<center>**THIRD AMENDATORY AGREEMENT**</center>

THIS THIRD AMENDATORY AGREEMENT is made and entered into by and between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the "City") and **ACCELA, INC.**, a California Corporation registered to do business in Colorado, whose address is 2633 Camino Ramon, Bishop Ranch 3, San Ramon, California 94583 ("Vendor") collectively referred to as (the "Parties").

<center>**WITNESSETH:**</center>

WHEREAS, the Parties entered into an Agreement dated December 14, 2010 and amended the Agreement on October 12, 2011 and on November 30, 2012 to provide software licenses and services for the Accela automation application for Development Services (the "Agreement"); and

WHEREAS, the Parties wish to further amend the Agreement to revise the Scope of Services, extend the term and increase the compensation to the Vendor as follows; and

NOW, THEREFORE, in consideration of the premises and the mutual covenants and obligations herein set forth, the Parties agree as follows:

1.   All references to "…Exhibits A and A-1…" in the existing Agreement shall be amended to read: "…Exhibits A, A-1 and A-2 as applicable…" The scope of work marked as Exhibit A-2 is attached and incorporated by reference.

2.   Article 4 of the Agreement entitled "**TERM**" is amended to read as follows:

"**4**.   <u>**TERM**</u>: The term of the Agreement is from December 15, 2010 through February 1, 2016."

3.   Article 5(D)(i) of the Agreement entitled "**Maximum Contract Liability**" is hereby amended to read as follows:

"**5**. <u>**COMPENSATION AND PAYMENT**</u>:

D. **Maximum Contract Liability**:
(i) Any other provision of this Agreement notwithstanding, in no event shall the City be liable for payment for services rendered and expenses incurred by Vendor under the terms of this Agreement for any amount in excess of the sum of **FOUR MILLION FIVE HUNDRED TWENTY NINE THOUSAND FIVE HUNDRED SEVENTY EIGHT DOLLARS AND EIGHTY FIVE CENTS ($4,529,578.85)**. Vendor acknowledges that any work performed by Vendor beyond that specifically authorized by the City is performed at Vendor's risk and without authorization under this Agreement."

<center>1</center>

4. This Third Amendatory Agreement may be executed in counterparts each of which shall be deemed to be an original, and all of which, taken together, shall constitute one and the same instrument.

5. Except as herein amended, the Agreement is affirmed and ratified in each and every particular.

EXHIBIT LIST:
SCOPE OF SERVICES - EXHIBIT A-2

[SIGNATURE PAGES FOLLOW]

THE LEADING PROVIDER OF

GOVERNMENT ENTERPRISE MANAGEMENT SOLUTIONS

EXHIBIT A-2

Accela Automation Implementation
DENV2AAIMP
Change Order 004

City and County of Denver

September 30, 2013

Version 2.3

TABLE OF CONTENTS

DOCUMENT CONTROL

Date	Author	Version	Change Reference
9/27/2013	Cindy Sullivan	1.0	
9/30/2013	Cindy Sullivan	1.2	Edits Incorporated
9/30/2013	Lee Ann Slinkard	1.3	Final Review, Edits
10/10/13	Cindy Sullivan	1.4	Updates, Clarifications and Edits from 10/9 Client Conference Call
10/11/13	Michaela Mezo	1.5	Updates, Clarifications, Edits made from client call & call with Cindy
10/11/13	Cindy Sullivan	1.6	Adjusted timeline, billable terms
10/13/13	Michaela Mezo	1.7	Incorporated updates above
10/18/13	Cindy Sullivan	1.8	Updated Departments within Phase 1 and 2, Report Edits
10/23/13	Cindy Sullivan	1.9	Added Output Deliverable, Removed 5% Prepayment Term
10/24/13	Cindy Sullivan	2.0	Moved Address Assignment to Phase 2
11/7/13	Cindy Sullivan	2.1	Report Specifics updated
11/8/13	Cindy Sullivan	2.2	Updated Deliverable Table with Denver Inputs Added Appendix F – UAT Acceptance Updated Timeline to December Project Start, June Go Live
11/21/2013	Michaela Mezo	2.3	Timeline Updates
12/2/2013	Michaela Mezo	2.4	Reinserted ToC, changed Phase 3 chart (pg 11) to reflect ability to discuss AMO/ACA schedule and added text, re-ordered deliverables to match Phase charts, removed 40 hour UAT statement, added GIS screen requirement, clarified that each Phase – 1, 2, 3 will have post production support in Deliverable 14

INTRODUCTION

OVERVIEW

This Change Order and associated Statement of Work will serve as an addendum to the original Software License, Services and Maintenance Agreement dated December 14, 2011.

Accela is committed to providing a superior software configuration for the current and future needs of The City and County of Denver ("Agency") and to the successful implementation and deployment of the Accela software. A successfully installed system is not based solely on the offered functionality, but also on the expertise, experience, and clarity of the vendor and the agency's staff.

Accela will work with Agency staff to optimize Accela's portfolio of software, best practices, and customer experience to enable the Agency to successfully deploy the Accela Automation software while meeting its functionality, timing and cost requirements. This Statement of Work ("SOW") dated September 30, 2013 sets forth a scope and definition of the consulting/professional services, work and/or project (collectively, the "Services") to be provided by Accela ("Accela") to Agency.

Accela will use their best efforts to leverage the existing infrastructure and environment configuration from the previous Accela Engagement. The following Statement of Work details how Accela Services will optimize the software purchased and phase into production those departments most ready to benefit from online workflows.

Capitalized terms not defined in this SOW are as defined in the Services Agreement. In the event of any conflict between the Agreement and this SOW, the terms of the Services Agreement shall govern.

CRITICAL SUCCESS FACTORS

In order to successfully execute the services described herein, there are several critical success factors for the project that must be closely monitored and managed by the stakeholders. These factors are critical in setting expectations between the Agency and Accela, identifying and monitoring project risks, and promoting strong project communication.

- **Dedicated Agency Participation** – Agency acknowledges that its staff must be actively involved throughout the entire duration of Services as defined in the agreed upon Project Plan. Accela will communicate insufficient participation of Agency resources through Project Status Reports with real and potential impacts to the project timeline. Accela will work with Agency Project Manager to determine appropriate team member involvement. This could range from full-time, during early analysis meetings, to part-time during the technical implementation phase. Please see Appendix A for a full description of participant resources.

- **Accela Implementation Methodology** – It is imperative to Project success that the Agency is willing to adhere/adopt to the Accela Implementation Methodology. Please see Appendix B for a full description of the Accela Methodology.

- **Knowledge Transfer** – It is critical that Agency personnel participate in the analysis, configuration and deployment of Accela Automation in order for Accela 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 Accela Automation outside of the Support and Maintenance Agreement. The Support and Maintenance Agreement does not cover any Agency manipulation of implemented scripts, reports, interfaces and adaptors. Depending on the scope of the project, key knowledge transfer areas could include:
  - Configuration
  - Scripting
  - Batch scripts
  - Interfaces
  - Event Management Scripts

- Reports and Forms

HIGH LEVEL SCOPE OF SERVICES

The purpose of this section is to detail the departments, products and high level activities and milestones that comprise the Accela implementation for the Agency.   The specific scoping points can be found in Appendix E.

Departments
The following Agency departments comprise the organization scope of the implementation described herein:

PHASE 1
Excise & Licensing
Contractor Licensing
ROW Valet
ROW Occupancy
ROW Special
ROW Parking Permits, Hang Tags
ROW Meter Bags

PHASE 2	
DS Building	*Address Assignment*
DS Fire	*PW Erosion Control*
DS Project	*PW Floodplain*
DS Landmark	*PW Waste Water SUDP*
ROW Survey	*PW Waste Water Sewer, SSRP*
ROW Construction	*Zoning New Records*
Capital Improvement	*Zoning Existing Records*
CDP Planning	*DS Transportation Engineering*

Products
The following list items represent the Accela products purchased by the Agency that are in scope for this Project:

- Accela Citizen Access
- Accela Mobile Office
- Accela Land Management
- Accela Licensing and Case Management
- Accela GIS

High Level Milestones and Sample Deliverables

Statement of Work

The scope of services is delivered in 6 stages and will result in the deployment of the Accela platform. A high level description of the phases is listed below. Specific descriptions of all deliverables, responsibilities and acceptance criteria are found in Appendix E. All deliverable templates used are Accela created and follow the Accela methodology.

STAGE DESCRIPTION	MILESTONE OVERVIEW	SAMPLE DELIVERABLES
Stage 1: Verification and Tuning	Validate the Infrastructure and set up the project framework for a successful delivery	Infrastructure/Environment Validation Document Project Charter Project Plan Communication Plan Resource Plan Project Kickoff Architecture Diagram (Review/Signoff) Database ERD for Reporting
Stage 2: Analysis and Interface	Provide best practice consulting to define configuration for Agency	Analysis documentation Record Design Documentation Technical Requirements Interface Requirements Reporting Requirements
Stage 3: Solution Foundation	Create the appropriate solution architecture blueprint for a successful deployment	Configuration blueprint
Stage 4: Build and Data Conversion Testing	Validate and Tune the Accela platform from the 2012 base installation. Create and deliver conversion schemas, interface schemas and other technology solutions needed for implementation	Historical Data Analysis & Mapping (if needed) Development of Scripts & Interface specifications (if needed) Reporting specifications (if needed) Script Development Signoff Test Plan Unit/System Testing Scripts Unit/System Testing Signoff Report Development Signoff
Stage 5: Readiness	Validate Accela solution for Agency deployment via testing	User Acceptance Testing Training UAT Scripts / Signoff (Appendix F) Training Guide (Accela Template) Train the Trainer Signoff
Stage 6: Deploy	Move to Production ("Go Live") and Support	Move to Production Post Deployment Support

PROJECT TIMELINE

The estimated term of this project is 13 months from expected start date of December 15, 2013 following contract signing until February 28, 2015.

PHASE 1
Excise & Licensing
Contractor Licensing
ROW Valet
ROW Occupancy
ROW Special
ROW Parking Permits, Hang Tags
ROW Meter Bags

Estimated Records   130
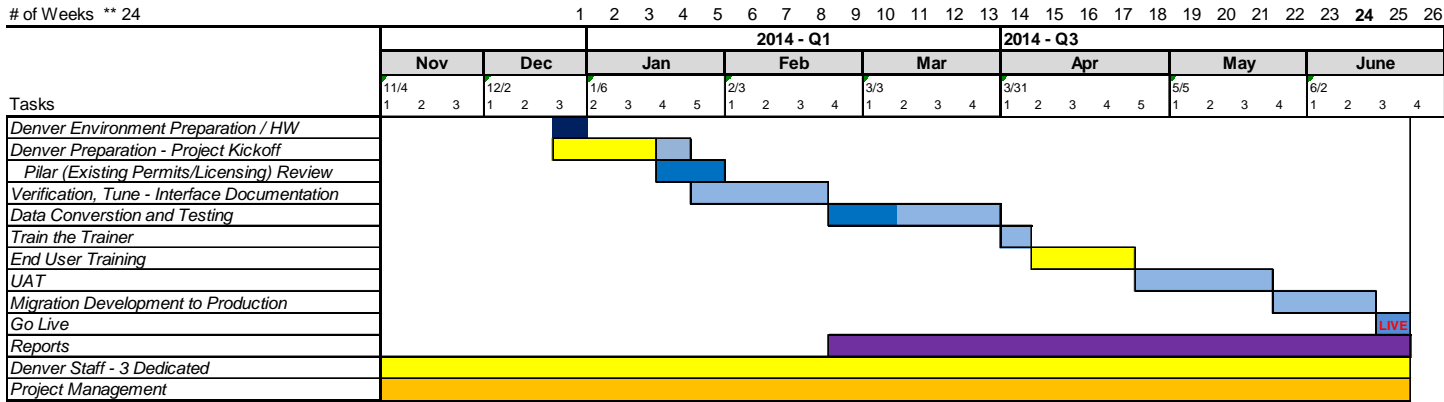
PHASE 2	
DS Building	Address Assignment
DS Fire	PW Erosion Control
DS Project	PW Floodplain
DS Landmark	PW Waste Water SUDP
ROW Survey	PW Waste Water Sewer, SSRP
ROW Construction	Zoning New Records
Capital Improvement	Zoning Existing Records
CDP Planning	DS Transportation Engineering

Estimated Records   50
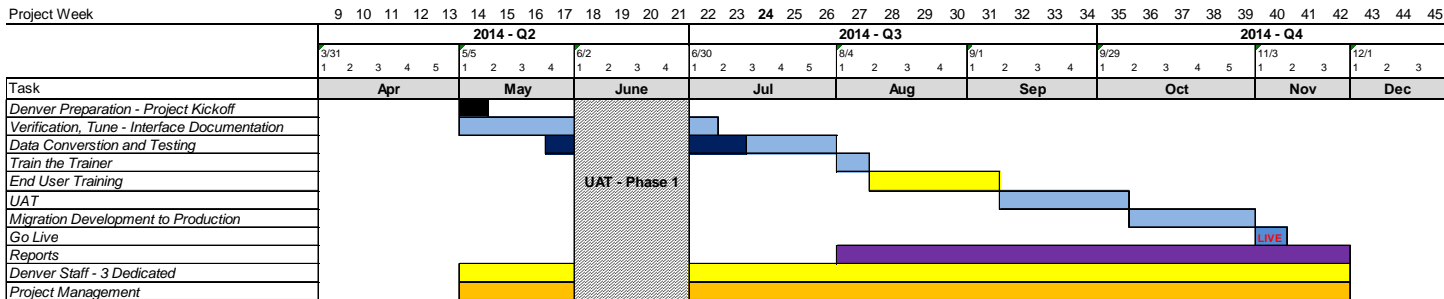
Accela Architecture	
Accela Consulting Engineer	
Accela Data Conversion Consultant	
Accela Report Consultant	
Denver - Staff (SAs' 3)	
Project Management	

Project Week		35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53
				Oct				Nov			Dec			Jan				Feb		
PHASE 3		9/29 1	2	3	4	5	11/3 1	2	3	12/1 1	2	3	1/5 1	2	3	4	2/2 1	2	3	4
AA v7.3 Upgrade and Enhancements																				
Accela Citizen Access				UAT - PHASE 2																
Accela Mobile Office																				
Product Enhancements																				

	Accela Consulting Engineer

This start date requires Agency to have all appropriate hardware in place and tested.

Any other customer requested delay to start the project will require a forty-five (45) business day notice to Accela in order for Accela to resource the project. Accela cannot guarantee a start date until Accela resources are confirmed.

Upon initiation of these Services, the Accela Project Manager will work with the Agency to collaboratively define a baseline project schedule. Given the fact that project schedules are working documents that change over the course of the project, the Accela Project Manager will work closely with Agency to update, monitor, agree, and communicate any modifications.

Any resulting delays in the mutually agreed upon project plan that drive the estimated completion date beyond that which was agreed upon that result from Agency challenges (changes in project sponsor, staffing level/availability, missed deadlines) will require a Change Order to reimburse Accela for the additional costs associated with the delay, including, but not limited to, additional hours for project management, deliverable development and review. Please see Change Order details in the Assumptions section. Accela's sample Change Order template is found in Appendix D.

PAYMENT TERMS

PAYMENT SCHEDULE:

Accela will perform the Services on a fixed-fee monthly progress payment basis based on: the nature and scope of the Services and associated deliverables as outlined in Appendix E, the expected staffing requirements, project schedule, Accela's and Customer's roles and responsibilities and the other assumptions set forth in this SOW. Accela's total price to perform the Services and provide the work described in Appendix E is $955,340.00 exclusive of taxes. The 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 on the monthly anniversary of the contract signing.

Monthly Progress Reports will be provided, outlining advancements made during the timeframe in accordance with the Milestones achieved within each respective phase. All Project Deliverables will require signoff from Agency.

	Estimated Duration in Weeks			Estimated Duration	Projected Go Live	Department
Phase 1	24	$	244,200.00	12/2013 - 6/2014	6/20/2014	E&L, Contract Licensing, ROW: Special, Parking, Valet, Address, Occupancy
Reports	15	$	125,800.00			
Phase 2	30	$	237,540.00	5/2014 - 11/2014	11/28/2014	All Other (15)
Reports	15	$	125,800.00			
Phase 3	22	$	162,800.00	11/2014 - 2/2015	2/28/2015	
PM	80	$	59,200.00			
		$	955,340.00			

				Phase 1 Anticipated Project Progression	Phase 2 Anticipated Project Progression	Phase 3 Anticipated Project Progression
Month 1, November 2013	$ 69,813.30	Dec		Project Iniation / Design Solidification		
Month 2, December 2013	$ 69,813.30	Jan		Core Infrastructure		
Month 3, January 2014	$ 69,813.30	Feb		Data Conversion		
Month 4, February 2014	$ 69,813.30	Mar		Training		
Month 5, March 2014	$ 69,813.30	Apr		User Acceptance Training		
Month 6, April 2014	$ 69,813.30	May		Migration to Development go LIVE	Core Infrastructure	
Month 7, May 2014	$ 69,813.30	Jun			Data Conversion	
Month 8, June 2014	$ 69,813.30	Jul			Training	
Month 9, July 2014	$ 69,813.30	Aug			User Acceptance Training	
Month 10, August 2014	$ 69,813.30	Sep			Migration to Development	
Month 11, September 2014	$ 69,813.30	Oct			LIVE	AA v7.3 Upgrade
Month 12, October 2014	$ 69,813.30	Nov				Enhancements, ACA, AMO as agreed
Month 13, November 2014	$ 69,813.30	Dec				Enhancements, ACA, AMO as agreed
5% Upon Project Completion	$ 47,767.10	Jan				SIGN OFF
TOTAL	$955,340.00					

Note: It's suggested that the AA v7.3 upgrade take place before ACA and AMO implementation in order to take advantage of the stable "newly-live" environment. Additional testing and training will be considerably less since using this approach. Exact order of implementation will be agreed to and tasks will be further defined in the Project Plan which is part of Stage 1, Verification and Tuning.

Projects put on-hold past the term of this project will not result in a change to the monthly payment terms.

EXPENSES:

Actual amounts of any reasonable and customary travel expenses incurred during the performance of services under this SOW will be billed to Agency, according to Accela expense policy. Accela will bill Customer for actual expenses incurred for travel and lodging/living, as well as other approved out-of-pocket expenses (such as mileage, parking, tolls and telecommunications charges). Accela will work with Customer to manage and control its expenses in accordance with Accela's global travel policy guidelines and will not incur expenses in excess of the initial contracted budget below without Customer's prior written consent. Expense receipts will be made available as requested by Agency. Total estimated expenses are based on past Accela engagement experience.
The travel expense budget not to exceed estimate is $147,750.00.

CONTRACT SUM:

The total amount payable under this Agreement is therefore $1,103,090.00 including travel expenses and travel time.
The estimated fees for this SOW are predicated on the timely completion of project milestones. However, should completion of milestones slip due to actions of Agency, and should this slippage result in material effort to Accela in excess of the hours provided for in this document, Accela will produce a change order at a rate of $185.00 per hour, for additional hours in support of the scope and deliverables contained herein. Any change order will need to be approved by both Agency and Accela. Change orders will need to be approved within three business days of delivery to avoid a halt of work on the engagement.

PROJECTS PUT ON HOLD

It is understood that sometimes Agency priorities are revised requiring the Agency to place the Accela implementation on hold.   The Agency must send a formal written request sent to Accela in order to put the project on hold. A project can be on hold for up to 90 days without invoking the termination clause (see Services Agreement). After that time, Accela can choose to cancel the rest of the Statement of Work. To finish the project will require a new Statement of Work at new pricing.

When a project is put on hold, at minimum, Accela will need to draft a Change Order to keep some of the Accela project manager's time engaged to monitor progress and to resource the project once it comes off hold. Other Change Order items may be needed as a result of the delay. When a project goes on hold, project resources will be re-deployed and Accela will need a forty-five (45) calendar day notice to re-staff the project. Resumption of the project will be dependent upon Accela resourcing timelines.

PROJECT ASSUMPTIONS

GENERAL PROJECT ASSUMPTIONS

Scope and Timeline
- Scope is based on discovery and previous delivery engagement sessions with Agency.
- Agency and Accela will review their responsibilities before work begins to ensure that Services can be satisfactorily completed and in the appropriate timeframe.
- "Go live" (system is in production) timeline assumes timely completion of Agency deliverables (including finalization of requirements / use cases / product catalog), availability of key Agency resources, and collaboration and availability of any third-party vendor resources. Late (per mutually agreed project plan) Agency deliverables may adversely impact overall implementation timeline.
- Overall project plan will be mutually agreed to by Agency and Accela project managers prior to final Configuration.
- Accela will provide the Agency with a Weekly Status Report that outlines the tasks completed during the prior week, the upcoming tasks that need to be completed during the following week, 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).
- The project schedule is managed using Microsoft Project. Should any tasks slip behind schedule ten (10) business days, Accela and Agency will escalate according to the Communication Plan.
- Deliverables will be documented in Accela based templates using the Accela methodology. There is no stated or implied promise that deliverables will be of a specified page length or comply to Agency formatting requirements. Sample templates are available to Agency upon request.
- All Deliverables will be signed off by Agency in order for next phase of work to commence.

Training
- Project assumes that a Train the Trainer approach will be taken during this implementation. The Trainer will train users in the operation of Accela product.

Testing
- Accela and Agency are responsible for testing the initial configuration of system
- Agency is responsible for writing any User Acceptance Test Scripts
- Agency is responsible for User Acceptance Test and System Integration

Go Live and Go Live Support
- "Go Live" definition is that the Accela software is up and running in production. If an Agency moves to production, i.e. "Goes Live" it is deemed to have accepted the product (see "Acceptance" in Services Agreement) and shall comply with any payment obligation for "Move to Production", "Go-Live" and/or "Acceptance". There may be post go-live issues that are being supported during this time; however any financial obligations the Agency may have to Accela based on "Go live", commence on the date the software is available in production.
- Accela consulting resources will support Agency after "Go Live" until such time that Agency is transferred to CRC support (typically within 30 days).

Project Completion
- The project is complete once the transition to Accela's support (CRC) has been completed. If applicable, the specific deliverable acceptance process and financial obligation for "transition to CRC" or "project completion" will commence on the date the transition to Accela's CRC.

Acceptance
- Deliverable acceptance will be requested based on the criteria outlined in the Services Description in Appendix E for the corresponding deliverable will be deemed accepted based on the Acceptance language in the Services Agreement. Upon completion of each deliverable, Accela will provide the Agency with the Accela Deliverable Acceptance form to formalize acceptance and completion of that piece of scope. The number of days the Agency has to accept or reject the Deliverable Acceptance is delineated in the Services Agreement. The Deliverable Acceptance form is subsequently signed by the appropriate Agency contact, as defined in the Project Charter, and faxed/scanned/emailed or hand delivered to Accela. Please refer to Appendix C to view a sample Deliverable Acceptance Form.

PROJECT RESOURCING ASSUMPTIONS

Agency Resourcing
- Agency will provide a dedicated Project Manager throughout the course of the implementation.
- Agency Project Manager will maintain primary responsibility for the scheduling of Agency employees and facilities in support of project activities. Estimated time commitments for resources are outlined in Appendix A.
- Agency has committed to the involvement of key resources and subject matter experts for ongoing participation in all project activities as defined in the project plan associated with this SOW.
- Agency agrees during the Initiation Phase of the project to assign designated approvers for each major project deliverable. These approvers are Frank Daidone (CIO), Molly Urbina (Deputy Manager, Community Planning) and George Delaney (Deputy Manager, Public Works). The designated approvers will be responsible for overseeing and/or directly participating in the design and development, as well as the approval, of the deliverable.
- Agency will provide access to subject matter experts and decision makers in a timely fashion.
- Agency will commit project sponsors and all necessary stakeholders and SME's during the project kickoff.
- Agency will commit all necessary SME's and IT personnel during the requirements and design phase for the appropriate sessions as outlined by the Accela Project Manager during Kick-Off preparation.
- Agency will sign off on Deliverables within 10 business days of presentation or initiate a meeting with Accela project manager to discuss concern in order for project to progress to next phase.

Accela Resourcing
- Accela has assumed that project team will need to be on-site as appropriate and mutually agreed upon. Any additional on-site consulting will be at the mutual agreement of Agency and Accela Project Manager. All travel expenses incurred for on-site work are per the terms of expense reimbursement outlined above.
- Accela personnel will attend Agency executive steering committee meetings as needed.
- In the pricing, Accela has assumed the appropriate resourcing to ensure deployment success for the scope outlined. Significant additional support requested by Agency over this level of resourcing would necessitate a change order that could impact the cost of the project.
- 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 the Agency, Accela will provide Project Management services throughout the project.
- Any additional scope not stated in the SOW will require a Change Order.

Third Party Resourcing

- Accela is not responsible for impacts to project timeline created by dependency on Agency third party consultants. Timeline changes will result in a Change Order for extension of Accela project resources caused by Agency third party consultant actions (including availability) resulting in additional time or scope.

PAYMENT ASSUMPTIONS

General
- Invoices are due net 30 of the invoice date.

ACCELA SOLUTION ASSUMPTIONS

General
- Agency shall provide the necessary tools, accounts, and permissions that will enable Accela to access the Agency's internal network for the purpose of remote installation and testing.   This access must be provided through industry standard tools such as Virtual Private Network (VPN).   Failure to provide this access in a timely fashion will result in a project delay.   Such a delay will result in a Change Order.
- Accela will implement Accela Automation 7.2 at the time of the contract signing.
- Agency will provide/purchase/acquire the appropriate hardware, software and infrastructure assets to support all required Accela software products in both support/testing and production environments as defined in the project schedule.
- For use with Accela Citizen Access, Agency will provide/purchase/acquire an online merchant account and all related hardware required by the merchant account provider for the handling of credit cards and/or checks.
- Agency is responsible for proper site preparation, hardware, software, and network configuration in accordance with Accela specifications.
- Accela will be responsible for implementing a functioning version of the application software at the Agency (assuming the Agency has installed the proper hardware, software, and networking devices).
- Agency will ensure that Accela resources have access to a Dev or Test version of the 3rd party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3rd party system.
- Agency will provide Accela with access to test and development environments for each Agency system that requires integration with Accela Automation.

Data Conversion
The following information provides detail related to the scope of Accela's data conversion offerings. Due to the inherent complexity of conversion activities, it is critical to address and understand common questions and misconceptions. Any conversion activity or requirement not included in this section is considered out of scope, and may be addressed through a change order for Accela services.

General Information AND Requirements for Historical Conversions
- 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 then it will be required to be converted as best fits into another area of the configuration or excluded from the conversion effort.
- Accela 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 by the agency is required in order to ensure accurate transfer of data.

- A completed, signed off, updated Solution Foundation must be available before Accela will begin the data conversion mapping effort. The Solution Foundation details the technical aspects of what has been built to meet Agency-specific business rules and processes (e.g. workflows, task statuses, user defined fields, fee structures, business rules, etc.).

Data Conversion Assumptions

- **"As-Is" Approach:** 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.

- **Accela Data Conversion Tools**: 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.

- **Acceptable Data Formats For Historical Conversion**: 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.

- **Acceptable Data Formats For Reference Conversion:** It is expected that the Conversion Source Data be provided in Oracle 10g/11g, Microsoft SQL Server 2000/2005/2008, or pipe delimited flat file 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.

- **Documents**: Historical/Legacy data conversion includes the conversion of attached documents into Accela Document Services ("ADS") in Accela Automation, provided the Agency provides the documents in the structure Accela requires. The documents will be converted to the configured primary electronic document management system (EDMS). See Standard Document Migration for additional details.

Standard Document Migration

- The standard document conversion may be utilized to convert record/permit level attached electronic documents into the configured Accela Automation EDMS systems. In the event a 3rd party EDMS is used by Accela Automation, it is still possible to convert documents if the 3rd party interface supports the create method.

- At a minimum the electronic document(s) to be converted must exist in a Microsoft Windows accessible file system (ex. NTFS, FAT32) and have the ability to identify the associated Record ID in order to be converted. In the event that the files exist in a database they must be extracted into a windows file system prior to be evaluated for conversion.

LOCATION OF SERVICES AND KEY CONTACT

Services contracted under this SOW may be performed remotely and/or at the Agency's on-site facilities as deemed appropriate and reasonable for the successful completion of the Services detailed herein.

Please indicate below the primary Agency location which will benefit from the services covered under this SOW.

Work Location:	Denver, CO

Please indicate below the key Agency contact that will be responsible for Project Management:

Name:	**Lucie Tran**
Title:	**Project Manager**
Phone Number(s):	**(720) 913-4920**
Email:	lucie.tran@denvergov.org

CHANGE ORDERS

In order to make a change to the scope of Professional Services in this SOW, Agency must submit a written request to Accela specifying the proposed changes in detail. Accela shall submit to Agency an estimate of the charges and the anticipated changes in the delivery schedule that will result from the proposed change in the Professional Services ("Change Order"). Accela shall continue performing the Professional Services in accordance with the SOW until the parties agree in writing on the change in scope of work, scheduling, and fees therefore. Any Change Order shall be agreed to by the parties in writing prior to implementation of the Change Order. If Accela's effort changes due to changes in roles, responsibilities, assumptions, scope, etc. or if additional support is required, a Change Order will be created that details these changes and impact to project and cost (if any). Any Change Order shall be signed by Accela and Agency prior to commencing any activities defined in the Change Order. Standard blended rate for Accela resources is $185.00 per hour. The Change Order Template is attached hereto as Appendix D.

EXPIRATION

The scope and terms of this SOW must be executed as part of the Agency Services Agreement within forty-five (45) calendar days of the date of this SOW. If the SOW is not executed then the current scope and terms can be renegotiated.

ACCEPTANCE

Accepted By: Accepted By:

ACCELA, INC.   **CITY AND COUNTY OF DENVER**

_____   _____
Authorized Signature   Authorized Signature

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

_____   _____
Title   Title

_____   _____
Date   Date

APPENDIX A: PROJECT RESOURCES

AGENCY RESOURCES

Agency must fill the appropriate roles with the appropriate personnel to work together with the Accela Project Team for these Services and that Agency will make available additional resources as needed for the Services to be successful. Agency roles can be filled by the same person. In addition, Agency will provide all necessary technical resources to make appropriate modifications within any Agency systems wishing to integrate with any Accela systems. These resources must be proficient in Agency coding/development environment and tools, to make the required changes to their software to enable integration and must be available during the timeframe of these Services. Agency roles include Sponsor, Project Manager, Technology Manager, and Business Lead(s) for each Division/department being implemented, Super User trainers, and others as appropriate.

Agency Resources	Description	Hours per week Implementation Estimate	Hours per week Support Estimate
Project Sponsor	Responsibilities include: • Ultimate responsibility for the success of the project, • Creating an environment that promotes project buy-in, • Driving the project through all levels of the agency, • High-level oversight throughout the duration of the project, • Serving as the primary escalation point to address project issues in a timely manner.	2 Hours* (*Might be higher during initiation)	2 Hours
Project Manager	Responsibilities include: • Overall administration, coordination, communication, and decision-making associated with the implementation; • Planning, scheduling, coordinating and tracking the implementation with Accela and across departments within the agency; • Ensuring that the project team stays focused, tasks are completed on schedule, and that the project stays on track.	40 Hours	10 Hours
Division/Departmental Business	A user representative for each affected	1 (minimum)	2 Hours

Leads	department must be appointed to facilitate analysis and configuration and serve as a decision-making entity for that group. These critical appointments may well determine the success of the implementation for their respective areas. Responsibilities include: • Attending requirements workshop sessions; • Willing and able to gather data and make decisions about business processes; • Assist in the creation of specifications for reports, interfaces & conversions • Review and test the system configuration; • Participating in the implementation of the Accela Automation solution.	super user/liaison FTE per department. 50-75% dedication of a 2-3 resources per department for 4-6 weeks. End-user training period is 2-3 FTEs for 4 weeks at about 50% dedication and User Acceptance Testing and Go-Live activities will require 2-3 FTEs at 80% dedication.	
Division/Departmental Subject Matter Expert (SME)	Responsibilities include: • Being trained on the Accela Automation system at a System Administration level; • Being fully engaged in the Business Analysis and system configuration activities; • Assist internal efforts towards the creation of reports, interfaces & conversions; • Assist in the review and testing of the system configuration; • Actively participate in the full implementation of the Accela Automation solution.	2 Individuals, 30 Hours	40 Hours
Technical Lead	Responsibilities include: • Primary responsibility for the technical environment during the software implementation; • Ensure that servers, databases, network, desktops, printers, are available for system implementation and meet minimum standards; • Work with Accela technical personnel during implementation;	40 Hours	5 Hours

	- Maintain test and production databases; - Perform day-to-day maintenance of the system and install maintenance releases; - Act as the primary technical resource for troubleshooting problems; ·Establish and maintain backup, archival, and other customary maintenance and housekeeping activities.		
Report Developer	Responsibilities include: - Understanding reporting needs of Agency - Ability to write or amend reports as the Agency's report needs grow	40 Hours during reporting phase of project	20-40 Hours

ACCELA RESOURCES

Accela will assign key Professional Services resources for this engagement with Agency. These individuals are well versed in the Accela Automation application, and are well qualified to lead this effort. Accela's Project Manager shall assume full responsibility for the coordination of this team and its interaction with key Agency resources assigned to the effort. The main roles are as follows:

Accela Resources	Description
Project Executive	The Project Executive oversees the project's progress/direction and works with the Project Manager to ensure efficiency, consistency and quality in delivery of Accela implementations. The Project Executive actively participates in a project director/executive role. The Project Executive will meet with Agency Executives monthly or upon request throughout the duration of the project.
Project Manager	The Accela Project Manager is responsible for the overall project management and works directly with the client throughout all aspects of Accela implementations: from the initial scoping, planning, staffing to delivery. The Project Manager undertakes the project administration tasks including: - Project plan management, - Change order management, - Issue log management and escalation, - Status reporting, - Project workspace management, - Resources management, - Work plan management, - Meetings management,

|	
	• Project review with Project Executive. In addition, the Project Manager will actively participate in leading the System Configuration Analysis sessions and will be responsible for the creation of the System Configuration Document.
Senior Implementation Consultant	The Senior Implementation Consultant assigned to the project will have major experience in the business process as well as the product functionality and is responsible for: • Business analysis activities: Mapping the client's business processes and requirements to the functionality of Accela's products and the creation of solution design, • Leading system configuration activities, • Providing training/mentoring to agency staff, • Recommend industry best practices to agency to enhance business processes, • Guide agency on how best to configure the system based on past experiences and software expertise.
Implementation Consultant	Implementation Consultant resources support the project and typically focus on the flowing tasks. • The configuration of the system to match the System Configuration document. • Build activities within the project, such as conversion data mapping, creation of reports and interface specification.
Technical Consultant	Accela Technical Consultants are involved in all areas that require knowledge of server-side considerations and Accela add-on products such as: • Application installation and setup (Accela Automation, Accela GIS, Accela Mobile Office, and Accela Citizen Access), • Report definition and creation, • Event Manager Script definition and programming, • Database Conversions and data mapping assistance, • Interface specifications and development.
Training Consultant	Training Consultants are responsible for Accela Training classes with assistance from Implementation consultants, depending on the nature of the specific project.

APPENDIX B - ACCELA IMPLEMENTATION METHODOLOGY

Accela will deliver its Services to the Agency by employing the methodology detailed in this section. This is a proven methodology that guides the project from inception to deployment, thereby increasing the chances of successfully implementing Accela software products. Project delivery through execution of this Implementation Life Cycle is described below.

IMPLEMENTATION LIFE CYCLE

Thorough execution of these six stages ensures that Accela customers receive high-quality services throughout the project engagement.

Figure 1 - Accela Methodology
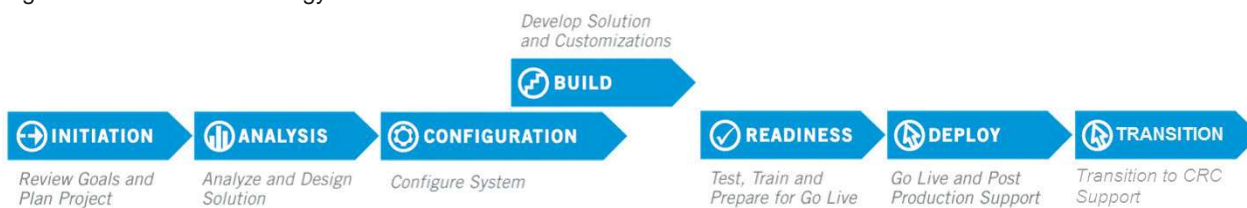
As illustrated in the figure above, the stages of project delivery flow in linear direction, although many tasks run in parallel as appropriate to avoid unnecessary project delays. Each stage has pre-defined objectives, tasks and associated deliverables. Depending on the exact scope of the project, a full complement or subset of all available deliverables will be delivered through the services defined for the project. Employing this deliverables-based approach ensures that Accela and the Agency understand the composition and 'downstream' impact of each project deliverable to ensure the project is delivered with quality and in a timely manner.

INITIATION
Initiation represents the first stage in the lifecycle. During the Initiation stage, project contracts and the SOW are finalized, project scope and objectives are reviewed, and project planning activities and deliverables are completed.

ANALYSIS
Analysis is the second stage in the lifecycle. During the Analysis stage, Accela reviews existing agency documentation, interviews agency staff, and conducts workshops to understand the "To-Be" vision of the Agency that can be executed with the aid of Accela Automation. 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. A key output of this Phase is the Gap Analysis Document(s) which serve as the 'foundation' for configuration of Accela Automation to support germane elements of the Agency "To-Be" vision. Supplementing the Gap Analysis Document(s) are all other configuration specifications documents related to data conversion, interfaces, reports, and event scripts.

SOLUTION FOUNDATION
Solution Foundation is the third stage in the lifecycle. It begins upon completion of Stage 2 and should be completed prior to the next stage, Build. During the Solution Foundation stage, Accela Automation 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, Permit, Work Order, etc.) types that were agreed to during the Analysis phase.

BUILD

Build serves as the fourth stage in the lifecycle, and execution of this stage overlaps Configuration, but ends after Configuration is complete. During the Build stage, all defined elements during the Analysis stage beyond the Solution Foundation will be implemented. This includes conversions, event scripts, interfaces and reports.

READINESS

Readiness is the fifth stage in the lifecycle. During the Readiness stage Accela Automation is fully tested, errors are identified, documented and corrected. Additionally, the solution is prepared for deployment. In addition, system administrators and end users are trained so that all appropriate agency staff members are prepared to use and maintain the software once the move to production occurs.

DEPLOY

Deploy is the sixth and final stage in the lifecycle. During the Deploy stage the applications are moved to production; all requisite pre-production activities are identified, tracked and completed, and post-production analysis and review is completed. Upon moving to production, the Accela Automation applications are transitioned to the Accela Customer Resource Center ('CRC') for ongoing support. A formal transition will occur between the Services team and the CRC that instructs the agency on available communication channels (telephone, email, and online tracking system) and use of the Accela knowledge base. Lastly, all documented issues or enhancement requests will be transitioned from the Services team to the Customer Resource Center.

APPENDIX C – DELIVERABLE ACCEPTANCE FORM

Please acknowledge acceptance by:

A

Sign and fax this document to:

Accela, Inc.
YOUR NAME
YOUR TITLE
Tel:
Fax:

OR

B

Email this document as an attachment to:

YOUR EMAIL

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

Agency agrees that Accela has successfully completed the following Deliverables:

Deliverable #	Source / Reference Details	
	Service Agreement	

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

APPROVALS:

Agency Name

Signature

Title

Date

APPENDIX D – CHANGE ORDER

SAMPLE CHANGE ORDER – PAGE 1

Agency:	CO #:
Project Code:	Date:
Contract #/ PO #:	
Initiating Department:	
Initiated By:	

Change Category: ☐ Product   ☐ Project   ☐ Contract   ☐ Maintenance

---

PROJECT CHANGE DESCRIPTION/TASK SUMMARY:

1. Log File
   - **Issue details / scope impact**:
   - **Schedule impact**:
   - **Resource impact**:
   - **Cost impact**:

2.
   - **Issue details / scope impact**
   - **Schedule impact**:
   - **Resource impact**:
   - **Cost impact**:

Total Project Schedule Impact:
Total Project Resource Impact:
Total Project Cost Impact:

DISPOSITION COMMENTS:

Disposition: ☐ Approved   ☐ Rejected   ☐ Closed   ☐ See Comments
Date:

SAMPLE CHANGE ORDER – PAGE 2

The above Services will be performed in accordance with this Change Order/Work Authorization and the provisions of the Contract for the purchase, modification, and maintenance of the Accela systems. The approval of this Change Order will act as a Work Authorization for Accela and/or Agency to perform work in accordance with this Change Order, including any new payment terms identified in this Change Order. This Change Order takes precedent and supersedes all other documents and discussions regarding this subject matter.

Accepted By: Agency	Accepted By: Accela, Inc.
By:	By:
Print Name:	Print Name:
Title:	Title: Director
Date:	Date:

	Accepted By: Accela, Inc.
	By:
	Print Name:
	Title: Sr. VP of Services
	Date:

APPENDIX E – DETAILED SCOPE

The following section describes the specific activities and tasks that will be executed to meet the business objectives and business requirements of the Agency. In support of the implementation effort as described above, Accela will provide the following detailed implementation services. For each deliverable, a description is provided as well as criteria for acceptance of the deliverable.

PHASE 1 AND PHASE 2 DELIVERABLES

STAGE 1 - INITITATION

DELIVERABLE 1: PROJECT INITIATION

Project initiation 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. This Deliverable is comprised of project planning activities, core project management documents and templates and the first on-site meeting conducted between the Agency and Accela after the signing of the Statement of Work.

In conjunction with the Agency representatives, Accela will perform the following tasks:

- Finalize staffing for the project teams. Guidelines and recommendations for the Agency project staffing are addressed in the Project Staffing section of this document.
- 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.
- Establish Communication Plan and project logistics including escalation, status reporting, issue/risk management, work locations, etc.
- Establish schedule of Steering Committee meetings.
- Review and agree on 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.
- Review infrastructure requirements and preparation (with designated Agency technical staff).
- Finalize an integrated project plan that includes resource allocation for all tasks (in cooperation with the Agency Project Manager).
- Develop a Project Charter that defines how the project will be governed, including a detailed escalation plan.
- Create the project SharePoint site and load all standard, current documentation.
- Conduct Core Team training in order to prepare the Subject Matter Experts for the Gap Analysis stage.

The Project Kickoff Meeting includes a formal presentation by the project team to review project objectives, methodology, timeline, roles and responsibilities, risks, and other key project elements with project stakeholders.

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

- ➢ Project Charter
- ➢ Baseline Project Plan
- ➢ Project Status Report Template
- ➢ Project SharePoint Site
- ➢ Project Kickoff Presentation

Accela Responsibilities:

- 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, Project Status Report Template, and Project Kickoff Presentation deliverables with input from appropriate Agency resources.

Agency Responsibilities:
- 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.

Acceptance Criteria:
- Completion of the Project Kickoff Meeting

DELIVERABLE 2: ACCELA AUTOMATION SETUP, STAGING AND SUPPORT

During the System Setup step of this project, Accela's technical staff will verify the installation, the Staging and Support environments. Accela technical staff will validate the proper installation and configuration of the Accela Automation environment. This Deliverable is defined as the installation of the Accela Automation software on the Accela hosted environment, such that Agency can log into the system and verify that the software was installed.

Support: The support environment, also commonly referred to as the development environment, is an environment available to Customers to test new Accela Automation application releases against their production configuration. New application code will be deployed to the Support environment within one week of becoming Generally Available (GA) from Accela. New application code will be deployed to the Support and Production environments one month after being deployed to Support for Major releases and two weeks for Minor releases (Service Packs). This environment will also be leveraged for initial development efforts and training as required by the project.

Staging: The Staging environment, also commonly referred to as the test environment, is an environment available to Customers to develop and test new configurations or changes to existing configurations prior to implementation in production. This environment is kept in source code sync with the production environment. Testing of final configurations will take place in this environment prior to being migrated to the production environment. Staging can be refreshed from production as required by the project.

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

> ➢ Installation of the Accela Automation software, staging and support environments
> ➢ Demonstration of an operational Accela Automation computing environment.

Specifically, Accela will perform the following tasks within the support environment:
- Validate the installation of Accela Automation software.
- Demonstrate that the Accela Automation applications are operational.
- Configure Accela Automation to use Crystal Reports.

Accela Responsibilities:
- Provide timely and appropriate responses to Agency's request for information.

- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Automation.
- Install the Accela Automation software.

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's requests for information.
- Arrange for the availability of appropriate people for testing, and quality assurance throughout the setup process.

Acceptance Criteria:
- Confirmation of ability to log into the Accela Automation software that has been installed on the Accela hosted environment.
- Demonstrate core Accela Automation system is operational in the hosted environment.

Staging Analysis: Accela will work with the Agency to provide other requested template configurations from demo environments or other implementations as requested.

For new Record Types, Analysis will be performed. The Analysis is comprised of the activities required to define the Accela Automation Solution Foundation for the Agency. The key output of the process are Analysis Document(s), which serves as a 'blueprint' for design and baseline configuration efforts for the additional record types or changes to existing Record Types .

> *Note: Those additions / changes that cannot be incorporated in Phase 1 and Phase 2 of this implementation will be incorporated into Phase 3 – Upgrade and Tuning.*

The Analysis Document(s) includes detailed information on the Agency's business processes to be configured.

STAGE 2 – SOLUTION FOUNDATION

In conjunction with the Agency representatives, Accela will perform the following tasks:
- Review and understand existing business processes intended for migration into Accela Automation.
- Review the developed business process as a basis for configuration in Accela Automation's workflow tool.
- Assist the Agency in streamlining existing business processes for fit into Accela Automation.
- 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 inspections and inspection result options for each type.
- Make configuration changes as indicated in the analysis sessions

Accela's Project Manager will coordinate and schedule the Analysis Sessions in conjunction with the Agency Project Manager and according to the agreed upon Project Plan.

Accela Responsibilities:
- Provide timely and appropriate responses to Agency's request for information.
- Interview staff in order to understand existing business processes.
- Conduct Gap analysis sessions to capture the required business processes to be automated within the system.
- Conduct meetings via email, web conference, phone, and in person to gather and validate analysis input.
- Make configuration changes along with the Agency.

Agency Responsibilities:

- Provide timely and appropriate responses to Accela's requests for information.
- Make available the appropriate Agency key users and content experts to provide required information, participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide any existing business process documentation, including process flows; fee schedules; commonly used applications, reports and forms; and other relevant information.
- Schedule participants and meeting locations for analysis activities.

Acceptance Criteria:
- Completion Analysis Sessions and documentation of Configuration.

STAGE 3 – BUILD

The Build stage includes data conversions, development of interfaces, development of Accela Event Manager Scripts and custom report development. It comprises all of the additional critical activities outside of solution foundation that has been configured 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 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. Specifically, the Accela team will work with Agency to understand the data sources, how they are used, where their data will be stored in Accela Automation and the quality of that data. Often multiple sources store and manage similar information and decisions need to be made about the authoritative source. It is also common to find that data sources have not had strong controls and the accuracy is questionable or there is missing data. There are techniques and tools that Accela may recommend to understand the current state of Agency data so that decisions can be made about data quality and what to convert. Upon completion of the data analysis, mapping of historical/legacy data sources may begin with Accela's mapping tool and conversion iterations performed as outlined in the Project Plan. Accela provides release notes during these conversion tests to verify data is being transferred correctly (e.g., number of records and expected values in fields).

Accela will lead the conversion effort and specifically assist in the following areas: data mapping, script development for conversion, assistance in data testing and validation, and with the planning and execution of the final data conversion. For conversions, it is expected and anticipated that the Agency will provide resources knowledgeable with the historical data to assist in the data migration/conversion effort.

The required data mapping effort will be a conducted by Accela personnel with assistance from the Agency. Once the data mapping has been defined, Accela will ask that a representative of the Agency sign off on the data maps.   Accela will be responsible for the data conversion programs to load data from the staging tables to the Accela Automation database.
- 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 Specifications document.

DELIVERABLE 3: HISTORICAL DATA CONVERSION ANALYSIS AND DEVELOPMENT

Accela will work with the Agency on analyzing the historical data conversion and developing the conversion utilizing the conversion tools we have available. Accela will provide a program(s) to migrate appropriate historical data into Accela Automation. Upon receipt of the conversion from Accela, the Agency DBA will load the data into the Test environment for validation. Accela will utilize the GeoTMS conversion from previous jurisdictions as a template for the historical data conversion. The additional time taken to make the necessary changes to customize the import template is estimated at 40 hours. Each additional data conversion after the initial

conversion will take 8 hours. Total hours for data conversion with three subsequent re-conversions will not exceed 64 hours. If additional time is needed a change order is required at a rate of $185 per hour.

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

> ➢ Completion of migrated data into Accela Automation development or test environment.

Accela Responsibilities:
- Provide a program to migrate historical data into the Agency's AA test database environment.
- Each data conversion will include up to three (3) conversion loads for client testing
- Validate the successful completion of the migration of historical data into the Agency's test environment.

Agency Responsibilities:
- 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
- Assist in the execution of the data conversion program and provide access to environments as needed
- Provide resources to validate the conversion statistics and the quality of the data converted into Accela Automation

Acceptance Criteria:
- Historical data has been converted to Accela Automation testing environment according to the Data Conversion Mapping document.

Acceptance Review Period:
- Ten (10) business days total

SYSTEM INTERFACES

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 Specifications Document. Interface development begins upon written approval of the specifications.   It is expected all interfaces will use Accela's GovXML, web services or batch engine. No custom or third party integration tool will be used to accomplish input or output of data to/from the Accela system. In other words, data coming into 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 owners (including on premises or cloud/hosted, etc.). Further, Agency will ensure that Accela resources have access to a Dev or Test version of the 3rd party system for interface development. All interfaces will be developed against 1 (one), agreed upon version of the 3rd party system.

DELIVERABLE 4: INTERFACE ANALYSIS AND DEVELOPMENT

Accela will provide a program to load APO data from a single file format to be defined by the Agency to the Accela Automation licensed professional tables. Data will be provided in Accela's standard format. Upon approval of the APO Interface Specifications document, the Accela team will develop the load routine that will populate the Accela system with the appropriate data. The load may be made by individual municipalities or the region as a whole as is appropriate using the standard load tool.

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

> ➢ Demonstration of operational interface per the APO Interface Document

Accela will utilize the APO interface template created for the pilot towns and modify it accordingly.

Accela Responsibilities:
- 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.

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's request for information.
- Allocate the time for qualified business and technical experts for the testing sessions that are critical to the project success.
- Identify and coordinate any related tools used to implement the interface (3rd party or in-house development).
- Assist in the interface specification development and data mapping process.
- Provide APO data in acceptable format.
- Validate interface through testing.
- Work with APO Data Source to ensure proper data is being pushed to Accela system.
- Work with APO Data Source software to ensure data from Accela is in correct format.

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

Acceptance Review Period:
- Fifteen (15) business days total

DELIVERABLE 5: LICENSED PROFESSIONAL INTERFACE ANALYSIS AND DEVELOPMENT

Accela will provide a batch to load information from the Licensed Professional data file to the Accela Automation system. Upon approval of the Interface Specifications document, the Accela team will develop a batch that will populate the Accela system with the appropriate data.

Accela will utilize the LP verification customization that was created for the pilot towns. Customization and verification 2is estimated at 10 hours. These hours will not be exceeded without a change order at a rate of $185 per hour.

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

> ➢ Demonstration of operational interface per the Interface Document

Accela Responsibilities:
- Create a batch interface functionality based on the specifications.

Agency Responsibilities:
- Validate interface through testing.
- Work with Licensed Professional Data Source to ensure proper data is being pushed to Accela system.
- Work with Licensed Professional Data Source software to ensure data from Accela is in correct format.

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

Acceptance Review Period:
- Fifteen (15) business days total

DELIVERABLE 6: INTERFACE – DOCUMENT MANAGEMENT

Accela will provide a method to interface between Accela Automation and a 3rd Party Electronic Document Management System. Specifically, Accela will employ web services to assist with the creation of an interface from Accela Automation to the Agency's system. The Agency will be responsible for all working portions of this interface as they pertain to their Systems. Accela will provide oversight and assistance related to the EDMS Adaptor to parties developing the 3rd party side of this integration

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

- ➢ Interface Adaptor documentation
- ➢ Oversight and assistance to 3rd party

Accela Responsibilities:
- Provided detailed specifications of what is needed from a certified consultant based on past experience with this interface.
- Provide contact information from the individual or business that has developed an API or other capabilities to perform the interface for other customers.
- Work with Agency/3rd party staff to develop interface specifications that are repeatable for all installations.
- Use an Accela web service to implement two way real-time interface functionality.
- Assist the Agency with testing and debugging of the interface.

Agency Responsibilities:
- Allocate the time for qualified business and technical experts for the testing sessions that are critical to the project success.
- Identify and coordinate any related tools or vendors required to implement the interface (3rd party or in-house development).
- Assist in the interface specification development and data mapping process.
- Review and approve the interface specification documents.
- Allocate the time for qualified personnel to test the interface for acceptance to ensure that the data populates successfully according to the interface specification documents.

Acceptance Criteria:
- Review and approval of the Interface Specifications
- Demonstration of the interface meeting the specific requirements detailed in the interface specifications. The Agency will not unreasonably withhold acceptance if the Agency opts to complete the task using Agency or third party resources.

REPORTS

DELIVERABLE 7: REPORT DEVELOPMENT

REPORT WORKSHOP

Accela will provide training and onsite support in a "hands on", report development workshop. Our aim is to educate Agency resources on all aspects of report writing in Accela Automation in an effort to ensure the Agency is self-sufficient. This allows the Agency to best react to changing requirements and ongoing maintenance.

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

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

> Five-Day, onsite Report Workshop

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

Agency Responsibilities:
- 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

Accela will assist to develop the following standard reports applicable to Agency.

Permit	Typically used to describe official City documents issued by Public Works and Development Services Example: Plumbing Permit Example: Sewer use and Drainage Permit
Certification	Includes Contractor Licenses, Supervisor Certificates Typically used to describe official City documents issued by Development Services and Community Planning and Development Example: Electrician License Example: Building Class B Supervisor Certificate
License	Typically used to describe official City documents issued by Excise and License Example: License for a Drive-In Restaurant Example: License for an operator of a Peddle Cab
Operations	Intended for internal use within the City Example: Report showing Permits issued by type for requested month Example: Report showing active license holds, listing contractor information, when the holds were placed, and by whom Example: Report of today's scheduled assignments for a building inspector
Informational	Intended for use by City staff and members of the public Example: Erosion Control report showing all inspection findings, including photos taken during inspections

REPORT OUTLINE

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 configuration analysis. The Configuration Document will define the reports and documents that are required by the Agency to effectively use Accela Automation. These reports will be broken down by level of effort and identified in the configuration document. It is expected that, after the appropriate training on the database and the selected report writing tool is completed, Agency personnel will be able to handle additional and future report requirements. Reports are classified by level of effort: high, medium, and low. High is defined as a report containing significant calculation and/or extensive detail and number of fields – for example a financial statistical report or complex permit. The majority of reports require a 'medium' level of effort, which is defined as a report displaying non-calculated and minimal calculated data fields. Reports with a low level of effort are typically letters or notices that contain contact information and basic application data.

These reports can be developed using Accela Report Writer included with Accela Automation, Microsoft Report Service (SRS) or Crystal Reports XI Server at the Agency's discretion. These custom reports, whether developed with Accela Report Writer, SRS or Crystal Reports, will be deployed in the Report Manager for use within Accela Automation.

Accela will develop and help develop documents/letters/reports for those identified by the Agency as being required for the new system. The Agency currently has a list of 376 output types. After Accela's initial review of the output types, it is estimated that 40 (10%) are high to medium complexity outputs or reports and 162 (43%) can be consolidated into two to three outputs or reports. 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 Automation Quick Queries, custom reports developed by Accela that include run-time parameters to allow similar reports to be combined, and the development of other reports by the Agency after training, will ensure that all reporting requirements are met. Based on the review mentioned above it is estimated 106 (28%) can be accomplished via the Accela Ad Hoc / Quick Query functionality.

The remaining 68 (18%) are categorized as being generated from System Functionality where limited/no effort is required to provide the desired output.

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.
- Develop report specifications.

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's request for information.
- Make available the appropriate key users and content experts to participate in the report specification.
- Provide information and data in the formats specified by Accela that will be needed for agreement on the Deliverable.

Acceptance Criteria:
- Agreement on prioritized list of reports that will be developed by Accela.

- Review and approval of individual Report Specifications documents. The Agency will not unreasonably withhold acceptance if the Agency requests changes to the reports specifications after the initial sign off of the specification by the Agency.
- Agency will have 10 business days to review the Report Specification Documents. If no changes or comments are requested within the 10 business days, the Report Specification Documents are considered approved by the Agency.
- Printed hard copy of sample reports as defined

Accela will develop custom documents/letters/reports per the specifications developed and approved. 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.

Any additional reporting outside standardized reports and those identified, will be considered a change and a Change Order will be initiated.

Accela Responsibilities:
- Provide timely and appropriate responses to Agency's request for information.
- Develop reports per specifications.
- Assist in the validation of the reports in test environment.
- Train Agency staff to be able to develop additional reports

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's request for information.
- Make available the appropriate key users and content experts to participate in the report development and validation activities.
- Request change order if changes to specifications are required.
- Development of additional reports

Acceptance Criteria:
- Confirmation of report accuracy in test environment per Report Specifications and physical sample to include certificates, permits and licenses successfully printed in the cashier's office based on the cashier's processing of payments using Accela workflows and the Accela Print Utility.

DELIVERABLE 8: ACCELA GIS CONFIGURATION

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 Permitting system.
- View selection, location, and associated GIS information.
- Select one or more parcels and add new applications to the permit system.
- Auto-populate spatial attributes for a property in forms (including ACA).

During GIS installation, 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.

 Accela will configure the system to work with the existing ArcGIS Services that is utilized by Agency. Additional customization and review of the system is not to exceed 10 hours without a change order.

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

> Accela GIS installed
> Demonstration of operational system for each Agency

Accela Responsibilities:
- Install Accela software and perform quality assurance checks on the configuration and performance based on acceptance criteria mutually developed by Accela and the Agency.
  - Note: Part of the acceptance criteria will be to ensure AGIS screens reflect the way the Agency handles associations between parcels and addresses.
- Demonstrate that the Accela GIS applications are operational in the Agency computing environment thus communicating with the Accela Automation system.
- Develop one Proximity Alert, additional will be developed during admin training.
- Assist the Agency in identifying and developing other Proximity Alerts and Dynamic Themes

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.
- 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.

DEILIVERABLE 9: ACCELA AUTOMATION SECURITY SETTINGS AND USER GROUP STRUCTURE

Accela's technical staff will work with the Agency IT staff to ensure that the current user group configurations are replaced with a new structure that streamlined system access that narrows administrative privileges to a limited set of users within Agency IT Staff. Once agreed upon, the new structure will be implemented within the Test environment. Accela technical staff will validate the new structure is in place, and Agency staff will test the new structure for proper permissions levels.

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

> Finalize and provide sign-off for Security Settings and User Group Structure matrix (See Appendix A)
> Configuration of the new approved Security Settings and User Group Structure on Agency Test servers.
> Demonstration of an operational Security Settings and User Group Structure within Agency Test environment.
> Completion and sign-off of User Acceptance Testing of Security Settings and User Group Structure within Agency Test environment.
> Assist Agency to transfer approved Security Settings and User Group Structure to Production Server.
> Obtain sign-off for Security Settings and User Group Structure production rollover.

Accela Responsibilities:
- Consult with Agency resources to provide technical input and answer technical questions related to the new Security Settings and User Group Structure prior to production cutover.
- Configure the Security Settings and User Group Structure within Agency's Test environment.
- Complete High-Level security testing of all functional areas of Security Settings and User Group Structure matrix
- Assist Agency in migration of Security Settings and User Group Structure into Production
- Assist with follow-up questions, issues or concerns

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's requests for information.
- Provide Agency Technical resource to review Security Settings and User Group Structure matrix.
- Provide approval of Security Settings and User Group Structure
- Arrange for the availability of subject matter experts for Security Settings and User Group Structure testing, and quality assurance throughout the process.
- Provide IT Agency staff to assist in migration of Security Settings and User Group Structure into Production

STAGE 4 – READINESS

DELIVERABLE 10: ACCELA AUTOMATION SETUP - PRODUCTION

Accela technical staff will validate the proper installation and configuration of the Accela Automation production environment. This Deliverable is defined as the installation of the Accela Automation software on the Accela Hosted Production environment, such that Agency can log into the system and verify that the software was installed. Migration of configuration to production environment prior to go-live is covered in Deliverable 13: Production Support.

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

> ➢ Installation of the Production Accela Automation on the Accela Hosted Production environment.
> ➢ Demonstration of an operational Accela Automation computing environment.

Specifically, Accela will perform the following tasks within the support environment:
- Perform a remote system check of the installation.
- Install Accela software.
- Demonstrate that the Accela Automation applications are operational in the Accela Hosted Production environment.
- Configure Accela Automation to use Crystal Reports as selected by the Agency.

Accela Responsibilities:
- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Automation.
- Install the Accela Automation software on the Accela Hosted Production environment.

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's requests for information.
- Confirm that Accela Hosted Production environment is installed.

Acceptance Criteria:

- Confirmation of ability to log into the Accela Automation software that has been installed on Accela Hosted Production environment.
- Demonstrate core Accela Automation system is operational in the Agency environment.

DELIVERABLE 11: ADMINISTRATIVE AND TECHNICAL TRAINING

Accela will provide training using a train-the-trainer approach that focuses on the administration, maintenance, and augmentation of its Accela Automation configuration. Our aim at Accela is to educate Agency resources on all aspects of Accela Automation 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.

Where possible, all administrative training will utilize real-world scenarios vs. samples in order to fulfill additional requirements during training.

Training will be on any area or subject that the Agency deems pertinent. The total number of training hours available will not exceed 40 hours without a change order at a rate of $185 per hour.

Accela Responsibilities:
- Coordinate with the Agency to define training schedule and logistics.
- Deliver training per the specific requirements listed above.
- Training using Agency data, where possible, to provide maximum relevance of the training.

Agency Responsibilities:
- Select and prepare the power-users who will be participating in the training and subsequently training end users.
- Arrange the time and qualified people for the training who are critical to the project success.
- Provide suitable 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:
- Execution of listed training courses

DELIVERABLE 12: USER ACCEPTANCE TESTING (UAT)

This deliverable provides Accela assistance that will 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 Support to Production.

Accela will provide support for training, oversight, answering questions and addressing issues discovered in User Acceptance Testing. 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 crucial. At this point in the implementation process, the Agency will test individual components of 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 facilitating completion of UAT. Accela will address and rectify issues discovered during the UAT process as Agency staff executes testing

activities. Accela will work with the Agency to develop a test plan and deliver sample test scripts, as well as an issue log to track the progress of testing. It should be noted that Accela will plan for a total of four weeks to complete this deliverable. Once underway, if this time allocation appears unattainable, Accela and Agency will discuss issues and resolutions, including the possibility of a change order if sufficient justification exists.

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:

Accela will provide UAT issue resolution support. These hours will not be exceeded without a change order at a rate of $185 per hour.

> ➤ Resolution of configuration issues resulting from Agency End User Testing.
> ➤ Fully-tested system that is ready to move to a production environment.

Accela Responsibilities:
- Provide recommendations on testing strategy and best practices.
- Resolution of applicable issues as a result of User Acceptance Testing activities.

Agency Responsibilities:
- Provide timely and appropriate responses to Accela's request for information.
- Make available the appropriate Agency key users and content experts to participate in user acceptance testing as defined and managed by Agency.
- Develop the User Acceptance test scripts.
- Utilize the use cases documented in each Configuration Document Deliverable as the basis for the acceptance of this Deliverable.

Acceptance Criteria:
- Four weeks of UAT support and UAT issue resolution within the allocated four weeks or longer if negotiated

STAGE 5 - DEPLOY

DELIVERABLE 13: PRODUCTION SUPPORT

Production date is defined as the official date in which Accela Automation 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.

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

> ➤ Deployment support of the move to Production.
> ➤ Accela Automation used in production environment for Agency daily use.

Accela will provide 2 days of on-site support for the go-live launch.

Accela Responsibilities:
- 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 Support to Production.
- Assist in the development of a Pre-Production checklist that details the critical tasks that must be accomplished prior to moving to Production.

Agency Responsibilities:
- 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 and content experts to participate in user acceptance testing as defined and managed by Agency.

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

DELIVERABLE 14: POST DEPLOYMENT SUPPORT AND TRANSITION TO CRC

This deliverable is comprised of the post- Production support assistance that Accela will address issues and provide consultative advice immediately following the move to Production for daily use. Accela will provide support for 2 weeks immediately following each deployment (go-live) for Phase 1, 2 and 3. At the end of the support period, a formal meeting will be scheduled with the Agency, Accela Services Team, and Accela CRC for the purpose of transitioning support of the Agency to Accela CRC.

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 which will be addressed by the Agency. 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 Automation. Specifically, Accela will not be developing or creating additional reports, conversions, records types and workflow processes that were not included in the scope of this project.

Accela will help assist and resolve any additional issues pertaining to go-live up to 20 additional hours of issue resolution.   These additional hours are not to be exceeded without a change order at a rate of $185 per hour. Agency will only be transitioned to CRC at the close of all critical implementation issues. CRC is responsible for maintaining any in-scope record types or reports created by the Accela team and those record types and reports that were developed by Accela in the pilot towns

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

- 20 hours of Post Deployment Support.
- Finalized Post Production Issues List.
- Transition of Agency from Services team to Customer Resource Center for ongoing support.

Accela Responsibilities:
- Provide post-production support for Accela developed configuration and components.
- 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 CRC to address any post Production issues that require remediation.

Agency Responsibilities:
- Provide technical and functional user support for post-production support and monitoring.
- Develop and maintain a Post Production Issues List.
- Provide timely and appropriate responses to 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 20 hours of post-Production support.
- Official transfer from the Accela Services project team to the Customer Resource Center (CRC).

PHASE 3

The following section describes the specific activities and tasks that will be executed to meet the business objectives and business requirements of the Agency. In support of the upgrade effort as described, Accela will provide the following detailed implementation services.

DELIVERABLE 15: 7.3 UPGRADE

Both Test and Production Accela Environments should be at the same version and patch levels prior to implementing the remaining deliverables. This is a necessary beginning in order to smoothly transition approved work from the Test to Production environments without complications.

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

- Ensure Test is brought up to the current Version, Feature Pack and Patch Cycle.
- Test high-level system functionality of Agency Test Environment.
- Obtain Agency Sign-Off of Working Test Environment
- Bring Production Server up to equivalent settings as Test Environment through Agency Change Control Process.
- Obtain sign-off for Equivalency of Test and Production Environments.
- Knowledge transfer to enable Agency staff to perform future updates.

Accela Responsibilities:
- Ensure current release and all appropriate patches are installed on Agency's Test environment.
- Complete High-Level security testing of all functional areas
- Install Current release with all appropriate patches to the Production Environment following Agency's Change Control Policy.
- Assist with follow-up questions, issues or concerns

Agency Responsibilities:
- Provide Change Control Policy to be followed
- Provide timely and appropriate responses to Accela's requests for information.
- Provide Agency Technical resource to review Test Environment settings with Accela

- Provide approval of Test Environment settings
- Provide IT Agency staff to assist in installing current release and all appropriate patches in the Agency Production Environment to bring into equivalency with the Agency Test Environment.
- Production Sign-Off

DELIVERABLE 16: ACCELA CITIZEN ACCESS CONFIGURATION

This deliverable includes setup, analysis, configuration and online merchant account setup assistance for the Accela Citizen Access (ACA) software on the Test site. Accela will setup and configure a standard payment processor as part of the implementation of ACA. A standard payment processor utilizes either PayPal or VeriSign to validate online payments. This step will include setting up an interface with the Agency's Active Network installation. Accela will work with the Agency representatives to assess and implement Accela Citizen Access to extend most aspects of the internal Accela Automation configuration for use by the general public. The Template configuration will be utilized to speed the implementation of Citizen Access. Key considerations include collecting all application data and the attaching of documents to allow for paperless processing.

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

> ➢ Configuration of Online Record types in Accela Automation
> ➢ Configuration of Payment Portal

Accela Responsibilities:
- Setup Accela Citizen Access in Staging and Support environments.
- Assist agency in set up and validation of merchant account integration with Accela Standard Payment Processor.
- 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.
- Configure the Online Record types defined in the System Configuration Document in Accela Citizen Access.

Agency Responsibilities:
- Obtain a merchant account from a vendor that utilizing either PayPal or VeriSign to process payments.
- Validate that the configuration specification for Accela Citizen Access meets Agency requirements based on details from the Configuration phase of the project.
- Perform testing of all Online Record types for purposes of validating the configuration.

Acceptance Criteria:
- The base configuration of Accela Citizen Access is configured as documented in the approved Accela Citizen Access Configuration Specification Document.
- Demonstration of the operational Accela Citizen Access functionality.

Acceptance Review Period:
- Ten (10) business days

DELIVERABLE 17: ACCELA MOBILE OFFICE CONFIGURATION

Accela will configure the Accela Mobile Office application. As part of this deliverable Accela will perform the configuration tasks required to ensure Accela Mobile Office interfaces with Accela Automation in both a test and production environment. Using Accela Mobile Office, an Agency inspector can perform activities such as:
- Result inspections/investigations in either store/forward or wireless mode

- Use checklist geared to the particular type of inspection
- Collect signatures from customers
- Initiate code enforcement issues
- Research information for other properties
- Print reports in the field

Analysis activities with the Agency will result in a Mobile Office Configuration Specifications Document. Subsequently, Accela's staff will extend base configuration of Accela Mobile Office per the Mobile Office Configuration Specifications Document.

Additional configuration to modify AMO configuration is estimated at 10 hours and will not exceed those hours without a change order.

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

➢ Accela Mobile Office Configuration Specifications Document (MS Word)
➢ Demonstration of operational system per Accela Mobile Office Configuration Specifications document

Accela Responsibilities:
- Create configuration specifications for Accela Mobile Office based on analysis with the Agency.
- Configure Accela Mobile Office based on approved specifications document.

Acceptance Criteria:
- The base configuration of Accela Mobile Office in the Test environment is configured as documented in the Accela Mobile Office Configuration Specifications document.

Acceptance Review Period:
- Ten (10) business days total

APPENDIX F – UAT TEST PLAN

OVERVIEW

PURPOSE

This document describes the Acceptance Testing strategy for the [*Agency Name*] Accela Implementation Project to verify that the system configuration functions as designed. User Acceptance Testing is where the system configuration is validated against the Agency's business process and fined-tuned in preparation for go-live. The results will be used to demonstrate to stakeholders the system is ready for go-live.

SCOPE

This Acceptance Test Plan is limited in scope to the [*Project Name*] and the configuration defined in the Final Configuration Analysis documents on SharePoint.

OUTPUT

Outputs to be produced as a result of Acceptance Testing are:
- Testing results documented in test cases as defined on Sharepoint
- Test Case Report, from Sharepoint
- Recommendations based on the outcome of the testing results

ROLES AND RESPONSIBILITIES

Testing participants should include representatives from [*List Agency departments*]. Representatives from across all affected departments should be included in order to validate of the system's functions before the system go live.

Staff with the following characteristic should be targeted for the testing effort:
- Staff directly impacted by the system and business process changes
- Frequent users of the Legacy system
- Individuals with a thorough understanding of Denver County business processes
- Individuals with the necessary time to commit to testing
- Those willing to experiment or "do things differently"
- Project Champions

Roles	Resource Name	Responsibility
Project Manager		- Coordinate information session - Assist the UAT Coordinator in the development of schedules and other plans
County Project Manager		- Assist in the development of the UAT plan including testing and batch schedule - Monitor issue resolution and migrations to UAT to ensure timely response
UAT Coordinator		**Log issues in Sharepoint Issue Tracking List** - Participate in the development of the UAT

		plans
		• Solicit and coordinate volunteer testers
		• Communicate/educate participants on testing approach and expectations
		• Gather testing scenarios and scripts from testers
		• Develop test sequences with assistance from UAT Leads and Accela resources
		• Prepare final testing schedule
		• Review outstanding issues for resolution status; coordinate retesting as required
		• Monitor testing efforts and results; prepare daily status report
		• Coordinate UAT review meetings
		• Provide final approval for migrations
UAT Leads	SME's See Departmental UAT Leads	• Review testing scenarios and scripts to ensure all processes and functionality are tested • Develop testing sequences • Provide functional support during testing • Monitor testing efforts in the lab, providing assistance as required for testers • Ensure testing logs are updated daily with test results for their areas of responsibility • Review issues and assist with resolution
UAT Participants	Key department personal	• Develop scenarios and scripts to reflect business processes for testing • Participate in training prior to testing • Execute testing scenarios and scripts • Document testing results • Re-test issues as necessary
Interface Coordinator		• Contact interface owners and conduct testing
System Analysts		• Assist business analysts with problem resolution • Ensure environment is ready for UAT training and testing
Database Analysts		• Monitor batch processes to improve performance • Complete migration of modified objects to [*name of database*] database for testing

DEPARTMENTAL UAT LEADS

The following list represents the Lead Subject Matter Expert for each Department/Division.

Name	Department	Phone

TESTING

SCHEDULE

The following schedule of dates for the Acceptance Test plan has been agreed upon by the Agency and the Accela implementation team.

[*Insert Testing schedule detail below*]

Task	Responsibility	Date (s)

ENVIRONMENT

The Accela environment used for testing is as follows:
      URL:
      Agency:

REPORTING

The following reports will be developed and produced as a result of the Testing process.
- Test Cases – Test results from each test case performed
- Issue Report – From SharePoint, a sorted list of all reported issues from testing and their current status

TEST CASES

Test cases should be developed for a variety of transactions that require testing. Due to time constraints and the large number of Record types, it is not feasible to test absolutely every single scenario however, it is important to incorporate a large sampling of building, planning, public works, enforcement and fire business processes configured in the system. Test cases should be included from each department/division and recorded in the test cases folder on Sharepoint. For use by the entire project team, Test Cases should be stored on Sharepoint at:

[*Insert Link Here*]

TESTING PROCEDURE

ISSUE TRACKING

Issues discovered participants/testers will be reported to the UAT Coordinator during testing. These issues will be triaged and determined to be a true issue or something else (user error, training, etc). An effort by the UAT Coordinator or other test assistant will be made to duplicate the issue. Issues that cannot be duplicated and cannot be otherwise explained will be dismissed**. Issues that are successfully duplicated will be entered into the Issue Tracking log by the UAT Coordinator.** The UAT Coordinator will include the user/user manager's assessment of the priority.

The project team will review all issues to determine if they are in scope for the project. In scope issues will be prioritized. Out of scope issues will be closed with an indication that the issue is out of scope. These will eventually be placed on a list for future implementation.

In Scope issues will be assigned a priority by the project team. Issues will be resolved on an ongoing basis and the project team will communicate status to the user that submitted the issue. The existence of an item on the issue list does not guarantee it will be resolved before implementation. Some issues will be completed before implementation based on their priority. All remaining issues will be placed on a warranty list to be resolved by the appropriate party based on who was responsible for it during development.

All issues found as a result of User Acceptance Testing will be logged by the UAT Coordinator in the UAT Issue Tracking list on Sharepoint at: [*Insert Link Here*]

Closing Issues

- Only the customer reporting the issue can close it, unless the issue is global.
- Effort should be made to regression test areas around the problem area to ensure something else was not damaged as part of the fix.

REVIEW OF TEST RESULT

Upon completion of each round of testing there will be a review period. During this period, all results will be formally reviewed by the testing team to ensure that the testing had been satisfactorily completed and the expected results were obtained. Where the results were un-expected a determination will be made on how to proceed with each case.

The most common result of a failed test case will be an update to the configuration. Anything other than minor changes to the configuration will be documented and reviewed by the testing team.

SOURCE CODE MANAGEMENT

Accela uses a database for implementing configuration changes, scripting and reports. There is no source control built into the product.

The Agency will therefore manage source as follows:
- In addition to the daily backup of the Accela database, a backup will be taken before any change is made to the production system
- All changes to production will be tested in the development system first.
- **ALL** changes that exist in development will be migrated to production as a version.
- All changes need to made in development and tested as a group. No other changes may be made to development other than the approved changes.
-

CHANGE MANAGEMENT

- Approved changes are documented in the Accela Change Control log
- Once the changes have been tested and approved for migration, a Change Request will be generated and approved following standard ITIL procedures. This includes testing approvals, backout plans, outage windows, notifications, etc.
- The development database will be migrated to production

Emergency changes
- Require testing in development
- Can then be made to production. Great care must be taken to ensure no other changes are being made in the area of dev where the proposed production change is being made.
- Still requires a production DB backup first
- Immediate test/confirmation of the change in production.

SIGN OFF

Accepted By: [Agency]	Accepted By: Accela
By:	By:
Print Name:	Print Name:
Title:	Title:
Date:	Date:

Contract Control Number:

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of

SEAL   **CITY AND COUNTY OF DENVER**

ATTEST:

                                                  By_____

_____

APPROVED AS TO FORM: REGISTERED AND COUNTERSIGNED:

                                                  By_____

By_____

                                                  By_____

Contract Control Number: TECHS-CE06026-03

Contractor Name: ACCELA INC

By: _____

Name: _Lee Ann Slinkard_
(please print)

Title: _SVP Services_
(please print)

ATTEST: [if required]

By: _____

NOT REQUIRED

Name: _____
(please print)

Title: _____
(please print)