column order to their desired layout. Built in data filters called 'Quick Queries' speed up the locating of records. Should users ever need it, 'Help' is available in context for all portlets and globally at the top of the page.

Accela Civic Platform's internal and public-facing interfaces fully support U.S. and International accessibility standards, and work seamlessly with industry-standard browsers to support vision-impaired users through the adjustment of font size and contrast. Assistive technologies are also supported and allow the interfaces to be navigated by those users needing to use JAWS or other similar screen readers.

## **Timeline Management Notifications**

Accela Civic Platform's Communications Manager functionality provides robust messaging capabilities to keep all relevant parties abreast of events throughout established timelines for business processes. In conjunction with configured Workflow tasks and statuses, Communications Manager supports the triggering of notifications at designated events in the

Workflow process. Notifications can be directed to both internal and external stakeholders to keep processes moving efficiently.

MyTasks, another feature of the Accela Civic Platform, provides each internal user with a customized view of tasks and associated timelines, helping keep users informed of upcoming deadlines and processes that may be slipping.

### **6.1.4 Workflow Management**

*Describe the Workflow Management technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

#### **Inter-Departmental and Intra-Departmental Accessibility**

Accela Civic Platform provides a proprietary Workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. Tasks can be assigned to both inter-departmental users and intra-departmental users based on manual assignment or automatic assignment according to pre-defined business rules.

#### **Portal Accessibility**

Accela Civic Platform provides a configurable level of transparency that allows the agency to determine what information is published to the portal. Workflow status, detail comments, assigned staff, and other information is presented in real time to the portal based on agency requirements, and is granular to the specific record level. Accela Civic Platform's Construct APIs support the availability of key Workflow information to the portal, and allow it to be aggregated with other data as required.

#### **Workflow Architecture**

Accela Civic Platform provides a visual workflow design tool that allows for the design, creation, and maintenance of DSD business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end user updates information within the system. The workflow administration tools provide drag and drop administration of the transactional business processes.



trigger an automatic notification or alert. Some examples of those events would be updating a workflow task and status, paying a fee, resulting an inspection, completing a document review task, as well as many others.

### **Sequencing of Business Events**

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. The workflow engine within the Accela Civic Platform will be used to enforce that applications proceed through the proper sequence of events. These events can be configured as both parallel and linear events within the flow of the application.

Accela Civic Platform allows users, granted the appropriate rights, to modify workflows on a case-by-case basis including but not limited to adding one or more workflow tasks/reviews, skipping/canceling the need for an existing workflow task/review, reassignment and reprioritization. All of these functions are made within the GUI of the workflow interface associated with the record in question and are placed into effect immediately. There is no need to restart an application or adversely affect any existing progress made on that workflow.

Any impacts to operations from a business flow standpoint are subject to the configured workflow and business rules for the workflow/record at hand. Automated functionality such as fee assessment, internal/external email and SMS notifications, automatic document generation (i.e., permits, CofO, etc.) and many other components are often times linked to the outcome of any given workflow task.

### **Triggering Relationships to Fee Activities, Inspection Activities, Conditions, and Relevant Record Events**

The integral Business Rules Engine is the business intelligence engine that enhances the if-then logic of the Accela Civic Platform. This powerful and user-configurable JavaScript-based tool offers a higher-level user interface. Accela Civic Platform includes a library of standard BRE scripts, to which users can add newly authored scripts that automate business processes.

Using this tool, complex procedures can be scripted, and then triggered based on an action or inaction taken by the user. BRE provides capabilities in fee activity automation, inspection management, validating related

record status, and communication. Examples of how the BRE is commonly used when specific actions are taken include:

- Assess additional fees
- Schedule an inspection
- Generate one or more reports, letters or notices
- Change the status of a process
- Apply a Condition
- Send an email with an attachment

### **Storage and Versioning**

Each configured Workflow process is saved with a unique name. The Workflow is then associated with one or more Record Types. Workflows can be cloned to create new Workflow processes that are unique but similar, or to create a new or updated version of a specific Workflow. These new Workflow processes can be created and saved, but are not deployed for use until such time that they are associated with a Record Type. The version of a Workflow that is invoked when a new application is initiated remains with that application throughout the lifecycle of that application, regardless of whether a new version of the Workflow has been associated with the Record Type supporting the application.

### **Ability for SME's to Configure Workflow and Business Rules without In-Depth Technical Knowledge**

Workflows and their associated business rules are easily managed through the integral MS Visio-style Workflow Designer tool described previously. Tasks and related statuses are maintained in plain English, and require no programming or customization. The graphical, drag and drop nature of the Workflow Designer tool makes the design and maintenance of Workflows very intuitive for SMEs who do not possess in-depth technical knowledge.

## 6.1.5 Business Rules Engine

*Describe the Business Rules Engine technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### Portal Accessibility

Accela Civic Platform provides a configurable level of transparency that allows the agency to determine what information is published to the portal. Workflow status, detail comments, assigned staff, and other information may be surfaced to the portal based on the agency requirements. In addition to department level workflow transparency, enterprise development process workflow will be exposed to the DSD portal using tools provided in the Accela Civic Platform, as well as in Drupal's portal technology.

### Workflow Architecture

Accela Civic Platform provides a proprietary Workflow tool that allows for the design, creation, and maintenance of City business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. The Workflow administration tools provide drag and drop administration of the transactional business processes.

### Rules Engine Architecture

The integral Business Rules Engine is the business intelligence engine that enhances the if-then logic of the Accela Civic Platform. This powerful and user-configurable JavaScript-based tool offers a higher-level user interface. Accela Civic Platform includes a library of standard BRE scripts, to which users can add newly authored scripts that automate business processes.

Using this tool, complex procedures can be scripted, and then triggered based on an action or inaction taken by the user. BRE provides capabilities in fee activity automation, inspection management, validating related record status, and communication. Examples of how the BRE is commonly used when specific actions are taken include:

- Assess additional fees
- Schedule an inspection
- Generate one or more reports, letters or notices
- Change the status of a process

- ◆ Apply a Condition
- ◆ Send an email with an attachment

### **Rule Storage and Versioning**

All business rules authored within the Accela Civic Platform, whether through the Workflow functionality or via the integral Business Rules Engine (BRE), are stored within the Accela Civic Platform for easy retrieval and management. Business rules managed through Workflow are stored with the specific Workflow process, and are retrieved as a part of the graphical Workflow depiction within the Workflow management tool. Likewise, the business rules in Workflow are versioned along with the specific version of the Workflow process.

Business rules authored via the BRE are managed within the integral BRE repository and versioning tool, supporting the tracking and deployment of new and modified business rules. The tool also allows different versions of business rules to be compared, noting differences between versions.

### **Validation, Calculation, Decision and Generation Rules**

The integral Business Rules Engine (BRE) supports specific validation, calculation, and generation rules as needed to supplement the core functionality and configurability of the Accela Civic Platform. In addition, the Accela Civic Platform employs Expressions functionality to support certain validation features on the completion of forms. Decision-based rules are proposed to be handled for the DSD solution through the use of Drupal's decision tree capabilities.

### **Performance Tuning and Debugging**

Business rules managed through the integral Business Rules Engine (BRE) are easily debugged via context-sensitive error messages provided during the rule authoring and execution process. Newly authored business rules can be tested and debugged prior to being deployed directly within this JavaScript-based tool. Performance tuning can be accomplished using the same BRE tool. Admin users can turn on the debugging tool to surface and diagnose any specific issues with an authored business rule that may be affecting its performance within the overall solution environment.

### **Automatic Notifications**

As previously stated, the Accela Civic Platform provides the ability to produce automatic notifications all throughout the system. These notifications are based on templates that define the subject, body, and format of the notification. Any event in the system can initiate an automatic notification. Some examples of those events would be updating workflow, paying a fee, resulting an inspection, completing a document review task and many others. Beyond the Accela Civic Platform's core notifications capabilities, the Business Rules engine can be employed to author more complex notifications to multiple recipients. These business rules are tied to events configured within the solution and are triggered whenever the events occur within the system.

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## 6.2 Permitting

### 6.2.1 Issuance

*Describe the technology that enables and supports the Respondent's Issuance capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

#### Reporting Solutions

Accela Civic Platform provides reporting via Accela Report Manager. Accela's report manager strategy allows such industry standard reporting solutions to integrate into the product seamlessly. Accela Civic Platform can interoperate with commercial report writing software systems like Crystal Reports, which is proposed for the DSD solution, as well as Oracle Reports and MS SQL Server Reporting Services, allowing agencies to take advantage of robust formatting capabilities to produce professional-looking printed reports. Other system parameters allow for the presentation of system data in a variety of ways, such as SmartCharts and QuickQueries. End-users can also export the contents of any List Portlet directly to an Excel spreadsheet for additional reporting and analysis activities. In addition to the above reporting solutions, the Accela Civic Platform also provides a powerful ad-hoc report writer, so administrators or end-users can design and execute ad-hoc reports within the platform. To view a short product capability video regarding Accela's Ad Hoc Report Writer, please visit <http://vimeo.com/accelademos/adhocreports>.

#### User-Based Roles

Within the Accela Civic Platform solution, administrators can configure filters and portlets to create customized role-based consoles targeted to specific user roles, presenting only the information users need to efficiently perform their jobs. Administrators can also configure console labels and text to match agency-specific terminology. End-users can personalize their consoles, choosing and arranging portlets, organizing List Portlet data, and defining custom QuickQueries to focus in on specific data. These consoles and the ability to segregate data by role are based on the User Groups that define the access rights for each user in the system. In addition, administrators have access to powerful role-based security controls that allow administrators granular control of data access and data sharing settings. To view a short product capability video regarding Accela's Ad Hoc Report Writer, please visit <http://vimeo.com/accelademos/rolebasedsecurity>.

## **Supervisor Review and Queuing Capabilities**

Within the Accela Civic Platform solution, supervisor review capabilities are provided mainly by workflow task assignment and task escalation to the appropriate supervisors. This process allows for a full audit trail of the supervisor review process along with the ability to loop back in the process if the supervisor deems the input insufficient. Supervisors can sort and filter these tasks based on priority, completed by staff, location, and more.

With regards to queuing capabilities, the same workflow task assignment tools will be leveraged to provide “My Tasks” list that allow users and supervisors to see all of their assigned tasks with direct links to that business transaction record.

## **Workflow Integration**

Accela Civic Platform provides a proprietary workflow tool that allows for the design, creation, and maintenance of agency business rules. These rules are applied to one or many business process transactions and the system enforces these rules as an end-user updates information within the system. The workflow within the Accela Civic Platform also provides a graphical designer to assist administrators in designing and maintaining workflow processes.

## **Lock, Hold, or Notice on Projects**

Within the Accela Civic Platform enterprise, Conditions (**L/H/N**) functionality exists to support **locks, holds, or notices**. This Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Condition functionality.

## **Inter-Departmental and Intra-Departmental Electronic Notifications**

Accela Civic Platform provides functionality that allows agency users to correspond with one another related to projects or locations that are relevant to their current tasks. Integral Communications Manager functionality within the solution provides the ability for a user to initiate

email or SMS based communication to internal users regardless of what department those users may reside within.

### **Internal and External User Experience**

Accela Civic Platform, along with its Accela Citizen Access capabilities supporting the public portal, provide a rich and intuitive user experience for both internal and external users. Adherence to industry-standard user experience guidelines and responsive design ensure a consistent user experience across a wide range of devices.

Tools for streamlining user experience during the creation, submission, issuance are an integral part of the Accela Civic Platform, and help drive the successful completion of all business transaction processes within the system. Smart fields to reduce input, auto-population of repetitive or known data, and “paintable” forms provide administrators and users with the tools to make interacting with the system as streamlined as possible.

Accela Civic Platform highlights efficiency and productivity in a number of ways. The console framework allows users to customize the portlets of information that appear on the screen, resulting in less navigation and often fewer clicks. Where navigation is present, it is displayed globally and consistently at the top of every page. On individual portlets, navigation and action buttons are prominently and consistently displayed at the top of each window. Appearance can be altered by switching to a different 'skin'.

Utilities such as maps, help, and search are also readily available through a series of drop down windows that can be accessed on every page without leaving the work screen users are currently viewing. This allows for quick and easy research and cross-referencing of information. All forms in the system are clearly arranged with labels and context-sensitive helper information that is easily accessible. Data tables are fully configurable, allowing users to tailor columns displayed and column order to their desired layout. Built in data filters called 'Quick Queries' speed up the locating of records. Should users ever need it, 'Help' is available in context for all portlets and globally at the top of the page.

Accela Civic Platform's internal and public-facing interfaces fully support U.S. and International accessibility standards, including Section 508 compliance, and work seamlessly with industry-standard browsers to support vision-impaired users through the adjustment of font size and contrast. Assistive technologies are also supported and allow the interfaces

to be navigated by those users needing to use JAWS or other similar screen readers.

Accela Citizen Access is also the first and only land management software solution on the market to provide multi-lingual support, including Spanish, Chinese, Vietnamese and Arabic. For example, to view the City of Alameda's Citizen Access portal in Spanish, please visit <https://aca.accela.com/alameda/> (Note: if site loads in English, click "Español") at the top of the page to switch to Spanish)

## 6.3 Land Development

*Describe the technology that enables and supports the Respondent's Land Development Management capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Automation of the application processes and notifications for stakeholders at key steps in the development application process**

Accela Civic Platform provides configurable automation of all DSD Land Development processes from the initial point where an external user begins a new application via the Drupal-supported DSD Customer Portal until the application has been fully verified, reviewed, and approved in the Accela Civic Platform. Accela Civic Platform's Workflow functionality will be configured to support the full lifecycle process for each unique application, efficiently driving the process through each step of the process. Accela Civic Platform's Communications Manager functionality can be configured to notify key stakeholders at every step in the process, both internally via the Accela Civic Platform and externally via the DSD Customer Portal. Notifications may be in the form of emails, SMS messages, or other online alerts.

### **Automation of application submittal, completeness and technical reviews, decision-making, and validity determination processes**

To ensure that applicants complete the correct applications(s) from the beginning of each process, the decision tree wizard will be configured to step applicants through the determination steps to qualify the applicant and assist them through every step of the application process. Accela Citizen Access will be configured to provide intuitive application page flows containing all fields of information specifically required to complete an application. Fields of information that are required are labeled as such and are enforced before an applicant can submit an application. Wherever possible, user-defined fields are configured using pre-configured values to make the application more intuitive for the applicant and the data collected more consistent and accurate. Fields are also configurable to enforce field-level validation for data correctness and format.

Once submitted, the application may continue through the Workflow process which will include specific technical review and validation steps to ensure that the application is valid and meets all requirements before it can

proceed through the remaining Workflow steps. Any requirements for additional information or reclassifying of the application based on the validation review are also supported through the Workflow process, allowing all stakeholders to be notified of any actions taken or required.

### **Web portal capabilities and online reviewing capabilities for internal and external stakeholders**

Both internal and external stakeholders, including applicants, internal DSD reviews, and external reviewing agencies, will be provided with the necessary access to complete all required reviews. Internal users, as well as external reviewing agencies, will be presented with all review assignments via the DSD Staff Portal. These reviews will be completed against applications and other related documentation associated with these applications using the Accela Civic Platform. Workflow will manage the required review processes, and alert all stakeholders as the reviews are completed. Reviews may be completed in parallel or one-at-a-time depending on specific business rules.

Any reviews required by the applicant would be managed via the DSD Customer Portal, and would also be driven by the Workflow process established for the specific application process.

### **Ability to maintain parent-child relationships between existing and new land development applications**

Accela Civic Platform supports robust, multi-level parent/child relationships between the various applications managed within the solution. This would include parent/child relationships between Projects and associated Land Development applications as well as between any existing and subsequent new applications related to the existing application. If specific business rules exist that prescribe the association of a child application with a parent application, these business rules can be configured and enforced to allow the automatic establishment of the parent/child relationship.

Similarly, a parent/child relationship created in error or that is no longer valid can be decoupled as required. Each application remains a unique entity in the system, with its parent/child association an attribute of each application.

### **Plat application management and plat tracking capabilities (Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plats, Time Extensions, Replat, Vacate, etc.)**

Accela Civic Platform can be configured to support all portions of the plat application and overall plat tracking processes. Intake of the initial plat application, as well as other adjunct platting processes, can be initiated by the applicant via the DSD Customer Portal or with the assistance of internal DSD Land Development staff at the counter using the Accela Civic Platform. The supporting application page flow will be configured to prompt users to complete all applicable applications as well as to upload and attach all required plat plans and other necessary documentation for review.

Once submitted, the specific plat application, including unique application types for Plat, Plat Deferral, Administrative Exceptions and Variances, Redline Amending Plat, Time Extensions, Replat, Vacate and Resubdivision, etc., will be supported by specifically configured Workflow processes that include all necessary review and validation steps to be managed by internal Land Development staff and external Reviewing Agencies.

The full lifecycle management of a plat, from application to approval and recordation, are managed through Workflow. This provides all business rules to be followed during the plat application process, including any resulting appeals and associated hearing processes, while providing transparency to the applicant throughout the process via the DSD Customer Portal.

### **Addressing capabilities and management, including creation and street renaming**

Accela Civic Platform will manage all addressing and associated street naming/re-naming processes. Key to this solution is the two-way integration to DSD's central GIS system. Accela GIS will support the creation of any required geometries for the lot receiving the new address, and will associate the new address to the geometry. Once assigned, Accela GIS will update DSD's central GIS system with the new address. Validation rules and the address assignment process will be configured within Workflow to support routing to applicable staff for review and approval.

Requests for street renaming will be processed and managed within the Accela Civic Platform as well and, once approved, will be pushed to

DSD's central GIS system according to specific business rules configured for this purpose.

### **GIS capabilities including applications' address verification, location based information extraction based on single location or user defined area**

Address verification can be easily managed through DSD's central GIS system through the use of the Accela Civic Platform's external address/parcel/owner (XAPO) functionality. XAPO creates a real-time lookup process at the point in the process where address verification is required. Accela Civic Platform can be configured to require address validation, thus ensuring that addresses associated with an application or a contact are valid and correctly formatted.

Both internal and external users can work directly from the map interface to establish a location. The location is then associated with this application, and the application can pull location-based information directly from DSD's central GIS system. Multiple parcels can be selected from the map interface and a new application can be created that incorporates all of the associated location-based information for each of the parcels. Any application can have an unlimited number of addresses and/or parcels associated with it in this manner.

### **Agenda building capabilities**

Accela Civic Platform and its Legislative Management module will support the Hearings process, including the assignment of a parcel or application to a particular board or commission and the creation of the agenda information and related supporting information. The Accela Legislative Management module will manage every step in the hearing, including managing the agenda, notifying all relevant parties of the hearing date, time and location. All meeting materials will also be generated within Legislative Management and made available to board or commission members for review and reference. All decisions made by the board or commission during the hearing are recorded against the particular agenda item, including voting results and comments or directives.

## 6.4 Licensing

*Describe the technology that enables and supports the Respondent's Licensing capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details: Automation of the application processes and notifications for stakeholders at key steps in the development application process*

### **Expiration Lifecycle and Flexibility**

Accela Civic Platform provides configurable expiration settings on permits and licenses within the system. Settings such as renewal duration, grace period, and penalty fees are available on each type of renewable transaction within the system. These renewal settings can be defined and shared across transaction type or they may be uniquely defined for individual transaction types allowing for a very flexible expiration process.

### **Notifications and Renewals**

Accela Civic Platform provides functionality that allows agency users to correspond with external parties related to projects or locations that are relevant to their current tasks. Communication Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to users. Renewals can leverage the notification functions of the system by alerting the transaction owner that a renewal is coming due based on configured business rules defined by the agency and directing them to the City of San Antonio portal to process and pay for those renewal transactions.

### **Portal Accessibility for Online Transactions**

Accela Civic Platform, Accela Citizen Access, and Drupal can combine to provide a rich, easy to use avenue for external users to process License transactions. The decision tree features of Drupal Forms combined with page flow functionality of Accela Citizen Access can give external users the ability to answer simple questions that leads them to the appropriate transaction type. The City of San Antonio portal can also provide access to renewals and payments to assist the external user in managing the License process with the City.

### **Education and Experience Lifecycle Functionality**

Within the Accela Civic Platform enterprise, education and experience tracking features are provided using the License Certifications features. These features include the ability to collect and track required and optional exam, education, and continuing education requirements that are part of License transactions. The business rules defining the requirements for License Certifications can be defined per transaction type allowing for the flexibility required to manage a myriad of License transactions.

### **Leveraging of External Trade Systems**

Within the Accela Civic Platform enterprise, standard APIs are available for integrating with external systems. These APIs are used in conjunction with system configuration to interact with external systems. It is common in most Accela Land Management and Licensing municipal projects that we interface the Civic Platform to a state-level licensing system for valid license verification.

### **Project Integration for Locks, Holds, or Notices**

Within the Accela Civic Platform enterprise, Conditions (L/H/N) functionality exists to support **locks, holds, or notices**. This Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Conditions functionality.

### **Examination/Training Class Capabilities (scheduling, recording results)**

Accela Civic Platform's Licensing and Case Management functionality provide the ability to present exams and training classes for scheduling, including managing the maximum class size, accessibility requirements, and full roster capabilities. The roster provides the ability for testing agents to record attendance at the exams and training classes, and also facilitates the recording of scores from the exams and training classes. These results can be managed in batch or can be individually entered into the system by those with specifically granted privileges.

## 6.5 Electronic Plan Review (EPR) Solution

*Describe the Electronic Plan Review Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

Accela Civic Platform's Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution enables plan review in a completely web-based environment, which makes it unique in the market. Other electronic plan review solutions require desktop software for the actual plan markup. In addition, the fact our solution is 100% web-based means it supports true concurrent reviews.

Further, because the Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution are a fully integrated part of the Accela Civic Platform, it leverages the existing workflows and business rules. This is not the case when using a third-party electronic plan review tool. When using a third-party tool the workflows and business rules contained in the Land Management solution have to be duplicated in the third-party electronic plan review tool, which increases complexity, maintenance and learning curve.

### **Concurrent Review and Overlay Capabilities**

Concurrent reviews by multiple reviewers are fully supported as part of Accela Electronic Document Review (EDR) solution. The solution includes the Accela ePlanCheck (EPC) product and combines it with the document handling and tracking capabilities of the Accela Civic Platform, as well as integral support of complex plan review processes with the Civic Platform's workflow engine and associated business rules support. Each reviewer can independently retrieve, review, and markup documents assigned for review. Markups and annotations are automatically combined on each reviewed document, and reviewers can independently trigger a sync of all review comments and markups at any time during a review process. Markups and comments are logged by each individual user.

Integral side-by-side and overlay comparison functionality allows different versions of a document or different sheets within a document set to be compared. Reviewers can apply markups and comments directly on the documents in the side-by-side or overlay comparison mode. Document differences are easily discernable, thus helping the reviewer to note changes between versions or conflicts between trades on different sheets within the document set.

## **Integration Capability with Workflow and Permitting Software Solutions**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution is an imbedded integration that allows both products to work seamlessly as a part of an overall plan review solution. The workflow and associated business rules configured within the Accela Civic Platform drive the permitting process and any associated plan review requirements. Workflow tasks and associated statuses are automatically updated as the plan review process proceeds within EPC, thus allowing permit applicants and internal staff to track the progress of plan reviews in one consolidated workflow process. Documents submitted for review as well as documents annotated through the review process are easily retrieved for reference by those managing the permitting process, without requiring these users to access EPC.

Plan review users are managed within the core permitting solution, and no additional sign on is required to access EPC for review. Similarly, roles and privileges are also assigned within the Accela Civic Platform, negating the need to maintain multiple user instances or user assignments in the overall solution.

## **Concurrent Editing Capabilities**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution fully supports concurrent reviewer access and allows reviewers to edit markups, comments, and other annotations applied to the documents. Edited markups and annotations are automatically combined on each reviewed document, and reviewers can independently trigger a sync of all edited review comments and markups at any time during a review process. Any edits are logged by each individual user.

## **Version Control and Auditing**

The Accela Electronic Document Review (EDR) + Accela ePlanCheck (EPC) solution provides unique version tracking and auditing capabilities. The solution recognizes and correlates a new version of a submitted document with an existing version of the same document where one exists within the system. Unresolved comments from the previous document version are efficiently applied to the new version of the document, providing a seamless review experience and ensuring that open issues from previous reviews are not lost in the review process. Prior versions of a

document are marked as such and remain available for review and comparison to a new version of the document.

Any annotations to a document are user, date, and time stamped, providing complete auditing capabilities throughout the review process across multiple versions of a document. As exceptions to the documents are satisfied during the document resubmission process, all closed comments are also tracked and audited with the user, date, and time.

### **Electronic Approval**

Each plan review department can add comments, graphical notes, stamps, code references, and attachments to any file in a plan set. Each reviewer can access codes and other electronic review sources managed in the system through custom review comments, and data from these sources can be annotated in the markup comments. Markups can contain references to external data sources (building codes for example) as well as information stored on the City's web site.

Each department can also maintain its own dynamic stamp library that can be applied to reviewed documents. Stamps can be configured to contain standard notes or comments, code references, or graphical items. These stamp libraries are help to maintain consistent verbiage among plan review team members. Stamps can also be dynamic and contain Reviewers' signatures, date, and time information. Markup files and stamps are used to complete the formal Resubmit notice that is sent back to the Applicant, displaying visual markeps that are easy to track and understand.

### **Publishing**

Each plan reviewer's markups are published as they are committed and saved to the reviewed document. The markups become an integral part of all concurrent plan review markups being completed. Based on the prescribed workflow for the review process, the published documents may enter an internal review process for final checking and coordination, or they may be published for immediate notification to the submitter for review and action as required. Once published, documents are secure and protected to ensure that markups and approvals cannot be altered except by those with supervisor rights as appropriate.

## **Workflow and Business Rule Integration (capability to route plans for review to multiple departments according to business rules)**

Accela Civic Platform's EDR + EPC features leverage the Platform's integral workflow and business rules capabilities in support of the plan review process. The workflow would be configured to include all possible review departments specific to the specific plan review type (e.g., Building and Safety, Planning, Public Works, Engineering, Fire, Electrical, Structural, Plumbing, etc.). Based on the permit type selected during the initial application process, as well as key data collected during the application process, the business rules engine can be configured to automatically select the required departments for the review. The Supervisor can be given the option to add more review departments as required during the review process.

The Accela Civic Platform EDR with EPC solution supports "fork and join" behavior for parallel/concurrent reviews by department. Following a plans distribution workflow task, the configured Accela Civic Platform workflow forks into multiple concurrent plan review tasks specific to each department. Once all of the parallel workflow tasks are complete, they are connected to a join node that can move the application's workflow process to a plans consolidation task. If all parallel tasks were approved then the workflow proceeds on, but if one or more were denied and revisions required then the workflow would cycle back up to the plans distribution step and notify the applicant that plans need to be resubmitted.

In addition, the Accela Civic Platform workflow tool allows for nested workflows. This means each department can have a unique workflow for their plan review activities. All of the above and much more can be configured intuitively within the MS Visio-style Workflow Designer tool included in the Accela Civic Platform product.

## **Electronic Markups**

Each plan review department can add comments, graphical notes, stamps, code references, and attachments to any file in a plan set. Each reviewer can access codes and other electronic review sources managed in the system through custom review comments, and data from these sources can be annotated in the markup comments. Markups can contain references to external data sources (building codes for example) as well as information stored on the City's web site.

Markup comments are conveniently listed in a tabular fashion to the side of the document, and clicking on an individual comment takes the user to the context-sensitive location on the document where the comments was placed. All annotations to a document are user, date, and time stamped, and the system manages both open and closed comments. Closed comments may be filtered to allow the reviewer to only focus on the remaining open issues on a particular document.

Once saved, documents are secure and protected to ensure that markups and cannot be altered except by those with supervisor rights as appropriate. To view a short product capability video regarding Accela EPC, please visit <http://vimeo.com/accelademos/eplancheck>.

### **Functionality to Allow Overlay and Compare Edits, Notes and Comments from Multiple Reviewers**

Once the Applicant has resubmitted revised drawings and documents for the next review cycle, the plan review team can use Accela Civic Platform's EDR with EPC solution to invoke both side-by-side and overlay comparison features to view current and previous versions. This feature allows the plan review team to see the differences or changes (both additions and deletions) between two similar files, and these differences are highlighted for easy identification by the entire review team. Reviewers may also perform document reviews and markup while in either of these two comparison modes.

Reviewers are able to sort/filter markups and comments made by staff based on markup type, page number, comment text and reviewer. Accela Civic Platform's tight integration with EPC ensures that all versions of a reviewed document are available to all reviewers.

Within EPC a plan review user, during a plan review session, can request updates to plans. This allows a plan reviewer to see comments and markups that have been made in parallel review sessions by other plan reviewers during the reviewer's current review session. As the review is being done, each markup or comment is saved to an edit layer in the pdf document. Once a plan reviewer has completed the review, or simply wants to publish their comments, he/she can publish the comments which saves them back to the document and makes them available for any other user doing a plan review to consume.

## **Communication Management**

Accela Civic Platform provides Communications Manager functionality that can alert interested parties all throughout the plan review process based on Workflow tasks and statuses. These communications can be managed via email or text messaging. Documents such as correction notices or deficiency notices, as well as instructions for resubmittal, can be attached to these communications for reference and action by the submitter.

## **Portal Accessibility**

Within the Accela Civic Platform enterprise, plans and other related documents in support of the application process can be uploaded and attached to an application by both internal and external users. Drawings and review documents will be exposed to the customer via the DSD Customer Portal. Customers will be able to submit new plans for review, renew the lifecycle of existing plans, and check the status of reviews all via the DSD Customer Portal.

## **Optional Electronic Plan Solution**

Should the City want to consider an alternative technical solution to Accela's above-recommended solution for Electronic Plan Review, Accela suggest the City consider either Avolve's ProjectDox product, or the Bentley Plan Review product. It is worth noting that Accela has done more interfaces with the Avolve ProjectDox product than all of our competitors combined, including at Washington DC, Atlanta, and Salt Lake City. In addition, Accela and Bentley have recently entered into a marketing and technology partnership to interface the Accela Civic Platform and the Bentley Plan Review product.

Additional information regarding Avolve ProjectDox and Bentley Plan Review is found in the "Option Portal Solution" section found near the end of this response.

## 6.6 Inspections, Enforcement, & Hearings

*Describe the Inspections technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Mobile Solution**

With the recent explosion of mobile devices and customer adoption, Accela offers a wide range of solutions for smart phones and tablets. Accela Mobile provides industry-leading mobile application functionality. Our cloud-based applications allows virtually any device to interface with the Accela Civic Platform systems, even those hosted on premise in private clouds.

Our proven systems for operational efficiency, civic engagement, and mobile apps combine to provide extensibility by employing a dynamic cloud-based platform to support the needs of agency employees and their user community.

Accela Mobile is more than an application—it is a complete strategy central to our government-centric development efforts. Our mobile strategy is to develop role-specific applications for every role in government, on every platform, while allowing public agencies to leverage our Construct APIs to build mobile applications that meet even the most unique agency-specific business needs. The overall approach and maturity of our mobile strategy relative to all other vendors is evident based on the following:

1. **Accela is the only vendor in our market with role-specific apps publicly released for inspectors, code enforcement officials, work crews, and Executive/Department Managers for the iOS.** Our inspector app operates on Android, Windows and iOS mobile operating systems.
2. **Accela is the only vendor in our market that has iOS, Android and/or Windows apps that all include a preview feature, allowing anyone to download apps from any of the major app marketplaces for testing purposes.**
3. **Accela has an extremely aggressive development and release schedule.** The iOS version of Accela Inspector benefited from four version releases since its initial January 2012 release, and works on the Android and Windows Mobile operating systems. The ability to support rapid release schedules across multiple device operating systems is

important as mobile hardware and software is continually evolving.

4. **Accela is the only vendor in our market with a published mobile application development kit allowing third party developers, including current clients, to develop custom mobile applications to work with our back-end database.** We understand mobile applications are an environment supporting evolving creativity and innovation. Accela makes it easy for third party developers to build custom mobile apps that work against the Accela Civic Platform back-end.

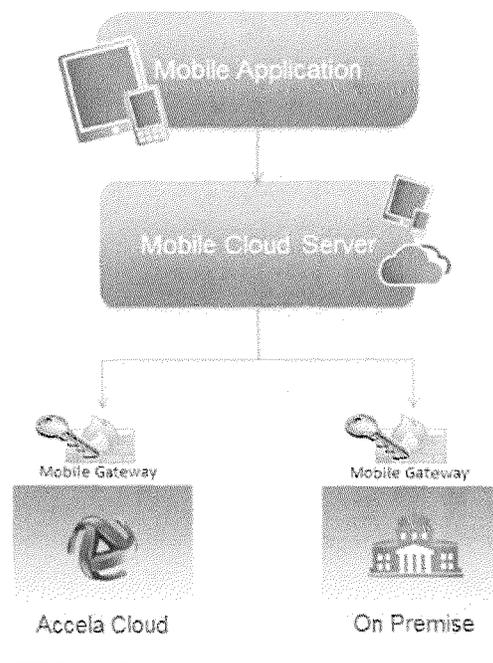


Exhibit 8: Accela Civic Platform's enterprise platform architecture

To get a specific idea of the number of Accela Mobile apps available, and also to find download links for the apps themselves to test, please visit <http://www.accela.com/civic-apps>, and look for the following apps the the *Productivity* section of the page:

- **Analytics:** Management related mobile app that helps executives Track status, research records and measure productivity
- **Code Officer:** Create and manage code cases from the field
- **Inspector:** Schedule, route and perform onsite inspections
- **Work Crew:** Schedule and manage work orders and repairs

When you click on any of the links for the above listed apps, you will have an opportunity to download the apps, all of which include a *Preview* mode for demonstration purposes.

In addition to the above Accela Mobile apps found at <http://www.accela.com/civic-apps>, you will also find several Accela partner mobile apps. Please note the partner apps do *not* include a *Preview* mode, but they do give the City a feel for the degree of innovative solutions built on top of the Accela Civic Platform by leveraging the Accela Construct APIs.

### **IVR/Telephone Solutions**

While not submitted as a part of the proposal for DSD, the Accela Civic Platform supports most industry-leading IVR solutions to provide such features as inspection scheduling and results reporting, status of inspections and applications, notifications to system users, and other related telephone solutions. By far, Selectron is the product most often interfaced with the Accela Civic Platform. Accela has a long-standing relationship with Selectron and will leverage this relationship and proven product integration should DSD wish to include IVR as a part of the overall enterprise solution.

### **Lock, Hold, or Notice on Projects**

Within the Accela Civic Platform enterprise, Conditions (**L/H/N**) functionality exists to support **locks, holds, or notices**. This Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Conditions functionality.

### **Field Search Capability**

Accela Mobility provides robust field searching capabilities to support research activities taking place on a project or property via a real-time connection to the Accela Civic Platform. Mobile users can search, assuming they have some form of internet connectivity, in real time by many attributes of property and project information. Mobile users can also

perform similar searches using a map via the Accela GIS integration. Accela Mobility products can also support a more limited off-line searching capability against data that has been selected to be downloaded to a user's mobile device.

### **GPS Integration and Tools**

Within the Accela Mobile solutions, GPS integration is provided (assuming a GPS enabled hardware device is used) with the ability to collect GPS location information while performing inspections or investigations. This GPS location information can then be displayed via the Accela GIS integration.

### **GIS Integration and Tools**

Accela GIS delivers a next generation map interface to the Accela Civic Platform. It is built on Microsoft Silverlight technology, leveraging Bing Maps and ArcGIS Online from Esri. Accela GIS visualizes government data geographically by plotting locations of activities captured in the Civic Platform on agency maps. The Microsoft Silverlight technology enhances the user experience with:

- Optimal server response times
- Smooth panning
- Context sensitive commands and menu items
- Drag and drop functionality
- Client side graphic rendering

Accela GIS gives users the option to initiate and manage all land management activities from a map interface. Accela GIS is a bi-directional interface enabling viewing, interaction and presentation of both tabular and spatial information. It leverages an agency's GIS database and map services published by one or more ArcGIS Servers. Base maps published from one agency can be combined with map data from another agency to provide a comprehensive view of geographic information.

Accela GIS is an integral component of Accela Mobile, bring an efficient map interface to inspectors in the field that can display inspection locations, a route map for navigation to these inspection locations, and the ability to change the order of inspections on demand and have the map immediately update with a new route and order.

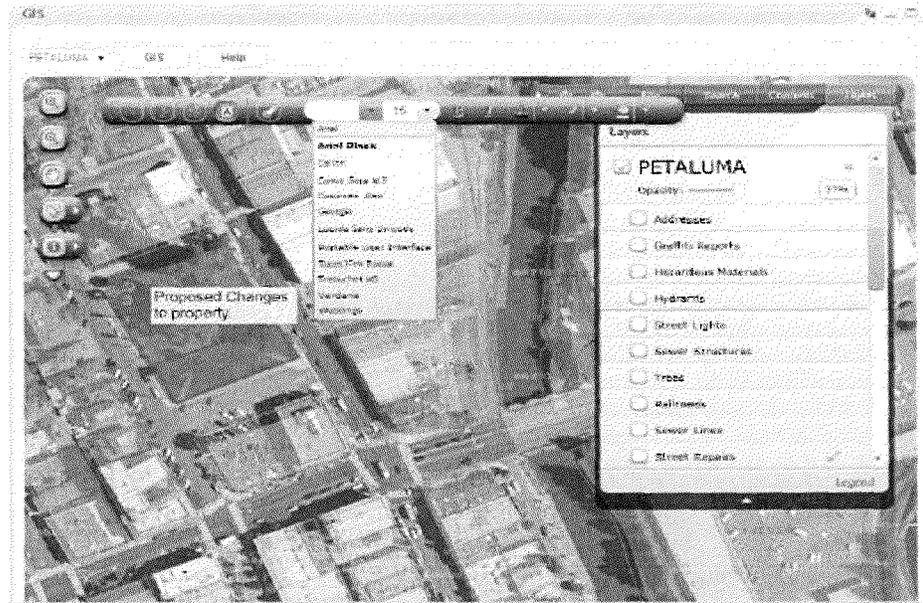


Exhibit 9: Redlining in Accela GIS

Optional map editing tools empower end-users to draw new features using points, lines, or polygons to represent actual geographic elements or assets. Once these new features are created, they can be associated to transactions in the Accela Civic Platform database.

### Routing Capability

When deployed with Accela Mobile, routing capabilities are available whether connected or disconnected from the network, as shown in Exhibit 10. Routes and driving directions can be saved and printed as needed. As new inspections are added during the day, or if inspection priorities change the order in which inspections are planned for completion, the route will be dynamically reorder and immediately updated on the map.

An integration to DSD's optimized routing system will allow optimized routes to be presented and will extend the Accela Civic Platform and Accela Mobile's routing capabilities.

The Accela GIS map control is common to the Civic Platform and Accela Mobile, reducing training needs.



Exhibit 10: Routing jobs using Accela Mobile and Accela GIS

### Inspection Versioning

Within the Accela Civic Platform enterprise, inspection versioning is provided using various system tools like related inspections hierarchy, multiple inspection types, automatic required follow-up reinspections, and configurable status values. Business rules that may support the scheduling of inspectors based on inspection versioning can be managed in Accela Civic Platform's business rules engine.

### Online versus Offline Capability

Accela has multiple mobile apps. Some of which have full online/offline functionality at this time, and can operate independently of internet connection. For example, Accela Mobile Office and Accela Inspector have full online/offline support. These apps operate in wireless environments, transmitting field information and data in real-time (connectivity dependent). Alternatively, while offline it operates in a "store and forward" mode where data captured is uploaded upon reconnection to a wireless network or upon return to the office. Others, such as the current Accela Analytics and Accela Code Officer versions, do not have offline support, but will in future versions.

## **Mobile/Inspections Architecture**

With the recent explosion of mobile devices and customer adoption, we offer solutions for smart phones and tablets. Accela provides industry leading mobile application functionality. Our cloud-based application allows virtually any device to interface with the Accela Civic Platform systems. Our proven systems for operational efficiency, civic engagement, and mobility apps combine to provide extensibility by employing a dynamic cloud-based platform to support the needs of agency employees and their user community.

*Describe the technology that enables and supports the Respondent's Enforcement capabilities. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

## **Avenues for Intake for Internal End Users**

Within the Accela Civic Platform, intake forms are configurable and are designed to step a user through entering the required information for business transactions, including code enforcement records. If the internal user is not an everyday Accela Civic Platform user or does not have rights to initiate new transactions within the Accela Civic Platform system, the DSD Customer Portal will always be available for these users to interact with the agency.

## **Investigation User Experience**

Accela Civic Platform provides configurable investigation types, checklists, and standard features for scheduling, assignment, resulting, and reoccurrence of investigations based on the needs of the individual investigation or enforcement type. Investigators may use any of the Accela Mobile products to conduct these investigations from the field. The Accela Mobility platform is specifically designed to reduce the effort required to perform such investigations in the field by allowing for standard comments and pick list data entry. The investigation checklist option provides robust tools for consistent data entry across users and scoring and ranking capabilities that allow the investigator to quickly record the results of the investigation.

## **Enforcement Life Cycle**

The Accela Civic Platform supports a wide-range of enforcement activities. Complaints, violation tracking, investigation management, and windshield surveys are just some of the areas where core system elements are configured to track enforcement activities across City departmental lines.

Whether a part of proactive enforcement activities or as the result of a complaint or other initiated enforcement action, Workflow will support the full Enforcement life cycle for each enforcement type configured within the Accela Civic platform. Inspections or investigations required to assess the validity or severity of the reported infraction are routed to field inspectors or investigators who make use of Accela Code Officer to record inspection or investigation results in real time. Other processes such as stop work, red tagging or follow up enforcement actions and any related fines are also managed efficiently with the Accela Civic Platform.

## **Inter-Departmental and Intra-Departmental Electronic Notifications**

Accela Civic Platform provides functionality that allows agency users to correspond with one another related to projects or locations that are relevant to their current tasks. Communications Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to internal users regardless of what department those users may reside.

## **External Notifications**

Accela Civic Platform provides functionality that allows agency users to correspond with external parties related to projects or locations that are relevant to their current tasks. Communications Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to internal users regardless of what department those users may reside. Automatic notifications may also be configured using Communications Manager, and these notifications sent based on the triggering of a configured event in the system.

## **Public Accessibility**

Accela Civic Platform, Accela Citizen Access, and Drupal will combine to provide a rich, easy to use avenue for external users to submit complaints

or report problems that will be routed to the Code Enforcement group for investigation and resolution. The decision tree features of Drupal, combined with page flow functionality of Accela Citizen Access, will give external users the ability to answer simple questions that will lead them to the appropriate transaction type. In addition to submitting complaints or reporting problems via the City of San Antonio portal, external users will be able to research the status of properties and see current information related to issues they reported or that others have reported on those properties or projects.

### **Search Accessibility**

Searching within the Accela Civic Platform is powerful, yet easy to use. Features such as Global Search, a keyword search across many attribute areas of the solution, are provided to both internal and external users as well. Both Accela Civic Platform and Accela Citizen Access provide the ability to control, via administration tools, the information that is available to users performing searches.

### **Locks, Holds, or Notices on Projects, Locations, and Contacts**

Within the Accela Civic Platform, Conditions (**L/H/N**) functionality exists to support **locks, holds, or notices**. This Conditions functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Condition functionality.

### **Stop Work (and other) Notifications**

Accela Civic Platform provides functionality that allows agency users to correspond with external parties related to projects or locations that are relevant to their current tasks. Communications Manager, as it is called within the solution, provides the ability for a user to initiate email or SMS based communication to users. Stop work orders will manifest as Conditions and users can be notified via Communications Manager that such conditions have been placed on their project, property, or Contact record within the system.

## **Performance Metrics Collections and Reporting**

Inspection performance metrics are easily tracked at the individual inspector or group level, including number of inspections completed in a given day, assigned versus completed inspections, and the time spent completing each inspection. Advanced time tracking features in Accela Mobile applications supports the reporting of time by user for accounting and billing purposes as appropriate.

All performance data collected in the field is easily reported on via Accela Report Manager either through the Accela Civic Platform's integral ad-hoc reporting capabilities or through Crystal reports. Data may also be exported into other DSD analytics tools to assess overall inspection performance and to gauge workload demands and inspector assignments going forward.

## **Collections Experience**

Accela Civic Platform provides functions that help an agency organize the collections process. Using standard features such as workflow and fees, collection processes are implemented to support calculating interest and defining payment plans. For external users, the experience is streamlined and projects or properties that have outstanding collections will appear in their project lists upon logging into the City of San Antonio portal. Users can review the collection records and understand the timeline and payment amounts that are required. Payments are accepted via the shopping cart functionality for any items that have outstanding collections.

## **Hearing Scheduling and Enforcement of Outcome**

Should an enforcement activity rise to the level of being assigned to a hearing body for adjudication, the hearing scheduling process is managed directly within the Accela Civic Platform. Hearing results and directives or judgments are tracked as a part of the Workflow process to ensure that all stakeholders have visibility into this process. Conditions (locks/holds/notices) are routinely applied to an application, parcel, or individual to track compliance with all enforcement actions, and are only removed when all directives related to the enforcement action have been satisfied per the inspection.

## 6.7 Finance

*Describe the Finance technology that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Fee Management**

The fee and cashiering functionality of the Accela Civic Platform allows you to configure the required assessment of fees at precisely the time when they must be assessed/collected. All fees and cashiering operations fall under the system audit trail so that you have a trusted accounting of all financial transactions, even those where system administrators have adjusted or changed for business purposes.

Each fee item is configured using a broad set of fee formulas that can support virtually any type of fee. The fee items and their formulas are easily updated when fees are updates or new fees added. Any fees that cannot be configured using the existing fee formulas may be configured using the Business Rules Engine (BRE). Similarly, the BRE can be employed to automatically assess fees according to established business rules.

One or more account codes can be associated with each fee item, supporting reconciliation activities as well as the crediting of payments to the correct accounts. Account codes also support the transfer of payment information to financial systems via interfaces.

### **Payment Management**

Accela Civic Platform provides various mechanisms to collect payments. Cash can be accepted in face-to-face transactions, and is managed through supported integrations to cash drawers and associated cashiering sessions. Checks may be used for payment of fees in face-to-face transactions as well, or may be accepted by mail or lock box and then processed by staff or other designated services against one or more appropriate applications, cases, permits, etc. Credit card transactions can be accepted, supporting the capability to make online credit card and eCheck payments by applicants and others on a 24/7 basis from any standard web browser. Accela Citizen Access utilizes PayPal (Verisign) as its standard for credit card processing gateway. Accela customers have the option of using other merchant account vendors for which Accela would provide existing web services for integration.

### **Portal Accessibility**

The DSD Customer Portal provides access for citizens and customer users to pay fees, print receipts, and obtain fee estimates for projects or permits. Drupal and Accela Citizen Access will provide a complete view of a customer's account, including any fees due to be paid as well as a ledger of all paid fees. Accela Civic Platform also provides the ability to use Trust Accounts (Deposit Accounts) to pay for any items within the Portal. Customers can manage their Trust Accounts and deposit additional funds as necessary via the DSD Customer Portal.

### **Invoice Management**

Accela Civic Platform provides manual and automated capabilities for managing invoicing processes for any kind of business transaction. These invoices can be provided to the customer in both paper and digital formats either via the portal or via email communications.

### **Collections Management**

Accela Civic Platform provides functions that help an agency organize the collections process. Using standard features such as workflow and fees, collection processes are implemented to support calculating interest and defining payment plans.

### **Fee Versioning**

Within the Accela Civic Platform, fee versioning is supported through the ability to version fee schedules. Fee schedules, which contain the individual fee items, are given an effective date and disable date to control when those fees are available to end-users to apply to projects and permits. Multiple versions of a fee schedule can be active at one time allowing agency users to assess fees from current or historical fee schedules based on the varying needs of each project.

### **Accounts Receivable Management**

Within the Accela Civic Platform, features and tools to provide for the front-end collection and management of incoming receivables are provided via configuration of fee schedules, fee items, and other core elements.

These receivables can then be integrated to City financial systems to provide automated and seamless interactions.

### **PCI Compliance**

All credit card payments processed through Accela Civic Platform are PCI-DSS v3 Level 4 compliant. The Accela Civic Platform solution is self-assessed for compliance as required by PCI-DSS standards for thresholds of payment transactions. The solution can be successfully deployed as a part of a PCI-DSS compliant hosting environment. The City of San Antonio is ultimately responsible for deploying and maintaining a secure PCI-DSS compliant environment, and for the security and best practices around the support of the hosting environment.

Accela Civic Platform reduces its PCI liability by not storing any credit card numbers or expiration dates as a part of transactions managed through the solution. Additionally, no credit card or related data is ever passed in the clear. A tenet of PCI-DSS compliancy is that the system may not retain full magnetic stripe, card validation code or value (CAV2, CID, CVC2, CVV2), or personal identification number (PIN) block data. Accela Civic Platform limits financial transaction data stored to the last four digits of the credit card number and the authorization code.

### **Lock, Hold, or Notices on Projects**

Within the Accela Civic Platform enterprise, Condition (L/H/N) functionality exists to support **locks, holds, or notices**. This Condition functionality can be applied to location objects such as an address or parcel. It may also be applied to people records such as owner, contacts, or Licensed Professionals. Finally, Conditions can be applied to individual projects or permits to enforce agency business rules and milestones. Expiration date, responsible party, and detailed description attributes combine to provide a robust set of Condition functionality.

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## 7 Technical Solution

*Describe the Respondent shall complete and submit the Technical Requirements Matrix (RFCSP Attachment H) of this document.*

*For each requirement, Respondents should indicate with "Yes" or "No" whether the requirement is addressed by the proposed solution. The Respondent's "Yes" or "No" response to each requirement should be placed within the column that correlates to how the proposed solution will meet that requirement. Only one column requires a response per requirement. The four options are:*

- **Supported through Product Configuration?** – use this column when the requirement is met by the proposed solution, either in its original unmodified state or through the use of System Configurations.
- **Supported through Customization?** – use this column when the requirement is met by Customizations to the proposed solution.
- **Supported in Future Product Release? (version #, planned date)** – use this column when the requirement is not met by the proposed solution, but if the requirement will be met by the next System Update or Upgrade. Please provide the version number and the planned date of release for any responses in this column.
- **Requires Integration with Third Party Product or Respondent?** – use this column when the requirement can only be met through the use and integration of a third-party product or solution.

*Respondent may provide clarifications to their responses using the provided Comments column. Respondents should address all requirements included in the requirements matrix, including those marked as "Mandatory" or "Preferred."*

*In addition to completing the technical requirements matrix, the Respondent must provide a narrative overview of how the proposed solution will meet technical requirements as outlined in the following sections. The Respondent should ensure that their proposed solution to each technical component is consistent with the related City business requirements.*

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## 7.1 Conceptual Architecture

*Describe how the Proposed Solution aligns with the Conceptual Architecture provided in Figure 8 of this document, where it deviates and why, and how each major capability is implemented. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Approach to rule automation**

A key function of the Accela Civic Platform is the automation of the rules surrounding records within Building, Code, Planning and other modules associated with Land Management. Accela Civic Platform is highly configurable with the ability to automate virtually any department within a government agency. Rules within the application are configurable at the record type or entity level. In Accela Civic Platform a record type equates to a type of building permit, code enforcement case, planning project or any of the other. Each record type configured in the application can have a unique set of rules defined or can share rules with other record types. The number of record types and rules within the application is configurable based on the needs of the agency. There is no limit to the number of record types or rules that can be created within the system.

The configuration of rules at the record type level is highly flexible allowing for essentially any type of rule to be applied and automated within the system. For instance, a commercial building permit can be configured to require specific sets of data that may not exist on a residential building permit. Alternatively, a commercial building permit may be configured to require additional information based on the geographic location requested at the time of application creation. Another example would be configuring the system to validate a Contractor's Business License against an external repository before allowing for a specific building permit application to be submitted. These are but a few examples of the hundreds of rules Accela Civic Platform is capable of supporting.

Rule configuration is done using the Accela Civic Platform web interface and executed within the Accela Civic Platform Biz Server. Configured rules are stored within the Accela Civic Platform database and retained during system or version upgrades. Accela Civic Platform provides a tool for exporting rules configured in one environment and then moving that configuration to another environment. This is particularly useful for the configuration and testing of rules in a staging environment and then promoting those rules to a production environment.

For areas where the Accela Civic Platform may not have an existing rule to configure, a robust business rules engine is provided as part of the applications core functionality. The business rules engine allows for

additional rules to be created and applied to record types. This feature allows for complete automation of any rules that may be unique to a department within the agency.

All rules configured with the Accela Civic Platform are applied to any interface into the system. Accela Citizen Access, the constituent facing web portal, reuses all rule configuration from the Accela Civic Platform to drive the application submission process. Any rule configured for any record type in the Accela Civic Platform is applied to the Accela Citizen Access interface or unique rules can be configured to be applied only when applications.

Exhibit 11 illustrates how the additional product interfaces in the Accela product suite interface with the centralized rules.



Exhibit 11: Accela Civic Platform Interface Architecture

## Inter-departmental (macro) and intra-departmental (micro) process automation

Accela Civic Platform is designed with process automation between departments in mind. The workflow engine of the Accela Civic Platform is intended to power the complete workflow process at both the Inter-

Departmental and Intra-Departmental levels. Each Record Type in the system can have a unique workflow defined for the processing of that type of Record across the entire agency. At each step in the workflow, tasks can be assigned to specific departments. Workflows can be configured to execute tasks in parallel as different departments work on different tasks. Additionally tasks can be configured to require specific tasks to be completed by one department before moving to the next department's tasks. The workflow supports an infinite number of sub tasks at each level with the ability to insert tasks as needed at any level. The power of the workflow engine within the Accela Civic Platform makes it possible to manage the entire process for any Record Type.

As departments are working on their respective tasks the applicant can keep updated on the progress through Accela Citizen Access's view of the workflow via the DSD Customer Portal. An agency is able to configure what information and what tasks are displayed back to the constituent. Email messages, SMS messages, social media messages and other types of messages can be configured to be sent at any point in the workflow. Additionally other rules can be applied conditionally upon the status of workflow tasks and other workflow events. For instance, completion of a workflow task may result in the scheduling of an inspection, assessment of additional fees, notification to the constituent or execution of a report as examples.

### **Integration between portal capabilities and department-centric capabilities**

Accela Citizen Access, presented via the Drupal-supported DSD Customer Portal, is built on top of the Accela Civic Platform to provide seamless integration between the constituent web interface and the back office web. As constituents submit applications, pay fees or schedule inspections with the web portal the back office view is immediately updated with the new information. This is done by the use of a single consolidated database and centralized application server, the Accela Civic Platform Biz Server, which powers all interfaces.

As back office workers review submitted applications, review electronic plans, assess fees, advance workflow tasks or other processes, the citizen portal is immediately updated to reflect the back office view. This provides a 360-degree view of the processes surrounding the processing of records.

The rules engine within the Accela Civic Platform can be configured to determine which information is available for constituents. The functions

available for constituents, such as creating permits or scheduling inspections, can be configured as well.

### **Breadth and depth of unassisted and assisted self-service support channels**

Self-service support is the reference for customers when they have questions. Self-service support can be both unassisted and assisted. Unassisted support is the first point of support for customers to find out information. FAQs, knowledge base, communities, forums etc. are the unassisted form of digital self-service support.

We are proposing self-help videos and other information and instructions, available via the Drupal-supported DSD Customer Portal as well as the decision tree wizard, as unassisted self-service support. Accela will lead the development of the self-help videos and other information and instructions, and the City will assist with the development of content for both.

Web Chat, Co-browsing, IVR, Virtual Assistance, etc., are assisted self-service support. If customers are unable to find out information from unassisted self-service support, they contact an agent via various assisted forms of Self-Service support provided. We are proposing Web Chat and Co-browsing as the medium for assisted self-service support. Our proposal does not include the cost of providing agents. Our team's proposed solution will integrate with My Live Chat for providing the Web Chat assisted support channel. For co-browsing, our proposed solution will integrate My Live Chat Co-Browse capabilities. My Live Chat and Co-Browse are tightly integrated so one can start co-browsing from within Web Chat.

### **Ability for System to support Business Owners, designated as System Administrators, to update and maintain business rules easily in the System (e.g., Activity should not require in depth technical knowledge)**

Workflows and their associated business rules are easily managed through the integral MS Visio-style Workflow Designer tool described previously. Tasks and related statuses are maintained in plain English, and require no programming or customization. The graphical, drag and drop nature of the Workflow Designer tool makes the design and maintenance of Workflows very intuitive for Business Owners and other SMEs who do not possess in-depth technical knowledge.

The majority of business rules that would be managed by Business Owners and other SMEs in the system would be handled via Workflow. Business rules that will support the decision tree wizard are also easily managed in plain English via the Drupal interface supporting the DSD Customer Portal.

Other business rules that would enforce more complex business rules would be handled by the integral Business Rules Engine, which will require a limited number of users to have some knowledge of Java-Script.

### **Level to which the capabilities contribute to improvement of predictability, transparency, and efficiency at a City-wide level of the underlying departmental functions**

The DSD solution, built upon the Accela Civic Platform enterprise, will provide City customers the ability to enter an environment which immediately exposes them to the information needed to work efficiently and effectively with the City. The customer can search a knowledge base and learn about the development process from beginning to end, speak virtually with a representative to clarify any questions and avoid any potential roadblocks, and even review videos from a library, instructing them visually of the process and proper method required to navigate the development process.

By providing this instruction, the City benefits by not having to answer as many questions, which means fewer calls and a more knowledgeable customer. The customer is going to feel that the City is transparent in how they operate, understand why they require certain procedures and what the City's objectives are. City business partners can engage in the plan review process virtually from the comforts of their home or office, without having to incur the cost of gas or time. Money saved is money earned and the end result is a happier customer.

For the back office, City workers will be able to measure their efficiencies through better reporting tools that can analyze the consolidated data. Where do we need more growth or resources internally? The system will be able to provide those types of details. Using an enterprise platform brings improved communication and results. Where are we in the process with this particular project? Right here, look at the workflow, here is the current status—it is in review with engineering and they have five days to complete their task. If they do not complete it in that time, let's have the system automatically notify them again. There is always a trail for everything. That scenario outlines the considerable information at a user's or manager's fingertips. By knowing where things are and where they are going, it is far easier to predict what results will occur.

In the field, City inspectors will be able to engage in real-time with the system and real-time with the customer. By utilizing Accela's mobility platform, field personnel can deliver faster, better, more customer focused results and frankly, be where they should be—in the field.

At the end of the day, every citizen, every developer, every user, every manager, every field worker, every department, every elected official and most importantly, the project itself, will benefit from the technologies and capabilities of the Accela City of San Antonio solution.

### **Configurability of the solution vs. requiring customizations**

Accela Civic Platform is a robust, commercial off-the-shelf (COTS) solution. The solution is highly configurable, putting the power of the solution in the hands of Business Owners and other SMEs. Accela has proposed a very small number of customizations based on specific requirements contained in the functional and technical requirements and associated DSD use cases. Beyond these, Accela anticipates no further customizations.

Accela Civic Platform is, by nature, an extensible platform that supports efficient Construct APIs and Web Services for integrations to a wide variety of third-party systems. Construct APIs also support the development of business-specific apps should the need arise in the future.

### **Approach to establishing a Universal Project ID, how it is managed, where master data is stored**

To manage a project, the best practice approach is to create a Project Record within the Accela Civic Platform. The Project Record will be assigned a unique ID that can serve as the Universal Project ID. Accela Civic Platform contains an advance ID generation feature which allows the agency to determine the formatting of the ID. The Project Record is stored within the Accela Civic Platform database. As Records for the Project are created, those Records can be related to the Project Record as child records. Child records allow for all of the Building Permits, Entitlements and other Records associated to the Project to be grouped together. The Child Records can inherit information from the Project Record, such as the Universal Project ID, conditions, fees and any of the other attributes of the Project Record. By relating all Records within the Project to the Project Record any record within the project can easily be located by the Universal Project ID.

## **Approach to Document Management and integration with Electronic Plan Review**

Accela Civic Platform is capable of utilizing any document management system by the use of the Platform's document management adapter. The product contains an adapter architecture for implementing document adapters that can interface with any document management system. The product can be configured to use more than one document management system at the same time allowing different departments to utilize different document management systems.

Documents uploaded into the Accela Civic Platform are directed to the designated document management system for storage. An association is created between the document and the entity to which it is associated (i.e., permit record, contacts, parcels, etc.), and a user simply selects the hyperlinked document name to retrieve the document from the document management system.

The same process supports documents being reviewed with Accela EDR with EPC. Documents stored in the document management system are retrieved for plan review in EPC. Once the plan review is complete, the updated documents are pushed back to the document management system. This ensures that all parties have access to documents directly stored in the document management system by simply selecting the document name from a list of documents associated with the selected entity.

## **Approach to leveraging existing GIS systems**

Accela Civic Platform can leverage existing GIS systems using Accela GIS configured against the underlying ESRI system. Using this approach, Accela GIS can consume the GIS information stored with the ESRI system and present it for consumption by users all throughout the Accela Civic Platform solution enterprise.

Using the Accela Civic Platform adapter framework an address, parcel and owner adapters can be written to consume data directly from existing GIS systems. With adapters written to consume address, parcel and/or owner information from these systems, the Accela Civic Platform will support the use of existing GIS systems as the repositories for those specific entities. The flexibility of the Accela Civic Platform adapter framework allows for adapters to be written independently for addresses, parcels and owners. For instance, should the agency store reference addresses information in one

GIS system and reference parcel information in another GIS system, adapters can be written to consume the data from those different sources (this may not reflect the agency's configuration but highlights the flexibility of the Accela Civic Platform).

Accela Civic Platform and Accela Citizen Access also provide features for displaying external web interfaces within each of those respective products. Should the agency wish to access existing GIS system's web interfaces from within the Accela Civic Platform or Accela Citizen Access that is easily accomplished by configuration.

Accela has a long-standing strategic relationship with ESRI, and its products are architected to be geo-centric and location-aware. Accela Civic Platform leverages an agency's investment in GIS to bring mapping and visualization capabilities to both internal and external users.

### **Approach to leveraging other existing City systems, such as document imaging systems**

Accela Civic Platform contains a robust business rules engine, Web Service APIs, adapter framework and custom web interface framework that can all be used to leverage existing City systems. Using the business rules engine, additional systems can be accessed for validating information during the application intake process or information from the Accela Civic Platform can be pushed to those systems in either real-time or batch. The Web Service APIs support interaction with external systems to leverage data and information contained with these systems. For instance, an external system can create new Records, schedule inspections, assess fees or perform other functions using the Web Service APIs. Using the adapter framework external address, parcel and owner repositories can be leveraged. External document management systems and payment providers can also be leveraged using the adapter framework. Lastly, the custom web interface framework within the product allows for the consumption of any external web interface. Using these Accela Civic Platform features, it is possible to leverage virtually any external system.

## 7.2 System Architecture

*Describe the Proposed Architectural Solution that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Proposed Hardware and Operation System Platform**

The core Accela Civic Platform stack contains four core JBOSS services that are deployed in every environment regardless of function (production, staging, dev, etc). These core services include two web services (Automation Classic and Automation), a business application layer (for middle tier processing), and an indexer service (used to facilitate global searching within the application). These four services can be combined on to a single virtual machine or server for any environment; however, they can also be divided among multiple machines as the needs dictate. The web services for production are typically load balanced using a third party load balancer and when done so, we recommend that each web server communicate with a single middle tier business server in a 1:1 relationship. The index server cannot be load-balanced nor deployed more than once in any given environment. These services are typically secured behind an internal network that is only available to agency staff.

Several of the Accela components run as Internet Information Services (IIS) applications that may or may not be fully deployed in every environment depending on need. These include Citizen Access, GIS, Mobile, and the Accela Gateway. These IIS web applications are typically deployed in a DMZ as they require a public presence. These applications can share the same IIS server or be separated for optimal performance. In high capacity environments, we recommend that dedicated business servers be deployed to support these extensions.

For a general deployment diagram illustrating these relationships, please see Exhibit 12 Exhibit 12.

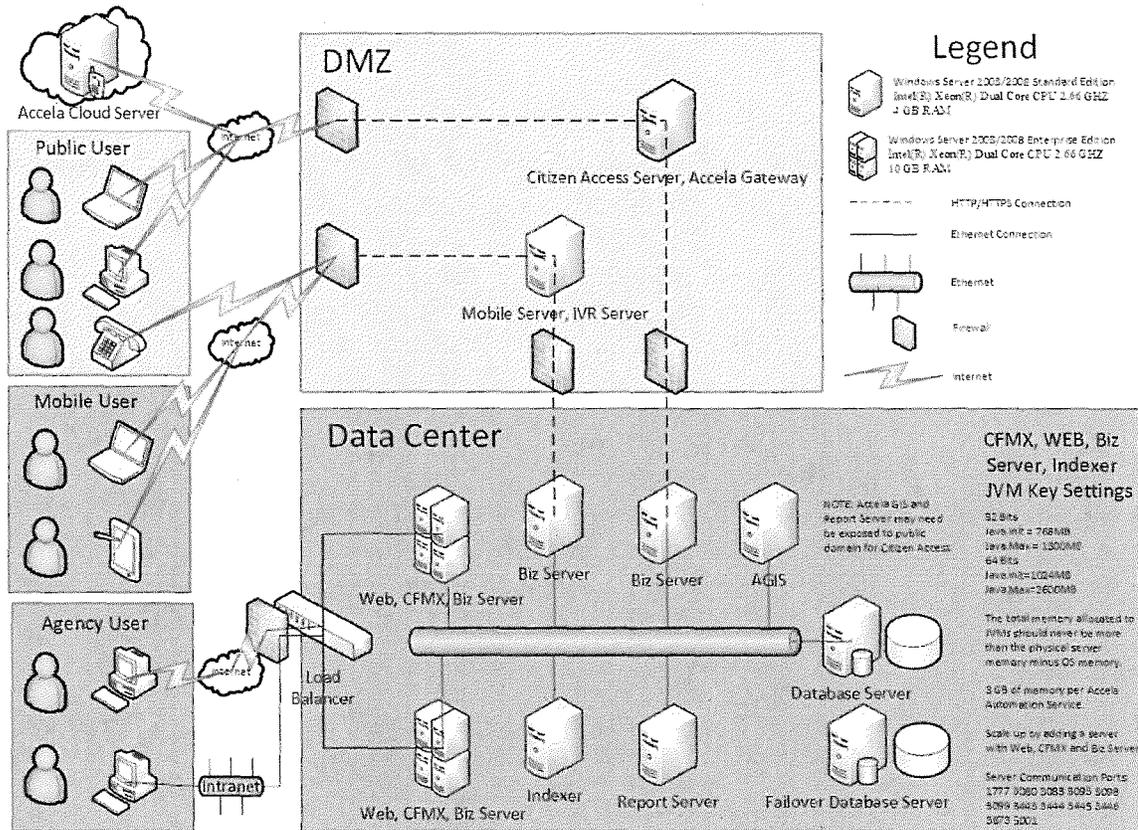
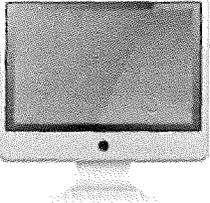
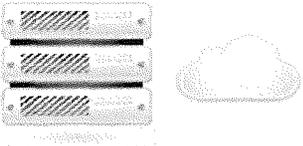
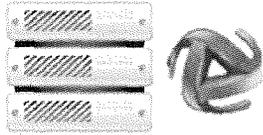
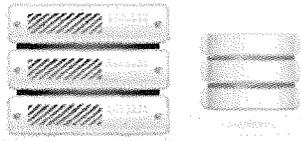


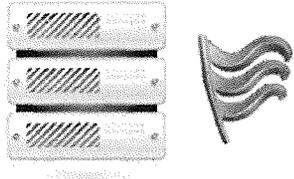
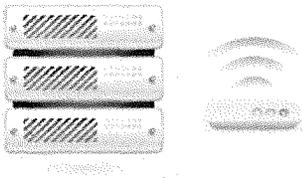
Exhibit 12: Accelea Civic Platform Deployment Architecture

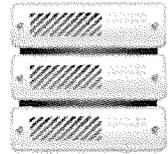
Accelea’s licensing model allows an agency to have as many environments as they like. Other than Production (and perhaps a staging environment that completely mimics productions), environments tend to look similar with only a handful of virtual machines needed to support them. For instance, a Production environment that uses load balancing may have the components listed in Exhibit 13. Assume that all virtual machines have the same characteristics of two to four virtual CPUs, Windows 2008 R2 or Windows 2012, 4GB of RAM per Accelea Service installed on top of what is allocated for the operating system, and 4GB of hard drive space per Accelea Service installed (minimum).

Exhibit 13: Optimum Hardware and Software Specifications

ACCELA CIVIC PLATFORM	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<p><b>User Workstations</b></p> 	<p>Pentium Dual Core Processor or better, 3 GHz 4GB RAM 2GB free space  Internet Connection</p>	<p>Windows 7 (32 bit or 64 bit)  Internet Explorer 9 or 10 (32 bit) PDF Viewer/Writer to support Electronic Document Review feature (Adobe Acrobat Pro XI) Silverlight Run Time Edition 4.0.6 JRE 6.x to support SmartChart and Process Diagram  Microsoft .NET Framework 4.0</p>	<p>▪ Not Applicable</p>
<p><b>Web Server</b> <i>Accela-provided software:</i></p>  <ul style="list-style-type: none"> <li>▪ JBoss 4.2.3 with integrated Tomcat 6.x</li> <li>▪ Java SE 7u21</li> </ul>	<p>Multicore Intel Processor (single or multisoocket) – if Virtualized, 4vCPUs 8GB RAM RAID-1 (or better) storage with 8GB free space 10Gbps Network Interface Card Additional servers for load balancing and high availability if needed</p>	<p>Microsoft Windows Server 2008R2 (64 bit) Railo SSL Certificate (required for PCI compliance)</p>	<ul style="list-style-type: none"> <li>▪ 1 for Development</li> <li>▪ 1 for Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>

	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA CIVIC PLATFORM (cont.)</b>			
<b>Application Server</b>  <i>Accela-provided software:</i> <ul style="list-style-type: none"> <li>▪ JBoss 4.2.3 with integrated Tomcat 6.x</li> <li>▪ Java SE 7u21</li> </ul>	Multicore Intel Processor (single or multisocket) – if Virtualized, 4vCPUs	Microsoft Windows Server 2008R2 (64 bit)	<ul style="list-style-type: none"> <li>▪ 1 for Development</li> <li>▪ 1 for Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>
	12GB RAM	SSL Certificate (required for PCI compliance)	
	RAID-10 storage with 20GB free space		
	10Gbps Network Interface Card		
<b>Database Server</b> 	Multicore Intel Processor with large processor cache (preferably multi-socket)	Microsoft SQL Server 2012 Microsoft SQL Server 2008 or 2008 r2	<ul style="list-style-type: none"> <li>▪ 1 total for Development and Test</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>
	64GB RAM		
	Microsoft SQL Server: RAID-10 storage for database log files sufficient to hold peak log file generation rate.		
	10Gbps Network Interface Card (teamed aggregates recommended)		
	Use as many disk spindles (minimum 8) as possible so that disk I/O is not a bottleneck.		
PCI Based Flash card (like FusionIO)			

	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA CITIZEN ACCESS</b>			
<b>Application Server</b>  	Multicore Intel Processor (single or multisoocket) – if Virtualized, 4vCPUs 6 GB RAM	MS SQL Server 2008, 2008 r2, and 2012  Optimum browsers include: <ul style="list-style-type: none"> <li>▪ Internet Explorer 9 or 10 (32 bit)</li> <li>▪ Firefox 23</li> <li>▪ Safari 6 (iOS only)</li> <li>▪ Google Chrome 31</li> <li>▪ Opera 18</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be located on same hardware as the Accela Civic Platform Web Server.</li> <li>▪ The number for Production is dependent on agency load and activity.</li> </ul>
	RAID-1 (or better) storage with 8GB free space	JBOSS Server	
	10Gbps Network Interface Card		
	Additional servers for load balancing and high availability if needed		
<b>Presentation Server</b>  	Multicore Intel Processor (single or multisoocket) – if Virtualized, 2vCPUs	Windows Server 2008R2 (64 bit recommended)	<ul style="list-style-type: none"> <li>▪ Can be located on same hardware as Accela GIS or Accela Mobile Office Server in Dev/Test environments.</li> <li>▪ The number for Production is dependent on load and activity.</li> </ul>
	8GB RAM	SSL Certificate (required for PCI compliance)	
	RAID-1 (or better) storage with 10GB free space	Microsoft Internet Information Server (IIS) 7.x	
	10Gbps Network Interface Card	Microsoft .NET Framework 4.0	

	Optimum Hardware Requirements	Optimum Software Requirements	Recommended Environments
<b>ACCELA MOBILE</b>			
 <p><b>(laptop/tablet)</b></p> <p>Devices tested include:</p> <ul style="list-style-type: none"> <li>▪ Motion Comp. J3500 and F5v</li> <li>▪ Panasonic Toughbook CF-19 and H1</li> <li>▪ Dell E6400 XFR</li> <li>▪ Asus Eee Slate EP121</li> <li>▪ Surface Pro</li> <li>▪ Panasonic Toughpad FZ-G1</li> </ul>	Intel Pentium processor	Windows 7 (32 bit or 64 bit) Windows 8 or 8.1 (64 bit)	<ul style="list-style-type: none"> <li>▪ Dependent on field user base; assumed as 300 mobile units.</li> </ul>
	4 GB RAM	Crystal Reports Runtime 2010 and 2008	
	40 GB HD	Microsoft Report Viewer 2010 and 2008	
	Wireless Card (not necessary if Mobile Client use is purely offline/store and forward mode)	Microsoft .NET Framework 4.0	
		Esri ArcGIS Engine 10.2, 10.1 SP1, or 10 SP5, (each with the Network extension if routing is desired).	
 	Multicore Intel Processor (single or multisoocket) – if Virtualized, 2vCPUs	Windows Server 2008R2 (64 bit recommended)	<ul style="list-style-type: none"> <li>▪ Can be located on same hardware as the Accela Civic Platform Web Server.</li> <li>▪ The number for Production is dependent on load and activity.</li> </ul>
	8GB RAM	Microsoft SQL Server 2008; 2005 SP3, 2000; and Desktop Server Engine (MSDE) 2000	
	RAID-1 (or better) storage with 10GB free space	SSL Certificate (required for PCI compliance)	
	10Gbps Network Interface Card	Microsoft Internet Information Server (IIS) 7.x or 6.x	
		Microsoft .NET Framework 4.0	

	Optimum Software Requirements	Recommended Environment
<b>Storage Area Network (SAN)</b>		
	10Gbps Network Interface Card	1 for Production
	SSD Cache	
	SSD Tier	
	15k Tier	
	7.2 Tier	
<b>Load Balancer</b>		
	10Gbps Network Interface Card	2 for Production
<b>Virtual Host (if applicable)</b>		
	10Gbps Network Interface Card	2 or more for Production
	4cpu (latest model)	
	PCI Based Flash card (like FusionIO)	
	512GB RAM	

## Software Development Tools and Languages

Accela's applications are developed using a main language of Java, C#, or Objective-C while leveraging technologies like HTML, Javascript, SQL, XML, etc. Accela Civic Platform has been developed as a Java 2 Enterprise Edition (J2EE) Application. This application's architecture consists of a web server tier and application server tier; both leverage J2EE APIs for their respective tiers. This architecture ensures that the complete Accela Civic Platform ecosystem is scalable and platform independent for easy deployment.

- ◆ Accela's Citizen Access is a citizen facing web application that leverages the Accela Civic Platform for core functions and services. Accela Citizen Access is developed using ASP.NET and written in C#. Interfacing with the Civic Platform's Application Server is done using standard Web Services.
- ◆ Accela's Mobile solution is a mobile application developed for Windows based devices with touch screens (\*touchscreen not required to use). This application is developed using .NET and WPF taking advantage of touch screen features found in Windows based devices.
- ◆ Accela's GIS solution is a GIS interface connector developed for use with the Accela Civic Platform and the products in the Accela Product Suite. It leverages an agency's GIS systems and allows data and map services to be presented and navigated with the Accela Civic Platform. This application is developed using .NET and written in C#.
- ◆ Accela Inspector is an iOS based mobile applications that runs on iPhone and iPad devices and is developed using Apple's XCode IDE and the Objective-C programming language.

## Database Type and Structure

The Accela Civic Platform is an enterprise solution and, as such, supports both Oracle and Microsoft SQL Server for deployment. The database is normalized as much as possible to the third normal form and enforces referential integrity among related tables. The default database includes tables, indexes, views, functions, sequences, and stored procedures. There are well over 800 tables supporting the application.

Out of the box, certain fields within the database are protected using application level encryption. Further encryption can be obtained using Transparent Data Encryption at the tablespace (Oracle) or database level (Microsoft SQL Server). For the proposed deployment for DSD, Accela is including Accela Civic Platform supported by an Oracle database.

### **Software Products (COTS)**

Our proposed on-premise solution for the DSD includes the complete Accela Civic Platform enterprise platform as well as the other products noted below:

- ◆ Accela Land Management
- ◆ Accela Licensing & Case Management
- ◆ Accela Legislative Management
- ◆ Accela GIS
- ◆ Accela Mobile
- ◆ Accela Citizen Access
- ◆ Accela ePlanCheck
- ◆ Drupal
- ◆ My Live Chat
- ◆ BuildSA Inspection Scheduling App

### **Proposed Software Components**

The hosting infrastructure will use the software components as outlined in Exhibit 13: Optimum Hardware and Software Specifications.

### **Middleware and Frameworks**

JBOSS and the Microsoft .Net 4 Framework will be used for most applications at this layer.

### **Proposed Network Infrastructure**

All external traffic will follow a three-tier model. For instance, a citizen will access the DSD Customer Portal (Drupal and Accela Citizen Access) in a DMZ. That server will then contact an Accela Business Application server in the next security zone via TCP ports 3080/3443. The “Biz” server will then connect to the database in the next zone on whichever port it listens on. The “Biz” server uses pooled connections that support many users per connection. By default, the “Biz” server is configured to have a maximum of 150 of these pools, which can support hundreds of concurrent users. In Accela’s hosted data centers, we have typically seen around 400

concurrent Citizen Access portal users hitting a single Accela Citizen Access web server.

Internal traffic against the Accela Civic Platform application itself is two-tier in its design as each of the four core Accela Civic Platform services must connect to the database directly. We recommend that all servers be able to communicate via a 1Gbps Ethernet TCP/IPv4 medium, however, 100Mbps can also work. For the external interface, Accela sees on average about 12Mbps sustained usage on its hosted network supporting the thousands of users to which it offers services.

If any agency plans to virtualize this system, use the following as a standard VM template:

- Windows 2008 R2 Standard
- $\geq 2$  vCPU
- 2.6GB of RAM per deployed Accela service on top of the RAM dedicated for the OS
- 6GB of hard drive space per deployed Accela service (except indexer) on top of OS allocation. Please note that this 6GB of space allows about 4.5GB of space for future log growth, etc. The starting 6GB is not all initially consumed. For example, on a production environment using Windows 2008 R2 that has 4GB of RAM and 20GB of OS storage dedicated to just the OS, the following scenario is possible:

1. Deploy all core services to a single installation
  - a.  $\text{RAM} = 4 \text{ (number of Accela services)} \times 2.6\text{GB} + 4\text{GB (from OS)} = 14.4\text{GB of RAM which we'd move to } 16\text{GB.}$
  - b.  $\text{Disk Space} = 4 \times 6\text{GB} + 20\text{GB} = 44\text{GB of hard drive space.}$
2. Deploy web services on one server and biz and indexer on a second server. In this case, each server would have the following:
  - a)  $\text{RAM} = 2 \times 2.6\text{GB} + 4\text{GB} = 9.2\text{GB (10GB)}$
  - b)  $\text{Disk Space} = 2 \times 6\text{GB} + 20\text{GB} = 32\text{GB}$

All servers will be protected by redundant policy-enabled firewalls as well as by port filtering load balancers. Load balancing will occur for all front-end web presentation layers anticipated to handle significant user loads. All traffic will be secured via SSL from the client to the load balancers. The load balancers will terminate the SSL traffic and offload the

encryption/decryption process away from the underlying servers. An IPS filter inspects all web traffic inline to exclude malicious requests prior to said traffic landing on the requested host servers.

The network infrastructure will operate on a 1Gbps TCP/IPv4 network and will have subnets appropriate for different security zones. Traffic between the zones will be filtered as needed to provide proper functionality without exposing unnecessary services.

### Proposed Application Architecture

Accela Civic Platform's architecture is driven by the core Automation features and functionality and Accela Mobile Hub, each providing the strength and flexibility required to meet DSD's target model.

Accela Civic Platform houses the single data repository along with a robust, load-balanced cluster stack of application and web servers. This is central to the Accela Civic Platform solution in that all of the City's business rules, security, and configurations reside within a single location, tightly integrated with our proven Workflow Management Engine and Electronic Plan Review. In addition to the City user web interface, it also houses the industry's largest and proven collection of Web Service Application Programming Interfaces (APIs), which provide solid and dependable real-time integration with the other systems required by the City. Other proposed products such as Accela Citizen Access and Drupal (DSD Customer Portal), Accela GIS for mapping, and Accela Mobile also leverage the same APIs.

Accela was first to market a collection of Accela-built apps for the leading mobile systems Apple, Google, and Microsoft, and in both tablet and smartphone editions.

# The Accela Civic Platform

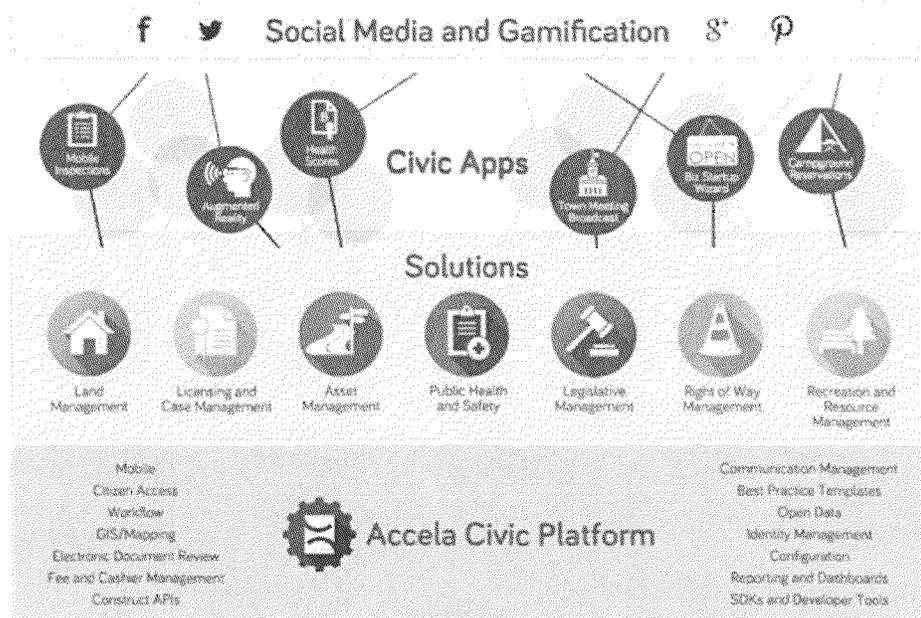


Exhibit 14: Architecture of Accela Civic Platform's enterprise platform

*The City will be responsible for procuring, installing, and configuring all required server/network hardware and base software (i.e., Operating System, Database Software, etc.). Respondent shall provide detailed hardware and software (not included in Respondent's proposal) requirements and specifications. This may also include brand/model, size, quantity, version, and any other relevant product attributes as appropriate.*

## 7.3 System Security Plan

*Describe the Proposed System Security Approach that will enable and support the Respondent's solution. The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

### **Single sign-on between solution components**

Accela Civic Platform includes support for LDAP and Active Directory repositories as the authentication source for users. When the Accela Civic Platform is configured to use an external directory server, users are prompted by the application for their username and password that are then authenticated against the directory server providing a single point of administration for users.

Single sign on is supported between the classic and portlet-based web interfaces. Components such as Accela GIS and reporting also support this integration. These are the only out of the box SSO solutions. A user logged in to the Accela Civic Platform for instance does not automatically login to Accela Citizen Access or vice-versa.

### **Encryption of data communication**

Accela Civic Platform uses industry standard SSL encryption to keep data in transit protected and ensure that all client transactions are secure. Additionally, the system stores all passwords in a one-way encrypted hash in the Accela Civic Platform database. SHA is the encryption algorithm used to encrypt passwords. Once encrypted, passwords cannot be decrypted, making it difficult for passwords to be stolen. To authenticate users, the Accela Civic Platform will encrypt the password entered by the user at login and compare the encryption hash to the password stored in the database. If the two values match, the user's authentication is considered successful.

All end user communication will be secured with industry standard SSL certificates obtained from a well-trusted, established, certificate authority. As such, all traffic leaving the City's devices will be encrypted. For consolidated management, and to ease the burden of encryption/decryption on the servers' processors, all SSL traffic will terminate at the load balancers behind the firewalls.

## **Security strategy**

Accela takes Government IT security into high consideration when it comes to features design and implementation. We have been working with Government agencies for over 30 years, with deployments throughout the World. We understand the unique complexities each Government agency faces at a network security architecture level. We have customers with Accela Civic Platform deployments across a wide range of network configurations (firewalls, routers, servers, clusters, etc.). This has given us the ability to truly understand how Government network security factors into how software works behind the scenes. As we continue to grow our products and core architecture, our knowledge of Government security idiosyncrasies plays into key decisions made and how features are implemented in the products.

Accela uses industry standard SSL encryption (RSA 1024 and DES64 algorithms) to keep data in transit protected and make sure that all client transactions are secure. Additionally, the system stores all passwords in a one-way encrypted hash in the Accela Civic Platform database. SHA is the encryption algorithm used to encrypt passwords. Once encrypted, passwords cannot be decrypted, making it difficult for passwords to be stolen. To authenticate users, Accela Civic Platform will encrypt the password entered by the user at login and compare the encryption hash to the password stored in the database. If the two values match, the user's authentication is considered successful.

All end user communication will be secured with industry standard SSL certificates obtained from a well-trusted, established, certificate authority. As such, all traffic leaving the client's device will be encrypted. For consolidated management, and to ease the burden of encryption/decryption on the servers' processors, all SSL traffic will terminate at the load balancers behind the firewalls.

## **Digital signature**

Accela Civic Platform can be interfaced to signature pads at the front counter so an agency can capture electronic signatures in the office and apply them to permit types and for other business purposes. Accela Civic Platform also allows users to store electronic signature images for the purpose of including on preprinted a signature on a form letter, notice, etc.

In addition, Accela Mobile, the system's mobile government application, can collect electronic signatures on field devices which are automatically linked to a specific inspection record.

## **Security Architecture**

Accela employs a hybrid two-tier/three-tier security model for its end products by default. Reverse proxy servers can be used to make a full three tier model for those products that require direct database access but that also have a corresponding presentation layer (such as Crystal Reports).

Our products are subject to intense vulnerability testing as part of their respective development cycles. Any vulnerabilities are then evaluated for false positives but, when validated as a true vulnerability, the actual vulnerabilities and exceptions are resolved a fixes deployed as a part of the applicable release.

## **Security Level Management (Role-based access)**

Accela's Civic Platform provides a multi-level security system where the system administrator has full control on user access. This control on user access is granted based on a single user logon ID and grants that user specific rights and privileges to the system. Our Civic Platform also allows system administrators to set up groups or roles and set security based on those such as read only, update or no access. Our security goes beyond this setup to the functional level, allowing administrators to set security down to a specified function. For example, an Investigator may have read-only access in Land Management, but no access to "Add Fees". These rights and privileges can be extended to internal users, other departments, outside agencies, and even public citizens and applicants to safeguard the sanctity of system information.

Individuals as well as groups can have one or more distinct security rights and system administrators can have universal rights and privileges or assign such rights to other designated and duly authorized users. These rights and privileges can be extended to internal users, other departments, outside agencies, and even public citizens and applicants to safeguard the sanctity of system information.

User group security features include:

- ➔ Each named user is explicitly part of one or more user groups
  - + Each user group has specific, agency-configured access to functionality according to Functional ID (no access, full access, read only access)
  - + There are hundreds of Function IDs that are separately configurable for each user group

- + User groups can be created to be very general and include a large number of people and can also be created to be very specific and include a small number of people (even one person)
- Console display and other user interface elements are configurable so that named users are not presented with data or functionality that they are not entitled to access
- Field level configurability is available at the agency, department, module, user, and field level for agency-defined custom fields. Other more subtle areas include:
  - + Form Level: The ability to restrict read, write, create and/or delete access to entire forms/sections of the application such as preventing a user from viewing the Audit Log within the Permit module or not allowing a user to edit Inspections of any type.
  - + Field Level: The ability to restrict read, write and/or masking at the individual field level of virtually any field in the system such as preventing a user from seeing the Risk Score for a particular Contractor or masking a Social Security Number.
  - + Record Type: The ability to restrict read, write, create and/or delete access to individual Record Types (across all 4 tiers of record type definition) such as the ability to restrict a Gas Customer Service Representative (CSR) from editing an Electrical Permit.
  - + Attachment Categories: The ability to restrict read, write and/or delete rights to dependent on the Categorization of an attached document such as restricting the exposure of Transcripts attached to a Contractor License application to only those who need to review them.
  - + Report Security: The ability to restrict the visibility and execution of reports such as limiting financial reports to only be run by those in Finance.
  - + Workflow Security: The ability to define the management scope for individual Workflow Tasks; including the ability to adjust the access control based on the specific status of the Workflow Tasks.

### **Security procedures and protocols**

Accela has a proven track record of providing cloud-hosted solutions as well as the on-premise proposed solution for DSD. Our year's of experience has led to a number of security procedures and best-practices that serve to protect our cloud environment, and can help your agency enhance the security of your private cloud.

Threat	Accela Security Control
<p><b>Brute Force Attacks</b> Performing an exhaustive search of all possible values for a security credential or attribute (such as a key, password or passphrase).</p>	<p>Accela Civic Platform allows an agency to define strict password requirements as well as lock the user account after a set number of failed login attempts.</p>
<p><b>Bypass</b> Bypassing system security functions and mechanisms.</p>	<p>System forces access to resources by HTTPS with 256 bit data encryption. Also, system uses servlet/HTTP module authentication function to ensure each request has a valid user authentication.</p>
<p><b>Denial of Service</b> Overloading the network and/or system resources.</p>	<p>Firewall and IDS systems have checks that throttle the number of incoming connections requiring proper SYN/ACK communications. If those are not met, they tend to dynamically block that IP.</p>
<p><b>Hijack</b> Commandeering one side of an existing authenticated connection.</p>	<p>System always changes session id during login/logout. System adds a token that is used for validating each request.</p>
<p><b>Malware</b> Deploying malicious software developed for the purposes of doing harm to a computer system or network (such as viruses, Trojan horses, backdoors, and so on).</p>	<p>Accela recommends that all deployed host systems run Symantec Antivirus or equivalent for scanning and removal of identified malicious software.</p>
<p><b>Man In the Middle Attacks</b> Inserting undetected between two connections, where the attacker can read, insert and modify messages at will.</p>	<p>Accela deploys SSL certificates in it's own cloud hosting environments signed by GoDaddy and only available to Accela ensure that a Man in the Middle Attack is not successful. We recommend similar SSL certificates be deployed in an agency's hosting environment.</p>
<p><b>Privilege Escalation</b> Causing an unauthorized elevation of privilege.</p>	<p>Accela Civic Platform features strong user access controls in which users and groups are assigned specific access criteria. Changing of such criteria requires authorization from system administrators and adheres to your organization's policy on assigning user privileges.</p>
<p><b>Replay</b></p>	<p>System adds a new token which is used for validating each request meaning</p>

Threat	Accela Security Control
Creating an unauthorized replay of captured traffic.	token in captured request is no longer valid.
<b>Spoofing</b> Impersonating an authorized user or asset.	IP spoofing is monitored by system firewalls. User spoofing is controlled with password controls.
<b>Tampering</b> Modifying, in an unauthorized manner, system data, business data or configuration information.	Only authorized users have access to the system. No others are authorized for system access.

Exhibit 15: Accela's Recommended Security Control by Threat

### Compliance with Payment Card Industry (PCI) Security Standards

All credit card payments processed through Accela Civic Platform are PCI-DSS v3 Level 4 compliant. The Accela Civic Platform solution is self-assessed for compliance as required by PCI-DSS standards for thresholds of payment transactions. The solution can be successfully deployed as a part of a PCI-DSS compliant hosting environment. The City of San Antonio is ultimately responsible for deploying and maintaining a secure PCI-DSS compliant environment, and for the security and best practices around the support of the hosting environment.

Accela Civic Platform reduces its PCI liability by not storing any credit card numbers or expiration dates as a part of transactions managed through the solution. Additionally, no credit card or related data is ever passed in the clear. A tenet of PCI-DSS compliancy is that the system may not retain full magnetic stripe, card validation code or value (CAV2, CID, CVC2, CVV2), or personal identification number (PIN) block data. Accela Civic Platform limits financial transaction data stored to the last four digits of the credit card number and the authorization code.

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*The proposed solution must also adhere to the Service Level Agreement requirements and City's Security policies as specified in RFCSP Exhibits 7 and 9, respectively.*

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## **7.4 Systems Integration**

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*The Respondent shall describe their overall approach and strategy for integrating the proposed solution into the City of San Antonio's existing enterprise application environment and provide an architectural diagram of the proposed environment.*

*The City of San Antonio has identified an initial set of systems and applications provided in Table 8 that are within the scope of this integration effort.*

*The integration strategy should include the following:*

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### **Describe approach and strategy for integrating with existing major integration middleware products**

All interface development will begin with analysis and development of a requirements and design document. The requirements document is intended to be a high-level document that is consumed by the project team and clearly lists out the requirements of the interface, expected system interactions, assumptions, and enterprise concerns and considerations.

The interface design document is a technical specification of the interface that details the program that will be developed in order to fulfill the requirements detailed in the Interface Requirements Documentation. This documentation is intended to be used by technical leads and developer to understand the programmatic implementation of the interface.

The integration development approach is controlled by design requirements established through analysis and documentation of the to-be interface(s). The preferred method of developing interfaces is using web services based adapters to control the flow of data between the systems and allow for a layer of abstraction between interfacing systems. As part of the development effort usage documents are created to provide a means of troubleshooting/supporting the interface and understanding the integration points.

In case of interaction with the systems through real-time services, whether they are synchronous or asynchronous services, we propose to use the Accela Civic Platform External Web Service Architecture. Virtually every Civic Platform implementation has mandated the establishment of interfaces to third party systems.

Accela Civic Platform can be configured to integrate with external web services for Address, Parcel and Owner (APO) data, Electronic Document Management Systems (EDMS), and Payment Providers. This mechanism provides a standard interface for integration with external services that provide such data. All that is required to realize a custom integration solution is to provide the implementation for these standard interfaces. These implementations can be externally hosted as a web service.

Exhibit 16 shows Accela’s architecture that provides for external service integration.

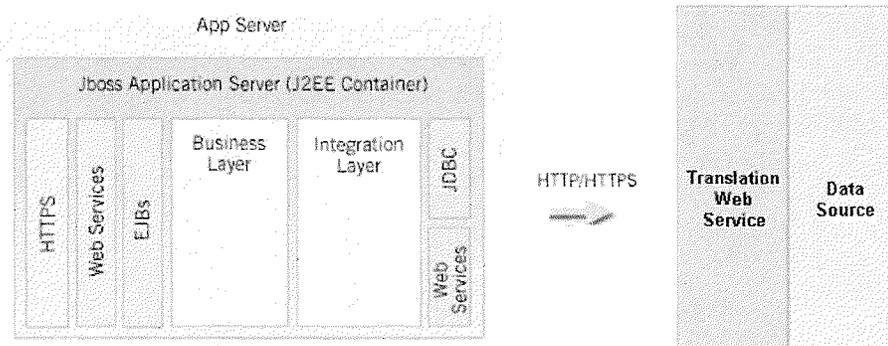


Exhibit 16: Accela Civic Platform Architecture for External Service Integration

Integration efforts are provided on a case by case basis based on a high level overview of requirements and technologies that will be required to meet those requirements. Testing is performed per the requirements documentation established for each interface. The types of testing performed can include unit, load, and acceptance testing.

### Best practices based on standards-based service-oriented integration

Accela is well-versed in the development of such interfaces for government clients and uses a variety of mechanisms to achieve the needed upload, download, two-way, batch or real-time communication with third-party systems. Given the advent of web-based technology, the vast majority of the interfaces have been achieved using Web Services. Accela Civic Platform can provide integration and interface capabilities to the City through any one of the following general avenues:

- ◆ Direct Database ODBC connectivity – Clients may write access routines that read from the Accela Civic Platform database directly.
- ◆ Accela’s Web Services and GovXML Open Interface Server protocol – The preferred method of interfacing allows both read and write operations to interact with the Accela Civic Platform database. Accela uses this interface protocol to support Accela Mobile and Accela GIS. The benefit to the client is that as Accela incorporates more data support, the same access methods are made available to clients licensed to use the GovXML Open Interface Server. Interfacing with GovXML is through a standard SOAP Web Service interface or by an XML over HTTPS interface, which are then transmitted to the Accela Civic Platform Biz Server for processing. GovXML’s architecture is the same for virtualized, non-virtualized, and subscription-based deployments.
- ◆ Data Loaders and Extractors – Loaders can be built that will monitor a folder for new, formatted, files and which will parse and load the file into the Accela database. The reverse processes, an Extractor, can be built to extract data from the Accela database into flat files and pushed to a location over the intranet or over FTP where it can be consumed by a third party system.

The Accela team will leverage Accela’s GovXML Open Interface Server protocol to achieve real-time integration with external services. External interfaces will be wrapped and converted to a standard GovXML interface for enabling transactional interaction with the Accela Civic Platform. This is the classic Adapter design paradigm (existing interfaces, i.e. Web Services, will be converted to a new interface, GovXML for compatibility purposes). Where external systems do not have an established service, Accela will work with the City to provide a custom implementation for interfacing with such systems (e.g., databases using direct ODBC connectivity, document systems using the Accela system’s EDMS interface). This interfacing layer will be deployed in an external server to ensure scalability. Exhibit 17 illustrates Accela Civic Platform’s deployment architecture.

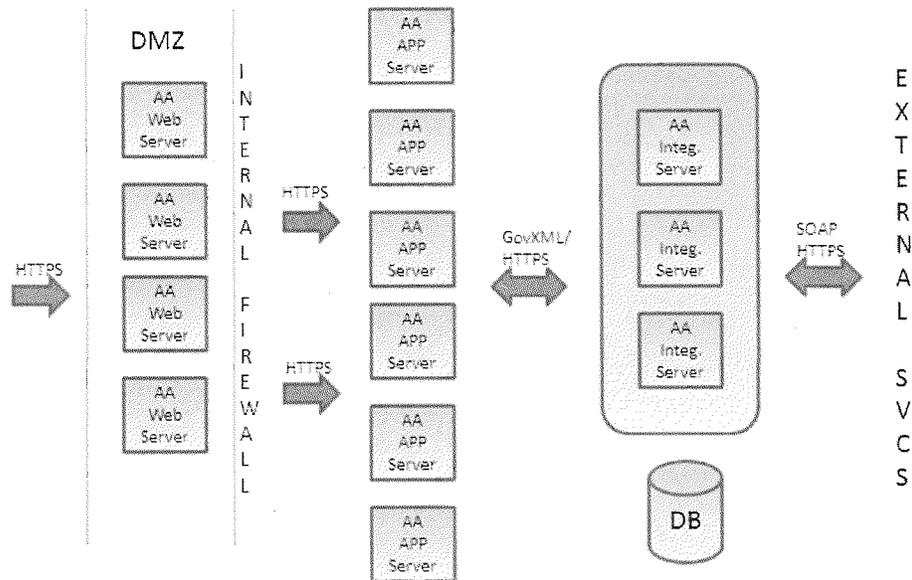


Exhibit 17: Accela Civic Platform's Deployment Architecture

### References on successful systems integration projects of similar size and scope

Accela has teamed with Accenture to take the lead in the design and build of the third-party integration components. The Accela/Accenture team has executed multiple third-party integration components for the City of New York's Department of Consumer Affairs. These integration points were similar in size and scope of the City of San Antonio, in New York integration with Documentum, the City's 311 system, and multiple financial systems. In the City of Fort Wayne, IN, Accela designed and built a third-party integration with LAGAN, and we are currently repeating that interface in Milwaukee, WI.

Most of the deployments of the Accela Civic Platform have required one or more of a third-party interface to support the client's requirements.

## 7.5 Data Migration

*The respondent should describe their approach and ability to convert and migrate the data that currently reside in the legacy systems listed in Table 8 to the new proposed solution. In particular, please describe best practices for converting the 'right' data as opposed to assuming all data will be converted to the new system, and critical success factors for data conversion. Data quality issues with the existing data sources will be addressed and managed by the City. This section should include:*

### **Data Migration Process**

Building on our conversion experience, the Accela team has created a methodology for data migration that we use on new and existing projects. This methodology is based upon lessons learned over the many years of performing data migrations from legacy systems into COTS Products. The conversion methodology aligns with the Accela methodology to specifically include the Accela process and tool sets, including Accela Data Conversion Tool. Exhibit 18 is a high-level overview of our data migration process and the related Accela tools used in each step of the process and methodology.

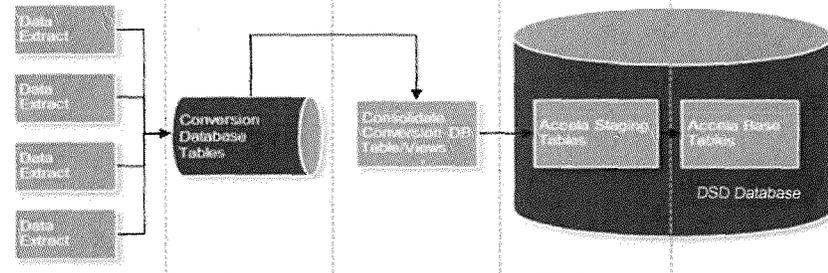
	Analyze and Design	Extract	Cleanse and Consolidate	Data Migration	Validate
Conversion	Activity	Identify Source Tables and Complete Data-Mapping Template	Load Extracts	Consolidation and Transformation Process	Load Staging Tables
	Tool	Date Mapping Template	Oracle Import Utility	PL/SQL Views & Temporary Tables	ETL Program and Accela Standard Conversion Tool
Verification	Activity	Identify Verification Points, including record counts and test cases	Verify Data in Extract	Verify Consolidated Data	Verify Data in Base Tables and UI/EMS/Interface Testing
	Tool	Data Conversion Verification Spreadsheet	Record counts and test case data collected into verification documents	Record counts and test case data collected into verification documents	Record counts and test case data from Accela staging tables
					
	Data Sources	Conversion Environment		DSD DB	

Exhibit 18: Accela and Accenture have experience working together to create a data migration process with the goal of leaving no relevant data behind.

Our proposed process for data mapping is a multistep process, and each data source will go through the same process. Accenture will lead the conversion efforts and Accela has previously worked with Accenture on other projects, such as the New York City CAMIS Replacement Project. Accela has proposed a typical data conversion life cycle begins with the analysis of the legacy systems to identify systems and data relevant to the target system of Accela Civic Platform environment. The identified legacy data is extracted from the source systems and undergo analysis for data consistency, correctness, and missing or invalid data. Accela will make recommendations on areas where data cleansing is needed, such as contact information. When cleansing data is completed by the City, the next step is to mask the private and sensitive data while the work is taking place in lower environments. When masking activities are complete, the data is mapped to Accela's Standard Map tables (and Views). The Accela Data Conversion Tool performs data integrity checks and validations at this point to confirm Accela Civic Platform's internal contains are met.

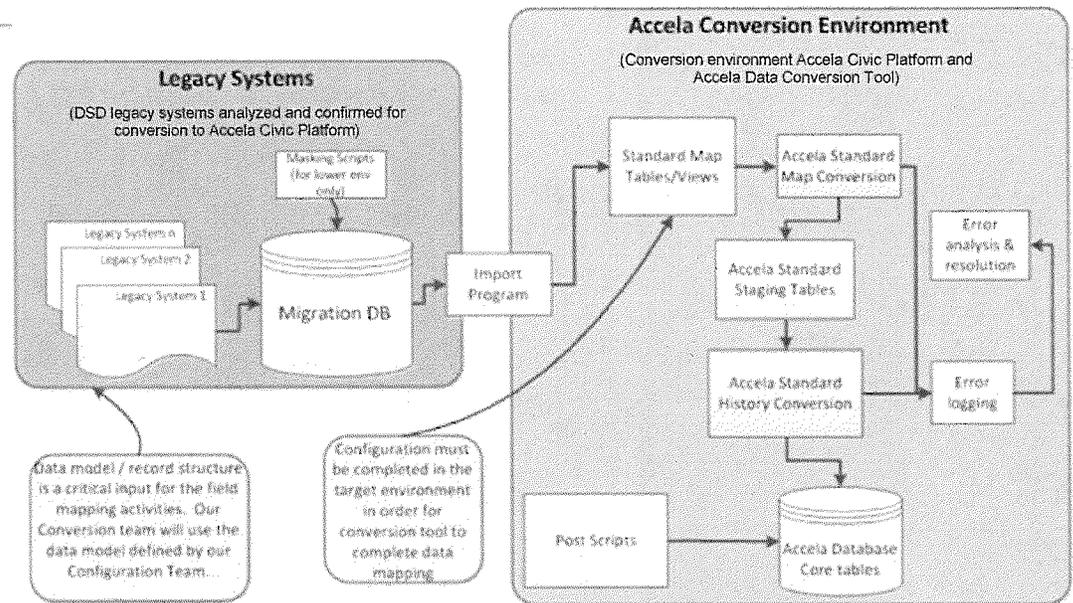


Exhibit 19: Example of a High Level Conceptual Flow

## Step 1 - Analyze and Design

During this step the Accela team would identify legacy data sources, what data is required in the target Accela Civic Platform system, and map the data elements. We also identify the verification points to be used. During the data mapping activities, we address the following points:

- Identify data sources for conversion – Both the data migration team and the City of San Antonio personnel would undertake this activity. They review data sources and map them to functionality supported in the system. At this stage, we would also be identifying what data elements out of the relevant data sources is required in the target system. Relevant data sources and data elements would be used in data mapping
- Identify legacy to Accela data translations – During this activity, data sources map to Accela data groupings such as Records, Contacts, Licenses, Permits, Plan Review, Parcels, etc. This exercise precedes the field mappings, and is carried out as a joint exercise by our team and the City of San Antonio staff
- Map legacy data fields to Accela data fields – The team and the legacy system SMEs would conduct this activity together, working to validate the recommendations our team has developed
- Verify target configuration – Some legacy data would require custom configuration in Accela to house the data. For example, Application Specific Information (ASI) fields are configured in Accela to hold

custom application data. Another example is multi-select and drop down lists

As part of our iterative conversion process, we conduct there are testing and validation activities that would occur during the Data Analysis step. We would evaluate the results of each of these activities and update the conversion process to address any issues or concerns. The following points are addressed during this step:

- Identify tables that require row counts – Our team and the San Antonio staff, would work to identify tables that require row counts for validation. This would include a count for records in the table and grouped record counts. Grouped record counts are the sum of all individual record counts once loaded into the Conversion Database from the extracts. For example, counts would include number of records by type or status
- Identify records that require consolidation or auto generation – Records that require consolidation or auto generation would also require a specific verification process. Because records are consolidated after they are extracted, counts for these records would not match between the Data Extract phase and the Data Cleanup and Consolidation phase. We would determine the record counts for consolidated records on a case-by-case basis during Data Analysis and record the record counts in the Data Conversion Validation spreadsheet. Our team and people from San Antonio would conduct this task. The numbers would most likely require refinement during data cleansing
- Manual Verification of Data Mappings – Our team and and the San Antonio staff would be involved in the data mapping effort. We would work together to review and complete the Data Mapping templates for each legacy data source to verify that the necessary client data elements are accounted for and mapped to their new location within the Accela Civic Platform, allotting time for San Antonio staff to review ETL designs
- Identify Test Cases – We would collectively determine a representative set of test cases from the legacy systems. We have experience in strategically choosing test cases and with personnel from the San Antonio staff. We would use these cases to verify that a record and all of its associated transaction data were converted completely and correctly for both completed transactions and in-flight transactions. We would select the data for these cases at the start of the development, mock, and final conversion runs.

## **Step 2 - Extract**

As part of the Accela conversion process, the DSD staff would provide extracts (or the actual spreadsheet as the case may be) of the legacy system data based on a mutually agreed structure, format and drop location. The DSD staff would use these extracts to cleanse the data and prepare for consolidation, and next steps of the conversion process. It would be critical for the San Antonio staff to ensure that key data cleansing activities have been completed and the extracts have the expected data in the agreed upon format. To utilize the Accela data mapping tool, data must be provided in either an MS SQL or Oracle database. We will have a Migration database prepared for the San Antonio to load the cleansed extracts into. For each extract, the San Antonio staff would provide Record Counts for each transaction and entity to use for verification in the conversion process at a later step. The Record Counts are important to establishing a baseline for datasets to be migrated. We recommend the following verification tasks to confirm the data extracts are complete.

- ◆ Record Count – Document record counts for each extract in the Data Migration Validation spreadsheet. We would use these counts to compare with the record counts collected during the Data Analysis phase
- ◆ Test Cases – Include a snapshot of the test cases identified during Analysis in addition to the Data Migration Validation spreadsheet. We would compare the test cases between the legacy system and the data extracts to confirm the data are complete and valid before proceeding to the Data Cleanup and Consolidation phase of conversion

## **Step 3 - Cleanse and Consolidate**

### **Data Cleansing**

Data Cleansing is a twofold process, involving the actual validation of data for correctness and the merging of duplicate data. Cleanup steps identified in the analysis phase will be executed against the legacy data. When cleanup is complete, any required consolidation steps (data transformations) will be performed against the legacy data in Migration database in preparation for loading the data into the Accela Standard Map tables.

The first part of our proposed data cleansing process is to rely on the San Antonio staff to review data in the legacy systems considered for data migration. The San Antonio staff knows the systems and the data in those

systems and can make an initial effort to correct data issues. This effort is typically related to data issues that cannot be fixed programmatically, such as data in incorrect fields, inconsistent data in fields, missing data, and corrupted data. This is an opportunity to make some quick wins in preparation for data migration.

The second part of our proposed data cleansing process is to work with the San Antonio staff to identify data that can be cleansed automatically during data migration. During data analysis, we would work together to identify data elements from legacy systems and the rules for cleansing that data. Commonly, this involves the consolidation of data such as parcel, entities, and other data. Additionally, it can involve the standardization of the format of specific data elements from the legacy systems.

Included in the second part of the proposed data cleansing process is to create custom tools to assist in the automation of the data cleansing process. The data migration process for the Accela application involves multiple steps, including the load of data from legacy data sources to Conversion Database tables shown in Figure 1, above. The tools that load the Conversion Database include custom PL/SQL and Database Views that are used to perform tasks such as consolidation, standardization, formatting, and other cleansing tasks. This would occur before the data are loaded into the Accela Staging Tables.

Once the DSD system goes live, data integrity would be maintained by the Accela product. Accela would be configured to enforce data standards and data relationships. Additional tools may be used to support synchronization with legacy systems to maintain data integrity. However, once the legacy system is retired, the preponderance of data integrity would be maintained by the Accela product.

During this step of the data migration process, our team would transform and/or translate data that have been loaded into the staging tables. We perform these transformations or translations to prepare the data for processing by the Accela Data Conversion Tool.

Data will be mapped using the Accela Data Mapping tool which would be used to map legacy data into Accela Civic Platform. It will be critical to ensure that by the time the process gets to this step, the data would be cleansed. We will work with the San Antonio staff to allocate for sufficient lead times to ensure the San Antonio staff can cleanse the data in time for this step of the process.

The Accela team would complete the following verification tasks to verify that the data have been migrated correctly to this point.

- ◆ Record Count –Develop a set of queries to produce the record counts for each table. Our joint team documents these record counts in the data conversion validation spreadsheet and compare the record counts collected in this stage of the data conversion to the counts collected during analysis and extraction
- ◆ Test Cases – Our team would obtain a detailed snapshot of each test case from the data conversion database views. This would show what the data look like before loading into Accela Civic Platform. We would compare the test case data from these views to the data from the extracts to verify the data have been migrated correctly to this phase of the data conversion
- ◆ Consolidation Verification – At this phase of the data conversion, the data have gone all the way through the consolidation and validation process. Our joint team would execute queries on the views and temporary tables on the test case samples to obtain results of the consolidation. Our joint team would then record the results of the consolidation process in the data conversion spreadsheet. Finally, our team would confirm the details for how to validate the consolidated data during the data analysis phase following the business rules established by the data conversion team

## Step 4 - Migrate

During the data migration step of the conversion, our joint team would configure the extract, transform, load (ETL) programs, and leverage Accela Data Conversion tool to load the data into the Accela database. The development of the ETL programs involves mapping data elements in the staging tables to the Accela base tables. Once this configuration is completed, the data can be migrated into the Accela Civic Platform database.

In addition to verifying that the data were loaded correctly into Accela, our team would collect the data conversion duration times. These specifics would help in estimating the duration of the final data conversion. Our joint team would complete the following verification tasks during the migration phase.

- ◆ Record Count – Our joint team would develop a set of queries to produce the record counts for each table. We document these record counts in the data conversion validation spreadsheet. We then compare the record counts collected in this stage of the data conversion to the counts collected during analysis, extraction, and consolidation

- ◆ Test Cases – We would include a snapshot of the test cases identified during Analysis with or as an attachment to the Data Conversion Validation spreadsheet. Our joint team also compares the test case data in the staging tables to the data from the extracts, legacy system, and conversion database before loading into Accela base tables
- ◆ Data Map Check – To verify that the data have been mapped correctly, our joint team would perform checks on a sample dataset as part of the selected test cases to compare field-to-field between the data extract and the data in the Accela staging tables
- ◆ Conversion Run-Time – We would collect statistics for the run-time of each mock conversion in the data conversion and validation spreadsheet. The statistics include conversion run time, database sizes, and issues identified.

## Step 5 - Validate

During the Data Reconciliation phase, the following validation tasks would be completed:

- ◆ Record Counts – Our joint team would develop a set of queries to produce the record counts for each table and then document these record counts in the data conversion validation spreadsheet. Our joint team also compares the record counts collected in this stage of the data conversion to the counts collected during analysis, extraction, consolidation, and migration
- ◆ Test Cases – Our Data Migration team assists the San Antonio staff in identifying a set of representative applications, permits, licenses, complaints, investigations, etc. that are to be used to complete a side-by-side comparison of how a particular test case is structured within the old system and the new DSD system. During these mock conversions, the Accela Data Migration team works alongside the San Antonio staff to help answer questions and address concerns, although the focus is on validating that the data mapping and analysis work completed results in the expected migration of legacy data into Accela Civic Platform. We have planned 3 mock conversions in each of our releases. These 3 mock conversions are the ones that would be reviewed by the San Antonio staff.
- ◆ Issue Reporting and Resolution – We would report issues found related to the data conversion on designated areas with the test defect tool for the project as prescribed in the test plan. As personnel report issues, the conversion team would determine the source of the issue. Once we determine the root cause of the issue, it would be critical to ascertain

and execute the necessary fix quickly given the critical nature of completing the conversion activity and impact on the overall deployment timeline. Issues may involve the San Antonio staff involvement to resolve, should the issue be related, for example, to data extract, data mapping, configuration, or other area

### **Best practices based on prior experiences of performing conversion of similar size and scope**

The Accela proposal has teamed with Accenture and Accenture brings robust data conversion experience to the City of San Antonio DSD System Project. They have 12+ years of experience migrating regulatory systems into COTS products, three years of experience migrating legacy systems into the proposed Accela product, a track record of successfully using similar conversion processes effectively for five public clients other public regulatory clients have used. Finally, we have done so at scale and beyond, converting 6+ million records from legacy systems using similar approach.

In this section, we highlight suggested practices that support an orderly migration of data from the LDS, TPLP, Hansen, and ECCO systems to the DSD System.

### **Data Migration Technology and Tools**

In this section, we highlight suggested practices that support an orderly migration of data from the LDS, TPLP, Hansen, and ECCO systems to the DSD System.

### **Integrate Data Migration Approach with Configuration Approach**

The Accela product is a highly configurable product that allows multiple methods of implementing the storage and access of data. For this reason a combination of the Data Source Analysis, Product Features, and the Configuration Interviews drive the decisions that are made in the configuration of the Accela product. Some examples of these considerations are:

- Are Businesses, Individuals, and Parcel used multiple times in the system? Accela supports the concept of Transactional Data and Reference Data. Both Transactional Data and Reference Data refer to Contacts and Parcels. The difference between the two is that

Transactional Data exist in the system for only a specific Accela Record, and Reference Data provides a single source that can be related to multiple Accela Records

- Are specific data elements related to an Accela Record, a Contact or a Parcel? Accela supports the configuration of custom data elements in the form of Application Specific Information (ASI), Contact Attributes, and APO Attributes. The differences among the three are how the data are stored and accessed in Accela

Each of the prior examples is a type of decision driven by the data in legacy systems and the configuration of the Accela product. These decisions are an important aspect of the data mapping process. Our team would work with the San Antonio staff to evaluate the fit/gap of the legacy data with the Accela product, and determine the features that are an appropriate fit for the legacy data.

### **Use Tailored Data Mapping Template to Support Accuracy**

One of the key features of our Data Mapping Process is the Data Mapping Template. The Template is a spreadsheet that is completed during the Data Mapping Process. It provides a logical, reusable framework for mapping data elements from a legacy data source to a specific table/function of the Accela product. The final product of completing the template would help drive the rest of the data migration process.

The spreadsheet contains multiple tabs that provide:

- Overview of the specific data mapping in the spreadsheet
- Detailed mapping of legacy data fields to specific Accela database tables and fields. Fields that are determined not to be migrated are also identified in this template. Multiple copies of this tab may exist for each legacy data source
- Detailed description of the extraction process and format for legacy data
- Translation of Users and Departments from legacy systems to Accela
- Translation Rules for legacy data to Accela
- Risks and Issue log for specific mapping exercise

This template would be completed for each Accela database table. In subsequent releases, the data mapping template would be reviewed and updated based on the requirements of the release.

## Build in Verification Points

The data mapping process concludes with identifying methods for verifying the data migration. Our team would work with the San Antonio staff to identify the method and criteria for evaluating a data migration and determining the exit criteria for success. Some of the key considerations that we have encountered for verification are as follows.

- Identify tables that require row counts – Our team and the San Antonio staff, would work to identify tables that require row counts for validation. Tables identified for extraction would all require row counts for validation. This would consist of a count for all records in the table and grouped record counts. Grouped record counts are the sum of all individual record counts once loaded into the Conversion Database from the extracts. For example, counts would include number of records by type or status
- Identify records that require consolidation or auto generation – Records that require consolidation or auto generation would also require a specific verification process. Because records are consolidated after they are extracted, counts for these records would not match between the Data Extract phase and the Data Cleanup and Consolidation phase. We would determine the record counts for consolidated records on a case-by-case basis during the Data Analysis phase and record the record counts in the Data Conversion Validation spreadsheet. Our team and people from San Antonio would conduct this task. The numbers would most likely require refinement during the data cleansing process
- Manual Verification of Data Mappings – Our team and the San Antonio staff would be involved in the data mapping effort. We would work together to review and complete the Data Mapping templates for each legacy data source to verify that the necessary client data elements are accounted for and mapped to their new location within Accela Civic Platform
- Identify Test Cases – The conversion team and the San Antonio staff would collectively determine a representative set of test cases from the legacy system. Personnel from both teams should choose these test cases strategically to verify that a record and all of its associated transaction data were converted completely and correctly for both completed transactions and in-flight transactions. We would select the data for these cases at the start of the development, mock, and final conversion runs

### **Incorporate system testing and user acceptance testing into conversion validation**

To ensure that converted data meets the business needs, we would work with the San Antonio staff to invite business resources to validate the results of the converted data, and ensure the ability to transact on the converted data. We do so by incorporating one of the Mock Conversions as input into the system testing cycles, as well as into the User Acceptance Testing cycle.

### **Document How Data Are Used By Multiple Systems**

In each of the previous steps in the data mapping process, we consider the impact to data that is used by multiple systems. As part of the analysis, some examples of considerations are:

- Is the legacy data source being retired as part of the release?
- Are there similar data from another data source that have been migrated in a previous release?
- Does data from the data source need to be merged with data already in DSD system?

Each of these considerations could affect the data mapping process and the data migration for a given release. For that reason, the impacts of data that are used across multiple data sources would be documented in the data mapping process and the correct actions for managing these data would be identified.

### **Assumptions for the Handling and Conversion of Archival or Historical Data**

We acknowledge that the San Antonio staff may elect to have the vendor clean and migrate or simply migrate some or all inactive (historical/archive) data. Accela would work with the San Antonio staff to assess the feasibility of handling and conversion of archival or historical data that is rarely accessed as part of the data migration planning effort.

We understand the migration of the LDS system would be MS-SQL database copy of the MS-SQL database for LDS. This relational database contains data for the 18 Internal Review Plan Types and the seven External Plan Review types. Plan Review Data is provided to the User Acceptance

Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

Mapping Design and Conversion for each of the below:

- Business and Individuals associated to the Violation Record as Reference Contact or a Licensed Professional
- Each Internal Plan Type and data elements converted as one Standard Accela Record with application specific information and tables and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- Each External Plan Type and data elements converted as one Standard Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- No documents have been estimated as part of the conversion
- Functionality of external spreadsheet(s) and Access database supporting this operation is targeted to be included in this implementation. We estimate three spreadsheets with one tab and three Microsoft Access Database Tables.

The TPLT system is estimated to be a MS-SQL database copy. This relational database contains Permit and Permit Application data provided to the User Acceptance Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

- One Mapping Design and Conversion for each of the below:
  1. Business and Individuals associated to the Violation Record as Reference Contact or a Licensed Professional
  2. Reference Permits as Reference Licensed Professionals
- Each Permit and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcels if relationship is derived from the source system
- Although there are 153 Inspection Types, we estimate all Inspections have the same data definition in the source system and only differ by type. Therefore, only one Data Mapping and conversion has been assumed to convert Inspections as Inspections in Accela with no guide Sheet Data. Only the key Inspection Dates and overall Inspection Result status.

In addition, the ECCO migration is based on MS-SQL database copy. This relational database contains Violation data and Complaint data provided to the User Acceptance Environment set up for the project to perform conversion work. Any data that is sensitive is masked prior to being delivered into the project conversion environment.

- One Mapping Design and Conversion for each of the below:
  1. Business and Individuals associated to the Violation Record as Reference Contact or a Licensed Professional
- Each Violation and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system
- Although there are 109 Violation Types, the Accela team assumes all violations have the same data definition in the source system and only differ by type.
- Each Complaint and data elements converted as one Accela Record with application specific information and table and Record Data with associated Contact, Licensed Professional, and Parcel if relationship is derived from the source system

The migration activities assumes records are converted as a record status of Closed with associated workflow or as an Open Record Status with the Workflow initiated to the first Task Status.

Finally, the Accela team will migrate the Hansen system in either an MS SQL or Oracle database format. We assume the Hansen OLE data objects will not be migrated to the Accela Civic Platform.

The Accela team has assumed the referenced ancillary systems will include discovery only effort to determine what ancillary systems must be included in the conversion effort. The actual conversion effort will be estimated and processed through the change management process.

### **Roles and Responsibilities of City Staff**

The success of the data conversion activities is dependent upon the City of San Antonio staff. The knowledge the staff will bring to the integrated project team will be valuable as the Accela team understands the analysis, mapping and Accela toolkit for conversion. The City of San Antonio will need to provide dedicate resources who have the following skill set:

- Participate in database training session
- Work side-by-side with the Accela Migration team

- Clear understanding of the City's Legacy system data, such as business rules, financials, application status, etc.
- Understand how the legacy data is used in the application, permit, licensing, and investigation activities
- Understand how reference data will be migrated, such as Contacts, License Professional, Address, Parcel and Owner information
- Be empowered to make decisions on what data to convert and establish rules for retention
- Understand rationale database and actively participate in migration sessions to understand and learn how the data is being mapped and validate data
- Participate in validation activities from conversion of legacy system to the new DSD system; participate in establishing data counts to ensure data has been converted

The City's staff supporting the migration team will be activity participating in conversion meetings and making decisions for the City on what data should be converted. These decisions will then be validated post conversion mock runs where the City's staff will begin to work with the business users to validate data during the user acceptance testing. A mock conversion run will occur prior to user acceptance testing to ensure data is mapped correctly. The third mock data conversion run will occur during end user acceptance testing to address any conversion issues identified during end user acceptance testing.

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## 7.6 Reporting

*The Respondent shall describe their overall reporting approach for the new solution that addresses the reporting requirements described in this solicitation. Reports are defined as any document produced out of the new solution. This may include, but not limited to:*

### **Data merged letters, correspondences, and forms**

The Accela team evaluated the Exhibit 10 Record and Report Types as output of the new DSD system. The Accela Civic Platform considers any output as a report, this might be a management report pulling data from multiple record types or workflow task status to determine how many permits were applied for in the past quarter or a form letter to notify the Applicant that their bond is about to expire.

The reports can be generated in real time, such that an applicant has submitted a payment for their permit and a receipt can be generated post payment and provided to the applicant. Or reports can be generated in batch and scheduled or ran ad-hoc, for example a Trade License failed to renew their license, information can be pulled from their License Record and staff can mail the letters to the Licensee these letters might be generated during a weekly batch process. In another situation, a judge might have disposition where a letter is generated, but the Judge can add additional details to the letter.

The DSD system can be configured to send out email correspondence to applicants. These email notifications can be configured on workflow task status where an applicant failed to provide a document or outstanding fees reside on their permit.

Some clients have required the configuration of forms as a report. As agency's are moving toward a more customer service business model, the online application process is becoming the norm. The paper application process is being phased out, this transition is difficult for clients on day one so requests are made to provide a completed form of the information the applicant has provided either in person or online. This captures the initial details provided to the agency. These forms can be generated when the application is completed and the Record is created.

One way the City of San Antonio can get engaged immediately on the new DSD System is by supporting the development of reports. Based on the nature of the Planning and Building process forms, letters and reports are constantly changing based on new laws and regulations. The sooner the City understands the process in developing reports and configuring these reports, the sooner they can begin to own their implementation. Accela has

taken this approach with other clients and it's been a successful model and we have taken this approach in our delivery of the new DSD system.

Accela will provide training on the different methods of report development and deliver training to the City of San Antonio team so their empowered to develop reports during each release. Accela will develop 75% of the reports during each release and the City of San Antonio will develop the remaining 25% of reports. During the initial phase of the project, the San Antonio staff will develop the low complexity reports and build up to complex reports in the Functional Group 3 release.

### **Standardized and parameterized reports**

The proposed project plan includes upfront analysis to identify standardizations. This analysis will include how data elements are captured in the system and how these data elements will be applied through the Phase 1 approach. Establishing these standards will minimize rework and level-set the team on how data is captured and supported in the system. Once the standardization analysis has been defined, these will be the guidelines for all stages of the implementation from configuration of the system, how integration will take place to how data will be converted.

Based on the Exhibit 10 Record Type and Reports, the letters will be impacted based on establishing standards and queries within the DSD System. Most letters will include a contact type, the City of San Antonio static information and information pertaining to the letter to the external user. These standards can be used across the releases without revisiting the approach taken during the initial analysis phase.

### **Ad-hoc query and reporting**

The Accela Civic Platform has multiple approaches to delivering reports. There is the Report List search where a user can enter information related to a Record type, workflow, application specific information (data elements), address, Contact, Parcel, etc and a list of records is returned based on the search parameters. The result of the search can be exported to Microsoft Excel format to be further manipulated. Another reporting method is Quick Queries, if the user is running the same report in the Report List on multiple occasions then set-up a Quick Query once and the user can run the report at anytime with the latest information. A Quick Query is pre-defined parameters that will return records in the system, for example Permits about to expire.

The Accela Civic Platform comes with an ad-hoc report tool, similar to Crystal Reports or SSRS reporting applications. The benefit of the ad-hoc reporting tool can provide a list of records based on parameters defined by the user can then work through each record by clicking on the record link. These type of reports are good if a supervisor needs to review all the applications the new staff member has completed to sure each record was processed and approved within the guidelines of the department. The report can be generated and the Supervisor can work through each record on the report.

Another reporting tool within Accela Civic Platform is email notifications. Emails can be configured to welcome new public users to the online portal, or notify a user their application is incomplete, or notify the application their application has been approved.

The more robust reporting tool is Accela Civic Platform's integration with Crystal Report where current reports used with LDS or Hansen can be recreated for the new DSD System. Accela will evaluate the reporting requirements based on analysis sessions, where a list of reports will be determined to support the Functional Group release. These reports will be prioritized and Accela will develop a report specification document. The Report Specification document will be designed based on existing report where fields will be mapped from the new DSD System to the report. Once the Report Specification has been approved, Accela will develop the report and unit test the report prior to deployment for system testing. These Crystal Reports are more complicated reports, for example where a financial report is generated to capture the General Ledger number for a fee to determine monies to be allocated to SAWS plan reviews.

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*The Respondent's approach, at a minimum, must take the following topics into consideration while providing the details:*

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### **Design Approach and Methodology for Reporting**

Reports are identified during requirements gathering sessions and tracked in a log for future requirements analysis and development. Since reports are dependent on the core of the solution being in place, the identified reports are not developed until after the Solution Foundation is in place. Each identified report will have an assigned City business owner and an assigned resource on the Accela team for specification and development.

In addition, Accela Civic Platform's Report Manager allows agencies to leverage their investment in such third-party reporting tools as Crystal Reports (RAS Edition), MS SQL Server Reports, and Oracle Reports. The

system can provide reports to be generated in multiple formats depending on the need including Hypertext Markup Language (.html), Adobe Acrobat Portable Document Format (.pdf), Microsoft Word (.doc), Rich Text Format (.rtf), delimited text by tab or comma, Microsoft Excel Spreadsheet format (.xls), and XML. Reporting tools provide services to format, spell check and design documents from simple to detailed designs.

### **Development Approach and Methodology for Reporting**

Each report that Accela develops will have a designated resource that meets with the business users to understand and document the reports, and mockup, in a report specification documents. This document is then reviewed and approved by the City before the report development can begin. Once the Report Specification is completed, the Technical Consultant will develop the report and deploy into the test environment for the City staff to test and validate the report is working as designed. The process is managed through a log with assignments and statuses, tracking each report. If the City testers find any issues with the report, they will log them and assign back to the Technical Consultant for resolution.

### **Reporting Technology, Tools, and Capabilities**

In addition to our response on the previous page describing the Accela system's Report Manager, Accela also offers a built Ad-Hoc report development tool that allows for both management and form reports to be built within Accela Civic Platform's Admin tools and easily deployed using Report Manager. This tool utilizes easy-to-consume, pre-defined database views so that users can easily develop their own, efficient reports.

### **How the City can leverage its existing Crystal Reports and/or Business Objects reporting environment**

The City can integrate its existing reporting environment with Accela Civic Platform for exposing Crystal Reports to all Accela users through Accela's Report Manager. We will evaluate any additional user licensing that may be needed based on what the City currently has deployed. Accela is recommending Crystal Reports to support the reporting environment.

### Methodology for estimating effort for forms/reports of low, medium and high complexity

As Exhibit 20 shows, reports are broken out into three complexities for estimating the level of effort.

Complexity	Description
High	Reports that require complex queries, joins, multiple sources, etc. Examples include statistical and analytical reports , schedules, and agendas.
Medium	Reports that require some calculations and summaries. Examples include forms and transaction reports (receipts, permits, inspection tickets, journals, logs). Many agency reports fall under this category.
Low	Reports that require a simple pull from a limited number of database fields and presentation on a document. Examples include letters such as Certificates of Occupancy, notices, and mailing labels)

Exhibit 20: Estimated Levels of Complexity for Reports

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## 8 Project Implementation Approach and Understanding

*The Respondent shall demonstrate a clear and concise understanding of the project and clarify any major issues or concerns. Additionally, this section should include the following components:*

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## 8.1 Schedule and Work Plan

*Respondent shall submit a schedule and work plan to meet the requirements and deliverables of this solicitation.*

We have provided our proposed project schedule at the end of this section. Under this schedule, the project has a duration of approximately 27 months. The schedule identified above incorporates all tasks and activities anticipated for completion from contract signing through the last task (Post Go Live Support) for each Functional Group release.

Accela's experienced team will complete the City's project employing the Accela Implementation Methodology. Our ultimate goal is making a smooth transition to the Accela Civic Platform for the ultimate benefit of all City end users and for all citizens of the City of San Antonio.

Should the City select Accela, we will refine and validate contract schedule requirements, project releases, intermediate milestones, calendar workdays, schedule activity coding, schedule updating, and any other items related to the project schedule.

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## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017
1	<b>COSA DSD System Implementation</b>	<b>584.35 days</b>	<b>Mon 4/6/15</b>	<b>Fri 6/30/17</b>	[Gantt bar spanning from Q1 2015 to Q3 2017]										
2	Project Management	27 mons	Mon 4/6/15	Fri 4/28/17	[Gantt bar spanning from Q1 2015 to Q3 2017]										
3	<b>Stage 1 - Project Initiation</b>	<b>25 days</b>	<b>Mon 4/6/15</b>	<b>Fri 5/8/15</b>	[Gantt bar spanning from Q1 2015 to Q1 2016]										
4	Project Set Up Internal tasks	10 days	Mon 4/6/15	Fri 4/17/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
5	Secure Initial Resources	5 days	Mon 4/6/15	Fri 4/10/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
6	Project Kick Off/Planning Meeting with State PM	1 day	Mon 4/13/15	Mon 4/13/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
7	<b>Project Initiation</b>	<b>22 days</b>	<b>Mon 4/6/15</b>	<b>Tue 5/5/15</b>	[Gantt bar spanning from Q1 2015 to Q1 2016]										
8	Build Project SharePoint Site	7 days	Mon 4/6/15	Tue 4/14/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
9	Create Project Charter (including Communication Plan, Risk and Issue Mgmt. Plan)	10 days	Mon 4/6/15	Fri 4/17/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
10	Refine Initial Project Plan	17 days	Mon 4/13/15	Tue 5/5/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
11	Customize Status Report Template	2 days	Mon 4/20/15	Tue 4/21/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
12	Kickoff Presentation Build and Finalize	5 days	Tue 4/14/15	Mon 4/20/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
13	<b>Project Initiation/Kickoff Meeting</b>	<b>1 day</b>	<b>Mon 4/20/15</b>	<b>Tue 4/21/15</b>	[Gantt bar spanning from Q1 2015 to Q1 2016]										
14	Core Team Training Overview	3 days	Wed 4/22/15	Fri 4/24/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
15	Deliverable #1 Sign Acceptance Delivered	1 day	Wed 4/22/15	Wed 4/22/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
16	Deliverable #1 Signed and Accepted	3 days	Thu 4/23/15	Mon 4/27/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
17	Project Initiation Complete	1 day	Tue 4/28/15	Tue 4/28/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
18	<b>Accela Automation Installation</b>	<b>12 days</b>	<b>Wed 4/22/15</b>	<b>Thu 5/7/15</b>	[Gantt bar spanning from Q1 2015 to Q1 2016]										
19	Pre Installation Review	1 day	Wed 4/22/15	Wed 4/22/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
20	New Installation Set Up Dev and Test	3 days	Thu 4/23/15	Mon 4/27/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
21	Installation Complete	1 day	Tue 4/28/15	Tue 4/28/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
22	Deliverable #2 Signed Acceptance Delivered	1 day	Mon 5/4/15	Mon 5/4/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
23	Deliverable #2 Signed and Accepted	3 days	Tue 5/5/15	Thu 5/7/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
24	Project Installation Complete	0 days	Thu 5/7/15	Thu 5/7/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
25	Phase 1 Functional Group 1 Land Development System and Plat Management System	1 day	Fri 5/8/15	Fri 5/8/15	[Gantt bar spanning from Q1 2015 to Q1 2016]										
26	<b>Phase 1 Functional Group 1 Land Development System and Plat Management System</b>	<b>305.35 days</b>	<b>Tue 4/28/15</b>	<b>Tue 6/28/16</b>	[Gantt bar spanning from Q1 2016 to Q3 2016]										
27	<b>Stage 2 - To Be Analysis (Standardization &amp; FG 1)</b>	<b>87 days</b>	<b>Tue 4/28/15</b>	<b>Wed 8/26/15</b>	[Gantt bar spanning from Q1 2016 to Q2 2016]										
28	<b>Configuration Analysis Sessions</b>	<b>87 days</b>	<b>Tue 4/28/15</b>	<b>Wed 8/26/15</b>	[Gantt bar spanning from Q1 2016 to Q2 2016]										
29	<b>Development Standardization (Overlapping Requirements)</b>	<b>23 days</b>	<b>Tue 4/28/15</b>	<b>Thu 5/28/15</b>	[Gantt bar spanning from Q1 2016 to Q2 2016]										
30	Reference Data Elements (Contacts, Address, Parcel, Owner, and License Professionals, to include GIS)	5 days	Tue 4/28/15	Mon 5/4/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
31	Calendar Activities	3 days	Tue 4/28/15	Thu 4/30/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
32	Electronic Document Review Configuration	3 days	Tue 5/5/15	Thu 5/7/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
33	Workflow Standards (Tasks, Task Status and Report Status)	5 days	Fri 5/1/15	Thu 5/7/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
34	Fee Schedule Configuration	3 days	Fri 5/8/15	Tue 5/12/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
35	Inspection Processing (Scheduling/Routing, Inspection Status, Guidesheets)	3 days	Wed 5/13/15	Fri 5/15/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
36	Condition Types and Processing (Business Rules)	2 days	Mon 5/18/15	Tue 5/19/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
37	Standard Interface processing	2 days	Wed 5/20/15	Thu 5/21/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										
38	Document Standardizations for All Functional Group Releases	5 days	Fri 5/22/15	Thu 5/28/15	[Gantt bar spanning from Q1 2016 to Q2 2016]										

## Proposed Project Implementation Schedule

ID	Task Name	Duration	Start	Finish	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016	Qtr 4, 2016	Qtr 1, 2017	Qtr 2, 2017	Qtr 3, 2017	
39	<b>Land Development Processing</b>	<b>46 days</b>	<b>Fri 5/29/15</b>	<b>Fri 7/31/15</b>												
40	Land Development Analysis Sessions	10 days	Fri 5/29/15	Thu 6/11/15												
41	Analysis and Prototype Review Session #1	1 day	Fri 6/5/15	Fri 6/5/15												
42	Accela Automation Prototype Development	10 days	Fri 6/12/15	Thu 6/25/15												
43	Analysis Doc and Prototype Review Session #2	1 day	Mon 6/22/15	Mon 6/22/15												
44	Prototype Approval	1 day	Fri 6/26/15	Fri 6/26/15												
45	Configuration Analysis Documentation Creation	10 days	Mon 6/29/15	Fri 7/10/15												
46	Land Development Configuration Document Final Reviews	5 days	Mon 7/13/15	Fri 7/17/15												
47	Configuration Analysis Doc Approval	10 days	Mon 7/20/15	Fri 7/31/15												
48	<b>Plat Management Processing</b>	<b>48 days</b>	<b>Fri 6/19/15</b>	<b>Tue 8/25/15</b>												
49	Plat Management Analysis Sessions	10 days	Fri 6/19/15	Thu 7/2/15												
50	Analysis and Prototype Review Session #1	1 day	Fri 7/3/15	Fri 7/3/15												
51	Accela Automation Prototype Development	10 days	Mon 7/6/15	Fri 7/17/15												
52	Analysis Doc and Prototype Review Session #2	1 day	Mon 7/20/15	Mon 7/20/15												
53	Prototype Approval	1 day	Tue 7/21/15	Tue 7/21/15												
54	Configuration Analysis Documentation Creation	10 days	Wed 7/22/15	Tue 8/4/15												
55	Plat Management Configuration Document Final Reviews	5 days	Wed 8/5/15	Tue 8/11/15												
56	Configuration Analysis Doc Approval	10 days	Wed 8/12/15	Tue 8/25/15												
57	Analysis and Documentation Complete	1 day	Wed 8/26/15	Wed 8/26/15												
58	<b>Stage 3 Solution Foundation - Configuration</b>	<b>67.35 days</b>	<b>Mon 7/20/15</b>	<b>Wed 10/21/15</b>												
59	<b>Core System Configuration - Land Development</b>	<b>45 days</b>	<b>Mon 7/20/15</b>	<b>Fri 9/18/15</b>												
60	Land Development Solution Foundation	25 days	Mon 7/20/15	Fri 8/21/15												
61	Land Development Solution Foundation Final Reviews	15 days	Mon 8/24/15	Fri 9/11/15												
62	Solution Foundation Approval	5 days	Mon 9/14/15	Fri 9/18/15												
63	<b>Core System Configuration - Plat Management</b>	<b>45 days</b>	<b>Wed 8/12/15</b>	<b>Tue 10/13/15</b>												
64	Plat Management Solution Foundation	25 days	Wed 8/12/15	Tue 9/15/15												
65	Plat Management Solution Foundation Final Reviews	15 days	Wed 9/16/15	Tue 10/6/15												
66	Solution Foundation Approval	5 days	Wed 10/7/15	Tue 10/13/15												
67	Solution Foundation Complete	1 day	Wed 10/14/15	Wed 10/21/15												
68	<b>Stage 4 - Build</b>	<b>157 days</b>	<b>Thu 8/6/15</b>	<b>Fri 3/11/16</b>												
69	<b>Historical Data Conversion Analysis LDS &amp; TPLT System</b>	<b>66 days</b>	<b>Thu 8/6/15</b>	<b>Thu 11/5/15</b>												
70	Database Analysis Review	15 days	Thu 8/6/15	Wed 8/26/15												
71	Create - Historical Data Conversion Specification Document	20 days	Thu 8/27/15	Wed 9/23/15												
72	Review session - Data Conversion Document	5 days	Thu 9/24/15	Wed 9/30/15												
73	Data Conversion Initial Mapping	20 days	Thu 10/1/15	Wed 10/28/15												
74	Data Conversion Document Acceptance	5 days	Thu 10/29/15	Wed 11/4/15												
75	Data Conversion Analysis Complete	1 day	Thu 11/5/15	Thu 11/5/15												
76	<b>Data Conversions</b>	<b>91 days</b>	<b>Fri 11/6/15</b>	<b>Fri 3/11/16</b>												
77	<b>Legacy Data Conversion</b>	<b>71 days</b>	<b>Fri 11/6/15</b>	<b>Fri 2/12/16</b>												
78	<b>Legacy Data Test Conversion to Test</b>	<b>71 days</b>	<b>Fri 11/6/15</b>	<b>Fri 2/12/16</b>												
79	Conversion Script Development	20 days	Fri 11/6/15	Thu 12/3/15												

