

**ADDENDUM B
SYSTEM IMPLEMENTATION DOCUMENT & PROJECT SCOPE OF WORK**

**LUCITY
ENTERPRISE ASSET &
MAINTENANCE MANGEMENT SYSTEM**

SYSTEMS IMPLEMENTATION DOCUMENT / STATEMENT OF WORK

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1. Project Introduction:

Lucity is proposing to provide application software and associated professional services to the City of Kirkland, Washington (“City”) to deliver an enterprise level, comprehensive solution that meets the business needs of the Public Works, Facilities, Parks and Information Technology Departments. To this end, the City and Lucity have mutually prepared a Statement of Work (SOW) to clearly frame and define all software, services, tasks, roles, responsibilities, assumptions, expectations etc. germane to the successful implementation and deployment of the Lucity Enterprise Asset / Maintenance Management system.

To the extent possible, it is the intent of both parties to limit custom programming requirements and leverage the specific functionality inherent to the Lucity application and “best practices” of other cities to accomplish similar functions. The Lucity implementation team shall assist in configuration and integration analysis and workflow consulting in order to accomplish this; however it will be expected that the City mirror these accepted processes every chance possible.

This Statement of Work (SOW) is to provide a thorough and accurate description of the following metrics:

- **What** software and services will be delivered;
- **How** will the software and services be delivered;
- **Who** will deliver which software and services;
- **When** will the software and services be delivered;
- **Where** will the software be delivered and where will the services be performed to successfully deliver the requisite business processes as defined by the City of Kirkland

**Lucity shall have the right to assign personnel to the consulting agreement but the City shall have the right to review the Lucity personnel assigned to the project. This includes, but is not limited to, the ability to request a suitable and qualified replacement in a timely manner with specific written reasons for such request. Lucity warrants that each person assigned to the job will be for the duration of the project except as specified by City or due to the following exceptions: illness, death, termination, or resignation from Lucity. No subcontractor shall be used on the project without the express written approval of the City.

2. Project Timeline:

The implementation of the project will be the responsibility of a joint City and Lucity Implementation Team. It is understood and acknowledged by both parties that a definitive project plan will be drafted and presented as an early deliverable upon completion of the **Initiation Milestone** (a preliminary project timeline by phase is included herein for reference purposes only). The project will subsequently be guided and implemented based upon this mutually agreed project plan.

Project Timeliness & Access

The Implementation estimated project timeline is 24 months from the agreed Kickoff date, and both parties shall work diligently to deliver the comprehensive solution within that timeframe. It’s understood between both parties that a project plan will be drafted as an early deliverable in the “Initiation” milestone and all Pre-Assessment Tasks will need to be completed before this project plan can be finalized. This statement of work allows for minimal delays caused by either Lucity or the City (e.g., creation of technical environments, availability of personnel, timing of business decisions, etc.) as

adherence to the project schedule and maintaining the defined scope is a cornerstone of the Statement of Work. As such, requests to increase the scope and/or timeframe, such as additional configuration assistance, changes, or previously undisclosed information, which has a direct, material impact (increase or decrease) on the services documented in this contract, will be discouraged. Nevertheless, as an outcome of any change, Lucity and/or the City may amend the timeline, costs and/or tasks provided in the document as additional detailed information is obtained relative to the City's functional and technical business requirements.

- The City and Lucity will put forth their best efforts to meet all required deliverable dates outlined and agreed as part of this project.
- Lucity and the City will provide appropriate "process experts" who will be available for interview with reasonable notice and will have adequate knowledge of the process to provide definitive answers regarding the process and associated business rules.
- Process owners (department heads, managers, supervisors) will be available with reasonable notice to confirm and validate the results of the process interviews. In the event questions arise regarding the correct policy or process, the question will be resolved in a timely manner.
- The City and Lucity personnel will attend and be on time for all scheduled process interviews, technical "side bars," question resolution sessions and 'sign-off' meetings. The City's personnel will remain available throughout the scheduled time period.
- The City of Kirkland will designate personnel that are authorized to approve and accept the various process documents and final set ups that will be completed by Lucity.
- Lucity personnel will have necessary access to city servers and computers being utilized to host the Lucity application. Access will be scheduled and approved in advance by the City and will only be for work related to this project. Lucity and City personnel will work together to determine appropriate rights and roles associated with this access. In addition, Lucity personnel will be required to submit a background check prior to obtaining access from the City.

3. Components to be provided by Lucity:

Site licenses for the following Lucity components shall be provided, installed, & implemented by Lucity to fulfill the business requirements in the Asset Record Tracking, Asset Lifecycle Management, Parts/Supplies Inventory, Preventive Maintenance (PM)/Scheduling, Work Management, Customer Service Requests, GIS Integration, Billing, Reporting processes delineated in the RFP (List to be refined in meetings with Lucity):

- **Lucity Work**
- **Lucity Citizen Portal**
- **Lucity Assets**
- **Lucity GIS Desktop**
- **Lucity GIS Web**
- **Lucity GIS Viewer**
- **Lucity Mobile**
- **Lucity Mobile Barcoding**

4. Project Methodology:

It is intended that this project be implemented in phases to include each Lucity component listed above under **Lucity Software and Services**; within each phase, there will be a series of milestones, activities, tasks and sub-tasks.

A summary description of the tasks/expectations to be managed within each implementation milestone by both Lucity and designated City project team members is as follows:

Initiation Milestone: Major Objectives & Tasks

- **Initiation Meeting:** A meeting will take place as soon as possible after issuance of the Notice to Proceed to introduce key Project Team members and initiate project activities.
 - The project will include the following Functional Groups:
 - Public Works Storm Water / Sewer Division
 - Sewer: Collections, Pump Stations, CCTV, SSOs, and FOG
 - Storm Water: Storm, BMP, CCTV
 - Facilities Services
 - Buildings and Equipment
 - Public Works Streets & Grounds Division
 - Streets, Signs, Signals, Street Lights, Rights-of-Way, Trees
 - Public Works Water Division
 - Distribution and Backflow
 - Parks Operations
 - Parks and Trees
 - GIS Division
 - Sewer, Storm, Water, Streets/Grounds, Parks
 - Participants in the Initiation Meeting should include the following Project Team members:

Lucity

- Project Manager
- Relationship Manager

City

- Project Director
- GIS Manager
- Project Manager
- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks
- Leadership Representative

- **IT Audit:** A meeting will take place as soon as possible after Initiation for us to provide guidance to the City's IT SME pertaining to LucityAM enterprise architecture and security designs. An outline of the expected agenda for the IT Audit Meeting follows.
 - The assumption is that City will provide needed hardware and supporting software, and confirm basic operation of hardware prior to installation of LucityAM

- System Design and Tuning document is intended to provide understanding of LucityAM as it pertains to the City’s enterprise infrastructure and security policies, and the expected maximum number of concurrent users
- IT Questionnaire serves to gather information regarding the City’s resources, preparedness, and capabilities for installing and managing LucityAM and leveraging GIS integration
- Participants in the IT Audit Meeting should include the following Project Team members:

Lucity

- IT Specialist

City

- Project Manager
- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- SMEs – IT

- **Develop Project Plan** – A project plan will be developed to detail the project scope, objectives, participants, phases and timeline, activities, risks, communication plan, change management plan, budget and process.
 - There will be four (4) implementation phases as indicated below, with the addition of an initial GIS ‘phase’ which will be incorporated within all four (4) of the divisional/operational phases. Adjustments will be made per the City’s stated priorities.
 - Phase 0:
 - GIS Data Audit Plan
 - GIS System Architecture Evaluation (Server, Desktop, Mobile, and GPS)
 - Phase 1: Public Works Storm Water / Sewer Division & Facilities Services
 - Phase 2: Public Works Water Division
 - Phase 3: Public Works Streets & Grounds Division
 - Phase 4: Parks Operations

- **Kick-Off** - An on-site trip will be made to transfer knowledge between Project Team members, gather information, and set the stage for subsequent Implementation tasks.

- Participants in the Kickoff Trip activities should include:

Lucity

- Project Manager
- Implementation Lead
- Relationship Manager

City

- Project Director
- Project Manager
- GIS Manager
- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks
- Functional Group Administrators
- SMEs – GIS and IT
- Leadership Representative

Function	Responsibility	
	City	Lucity
Finalize Project Team, define agency involvement and project plan and schedule <ul style="list-style-type: none"> ▪ Review roles, responsibilities, and personnel assignments ▪ Identify primary contacts and exchange contact information ▪ Verify System Requirements ▪ Verify all business/systems requirements and business processes that are in scope for the implementation ▪ Set date for IT Audit, Installation, and Kickoff tasks – our recommendation is for the IT Audit to be completed as soon as possible, and Installation to be completed prior to Kickoff ▪ Deliver “Welcome to the Lucity Family” information packet 	RA RA RA RA R I	R R C C RA RA
Confirmation of all Lucity functional and system configuration requirements	RA	R
Verify licensing details (products and users), identify distinct Functional Groups that will utilize LucityAM	R	RA
Validation of hardware that needs to be ordered and/or set up (as for VM’s)	RA	C
Identify appropriate system architecture, hardware availability	RA	C
Ensure Hardware delivery and installation dates	RA	I
IT Audit <ul style="list-style-type: none"> ○ Software <ul style="list-style-type: none"> ▪ Review “Hardware and Software Recommendations”, “System Design and Tuning”, and “IT Questionnaire” documents – Questionnaire to be completed by the City ▪ Define System Best-Practices ▪ Discuss the Installation task and related activities, and identify needed actions prior to LucityAM installation ○ Access <ul style="list-style-type: none"> ▪ Discuss providing Implementation Lead remote access (VPN) into installed LucityAM to facilitate completion of Implementation tasks ○ Project Plan <ul style="list-style-type: none"> ▪ Confirm dates for Installation and Kickoff tasks ○ Action Items <ul style="list-style-type: none"> ▪ Complete IT Questionnaire. ▪ Provide LucityAM install design and system architecture diagram, and executed VPN access forms (if required) 	R I RA RA RA RC	RA RA RA RC RA I
Develop Project Plan <ul style="list-style-type: none"> ○ Define strategies for delivery, integration and organizational structure of implementation of Lucity solution ○ Confirm Project Team and Functional Groups ○ Define project roles & responsibilities ○ Discuss what is expected of Project Team members throughout project ○ Review schedule, and discuss how LucityAM will “go-live” in the Enterprise, with all Functional Groups in a Phased approach, with Functional Groups having different milestones <ul style="list-style-type: none"> ▪ Completion of the Project Charter ▪ Detailed Project Plan including Activity / Task list, timeline and major milestones ▪ Confirm Project Budget, select project budget monitoring process ▪ Develop Risk Register and Risk Mitigations 	RA RA RA RA RA RA RA	C C C C C C C

Function	Responsibility	
	City	Lucity
<ul style="list-style-type: none"> ▪ Develop Responsibility Assignment Matrix (RACI) ▪ Define change management plan ▪ Develop communications plan ▪ Define Issues Management Process, select Issue Management Tool ▪ Develop Training schedule, resources and training delivery ▪ Develop Project Acceptance Test plan ▪ Setup Project specific collaboration site for managing key project documents 	RA RA RA RA RA RA RA	C C C C C C C
<p>Kick-Off Meeting</p> <ul style="list-style-type: none"> ○ LucityAM Software Demonstration <ul style="list-style-type: none"> ▪ Present functional overview – typical user workflows for inspections, work orders, etc. and “out of the box” capabilities including reporting (standard templates and ad hoc), GIS integration, and data interfaces ▪ Review default “Work Flow Setup” data, UI templates (dashboards and data forms/views), and default user groups/roles ○ Functional Groups <ul style="list-style-type: none"> ▪ Identify each Group’s place (Department, Division, etc.) within the organizational structure of the City ▪ Confirm with each Group Administrator those persons assigned to serve as Group SMEs for Configuration task ▪ Examine current basic business processes of each Group with associated data, reporting, and integration requirements ▪ Review with each Group their Work Flow Setup spreadsheet with default data – spreadsheet to be completed by the City ○ GIS and Applications <ul style="list-style-type: none"> ▪ Discuss completed Installation task and related activities, and identify needed actions prior to initiation of Configuration – GIS task ○ Access <ul style="list-style-type: none"> ▪ Verify Implementation Lead has remote access into installed LucityAM ○ Project Plan <ul style="list-style-type: none"> ▪ Identify any needed revisions to Project Plan based on knowledge gained from Kickoff Trip activities ▪ Set date for Configuration – Discovery Workshop task ○ Action Items <ul style="list-style-type: none"> ○ Complete Work Flow Setup spreadsheets – these spreadsheets are used to record data required to define Categories, Problems, Causes, Tasks, and Resources (Employees, Crews, Equipment, Materials, Fluids, Contractors) for Functional Groups with Lucity Work – Work Administrator 	I I RC RC RC RC RC RA RA R RC	RA RA RA RA RA R RA RA

“R” = Responsible: The who does the work to achieve the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

“A” = Accountable: Authorized to approve an answer to the decision. There **must** be only one accountable specified for each task or deliverable.

“C” = Consulted: Those whose opinions are sought; and with whom there is two-way communication.

“I” = Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Installation and Basic Systems Testing: Major Objectives & Tasks

- **Install** – The Implementation Lead will assist the Sr. Applications Analyst/Programmer and Sr. GIS Analyst/Programmer with downloading the LucyAM Installation Components (current version with latest service pack) from the Lucy Support Center web site, and following instructions provided in the Install Manual.
 - Participants in the Installation activities should include:

<p>Lucity</p> <ul style="list-style-type: none"> • IT Specialist • Implementation Lead 	<p>City</p> <ul style="list-style-type: none"> • Project Manager • GIS Manager • Sr. Applications Analyst/Programmer • Sr. GIS Analyst/Programmer
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Function	Responsibility	
	City	Lucity
Prepare servers for Lucy installation		
○ Prepare File and Services Server (Application Server)	RA	I
○ Prepare Database / Web server	RA	I
○ Prepare GIS Web Server	RA	I
○ Prepare Mobile server	RA	I
○ Prepare Citizen Portal / REST API / Document server	RA	I
○ Test server to server connectivity, performance	RA	I
○ Create Maintenance server plans, add to City configuration database	RA	I
○ Create installation Configuration diagram / document	RA	I
Lucity system installation on City network		
○ Establishing multiple environments for testing/training, production, and backup/recovery	RA	C
○ Install Lucy Application/components	RA	R
○ Using User Import tool in Lucy Security to import users into LucyAM, and associate users to Windows Login accounts	RA	R
○ Using Lucy Security to set controls for user access and assign group/role permissions for various LucyAM functions	RA	R
○ Performing system-level testing (to ensure satisfactory performance) and performance tuning actions (if necessary)	RA	C
Basic testing which assures that the software can be used in the customer environment but which is not yet functional testing.	RA	C
Application Administration Training	R	RA

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Configuration Milestone: Major Objectives & Tasks

- **Discovery** – Discovery Workshops will be completed – an on-site trip for each of the proposed implementation phases. Each Discovery Workshop will be a series of sessions that focus on refining the default LucityAM configuration to support the specific operational needs of the distinct Functional Groups. Discovery workshops to define detailed requirements and processes.
 - Participants in the Configuration – Discovery Workshop activities should include:

Lucity	City
• Project Manager	• Project Manager
• Implementation Lead	• Sr. Applications Analyst/Programmer
	• Sr. GIS Analyst/Programmer
	• PW Business Analyst
	• City Business Analyst for Facilities and Parks
	• Functional Group Administrators
	• SMEs – GIS and IT

- **Functional Group Meetings** - Finalizing the LucityAM configuration will be an iterative process. The Implementation Lead will first make an on-site trip to meet with each Functional Group to review the initial configuration, and identify needed refinements. With subsequent refinements, additional meetings (remote via WebEx) will be made to review the latest LucityAM configuration which will include GIS integration, loaded data, custom reporting, and custom integration (if required) as these become available. The process will continue until the LucityAM operational needs of the Groups are met.
 - Participants in the Configuration – Functional Group Meetings task should include:

Lucity	City
• Implementation Lead	• Sr. Applications Analyst/Programmer
	• Sr. GIS Analyst/Programmer
	• PW Business Analyst
	• City Business Analyst for Facilities and Parks
	• Functional Group Administrators
	• SMEs – Groups

- **Configuration** – Actual LucityAM configuration on City servers and network
 - Participants in the Configuration task should include:

Lucity	City
• Implementation Lead	• Sr. Applications Analyst/Programmer
	• Sr. GIS Analyst/Programmer
	• PW Business Analyst
	• City Business Analyst for Facilities and Parks

- **Reporting** - Although we expect the LucityAM reporting capabilities (standard templates and ad hoc) will meet most of the City’s needs, some supplemental custom reports will likely be desired/required. The number and nature of such custom reports will be defined from the Configuration activities. Custom reports can be designed, developed, and incorporated into

LucityAM by the City or a third-party. Alternatively, we can deliver custom report templates (using Crystal Reports) through negotiated additional services.

- Participants in the Reporting tasks should include:

Lucity

- Implementation Lead

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks

- **GIS** – The Implementation Lead will work with the GIS Administrator, Sr. GIS Analyst/Programmer and the Sr. Applications Analyst/Programmer to configure and test the bi-directional LucityAM/GIS integration.

- Participants in the GIS tasks should include:

Lucity

- GIS Specialist/IT Specialist
- Implementation Lead

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer

Function	Responsibility	
	City	Lucity
Discovery Workshop		
○ Discovery workshops to define detailed requirements and processes.	RC	RA
○ Functional Groups		
▪ Examine details (what, who, how, and why) of business processes of each Group, and identify potential revisions to improve results and best leverage capabilities of LucityAM	RC	RA
▪ Review with each Group their completed Work Flow Setup spreadsheet, and identify any additional data revisions for initial LucityAM configuration	RC	RA
▪ Identify revisions to dashboards, data forms/views, and default user groups/roles for each Group	RC	RA
▪ Discuss available data from sources other than GIS to be incorporated (i.e. “loaded”) into LucityAM – data to be gathered by the City	RA	R
▪ Identify any supplemental reporting and/or integration needs to be addressed with LucityAM implementation	RA	R
○ GIS		
▪ Discuss use of Lucity Administration Tool – Map Setup to define maps, and assign to user groups/roles	RA	R
○ Applications		
▪ Discuss installation and testing of Lucity Mobile Server, and downloading and installation of Lucity Mobile – to be completed by the City	RA	R
▪ Identify software instances the City will need (e.g. training, testing, development/configuration, production and archival.	RA	R
○ Project Plan		
▪ Identify any needed revisions to Project Plan based on knowledge gained from Discovery Workshop activities	RA	R
▪ Set date for Configuration – Functional Group Meetings task	RA	R
○ Action Items		
▪ Apply initial configuration to installed LucityAM based on revised Work	RC	R

Function	Responsibility	
	City	Lucity
<ul style="list-style-type: none"> Flow Setup data and revised user dashboards, data forms/views, maps, and groups/roles <ul style="list-style-type: none"> ▪ Deliver data from sources other than GIS to Implementation Lead for evaluation ▪ Evaluate options for supplemental reporting and/or integration, and identify next steps ▪ Install and test Mobile Server, and download and install Lucity Mobile 	RA	R
<ul style="list-style-type: none"> Functional Group Meetings <ul style="list-style-type: none"> ○ Distribution and application of the documented business requirements and business processes to Implementation Team to produce a fully-configured Lucity Enterprise Asset / Maintenance Management system Participants in the Configuration 	RA	R
<ul style="list-style-type: none"> Lucity Application Configuration <ul style="list-style-type: none"> ○ Initial onsite configuration system review with project team ○ System Primary Baseline Configuration ○ Configuration of user roles, rights and security defined in the Project Definition document ○ Configuration of all enterprise-level validation lists, system setup ○ Configuration of Lucity AM modules <ul style="list-style-type: none"> ▪ Asset Management Module Setup ▪ Work Management Module Setup (Categories, Employees, Crews, Contractors, Equipment, Materials, Time Costs, Fluids, Tasks, Causes and Classifications)" ▪ Customer Requests Module Setup (Customers, Scripts, Knowledge Base, Notifications, Workflow Routing) ▪ Inventory Module Setup ▪ Workflow Setup ▪ Preventive Maintenance (PM)/Scheduling modules. ○ Configuration of all business/systems requirements defined in the Project Definition document. ○ Set up prototype to test initial configuration design ○ Revise / Finalize any needed module configurations 	RC RC RC RC RC RC RC RC RA RC	RA RA RA RA RA RA RA RA RC RA
<ul style="list-style-type: none"> Reporting <ul style="list-style-type: none"> ○ Reports Review and Enhancement Requirements ○ Crystal Reports Training (as it relates to Lucity reporting; requires basic level of Crystal Report knowledge) 	R R	RA RA
<ul style="list-style-type: none"> GIS Configuration <ul style="list-style-type: none"> ○ Clarify present-day GIS data flow, process and architectural context and determine Future GIS data flow, process for LucityAM ○ GIS to LucityAM Integration <ul style="list-style-type: none"> ▪ Use Lucity Administration Tool to create geodatabase connection string to serve as primary link between ArcMap and LucityAM ▪ Use Geodatabase Configuration tool in ArcCatalog to link feature classes to LucityAM ▪ Use Lucity Editor ArcMap extension to load attributes of linked feature classes into LucityAM database tables ○ LucityAM to GIS Integration <ul style="list-style-type: none"> ▪ Use ArcGIS Server to publish map services containing linked feature classes 	RA RC RC RC RC	RC RA RA RA RA

Function	Responsibility	
	City	Lucity
<ul style="list-style-type: none"> with Feature Access capabilities enabled (i.e. feature services) ☐ feature services to serve as primary link between LucityAM and geodatabase <ul style="list-style-type: none"> ▪ Use Administration Tool to add feature services to geodatabase connection string 	RC	RA
<ul style="list-style-type: none"> ○ Lucity GIS Web to LucityAM Integration also applicable to integration of Collector for ArcGIS (and any other third-party mapping application) to Lucity AM <ul style="list-style-type: none"> ▪ Use Geodatabase Configuration tool to set up “GIS Task” to check feature services at scheduled time interval, and push any updates to LucityAM 	RC	RA
<ul style="list-style-type: none"> ○ Lucity Spatial Generator Configuration <ul style="list-style-type: none"> ▪ Use Administration Tool to enable the Lucity Spatial Indexer process, and set maximum number of days to process spatial history of information related to work order and service request locations (addresses, coordinates) and related assets 	RC	RA
<ul style="list-style-type: none"> ▪ Use Administration Tool to set up URL for Geocoding Service for processing locations 	RC	RA
<ul style="list-style-type: none"> ▪ Use Administration Tool to set up Edit Map Service URL for processing assets 	RC	RA
<ul style="list-style-type: none"> ○ GIS Map Setup <ul style="list-style-type: none"> ▪ Use Administration Tool to create maps (by layering map services) for Lucity GIS Web, Lucity Mobile, and Lucity GIS Viewer 	RC	RA
<ul style="list-style-type: none"> ▪ Use Map Setup In Administration Tool to assign maps to user groups/roles 	RC	RA
<ul style="list-style-type: none"> ○ Show in Map Tool Configuration <ul style="list-style-type: none"> ▪ Use Show in Map Configuration tool in ArcCatalog to define settings for launching maps from LucityAM (Desktop, Web, Mobile UIs) 	RC	RA
<ul style="list-style-type: none"> ○ GIS data available at the time of the Configuration – GIS task efforts will be loaded into LucityAM, and necessary training will be provided to the City to load additional GIS data that may become available later. 	RA	RA

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Integration & Customization Scoping Milestone: Major Objectives & Tasks

Integration & Customization – Lucity will assist the City with the setup of interfaces with external systems (SCADA and CCTV) to routinely incorporate new data (e.g. inspections, readings) into LucityAM. The Implementation Lead will use the Import & Update user interface to establish data mapping with the appropriate systems, name and save defined “imports”, and complete loading processes to verify proper operation of the interfaces.

The City will learn how to use the Lucity REST API to perform integrations with the Finance system or find alternative integration methods. The Lucity REST API and Lucity Citizen REST API are provided for development of custom applications that communicate with LucityAM. The

supplemental integration needs that will require such custom development will be defined from the Configuration activities. City and Lucity will determine requirements for any necessary supplemental integration (e.g. Sungard IFAS, GIS Browser, Mobile GIS) using the Lucity REST APIs, and provide expected effort and associated costs for the work to be completed through negotiated additional services. Custom development will likely require collaboration with the City, other software vendors and/or third-party developers.

- Participants in the Integration tasks should include:

Lucity

- IT Specialist
- Implementation Lead

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks
- Finance SMEs

Function	Responsibility	
	City	Lucity
Integration / Interface Configuration <ul style="list-style-type: none"> ○ Determine the necessary system source(s), data, transfer frequencies, and transfer schedule to be included in integration as it relates to GIS, mobile solutions, Finance system, CCTV and SCADA integrations ○ Configuration of Lucity CCTV Import and SCADA runtime Import integrations in conjunction with the Public Works Storm Water/Sewer & Facilities Implementation Milestone. ○ Complete needs assessment for Finance system integration as listed in Section 6.0 Data Migration and Importation. 	R R	RA RA
Financial System Integration / Interface. <ul style="list-style-type: none"> ○ Determine requirements for necessary supplemental integration for Sungard IFAS using the Lucity REST API and provide expected effort and associated costs for the work to be completed through negotiated additional services. <ul style="list-style-type: none"> ▪ Complete Lucity configuration in support of personnel/timekeeping ▪ Complete Lucity configuration in support of GL Budget and Labor Distribution ▪ Using Lucity REST API's develop interface to Sungard IFAS ▪ Test interface ▪ Document interfaces and processes 	RA RA RA RA RA RA	C C C C C C
GIS Browser, Mobile GIS Integration / Interface. <ul style="list-style-type: none"> ○ Determine requirements for necessary supplemental integration for GIS Browser, Mobile GIS using the Lucity REST API and provide expected effort and associated costs for the work to be completed through negotiated additional services. <ul style="list-style-type: none"> ▪ Complete Lucity configuration in support of GIS Browser (if any) ▪ Complete Lucity configuration in support of Mobile GIS (if any) ▪ Using Lucity REST API's develop interface to GIS Browser ▪ Using Lucity REST API's develop interface to Mobile GIS ▪ Test interfaces ▪ Document interfaces and processes 	RA RA RA RA RA RA	C C C C C C

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Data Migration Scoping Milestone: Major Objectives & Tasks

Data Migration - The Import & Update tool is used to set up interfaces with external data collection systems (SCADA and CCTV) to routinely incorporate new data (e.g. inspections, readings) into LucyAM. The Implementation Lead will use the Import & Update user interface to establish data mapping with the appropriate systems, name and save defined “imports”, and complete loading processes to verify proper operation of the interfaces.

- Importation and integration of all data mapped/defined in the Project Definition documents and conduct initial testing of imported and integrated tabular and GIS data
 - **GIS** – As described for the Configuration – GIS task, data from the City’s GIS will be loaded into LucyAM as part of the GIS to LucyAM Integration.
 - **Other Sources** - The Lucy Import & Update tool is used for loading data into LucyAM from ODBC, OLE, ASCII-delimited text, and XML sources. Data from sources other than GIS gathered by the City and delivered to the Implementation Lead for loading should (if possible) be in compatible formats.
- Participants in the Data Migration tasks should include:

Lucy	City
<ul style="list-style-type: none"> • Implementation Lead 	<ul style="list-style-type: none"> • Sr. Applications Analyst/Programmer • Sr. GIS Analyst/Programmer • PW Business Analyst • City Business Analyst for Facilities and Parks

Function	Responsibility	
	City	Lucy
Preliminary Data Integrity Analysis	RA	C
Complete needs assessments for Hansen Data Migration	RA	C
Identify and plan for any necessary data cleanup to be performed by City of Kirkland	RA	I
Train Sr. Applications Analyst/Programmer in the use of Lucy Import & Update tool	R	RA
Complete data mapping / data load definitions	RA	C
Migrate / convert data	RA	C
Test converted data	RA	C

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Pilot Testing & Prepare for Go-Live Milestone: Major Objectives & Tasks

Pilot Testing – Preliminary testing to confirm configuration, stability and performance of the Lucy Installation.

Go-Live – Final system preparation and activities to ensure that the first implementation phase can be completed and Lucy, City IT Staff and Business Staff are ready to support production use of the system.

- Participants in the Pilot Testing & Prepare for Go-Live tasks should include:

Lucy

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks

Function	Responsibility	
	City	Lucy
Provide base training materials for client, web and mobile application	I	RA
Customize training materials for City use, as needed	RA	C
Develop and mutually approve test plan(s)	RA	RC
Review and confirm Pilot Training & Testing schedule and attendees	RA	C
Conduct training for City designated pilot users (testers)	CI	RA
Prepare training and testing environment	RA	C
Client initial system evaluation testing - Verification / validation of system configuration, performance, stability, integration and accuracy.	RA	RC
Document testing results	RA	I
Refinement of configuration, workflows, processes following testing, as needed	RA	RC
Develop Cutover Plan, Schedule and Communication	RA	C
Confirm Issues Communication, Tracking and Resolution Management Plan	RA	RC
System Implementation Failure Plan – Contingency	RA	RC
Execution of cutover from training to production environment (GIS, Data Imports, Integrations, etc.)	RA	RC
Draft System Documentation for internal support	RA	C
Confirm PW Storm/Sewer & Facilities Implementation Schedule	RA	C
City of Kirkland Install, Configure, Pilot Phase Sign-off	RA	C

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Public Works Storm Water/Sewer & Facilities Implementation Milestone: Major Objectives & Tasks

PW Storm Water/Sewer & Facilities – Phase I of the functional groups to be implemented will include PW Storm Water/Sewer division and Facilities.

- Participants in the Pilot Testing & Prepare for Go-Live tasks should include:

Lucity

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities
- PW Storm Water/Sewer SMEs and End-Users
- Facilities SMEs and End-Users

Function	Responsibility	
	City	Lucity
Public Works Storm Water & Sewer Implementation including mobile deployment and workflow setup		
○ Definition and delivery of agency’s processes and unique business workflows for PW Storm/Sewer	RA	C
○ Confirm configuration of all modules to support PW Storm Water & Sewer division including workflow	RA	RC
○ Confirm configuration of Lucity Mobile module and mobile devices for PW Storm Water & Sewer division	RA	RC
Facilities Implementation including mobile deployment and workflow setup		
○ Definition and delivery of agency’s processes and unique business workflows for Facilities	RA	C
○ Confirm configuration of all modules to support Facilities division including workflow	RA	RC
○ Confirm configuration Lucity Mobile module and mobile devices for Facilities division	RA	RC
Comprehensive onsite end-user training for PW Storm & Sewer, Facilities personnel		
○ Deliver Training Schedules / Materials	C	RA
○ Schedule Staff	RA	C
○ Provide Training Site, Equipment for Staff / Employees	RA	I
○ Training Kickoff	RA	C
○ Prepare Site (daily)	RA	I
○ Attend Training	RA	
○ Comprehensive End-User Training for PW Storm Water & Sewer , Facilities personnel	R	RA
○ Comprehensive End-User Training for Inventory	R	RA
○ Comprehensive End-User Training for Financial Services (timekeeping, labor distribution, financial integration - TBD)	R	RA
○ Field (Mobile) user Training	R	RA
PW Storm Water & Sewer , Facilities Go-Live		
○ Conduct on-site Go-Live support	R	RA

Function	Responsibility	
	City	Lucity
○ Report issues	RA	R
○ Track reported issues, coordinate resolution with Lucity, track resolution	RA	R
○ Refine Public Works Storm Water & Sewer business rules/configuration as needed during users acceptance testing	RA	R
○ Refine Facilities business rules/configuration as needed during users acceptance testing	RA	R
○ Confirm configuration for PW Storm Water & Sewer, Facilities	RA	R
Confirm PW Streets & Grounds Implementation Schedule	RA	RC
City of Kirkland PW Storm Water & Sewer Phase Sign-off	RA	C
City of Kirkland Facilities Phase Sign-off	RA	C

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Public Works Streets & Grounds Implementation Milestone: Major Objectives & Tasks

PW Streets & Grounds – Phase II of the functional groups to be implemented will include PW Streets & Grounds division.

- Participants in the Pilot Testing & Prepare for Go-Live tasks should include:

Lucity

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- PW Streets & Grounds SMEs and End-Users

Function	Responsibility	
	City	Lucity
Public Works Streets & Grounds Implementation including mobile deployment and workflow setup		
○ Definition and delivery of agency’s processes and unique business workflows for PW Streets & Grounds	RA	C
○ Confirm configuration of all modules to support PW Streets & Grounds division including workflow	RA	RC
○ Confirm configuration Lucity Mobile module and mobile devices for PW Streets & Grounds division	RA	RC

Function	Responsibility	
	City	Lucity
Comprehensive onsite end-user training for PW Streets & Grounds personnel		
○ Deliver Training Schedules / Materials	C	RA
○ Schedule Staff	RA	C
○ Provide Training Site, Equipment for Staff / Employees	RA	I
○ Training Kickoff	RA	C
○ Prepare Site (daily)	RA	I
○ Attend Training	RA	
○ Comprehensive End-User Training for PW Streets & Grounds personnel	R	RA
○ Comprehensive End-User Training for Inventory		
○ Comprehensive End-User Training for Financial Services (timekeeping, labor distribution, financial integration - TBD)	R	RA
	R	RA
○ Field (Mobile) user Training	R	RA
PW Streets & Grounds Go-Live		
○ Conduct on-site Go-Live support	R	RA
○ Report issues	RA	R
○ Track reported issues, coordinate resolution with Lucity, track resolution	RA	R
○ Refine Public Works Streets & Grounds business rules/configuration as needed during users acceptance testing	RA	R
○ Confirm configuration for PW Streets & Grounds	RA	R
Confirm PW Water Implementation Schedule	RA	C
City of Kirkland PW Streets & Grounds Phase Sign-off	RA	C

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Public Works Water Implementation Milestone: Major Objectives & Tasks

PW Water – Phase III of the functional groups to be implemented will include PW Water division.

- Participants in the Pilot Testing & Prepare for Go-Live tasks should include:

Lucity

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- PW Water SMEs and End-Users

Function	Responsibility	
	City	Lucity
Public Works Water Implementation including mobile deployment and workflow setup		
○ Definition and delivery of agency’s processes and unique business workflows for PW Water	RA	C
○ Confirm configuration of all modules to support PW Water division including workflow	RA	RC
○ Confirm configuration Lucity Mobile module and mobile devices for PW Water division	RA	RC
Comprehensive onsite end-user training for PW Water personnel		
○ Deliver Training Schedules / Materials	C	RA
○ Schedule Staff	RA	C
○ Provide Training Site, Equipment for Staff / Employees	RA	I
○ Training Kickoff	RA	C
○ Prepare Site (daily)	RA	I
○ Attend Training	RA	
○ Comprehensive End-User Training for PW Water personnel	R	RA
○ Comprehensive End-User Training for Inventory		
○ Comprehensive End-User Training for Financial Services (timekeeping, labor distribution, financial integration - TBD)	R	RA
	R	RA
○ Field (Mobile) user Training	R	RA
PW Water Go-Live		
○ Conduct on-site Go-Live support	R	RA
○ Report issues	RA	R
○ Track reported issues, coordinate resolution with Lucity, track resolution	RA	R
○ Refine Public Works Water business rules/configuration as needed during users acceptance testing	RA	R
○ Confirm configuration for PW Water	RA	R
Confirm Parks Implementation Schedule	RA	C
City of Kirkland PW Water Phase Sign-off	RA	C

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Parks Implementation Milestone: Major Objectives & Tasks

Parks – Phase IV of the functional groups to be implemented will include Parks.

- Participants in the Pilot Testing & Prepare for Go-Live tasks should include:

Lucity

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- City Business Analyst for Parks
- Parks SMEs and End-Users

Function	Responsibility	
	City	Lucity
Parks Implementation including mobile deployment and workflow setup		
○ Definition and delivery of agency's processes and unique business workflows for Parks	RA	C
○ Confirm configuration of all modules to support Parks including workflow	RA	RC
○ Confirm configuration Lucity Mobile module and mobile devices for Parks	RA	RC
Comprehensive onsite end-user training for Parks personnel		
○ Deliver Training Schedules / Materials	C	RA
○ Schedule Staff	RA	C
○ Provide Training Site, Equipment for Staff / Employees	RA	I
○ Training Kickoff	RA	C
○ Prepare Site (daily)	RA	I
○ Attend Training	RA	
○ Comprehensive End-User Training for Parks personnel	R	RA
○ Comprehensive End-User Training for Inventory	R	RA
○ Comprehensive End-User Training for Financial Services (timekeeping, labor distribution, financial integration - TBD)	R	RA
○ Field (Mobile) user Training	R	RA
Parks Go-Live		
○ Conduct on-site Go-Live support	R	RA
○ Report issues	RA	R
○ Track reported issues, coordinate resolution with Lucity, track resolution	RA	R
○ Refine Parks business rules/configuration as needed during users acceptance testing	RA	R
○ Confirm configuration for Parks	RA	R
City of Kirkland Parks Phase Sign-off	RA	C
City of Kirkland Final Sign-off	RA	C

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Transition Milestone: Major Objectives & Tasks

Transition - Ensure a smooth transition from the implementation Team to client administration team.

- Participants in the Transition tasks should include:

Lucity

- IT Specialist
- Implementation Lead
- Relationship Manager

City

- Project Director
- Project Manager
- GIS Manager
- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer

- PW Business Analyst
- City Business Analyst for Facilities and Parks

Function	Responsibility	
	City	Lucity
Complete all project closeout activities		
○ Review / Finalization of Project Activities, Issues, Budget	RA	C
○ Project Post Mortem	RA	C
○ IT System Documentation	RA	C
Ensure a smooth transition from the implementation Team to client administration team		
○ Maximize knowledge transfer	RA	RC
○ Project Transition from Implementation Team to Support Team	RA	RC

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Post- Production Support: Major Objectives & Tasks

Post-Production Support - Promote & foster continued acceptance and confidence in Lucity with dedicated account manager and Lucity technical support team

- Participants in the Post-Production Support tasks should include:

Lucity

- IT Specialist
- Relationship Manager
- Support Team

City

- Sr. Applications Analyst/Programmer
- Sr. GIS Analyst/Programmer
- PW Business Analyst
- City Business Analyst for Facilities and Parks

Function	Responsibility	
	City	Lucity
Maintain production use of Lucity system	RA	RC
Assist agency administration in tuning application to meet nascent business protocols	RC	RA

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4.1 Milestone Planning Procedures

The City of Kirkland and Lucy Project Manager will manage and track the progress of milestone deliverables against the approved Task Plan. All Implementation Teams will document and coordinate their activities through the Project Manager thus assigned using the Task Plan. Progress will be reported to both party's Project Director(s) and published on a bi-weekly basis by both the City's Project Manager and the Lucy Project Manager.

Slipped Tasks of the Task Plan can be identified by either the City of Kirkland or the Lucy Project Team. In the event of a slipped task, it will be the responsibility of the both parties to determine a process to resolve the task and agree upon the resolution date of the slipped task. If a schedule change is a result of slipped task a change order must be completed and agreed upon by both party's Project Directors.

4.2 Hardware Expectations / Software Installation

Any and all hardware required for this project is to be purchased by the City and must be installed and operable before the **Install Milestone** begins; all Lucy software (test, development, and training instances) will be installed by City and Lucy personnel during this phase. In conjunction with the City's Project Technical Lead, Lucy will facilitate the installation of each software component delineated under **Section 3 - Components to be provided by Lucy**. The Lucy Project technical team member will work with the City's project lead to complete an installation guide documenting the City's specific installation settings and mutually agreed upon acceptance criteria. Please find below an overview of Lucy **MINIMUM** server / client / mobile specifications:

- ❑ **Database / Web Server Specifications:** 2 GHz+ CPU or better, 2-4 Core Processor / 8-16 GB RAM / RAID Controller with RAID 1 or RAID 5 / 4 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / Microsoft SQL Server 2012 (all editions) / .NET 4.5 Full
- ❑ **Application Server Specifications (File & Services Server):** 2 GHz+ CPU or better, 2-4 Core Processor / 4 GB RAM / RAID Controller with RAID 1 or RAID 5 / 2 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / Microsoft SQL Server 2012 (all editions)
- ❑ **Mobile Server Specifications:** 2 GHz+ CPU or better, 2-4 Core Processor / 4-8 GB RAM / RAID Controller with RAID 1 or RAID 5 / 2 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / .NET 4.5 Full / SSL
- ❑ **REST API & Document Server Specifications:** 2 GHz+ CPU or better, 2-4 Core Processor / 4-8 GB RAM / RAID Controller with RAID 1 or RAID 5 / 2 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / .NET 4.5 Full / SSL
- ❑ **Citizen Portal Server Specifications:** 2 GHz+ CPU or better, 2-4 Core Processor / 4-8 GB RAM / RAID Controller with RAID 1 or RAID 5 / 2 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / .NET 4.5 Full / SSL
- ❑ **GIS Web Server Specifications:** 2 GHz+ CPU or better, 2-4 Core Processor / 4-8 GB RAM / RAID Controller with RAID 1 or RAID 5 / 2 GB Storage space for Lucy components / Microsoft Windows Server 2012 or Windows Server 2012r2 / .NET 4.5 Full, ArcGIS 10.0 SP1 or better (Does not include ArcGIS requirements; please see Esri website for more information. Applicable for ArcGIS server Enterprise Edition Standard or Advanced Versions only).

- ❑ **Client Specifications:** 1 GHz CPU or better, 1 Core Processor / 1.0 GB RAM / 500 MB Free Space / 1024x678 Minimum Video / Windows 8.1 (32/64 bit) / Internet Explorer 9.0 or better / Microsoft Silverlight 5.0.60310.0 or better / .NET 4.5 Full / ArcGIS 10.0 SP1 or better / Lucy Web and/or Lucy Desktop client
- ❑ **Recommended Mobile Units:** Android Tablet Requirements: Minimum 50MB disk space / Android 3.2 OS or better / 3g/4g or WIFI-only devices / GPS / Camera / Screen sizes: Large (640 dp x 480 dp) to XLarge (960dp x 720 dp). Android Phone Requirements: Minimum 50MB disk space / Android 2.2 OS or better / 3g/4g or WIFI-only devices / GPS / Camera / Screen sizes: Small (426 dp x 320 dp) to XLarge (960dp x 720 dp).

Lucy Ideal Configuration:

- File Server and Services Server on same host
 - Database and Web Server on same host within firewall (for performance)
 - If Database Server and Web Server are not on same host, a 1 GB Ethernet connection between servers
 - Lucy Citizen Portal and/or Lucy Citizen Portal REST API on a server within a DMZ (for best security and to provide access to private citizens)
 - Use Lucy REST API with SSL (for security) as it uses basic authentication
 - Lucy Mobile Server should use SSL. It is not secure to deploy Lucy Mobile Server without SSL.
 - Avoid same host for Services Server and Web Server (for performance)
- *Lucy is capable of running in a virtualized environment utilizing VM Ware and fully supports Windows 8 operating system

****The City will be responsible for ensuring the stability of ESRI ArcGIS Server Advanced prior to the Lucy implementation.**

4.3 Business Process Assessment and Analysis

The City of Kirkland, in conjunction with the Lucy Implementation Team will utilize standard “Best Practice” Lucy workflow templates as a starting point for identifying the requirements for the implementation of Lucy. The City is relying on Lucy for being the expert on its Software and best practices for its use for the City. The City expects Lucy to provide expert guidance to the City for the City’s requirements and process definitions, including but not limited to ensuring a holistic approach for the whole City that takes into consideration common definitions (such as but not limited to terms, fields, data, metadata, and system use), interdepartmental processes and workflows, single entry for data, and reporting requirements.

The Public Works Business Analyst will perform full business workflow/process analysis of all existing and documented processes for Public Works Storm Water, Sewer, Water and Streets. An assigned Business Analyst will perform business workflow/process analysis of all existing and documented processes for Facilities and Parks. A team consisting of the Public Works Business Analyst, Business Analyst for Facilities and Parks, City of Kirkland IT (Sr. GIS Analyst/Programmer and Sr. Applications Analyst/Programmer), and Lucy Project team will jointly review the proposed to-be models to assure that they will work in the Lucy system. Lucy will make the appropriate system configurations and/or recommend appropriate process changes to best accommodate and promote a successful implementation and deployment the Lucy system. After configuration, testing and implementation the Public Works Business Analyst and Business Analyst assigned to Facilities and Parks will document the finalized implementation business processes and workflows.

4.4 Preparation for Implementation Phases

The purpose of the Installation, Configuration, Integration and Migration Phase is to prepare the Lucy application for use by the City of Kirkland and prepare for Pilot Training and Testing. After the Lucy application is prepared and Pilot Training and Testing is complete each functional area will follow a similar trajectory to begin using the system.

Each functional area will be responsible for producing existing business process diagrams prior to their phased implementation. This will be done using the combination of a City Business Analyst (or personnel with equal or greater experience skillset), City of Kirkland IT and subject-matter experts of the processes. These documents, which may include (but are not limited to) configuration reports, Visio workflow diagrams, data conversion spreadsheets, etc. will be submitted for review, approval and sign-off by the City's Project Manager and the Lucy Project Manager.

The business analysis and design documents will be the basis for creating test scenarios, completing workflows and functional-specific configurations and processes.

4.5 Acceptance Testing

The purpose of the Acceptance Test is to execute and provide validation of all functions deemed mandatory for sign off and cut over to the production system. The criteria for signoff will be developed by City of Kirkland and the Lucy Project team during the Initiation Phase and will include, but will not be limited to;

- a) Stress testing; - City of Kirkland
- b) Business process testing; - Lucy Project team and City of Kirkland
- c) Functional testing to specification; and – Lucy Project team and City of Kirkland
- d) Performance testing. – City of Kirkland

Due to the phased implementation of functional areas, sign-off for Acceptance testing will be incremental. Functional areas will not be moved into production until signoff on the testing milestone has been received for their phase in the Implementation. Issues or problems that are identified during testing will be documented in a mutually agreed upon incident log which both parties can add to and comment in, and where removal of issues must be agreed to by both parties.

During the project (i.e. after the business process review and setup) test procedures will be developed to lead to a formal acceptance of the system. Participation will be required of the City's Implementation Team to specify and run testing in order to gain the right level of acceptance. The principal intent of the test plan is to provide a realistic exposure of the Lucy system to real-world business-case scenarios.

The ability to complete processes accurately for each module presented in **Section 3 - Components to be provided by Lucy** will be part of the functional testing of deliverables. The acceptance process will be based on project deliverables that will be documented on a mutually agreed upon form. Knowledge transfer to City staff to the point of independent performance shall be a standard item on each acceptance form. Moreover, each defined deliverable will include a standard acceptance form.

Within the testing timeframe, the Implementation Team will utilize a range of severity levels in order to prioritize the impact of test scenario failure. These being:

- **Level 1 – Show Stopper. Cannot continue due to severity of error, cannot go-live**
- **Level 2 – Critical Issue. Testing can continue but error will hinder ability to go live**
- **Level 3 – Major Problem. Testing can continue but business process will be impacted if put into a live setting**
- **Level 4 – Medium Problem. Testing can continue and system can go live with minimal revision to business process**
- **Level 5 – Minor Problem. Testing can continue and system can go live. Problem needs correction but does not impact business process.**

Response times and classification of issues into a severity level will be agreed upon by the City Implementation Team and Lucity as part of the User Acceptance Test Plan. The City will complete testing in a reasonable amount of time (as per the estimated effort) and correctly identify and document all problems present during that 'round' of testing.

Selected staff will be identified to test the system according to the agreed criteria from the Project User Acceptance Test Plan to ensure that the system's implementation at their site is successful. The staff will address the areas of the Lucity software that are relevant to their business. The solution will be tested under normal / usual conditions of operation, as well as some exceptions that may occur in the business process. This will ensure that any problems are identified during the testing and an appropriate solution is found while the Implementation Team is still deployed in order to address such issues. Early detection of problems will also lower the tendency for people in various areas to find their own workarounds, thereby eroding the benefits of a consistent approach to financial management and associated benefits.

4.6 Business Process Documentation & Training Documentation

City shall provide Business Process documentation for each functional group to be implemented in the Lucity application. This will be used for configuration, workflow design and integration as outlined in implementation phases. Lucity shall provide step-by-step documentation Training documentation for all core training provided in an editable format such that the City may enhance the information with specific processes and workflow information. The City may choose to modify the documentation and customize it for each business process.

4.7 Comprehensive Staff Training

Lucity will provide comprehensive, on-site turn-key training and Go Live Support to City staff as delineated the software purchase proposal. Training for this project will be conducted on-site by the Lucity Implementation team and will consist of a combination of One-on-One training, Classroom training and remote sessions. Lucity's Project Manager will coordinate the training sessions in conjunction with the City's Project Manager. Lucity will identify in advance the equipment and facilities needed for the training sessions and the City will make reasonable efforts to provide the requested space and facilities for these sessions.

Training Plan

The number of days for each functional area and schedule will be finalized and agreed to by both City staff and Lucity and will be based upon several factors including City staff size, scheduling availability, and the approved contract. End user training will be organized and facilitated by City staff & Lucity team following the outlined task plan.

Training courses offered will consist of the following:

A.5.A ADMINISTRATION

Installation and Maintenance

- Complete procedures as outlined in Install Manual for initial LucityAM installation and future software upgrades
- Review available software documentation
- Review technical support and software maintenance services and resources provided through Lucity Constant Connection Program
- Discuss current backup and recovery practices for the City's data, and reviewing suggested practices specific to LucityAM

Security

- Complete procedures as outlined in Lucity Security for adding new users, and defining user group and individual permissions for LucityAM access and use

Configuration

- Use tools, parameters and settings available with LucityAM products to refine LucityAM configuration

Documents

- Complete procedures for establishing links between LucityAM records and externally managed electronic documents
- Add custom content to on-line Help via hyperlinks to externally managed information

Integration

- Use LucityAM products for completing processes for configuring and refining the GIS integration

Reporting

- Add custom reports

Data Import/Export

- Import data using Lucity Import & Update tool, and export data using LucityAM reporting capabilities

The goal of the Training – Administration task is for the Sr. Applications Analyst/Programmer and Sr. GIS Analyst/Programmer to be reasonably self-sufficient in refining, expanding and sustaining the implemented LucityAM.

A.5.B PRODUCTION

Following is a limited list of items that will be addressed during Production Training sessions.

General

- *Dashboard*: Using assigned "Home" pages with personalized real-time LucityAM content
- *Filter*: Creating queries to produce specific record sets
- *Locate*: Quickly finding a specific record within the current "Filter"
- *Show in Map*: Opening assigned GIS maps and zooming to assets and locations (customer addresses, work sites, etc.)
- *Document Control*: Linking electronic documents (images, videos, as-built drawings, O&M manuals, Web site links, etc.) to records
- *Subset Manager*: Loading filtered data from one application into other applications
- *Browse*: Creating and exporting ad-hoc reports

- *Reports*: Using assigned report templates
- *Help*: Using the on-line, context-sensitive Help

Work Management

- Receiving/creating, routing and completing service requests, and work orders in response to service requests
- Establishing work order templates for recurring activities and PM schedules
- Creating, assigning, routing and completing work orders from templates and PM schedules
- Performing in-house and external billing of work order costs
- Viewing linked electronic documents
- Using GIS to locate customers and work locations
- Producing operational, management and regulatory reports

Asset Management

- Collecting and maintaining asset attributes
- Establishing appropriate relationships between assets
- Assessing the condition, and tracking the operating status, of assets
- Interpreting asset lifecycle costs
- Viewing linked electronic documents
- Using GIS to locate assets and display condition assessment data
- Validating and transferring data from external systems
- Producing operational, management and regulatory reports

The goal of the Training – Production task is for users being enabled with the knowledge, skills and confidence to follow proper business processes and successfully complete their specific operational workflows with LucityAM.

Participants in the Production Training should include:

- | | |
|-----------------------|-----------------------------------|
| • Lucity | • City |
| – Implementation Lead | – Functional Group Administrators |
| | – Group Users |

The Production Training will be completed over 8 trips – Preliminary Training (onsite), Training & Launch (2-3 weeks later, onsite)), and Follow-up Training (2-3 weeks later, remote via WebEx). Production Training sessions are 4 hours in duration, and should be limited to a maximum of 10 users. Remote time for Production Training may include web conferencing sessions for specialized topics (e.g. GIS), and recorded webinars for broader topics of interest to a large number of users.

4.8 Business Acceptance & Sign Off (By Implementation Phase)

The joint project managers will present the final documented business process, system configuration and configuration design and step-by-step process training documents to the City’s Project Director for review and final approval sign-off prior to each functional area’s phased implementation.

5. Project Staffing Roles / Expectations

- ☐ **Project Director (1) – City of Kirkland – Karen Mast, IT Manager – Enterprise Applications**

The Project Director provides oversight to the entire project. The primary responsibility of the Project Director:

- Carry the project through all parts of the City's organization,
- Communication of Project information with City's EAM/MMS Steering Team,
- Oversight/Approval of scope of work changes through City's EAM/MMS Steering Team,
- Manage the minimization of changes to the scope of work,
- Managing the contractual interaction between City staff and Lucity,
- Obtain funding for the project budget,
- Provide executive sign off on Project Milestone achievements,
- Accountability for the Risk Management process,
- Handle all public announcements and queries, and
- Resolve all escalated issues, which might affect the project's success.

The Project Director will meet with the Implementation Team at least monthly during the implementation to review project development progress and resolve issues.

□ Project Manager (1) – City of Kirkland – Lyanne Ma, Sr. Applications Analyst/Programmer

This role is the primary contact for Lucity for this project. In partnership with the Lucity Project Manager, the City's Project Manager is responsible for the day-to-day oversight of the project and reports to the Project Directors. In general, this person is responsible for guiding their organization through the transition from the City's legacy system to the Lucity application. The position reports to the Project Director for day-to-day project direction. Specifically, the responsibilities of this position are:

- Serve as coordinator of the City's Implementation Team,
- Create the master project plan and time line with assistance from the Lucity Project Manager,
- Develop the Project Resource Plan working with the Lucity Project Manager,
- Schedule and coordinate project tasks with assistance from the Lucity Project Manager,
- Coordinate the City's Implementation Team resources,
- Ensuring the orderly payment of Lucity's bills as each milestone is met,
- Manage project scope changes,
- Track and ensure proper resolution of all project issues,
- Lead the change management through the key City departments,
- Track all project expenses,
- Tracking and management of the Risk Management process,
- Participate in daily project activities,
- Track progress on project tasks,
- Collects, reports and tracks the status of Lucity software trouble reports.
- Coordinate the development of the City's End User Training Plan,
- Develop and obtain approval of the City's Roll-out and Transition Plans, and
- Develop and obtain approval of the City's Acceptance Plan.

❑ **GIS Manager (1) – City of Kirkland – Xiaoning Jiang, IT Manager – Spatial Systems**

The person assigned this role will be responsible for overseeing and managing all GIS-related elements in the Lucity system implementation, including GIS design and configuration tasks throughout the project. Specifically, the responsibilities of this position are:

- Attends the EAM Steering teaming meetings to provide GIS input, analysis and feedback on issues related to project communication, scope, budget and risk mitigation,
- Interacts directly with Lucity on GIS-specific issues, and informs Project Director of these communications, issue resolution, and status,
- Ensures that the GIS technical task schedule for the project is maintained,
- Ensures that the GIS data, integration/interfaces and configuration with the Lucity application is completed, documented and functioning correctly,
- Ensures that the Lucity CCTV and SCADA integrations are completed and functioning correctly with GIS interfaces/integrations,
- Oversees the testing and installation of Lucity software upgrades as they relate to the GIS Web Server and GIS integration,
- Oversees the GIS data conversion process from the Hansen platform to Lucity, and
- Functions as primary clearinghouse for all GIS-related issues from all workgroups involved in the Lucity implementation.

❑ **Application Technical Specialist (1) – City of Kirkland – Dmitrii Sundeev, Sr. Applications Analyst/Programmer**

The person assigned this role will be responsible for providing the City's information technology systems support to Lucity and the public user community throughout the project as it relates to the Lucity application implementation. Specifically, the responsibilities of this position are:

Completes the technical tasks for the project, including:

- Functions as the primary clearinghouse for all Applications-related issues from all workgroups involved in the Lucity implementation,
- Resolve all escalated technical issues which might affect the project's success,
- Creates and maintains the technical task schedule for the project as it relates to the Database / Web Server, Application/Mobile Server and Citizen Portal Server.
- Coordinates the technical tasks for the project with the GIS Technical Specialist for the Lucity client, web client and mobile client applications.
- Conducts testing of Lucity's software for compatibility with the City's application portfolio prior to its distribution to the production environment.
- Prepares all purchase specifications for supplemental computer equipment and services.
- Coordinates the City's technical support activities for the project in conjunction with the Sr. GIS Analyst/Programmer
- Assists the Lucity application setup specialist with the installation, configuration, testing and deployment of all of the software and hardware components related to the Database / Web Server, Application/Mobile Server and Citizen Portal Server .
- Serves as the liaison between the Lucity technical staff and City Network staff for network related setup, configuration and issues as they relate to the Database / Web Server, Application/Mobile Server and Citizen Portal Server and client applications.

- In conjunction with the Sr. GIS Analyst/Programmer, assists the Lucity application setup specialist with the client installations for Lucity client, web client, and mobile client applications
- Establishes and administers application security profiles for the user community.
- Assists user community to utilize Lucity's library of standard reports, inquiries and creates custom reports for their organization.
- Implements the Lucity Financial integration with assistance from Lucity Technical staff.
- Implements the Lucity CCTV and SCADA integrations with assistance from Lucity Technical staff.
- Coordinates the testing and installation of Lucity software upgrades.
- Monitors the performance of the applications and investigates performance problems.
- Assists in the data conversion process by providing information about the City's legacy databases,
- Assists the application set up specialists in the creation of development, training and production instances and in implementing data access security,
- Assists in troubleshooting data-related problems,
- Monitors the performance of the Lucity database, optimizes data distribution and indices and investigates performance problems, and
- Establishes and implements data back-up processes for the Database / Web Server, Application/Mobile Server and Citizen Portal Server.

☐ GIS Technical Specialist (1) – City of Kirkland – Sr. GIS Analyst/Programmer

The person assigned this role will be responsible for providing the City's information technology systems support to Lucity and the public user community throughout the project as it relates to the Lucity GIS implementation. Specifically, the responsibilities of this position are:

Completes the technical tasks for the project, including:

- Resolve all escalated technical issues which might affect the project's success,
- Creates and maintains the technical task schedule for the project as it relates to the Lucity GIS database, ArcGIS server, GIS related services, Geoprocessing automation, and GIS Web Server.
- Coordinates the technical tasks for the project with the Applications Technical Specialist for the Lucity client, web client and mobile client applications.
- Conducts testing of Lucity's software for compatibility with the City's application portfolio prior to its distribution to the production environment.
- Prepares all purchase specifications for supplemental computer equipment and services.
- Coordinates the City's technical support activities for the project in conjunction with the Application Technical Specialist.
- Assists the Lucity application setup specialist with the installation, configuration, testing and deployment of all of the software and hardware components related to GIS Web Server.
- Serves as the liaison between the Lucity technical staff and City Network staff for network related setup, configuration and issues as they relate to the GIS Web Server and client applications.
- In conjunction with the Application Technical Specialist, assists the Lucity application setup specialist with the client installations for Lucity client, web client, and mobile client applications.
- Assists user community to utilize Lucity's GIS capabilities for inquiries and reports.
- Implements the Lucity GIS integration with assistance from Lucity Technical staff.
- Assists in the Lucity CCTV and SCADA integrations with assistance from Lucity Technical staff.
- Coordinates the testing and installation of Lucity software upgrades as they relate to the GIS Web Server and GIS integration.

- Assists in the data conversion process by providing information about the City’s GIS databases,
- Assists in troubleshooting data-related problems,
- Monitors the performance of the Lucity GIS database, optimizes data distribution and indices and investigates performance problems, and
- Establishes and implements data back-up processes for the GIS Web Server.

☐ **Public Works Business Analyst - City of Kirkland – Susan Kaltenbach, Business Analyst**

- Document the “as-is” business process for Public Works Storm Water, Sewer, Streets, Water, Inventory and Financial Services processes.
- Serve as or define “process experts” who will be available for interviews and will have adequate knowledge of the process to provide definitive answers regarding the process and associated business rules.
- Serve as or define “process owners” (department heads, managers, supervisors) who will confirm and validate processes, including “sign-off”.
- Serve an integral role in documenting business rules and process workflows within your division and for any other departments/divisions/agencies with whom you interact.
- Provide requested information, documents, sample files, and other materials relevant to the process in a timely manner.
- Participate in analysis of business process to functionality mapping, workflow setup and documenting the “to-be” business processes for Public Works Storm Water, Sewer, Streets, Water, Inventory and Financial Services processes.

☐ **Business Analyst for Facilities and Parks - City of Kirkland – TBD**

- Document the “as-is” business process for Facilities, Parks processes. Document the Inventory and Financial Services processes as they relate to Facilities and Parks.
- Serve as or define “process experts” who will be available for interviews and will have adequate knowledge of the process to provide definitive answers regarding the process and associated business rules.
- Serve as or define “process owners” (department heads, managers, supervisors) who will confirm and validate processes, including “sign-off”.
- Serve an integral role in documenting business rules and process workflows within your division and for any other departments/divisions/agencies with whom you interact.
- Provide requested information, documents, sample files, and other materials relevant to the process in a timely manner.
- Participate in analysis of business process to functionality mapping, workflow setup and documenting the “to-be” business processes for Facilities and Parks processes and the Inventory and Financial Services processes as they relate to Facilities and Parks.

☐ **Functional and Business Core Team - City of Kirkland**

- Serve as Project Champions for day-to-day Lucity users, Intra-City Departments and Stakeholders.
- Serve as Division liaison for all business-related processes and tasks.
- Serve as or define “process experts” who will be available for interview and will have adequate knowledge of the process to provide definitive answers regarding the process and associated business rules.

- Serve as or define “process owners” (department heads, managers, supervisors) who will confirm and validate processes, including “sign-off”.
- Serve an integral role in documenting business rules and process workflows within your division and for any other departments/divisions/agencies with whom you interact.
- Provide requested information, documents, sample files, and other materials relevant to the process in a timely manner.
- Participate in system configuration and validation processes.
- Participate in development of the Test Plan to adequately assess the system during UAT.
- Participate in UAT – including training, testing, legacy data conversion validation, and refinement of business rules.
- Participate in development of the Training Plan.
- Participate in training.
- Participate in Go-Live transition.

☐ **Lucity’s Project Director – Chris Crupi, Western Region Manager**

Primary responsibility will be to assist Implementation Team when needed and provide issues resolution when necessary. The Project Director shall present the resumes of proposed consultants before they arrive on site and reviewed by the City’s Project Director. The City reserves the right not to approve a consultant. If a consultant hinders the project, the City may request a replacement, which will then go through the same approval process. Once a consultant spends significant time on the project, Lucity will not remove them until their work is complete, although it is understood there may be other work done for other customers as well as this project. Additional Responsibilities include:

- Senior Management contact from Lucity for the duration of the project,
- Contractual interaction between the City and Lucity,
- Conduct initial project startup meeting with the City’s Project Director,
- Coordinate resources for Lucity’s activities,
- Risk management review,
- Provide issue resolution for issues escalated to Lucity,
- Participate in project reviews, with the Lucity Implementation Team.

☐ **Lucity’s Project Manager – Ryan Sullivan, Implementation Specialist**

*Primary responsibility will be to manage the project resources, **schedules**, timeline, status reports and billings. Additional Responsibilities include:*

- City’s primary contact from Lucity for the duration of the project,
- Team Leadership of Lucity’s Resources,
- Coordinate Lucity’s activities with the City’s Project Manager during the project duration.
- Coordinates the project’s interaction with any Lucity subcontractor and/or service provider,
- Participate in the initial project startup meeting with the City’s Project Manager,
- Risk management,
- Issue management,
- Maintaining the project plan,
- Scheduling & tracking of resources,
- Project reporting,

- Milestone sign off, preparation and delivery of milestone invoices, and
- Participation in project reviews.

❑ **Lucity's Implementation Team – TBD**

Primary responsibility will be to manage & support Lucity's software and hardware implementation & deployment. Additional Responsibilities include:

- Provide consulting advice to Lucity and City Implementation Team members as deemed necessary by Lucity,
- Liaises with Lucity to resolve outstanding issues.

6. Data Migration & Importation

Data will be imported from the several, unrelated systems. The City is responsible for extracting the relevant data from source and providing it to Lucity in a mutually agreed-upon acceptable format for each defined business process. Reformatting, normalizing, and loading it into the new system will be the responsibility of the Lucity data services department. Responsibility for data quality is held by the City. If additional interface points are required from Lucity, they will be handled as part of the change control process. The City acknowledges that data conversions not part of the proposal will be billed at time and material rates negotiated between Lucity and the City. Data imported by Lucity is not guaranteed to be more accurate or more complete than the data provided to Lucity. The following data importations have been included in the software purchase proposal:

➤ **City of Kirkland Data Conversion**

- Hansen Data Conversion assessment

➤ **City of Kirkland Proposed Interfaces**

- Lucity Integration with ArcGIS
Lucity will provide a direct integration with ArcGIS as defined within the Configuration milestone.
- CCTV Integration
Lucity will provide an import utility to allow WinCan CCTV inspection data to be uploaded into the Lucity Television Inspections modules and link to related CCTV videos and inspection pictures.
- SCADA Integration
Lucity will provide an import utility to allow equipment runtime readings from the City's SCADA system to be uploaded into the Lucity Equipment Readings module.
- Financial Integration needs-assessment
A needs assessment will be performed by Lucity to determine the specific requirements and related level of effort to integrate the following functions with the City of Kirkland Financial system;
 - Timekeeping
 - Labor Distribution
 - Purchasing / Inventory
- Lucity - GeoCortex integration development support

Lucity will provide developer level support for the Lucity REST API for the purpose of potential integration development between the Lucity Application and the GIS GeoCortex application.. This will include REST API documentation, sample code and phone support to answer questions related to the use of the Lucity REST API.

6.1 Report Writing and Workflow

The City of Kirkland is responsible for additional custom report writing. Lucity will provide the City with documentation listing all standard reports available with the Lucity product along with the database schema and dictionary. Most report and workflow requirements can be met through minor modifications to the standard inquiries, standard workflow, sample report formats and Lucity report templates developed specifically for government entities.

6.2 Technical Support

Lucity personnel will have (Database Administrator) DBA privileges on the development and production instances through the Transition milestone. The Lucity support will require RDP or equivalent access to the Lucity server(s) with appropriate securities (power user access) to Lucity folder(s).

6.3 Business Process Freeze

Changes to business processes and rules will not occur after each functional area has signed-off on their Implementation schedule, which will be signed off by the City of Kirkland Project Director as accepting the proposed business processes. Changes after that stage will be kept to the minimum necessary to meet changes in statutory or audit requirement, etc. All proposed changes to business processes and rules will be referred to the Implementation Team for an impact statement. Changes will not be implemented without the sign off from the Implementation Team.

6.4 Project Change Order - Defined

As with any enterprise implementation, it may become necessary to amend this Statement of Work for various reasons including, but not limited to, the following:

- Discretionary changes to the project schedule and/or scope
- Requested changes to the work hours of Lucity Project Team
- Non-availability of products, resources or services which are beyond either party's control
- Environmental or architectural impediments not previously identified
- Lack of access to personnel or facilities necessary to complete project

In the event that circumstances necessitate a change or alteration to the Statement of Work, a Project Change Order (PCO) request will be created , documented and approved (by both parties) in order to formally amend the originally agreed upon project terms. *(Note: A PCO may be initiated by either party and will be the primary, tangible, vehicle for communicating change order requests; a PCO may also be issued for any changes where decisions need to be documented but do not necessarily affect the project schedule, scope, or budget).*

The PCO will necessarily document, in sufficient detail, the following information:

Nature and Definition of the change

- Reason(s) for the change requisition
- Scope of the change in objective, measurable terms and deliverables
- Immediate and /or deferred effect(s) on the project plan, schedule, cost (if applicable)
- Responsible party
- Cost and payment terms
- Acceptance terms and metrics

Project Change Order (PCO) - Procedure

The designated Project Manager of the requesting party will review the proposed change and determine whether to submit the request to the other party. Both Project Managers will review the proposed change and approve it or reject it. If further investigation on the part of Lucity is requested in order to determine the scope of the change, any charges for that investigation will be clearly outlined and presented to the City for evaluation and written acceptance. Both Project Managers will sign the PCO, indicating the acceptance of both parties to the requested changes, which may affect pricing, schedules, and contractual commitments.

Upon acceptance of the change *request* by both project managers, the scope of work and costs will be modified appropriately, and the changes will be incorporated into the project. Any resulting Purchase Order(s) affected by the change will be indicated on the PCO, and the PCO Number will be referenced when invoicing for any additional charges against the P.O.

6.5 Project Closing Summary

The designated Project Manager will produce a Project Closing Summary based on project closure activities which will includes a Project Post Mortem meeting, review and finalization of project activities, issues and budget. This Project Closing Summary will be shared with all participants in the project.

6.6 Facility Requirements

The City of Kirkland and Lucity will mutually agree upon acceptable travel billing and on local workspaces including implementation team workspace and conference room space. .

6.7 Dispute Resolution

Dispute resolution will follow the terms and conditions included in the System Purchase Agreement, which is the controlling document for this project.

6.8 Support Procedures and Policies

Lucity Support and Maintenance Agreements go into effect immediately following Go-Live completion. Associated billing and payment for these services is provided in the contract schedules. Once the City has reached Acceptance of the software the support shall be governed by the Lucity Software Technical Support and Maintenance Agreement.

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the day and year first written above.

Kurt Triplett
City Manager
CITY OF KIRKLAND

James C. Graham, P.E,
Vice President and Chief Operating Officer
LUCITY, INC.

Date: _____ Date: _____