

City of High Point

*Municipal Office Building
211 South Hamilton Street
High Point, NC 27261*



Meeting Agenda - Final

Monday, October 15, 2012

4:45 PM

Council Chambers

Committee of the Whole

*Rebecca R. Smothers, Mayor
M. Christopher Whitley, Mayor Pro Tem
Latimer B. Alexander, IV, James Corey,
Foster Douglas, A.B. Henley, III,
Britt W. Moore, Michael D. Pugh,
Bernita Sims, M. Christopher Whitley*

ROLL CALL, PRAYER, PLEDGE OF ALLEGIANCE**PRESENTATION OF ITEMS****FINANCE COMMITTEE - Chaired by Council Member Alexander.**
Committee Members Whitley, Smothers, Corey

- [120266](#) **Budget Ordinance Amendment - Police Expenditures - Democratic National Convention**
Adoption of a budget ordinance amendment to appropriate funds in the amount of \$177,896.00 from the Charlotte-Mecklenburg Police Department for reimbursement expenses related to the Democratic National Convention.
Attachments: [Budget Ordinance Amendment- Police Reimb DNC.pdf](#)
- [120267](#) **On-Call Testing Services - Professional Engineering Firms**
City Council is requested to approve the recommendations list of qualified professional engineering firms to provide various materials testing services on an on-call basis; and authorize the City Manager to execute related Master Professional Services Agreements with the qualified firms.
Attachments: [On Call Materials Testing Services.pdf](#)
- [120268](#) **Contract - OneSource - LaserFiche Imaging System**
Council is requested to authorize staff to enter into a contract with OneSource in an amount not to exceed \$399,837.00 for the LaserFiche Imaging System project.
Attachments: [Contract - One Source - LaserFiche Imaging System.pdf](#)
- [120269](#) **Contract - RedMark - Accela Land Management System**
Council is requested to authorize staff to enter into contract with RedMark Technologies, Inc. in an amount not to exceed \$497,440.00 for the implementation of the Accela Land Management System for the Planning and Development Department.
Attachments: [Contract - RedMark - Accela Land Management Project.pdf](#)

PUBLIC SAFETY & COMMUNITY DEVELOPMENT COMMITTEE - Chaired
by Council Member Sims
Committee Members Alexander, Douglas, Corey**PLANNING, ECONOMIC DEVELOPMENT & INFORMATION TECHNOLOGY**
COMMITTEE - Chaired by Mayor Pro Tem Whitley
Committee Members Sims, Henley, Moore**Pending Items**

- [120240](#) **Uptown Suburbs National Register Historic District**
Consideration by the City Council and reception of public comment regarding

the nomination application for the Uptown Suburbs National Register Historic District, which includes the neighborhoods of Emerywood, Sheraton Hill, The Parkway and Roland Park, and a portion of North Main Street and Johnson Place.

Attachments: [Uptown Historic District.pdf](#)

[120246](#)

Ordinance - Text Amendment Case 12-02 - The City Project, Inc.

A request by The City Project, Inc. to amend Section 9-2-2 *Definitions*, Table 4-7-1 *Permitted Use Schedule*, and Table 5-6-1 *Off-Street Parking Requirements*, with respect to Video Sweepstakes Establishments.

Attachments: [TA12-02 Staff Report.pdf](#)

PUBLIC HEARINGS ON ITEMS - 5:30 P.M.

PLANNING, ECONOMIC DEVELOPMENT & INFORMATION TECHNOLOGY

COMMITTEE - Chaired by Mayor Pro Tem Whitley

Committee Members Sims, Henley, Moore

[120270](#)

Resolution - City of High Point - Street Abandonment Case 12-08

A request by the Technical Review Committee to abandon a portion of an unnamed public alley located from the north of the rear property line of a parcel identified as 108 Garner Place, northward to the terminus of the alley.

Attachments: [Street Abandonment SA12-08.pdf](#)

[120271](#)

Resolution - City of High Point - Street Abandonment Case 12-09

A request by the Technical Review Committee to abandon an unnamed public alley located north of Richardson Avenue, being further described as the public alley east and abutting property identified as 600 N. Main Street.

Attachments: [Street Abandonment SA12-09.pdf](#)

ANY OTHER NEW BUSINESS

Pending Items

120249

Appointment - Boards & Commissions - Parks & Recreation Commission

Council is requested to confirm the reappointment of James Davis to the Parks and Recreation Commission. Reappointment to be effective immediately and will expire July 1, 2015.

APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS

[120272](#)

Approval of the following Minutes:

Joint Meeting of the HP City Council and the Planning and Zoning Commission held Tuesday, September 25th @ 2:00 p.m.

Finance Committee meeting held Monday, October 1st @ 4:00 p.m.

Combined Meeting held Monday, October 1st @ 4:45/5:30 p.m.

Planning, Econ Dev & IT Committee meeting held Tuesday, October 2nd @

9:00 a.m.

Attachments: [September 25 2012 Joint Meeting.pdf](#)
[October 1 2012 Finance Committee.pdf](#)
[October 1 2012 High Point City Council Combined Meeting.pdf](#)
[October 2 2012 Planning, Economic Dev. & IT Committee.pdf](#)

BOARDS AND COMMISSIONS VACANCY REPORT

[120229](#)

Boards and Commissions - Vacancies

Attached is the current list of vacancies for all Boards and Commissions.

Attachments: [term expirations 2012 October 15 2012 packet.pdf](#)

ADJOURNMENT

PLANNING AND ZONING COMMISSION RECOMMENDATION

On September 25, 2012, a public hearing was held before the Planning and Zoning Commission regarding the request described below. All members of the Commission were present except for Mr. Mark Walsh.

City of High Point

Street Abandonment Case 12-09

A request by the Technical Review Committee to abandon an unnamed public alley located north of Richardson Avenue, Being further described as the public alley east and abutting property identified as 600 N. Main Street.

Mr. Doug Loveland presented the request and recommended approval as outlined in the staff report.

No one spoke either in favor, or in opposition to this request.

The Planning & Zoning Commission recommended **approval** Street Abandonment Case 12-09 by a vote of 7-0.

**CITY OF HIGH POINT
PLANNING AND DEVELOPMENT DEPARTMENT**

**STAFF REPORT
STREET ABANDONMENT CASE 12-09
September 25, 2012**

Request	
Applicant: City of High Point	Proposal: Abandon an unnamed public alley located north of Richardson Avenue, being further described as the public alley east of and abutting property identified as 600 North Main Street.

Adjacent Streets		
Name:	Classification:	Right-of-Way and Pavement Width:
Richardson Avenue	Local street	30 ft. right-of-way; 24(+/-) ft. curb & gutter

Adjacent Property Zoning and Current Land Use		
North	Central Business (CB)	Bank
East	Central Business (CB)	Bank
South	Central Business (CB)	Church
West	Central Business (CB)	Office building

Analysis

The City of High Point is proposing to abandon this unnamed alley, as TRC has not identified any public need in the retention of the right-of-way. The alley way has a length of approximately 45 feet, and a width of approximately 10 feet. The alley is improved with gravel, and does have a driveway which provides access to the alley from Richardson Avenue. The alley does not connect to the adjacent parking lot, which is part of the BB&T bank property. As currently improved the alley serves as a service drive to the office building located at 600 North Main Street.

Early notice of this proposed abandonment was sent out to the adjacent property owners on March 29, 2009.

Findings

The Technical Review Committee (TRC) reviewed this request on July 29, 2009 and identified no concerns related to abandonment of the right-of-way.

This abandonment of the public's interest and conveyance of the right-of-way to the abutting property owners, as provided by state statutes, is found not to be contrary to the public's interest and found not to deprive owners in the vicinity of the right-of-way reasonable means of ingress and egress to their property.

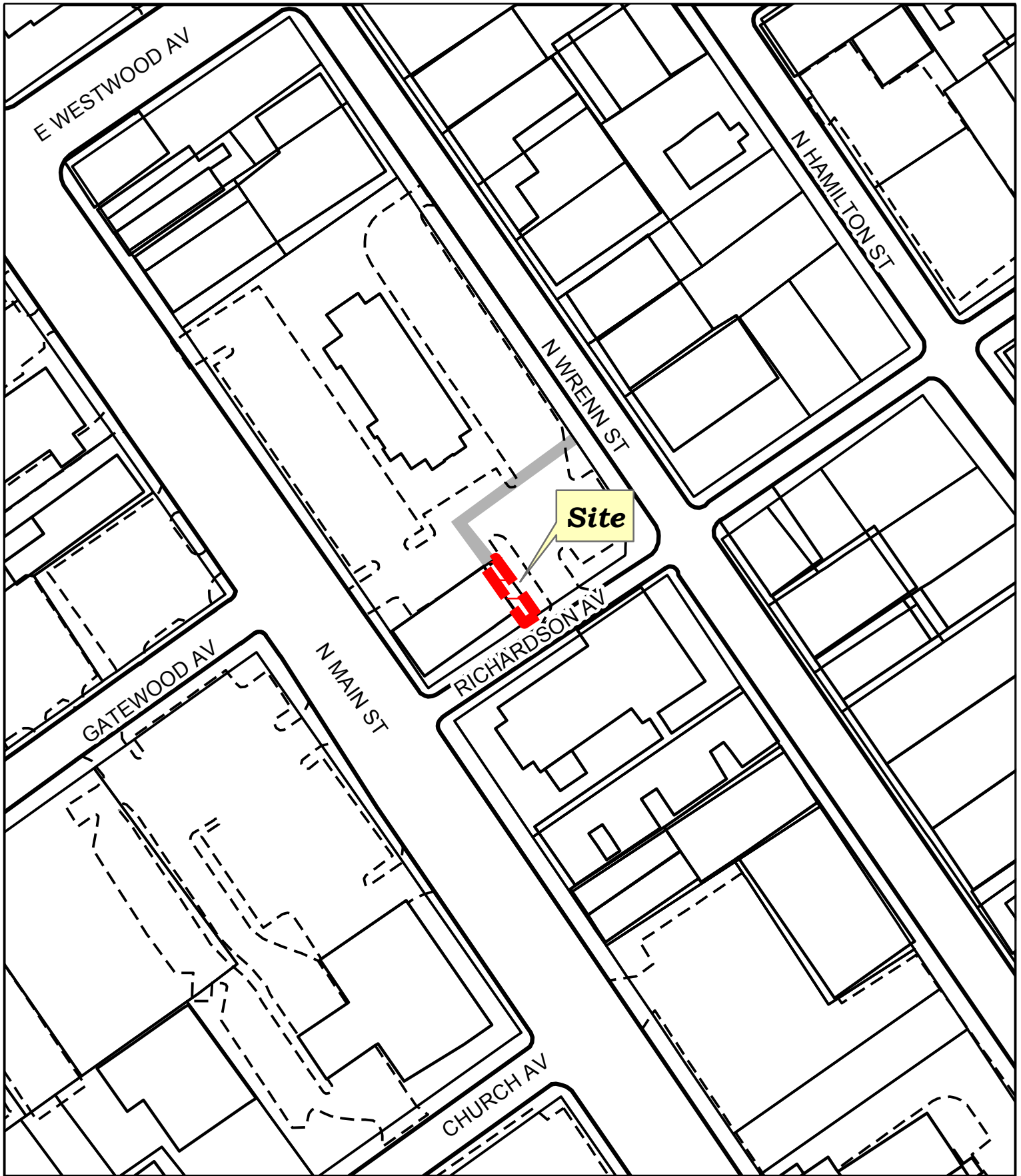
Recommendation

The Planning and Development Department recommends approval of the requested street right-of-way abandonment. This recommendation is based on preliminary findings that the

abandonment is not contrary to the public interest, and that no property in the vicinity of the street abandonment would be deprived of reasonable means of ingress or egress.

Report Preparation

This report was prepared by Planning and Development Department staff member Doug Loveland, AICP, Senior Planner and reviewed by Bob Robbins, AICP, Development Administrator, and Lee Burnette, AICP, Director.



STREET ABANDONMENT REQUEST SA12-09

Applicant: City of High Point
Area: 0.014 acre

-  Location of requested street abandonment
-  Previously abandoned right-of-ways

**Department of Planning
and Development**

City of High Point

Date: September 7, 2012



Scale: 1"=100'
y:/ba-pz/2012/pz/sa12-09.mxd

Attachments: Photographs (September, 2012) and Aerial (February, 2010)

Looking north from Richardson Avenue into the unnamed public alley



STREET ABANDONMENT REQUEST SA12-09



COMBINED MEETING

October 1, 2012

4:45 P.M.

ROLL CALL, PRAYER, PLEDGE OF ALLEGIANCE

Upon call of the roll, Mayor Rebecca R. Smothers; Mayor Pro Tem M. Christopher Whitley (Ward 5); and Council Members Latimer B. Alexander, IV. (At-Large); Foster Douglas (Ward 2); Britt Moore (At-Large); Bernita Sims (Ward 1); Michael D. Pugh (Ward 3); A. B. Henley, III (Ward 4); and James W. Corey, Ph.D. (Ward 6) were present.

Mayor Smothers offered the invocation; the Pledge of Allegiance followed.

FINAL ACTION TAKEN AT THIS MEETING

At the conclusion of the Committee of the Whole Session, and after all matters were heard by Council, **motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley to suspend the rules in order to take final action on these matters at tonight's meeting. The motion carried by a unanimous 9-0 vote.**

Motion was then made by Mayor Pro Tem Whitley, seconded by Council Member Alexander that all Committee recommendations stand as final action regarding these matters. The motion carried unanimously. [9-0 vote]

This action cancels the meeting scheduled for Thursday, October 4, 2012 at 9:00 a.m.

PRESENTATION OF ITEMS

CLOSED SESSION- ATTORNEY/CLIENT PRIVILEGE

A motion was made by Council Member Alexander, seconded by Council Member Corey to suspend the rules to enter into closed session. The motion carried unanimously. [9-0 vote]

At 4:46 p.m., Council Member Alexander made a motion to go into closed session pursuant to N.C. General Statute 143-318.11(a)(3) to consult with the city attorney in order to preserve the attorney-client privilege between the attorney and the City Council. The motion was seconded by Mayor Pro Tem Whitley and carried unanimously. [9-0 vote]

**FINANCE COMMITTEE - *Chaired by Council Member Alexander*
*Committee Members Whitley, Smothers, Corey***

(all were present)

120255 Contract - Bid No. 06 - Refuse Truck with Side Loading Refuse Body Installation

Approval of contract awarding Bid No. 06 for the purchase of a Refuse Truck with Side Loading Refuse Body Installation. Purchasing and Fleet Services recommends that contract be awarded to Transource, Inc. in the amount of \$127,200.00 which is the lowest responsible and responsive bid meeting specifications.

Attachments: [Contract - Bid No. 06 - Side Loading Refuse Truck.pdf](#)

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Approved contract with Transource, Inc. in the amount of \$127,200.00 which is the lowest responsible and responsive bid meeting specifications.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved . The motion PASSED by a 9-0 unanimous vote.

120256

Contract - Piggyback Bid with City of Charlotte - Automated Refuse Body

Approval of a Piggyback Bid with the City of Charlotte, NC for the purchase of a 31 Yard Automated Refuse Body. Purchasing and Fleet Services recommends that contract be awarded to Amick Equipment Company in the amount of \$106,530.32 which is the lowest responsible and responsive bidder meeting specifications.

Attachments: [Contract - Piggyback Bid - Automated Refuse Truck Body.pdf](#)

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Approved the piggyback bid with the City of Charlotte, NC for the purchase of a 31 yard automated refuse body and awarded contract to Amick Equipment Company in the amount of \$106,530.32, which is the lowest responsible and responsive bidder meeting specifications.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved. The motion PASSED by a 9-0 unanimous vote.

120261

Contract - Bid No. 03 - Steel Transmission Poles for the Penny Road Project

Approval of contract awarding Bid No. 03 for the purchase of steel transmission poles for the Penny Road transmission project. Purchasing and the Electric Department recommends that contract be awarded to Utility Service Agency in the amount of \$1,008,375 which is the lowest responsible and responsive bid meeting specifications.

Attachments: [Contract - Bid No. 03 - Transmission Poles for Penny Rd Project.pdf](#)

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Approved contract with Utility Service Agency in the amount of \$1,008,375 which is the lowest responsible and responsive bid meeting specifications.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved. The motion PASSED by a 9-0 unanimous vote.

120257 Contract - Change Order - Thompson Arthur Paving Company

Consideration and approval of a Change Order/Supplemental Agreement for the Resurfacing Contract with Thompson Arthur Paving Company in the amount of \$463,879.20 to pave additional streets under this contract.

Attachments: [Change order Thompson Arthur.pdf](#)

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Approved Change Order/Supplemental Agreement with Thompson Arthur Paving Company in the amount of \$463,879.20.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved. The motion PASSED by a 9-0 unanimous vote.

120258 Contract - Unity Builders, Inc. - CHDO Contract

Council is requested to authorize staff to execute contract agreement with Unity Builders Inc. to enhance the accessibility of affordable housing in the Southside community.

Attachments: [Unity Builders CHDO Contract.pdf](#)

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Approved contract agreement with Unity Builders, Inc. to enhance the accessibility of affordable housing in the Southside community and authorized staff to execute same.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved. The motion PASSED by a 9-0 unanimous vote.

120259 Resolution - Municipal Records Retention and Disposition Schedule

Council is requested to adopt a Resolution adopting the new Municipal Records Retention and Disposition Schedule issued by the North Carolina Department of Cultural Resources, Division of Archives and History, Archives and Records Section, Government Records Branch dated September 10, 2012.

Attachments: [Adopting New Municipal Records Retention & Disposition Schedule 2012.pdf](#)
 [Resolution - Records Retention.pdf](#)
 [Disposition statement signed copy.pdf](#)

**Resolution No. 1259/12-60
Introduced 10/1/2012; Adopted 10/1/2012
Resolution Book, Volume XVII, Page 109**

This matter was discussed during a Finance Committee meeting held at 4:00 p.m. prior to this meeting. The Committee recommended this matter be placed on Thursday's agenda with a favorable recommendation.

Adopted Resolution adopting the new Municipal Records Retention and Disposition Schedule issued by the North Carolina Department of Cultural Resources, Division of Archives and History dated September 10, 2012.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Contract be approved. The motion PASSED by a 9-0 unanimous vote.

PUBLIC SAFETY & COMMUNITY DEVELOPMENT COMMITTEE –

Chaired by Council Member Sims

Committee Members Alexander, Douglas, Corey

(all were present)

120263 Ordinance - Demolition of Structures - Meredith Street - Schwarz Properties

Adoption of an ordinance ordering the inspector to effectuate the demolition of the following structures owned by Schwarz Properties, LLC:

501 Meredith Street (A,B,C,D)

503 Meredith Street (A,B,C,D)

505 Meredith Street (A,B,C,D)

507 Meredith Street (A,B,C,D)

509 Meredith Street (A,B,C,D)

511 Meredith Street (A,B,C,D)

Attachments: [Demolition - 501-511 Meredith Street.pdf](#)
[photos submitted by david barleycamp \(meredith st. apt.\)](#)

Ordinance Nos.

501 Meredith (ABCD), 6951/12-67 Page 141

503 Meredith (ABCD) 6952/12-68 Page 142

505 Meredith (ABCD) 6953/12-69 Page 143

507 Meredith (ABCD) 6954/12-70 Page 144

509 Meredith (ABDC) 6955/12-71 Page 145

511 Meredith (ABCD) 6956/12-72 Page 146

Ordinance Book, Volume XVII

Transcript

Chairwoman Sims: *We have two items on the agenda for Public Safety and Community Development. The first item on the agenda is an ordinance....consideration of Council to adopt an ordinance to demolish structures at 501, 503, 505, 507, 509 and 511 Meredith Street, Apartments A through D. This property is owned by Schwarz Properties and we have been I guess talking about this for the last three or four months and then prior to that, discussing the actual condition of those housing units. Is there anyone here who would like to speak on behalf of the owner? If you will come and give us your name*

David Barleycamp: *My name is David Barleycamp. I'm here with J & S.*

Mayor Smothers: *You're here for whom? I'm sorry.....*

David Barleycamp: *Schwarz Properties.*

Mayor Smothers: *And you are property manager or.....*

David Barleycamp: *Yes, property manager. I'm one of their property managers. I was up here in June and met y'all on another piece of property on Meredith Street-900 Meredith Street. At that time, it was up for demolition and you gave us an extension on it and I brought you pictures up here if you are interested in seeing the final project. Can I bring them to you?*

Mayor Smothers: *If you'd like, we can have those attached to the record as an example of something that happened previously. I'll leave it up to Ms. Sims about the details that you want to go into this property versus....*

David Barleycamp: *I just wanted you to see how it came out. I didn't want to go into detail on it. We are up here tonight about 515, 501-511 I think?*

Chairwoman Sims: *That's correct.*

David Barleycamp: *This is 515 Meredith that we did get the permit on and did get it done. Can I bring you these?*

Chairwoman Sims: *Yes.*

Mayor Smothers: *So you have a CO on that?*

David Barleycamp: *Yes. If you'll notice it still is boarded up on the exterior to keep the....*

Chairwoman Sims: *Now, did I understand you correctly to say that you do have the Certificate of Occupancy on that building?*

David Barleycamp: *Yes we do-on all four units.*

Mayor Smothers: *When did you obtain that?*

David Barleycamp: *A month or so ago. About four weeks ago. Three weeks.*

Chairwoman Sims: *And the reason for it being boarded up is....*

David Barleycamp: *To keep the thieves and vandals out. This is the power units for that building that was just completed. If you'll notice, there's one meter missing. About two or three days after the final unit...when we had the power and everything on....it was stolen, stripped out of it. Uhh...*

Chairwoman Sims: *What is your reason for not leasing these or renting these units?*

David Barleycamp: Let me show you these. This will explain it to you. These are the ones on Leonard Street right in front of Meredith. These were just redone ten months ago. This is two different apartments. Just to give you an idea of the interior.....

Mayor Smothers: Is this Schwarz properties?

David Barleycamp: Yes. That is directly in front of 515.

Chairwoman Sims: So explain to us and those sitting out there what that means.

David Barleycamp: The carpet was stolen; new cabinets were busted; the water heaters were stripped; the windows were busted-I mean the pictures say more than I ever could.

Chairwoman Sims: That was done by the individuals who occupied the units?

David Barleycamp: We rented to them. We evicted them. We put more people in there in between them. People moved in and squatted. I mean you can see-they devoured the units.

Council Member Alexander: Is it the tenant's problem?

David Barleycamp: Tenants. There's a lot of squatters. When you unboard stuff over there, they just move right in. They put dogs in them. They do everything. Like I say, you can look at the pictures. That's why we have not been aggressive in renting these out because to spend \$30,000-\$40,000 a unit and get \$1,200 rent in six to eight months and do two evictions-it's not financially feasible.

Council Member Douglas: Mr. David, I'm looking at these pictures and I'm not seeing a time or date stamp on when they was taken. So, how can we.....

David Barleycamp: [talking to someone in audience] When did we take these? It was Thursday of last week that the pictures were taken.

Chairwoman Sims: I'm going to say this and I don't think, you know, the purpose of....although I realize that what we are considering as a Council is a serious action.

David Barleycamp: It is a very serious action, and a very.... a lot of money. What I'm here for tonight is to tell you, you know I understand that we are at a quandary. I don't, you know, Mr. Schwarz has been very sick. Our company has had a lot of problems in the last year with the financial market like it is and the banks being like they are today. I'm not up here to promise you a building a month or any blue sky at all. I don't know....you know I can't predict the future. I can tell you that we kept the building secure. We tried to keep them clean as far as the yard mowed and stuff. And, you know, I'm slowly working into taking over more projects with J & S. I've done several. I've done 900 Meredith. We've done 509 Denny Street and got that off the condemned list. We're very close on 302 Allred and having it completed. You know Miller Desk over here, we've got the monitoring system on the sprinklers, which Don Hinshaw has been trying to get that done for three years. I've got it totally done. It's all finished and has been signed off on in the last 90 days. So we're doing a lot of things. We're going in the right direction. We just need some time to get a handle on this and see what we can do here. If it's something we can do with the Housing Authority or with other groups or organizations in the town. These buildings...the foundations on them are sound. The roofs are good. They are good

buildings. They should not be demolished. I've got a house over on 75 Tank Avenue. I was with Owen Farmer this week on it and he's going to do fire practice drills on it while he burns it down for me. You know, that's for Scott Wall, and the Inspections Department. We've got other buildings over on Hood Place where, you know, we are looking at demolition and I am talking to crews about doing it. But these apartments are not one of them and they should not be. They are too good of buildings. We can use them. We need the housing. I'm not saying we done everything right by no means, but we're trying and we're working in the right direction. Like I said I'm not going to stand up here and.....I'm going to do one building every month or an apartment every month....I mean I don't know what the next month or two is going to hold. I mean I'm just being up front and honest with you. If you can bear with us a little while and see what happens with Mr. Schwarz's health and with the finances of the company and everything, I'm sure we can make these things work. But as far as making it work tonight or this week, I can't promise you that. You know, I just want to show you one more picture. I mean this is a house almost adjacent to ours on Leonard. I mean, you can see it's not.....so our properties ain't the only one over there that...

Council Member Douglas: *But Mr. David, you said bear with me, but we've done that for three years or more. It's been almost a little over two years since those properties were vacated.*

David Barleycamp: *All I can say is I was not involved in this three years ago. I wasn't involved in it two years ago. I'm just starting to get involved in them and I don't have full authority to do everything I want to do. Mr. Schwarz is the owner and, you know, as I've told several people, I mean he's got the ultimate last word right now. I mean...*

Chairwoman Sims: *Well, not to belabor the point and I understand exactly where you're coming from. And, again, I go back to what I started to say earlier is that this is a serious matter that we're dealing with and I would think that based on the seriousness of where we are that someone would have come to Council who did have the authority to make a promise and a commitment to this Council about what they intended to do. And, so, based on the fact that you're standing here, you can't unequivocally promise anything to us standing. You're asking us to take an action or delay an action until you can come up with whatever plan you think you may be able to do based on what Mr. Schwarz will commit. I, for one, think that either Mr. Schwarz or someone who he has given the authority to speak for him should have been in this room today. That's just how serious this is. So, while I appreciate that you came and took the time to have this conversation with us, unless you are in a position where you can make a commitment to this Council, I don't know how we can act in any other way other than probably the motion that I'm going to make. So is there something else you can tell us?*

David Barleycamp: *I can tell you that Mr. Schwarz has basically made it clear that I'm going to be CEO of the company. I'm going to run the company.*

Chairwoman Sims: *So can you make....can you come to this Council with an unequivocal commitment to Council about what you're going to do regarding these units?*

David Barleycamp: *As long as he's running the company, he has the ultimate last word. I'm not going to lie to you.*

Council Member Alexander: *Okay, so he has the purse strings?*

David Barleycamp: *I have limited purse strings. You know I can do 900 Meredith. I can do little houses and stuff. I can put monitoring systems in, but as far as a major project like this, he still has the strings.*

Mayor Smothers: *You really aren't in control of these properties?*

David Barleycamp: *As far as me personally?*

Mayor Smothers: *Well, yeah, you said a while ago you were in control and then you said you weren't, so....*

David Barleycamp: *He has the ultimate last word. I mean he is...Mr. Schwarz is the owner. He is my boss.*

Chairwoman Sims: *So is Mr. Schwarz aware of the action that's on our agenda today and did he give you specific instructions regarding what he wanted you to say to us today?*

David Barleycamp: *I asked him and he would not lay out any timetable or anything. With his health like it is, with our company like it is, everything is kind of in limbo right now. Like I said, I cannot stand here and make it definite and say I can do this by January 1st, this by March 1st, this by June 1st. I can't make you that.*

Chairwoman Sims: *I understand.*

City Attorney JoAnne Carlyle: *Did Mr. Schwarz send you here tonight with the knowledge that this Council is considering demolition?*

David Barleycamp: *I imagine he knew that. He didn't come right out and tell me.*

Mayor Smothers: *Well who told you to come tonight?*

David Barleycamp: *He did.*

Mayor Smothers: *And he told you to come bring us pictures?*

David Barleycamp: *I brought those to show you because I was here in June. I just wanted to show you what I had done and what I had gotten done. I mean he didn't ask me to bring the pictures. I don't even know that he knows that I brought them.*

Chairwoman Sims: *Is there anything else that you want to add?*

David Barleycamp: *I just want to add.....that these buildings are not falling down. They are not dilapidated. They are secure. They've got good foundations, good roofs. When I was up here last time, someone on the board asked me how did we determine what we were going to renovate and what we were going to tear down and that's exactly what I told them. When I go out and look at a property, I look at the foundation. I look at the roof structure and determine, you know, if it's sound and savable or if it's not, then we do whatever we need to do. So....like I said, there.... Go ahead.*

Council Member Corey: What steps have you or Mr. Schwarz taken to protect these properties from vandals or squatters?

David Barleycamp: Well, we have boarded them up. Secured them. We've got a guy right here that works in High Point and goes by there and checks on them. We mow the grass. We keep the blinds down. We do all we can. It's not but three blocks from the police department and it's still....it's just, I mean you can't even put a power meter on any of the buildings without ripping them out and stealing the metal. I mean, what can we do? I mean, I don't want to put a 12-foot high fence with Constantine wire around it. I mean that's ridiculous. You know, but there's got to be a solution. I also just don't know what it is right now.

Mayor Pro Tem Whitley: Can I ask you a question?

David Barleycamp: Sure.

Mayor Pro Tem Whitley: Given the period of time that it has sat there and the additional damage that has been done to this structure, would it not have made more sense to go ahead and fence it off while you proceeded to do the repairs and then open it up all at one time?

David Barleycamp: That might have been a better thing to do. That may be the thing to do now.

Mayor Pro Tem Whitley: Is that not the smart thing to do right now?

David Barleycamp: Well if you want to leave them standing, that might be the thing to do. I mean, I don't, you know....we've got other properties that we have fenced in.

Council Member Douglas: I think one of the things to do is what you guys promised two years ago to do one apartment at a time and put someone in them. I think that would deter the crime at least in the ones that you have up.

David Barleycamp: But when you put them in there, they tear them up more than what they were than when we started. I mean how can you justify spending that kind of money getting a month's rent and letting them move in with no deposit and then you've got to evict them out in three months. It takes two months to get them out of it. So in six months, you've got two, three month's rent maybe and then you've got a lot of damages.

Mayor Smothers: You described that at the very beginning which sent a signal to me that you see no sense in doing any of it.

David Barleycamp: No, I disagree. I think there is sense in doing it. If we do it under a Housing Authority contract where they are responsible to housing and if they tear it up, then they get off the housing or something like that. I think that would be the way to go.

Mayor Smothers: But I hear you saying that you can't do it.

David Barleycamp: What do you mean I can't?

Mayor Smothers: Well....

David Barleycamp: As far as I can't right now do it myself....no I can't.

Mayor Smothers: And apparently you haven't been able to do it over a period of months-the ones that you have invested in.

David Barleycamp: When I started....I do a lot of commercial buildings. I've tried to stay out of residential. Obviously as he has got sicker and I've had to do more and I've had to get more into residential and that's one of the reasons that frustrates me about residential. You know, it's just a whole different animal than renting commercial buildings. I mean if you rent a commercial warehouse, they've got maintenance people, they've got this and that. It's just a better situation.

Mayor Smothers: Thank you.

Chairwoman Sims: Any other questions or anything else you want to add?

David Barleycamp: Again, the buildings are sound. You know if we can work something out to try to keep them up and start working towards getting them where they can be. I mean I'm not against talking to anybody about anything. Whatever we can work out is better than tearing them down and watching them be demoed.

Chairwoman Sims: Thank you very much.

David Barleycamp: Thank you very much. I appreciate your time.

Chairwoman Sims: Is there anyone else here who would like to speak in favor of or against the agenda item that we have before us?

Mayor Smothers: That has new information.

Richard Jenkins: Good afternoon. My name is Richard Jenkins and I live at 506 Meredith Street. I can look out my front door every day. I can look across and see what's going on. I'm up early enough to see what's going on. The last time that I read in the paper about Council had a meeting that these houses were going to be discussed to be demolished. August the 22nd, there was no workers. August 23rd, there was no workers. August 24th, a truck was there when no work was done. They went and removed something from the building and sat in their truck from about 10:30 and left at 11:30. The 25th, down to the 2nd....September 2nd, there was no workers. September 3rd, the workers came by for about a half hour. September the 4th, they moved their truck about a foot and no one got out and went to the second row. September 10th, no workers. September 19th, they mowed the grass like you would mow a cow field. Just mow it, lay it there, no straightening up or cleaning up at all. September the 20th, they picked up some trash, but they didn't pick up all of it. The 21st through the 25th, there was no workers. September 26th, a truck with trash came in a pickup and they left in about a half hour and no work was done. As of today between 12 and 1, someone was showing an apartment at 515-A. About 4:00 people were moving in and all I know two police came. This is place is nothing but a sore eye for the city. I'm scared my grandkids can walk out or get raped, so these people are saying these things. I don't agree because every morning I'm up looking. I look to see who come and who go. As far as this place has been closed for about two years...yes, I can show you the buildings now. There's two that the ummm boarding they had has been knocked out. I can see people go over there and pull the board back and I can't say that they are putting drugs in there and I can't say that they are taking drugs out, but I can only tell you what I see. So this is what I see about this property.

Chairwoman Sims: *Thank you, Mr. Jenkins. Is there*

Council Member Douglas: *Mr. Jenkins.*

Chairwoman Sims: *Councilman Douglas....*

Council Member Douglas: *I thought you was calling him.*

Chairwoman Sims: *No, no, no. I said thank you Mr. Jenkins.*

Council Member Moore: *Can I ask you a question while you're back up here? He had said some of the other properties are obviously closely located there. Could you corroborate or possible give credence to the fact that some of the houses that were brought up that people moved out of looked to be damaged or maliciously tore up?*

Richard Jenkins: *Well the block that I live in, there's no trashy houses. On the Hoover Street side, they cleaned that area up. The city came and cleaned it up. Now going down to Carson Stout, that area is cleaned up. But you've got a graveyard across the street, so I'm quite sure they are not doing anything. In back of that is Carson Stout and they had fixed their buildings up. So why do we have to look at this eyesore every day? That I cannot figure out.*

Council Member Alexander: *This is your neighborhood?*

Richard Jenkins: *Yes.*

Council Member Alexander: *Would your neighborhood be better with or without these buildings?*

Richard Jenkins: *Without. Excuse me....allow me to say this. It's drawing rodents and I don't need that at my house or none of the neighbors. So, yes, it would be better without it.*

Council Member Alexander: *Thank you.*

Chairwoman Sims: *Is there anyone else who would like to speak? [none] Seeing none, Madam Mayor, I am going to make a motion to place on Thursday's agenda the demolition of buildings 501, 503, 505, 507, 509, and 511 Meredith Street, units A through D based on the following findings of fact:*

- 1) That the owner has abandoned the intent and purpose to repair, alter or improve the dwelling in order to render it fit for human habitation; and that
- 2) The continuation of the dwelling in its vacated and closed status would be inimical to the health, safety, morals, and welfare of this municipality in that the dwelling would continue to deteriorate, would create a fire and safety hazard, would be a threat to children and vagrants and would attract persons intent on criminal activities; and that
- 3) The continuation of the dwelling in its vacated and closed status would cause and contribute to blight and the deterioration of property values in the area, and would render unavailable property and a dwelling which might otherwise have

been available to ease the persistent shortage of decent and affordable housing in this city and state.

This order to demolish will take place no sooner than 90 days from the date of this order and the building inspector shall effectuate the purpose of the ordinance. The amount of the cost of the demolition and removal of the dwellings by the city shall be a lien against the real property upon which the costs were incurred.

Council Member Alexander: Second.

Mayor Smothers: *I have a motion by Ms. Sims and a second by Councilman Alexander. Is there discussion? [none] If not, all in favor of the motion, please say Aye.*

All of Council: Aye.

Mayor Smothers: *Those opposed? [none] That motion carries unanimously. [9-0 vote]*

[end of transcript]

Adopted ordinances ordering the inspector to effectuate the demolition of the above referenced structures owned by Schwarz Properties, LLC.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Ordinance be adopted. The motion PASSED by a 9-0 unanimous vote.

120265

Emergency Management Ordinance

Council is requested to adopt an amendment to the Emergency Management Ordinance, Title 5 "Public Safety" of the City of High Point Code of Ordinances and adopt a Resolution for the City Emergency Operations Plan as recommended by staff.

Attachments: [Emergency Management Operations.pdf](#)
[Emergency Management Ord Signed.pdf](#)
[Emergency Management Resolution Signed.pdf](#)

Resolution No. 1260/12-61
Introduced 10/1/2012; Adopted 10/1/2012
Resolution Book, Volume XVII, Page 110

Ordinance No. 6950/12-77
Introduced 10/1/2012; Adopted 10/1/2012
Ordinance Book, Volume XVII, Page 140

Chairwoman Sims announced that the Public Safety & Community Development Committee was briefed on this matter by Detective Rick Johnson on Tuesday, September 18, 2012.

Council Member Moore asked if Mr. Johnson could provide additional information on the process for updating the plan. Mr. Johnson explained that the process is incorporated into the plan and will be reviewed every two years or as needed by the Emergency Coordinator. City Manager Strib Boynton publicly thanked Mr. Johnson for pulling the plan together and noted that

Glenn Clapp with the Fire Department would be the individual who will be charged with carrying it forward. This project represents a collaborative effort across departments.

Adopted an amendment to the Emergency Management Ordinance, Title 5 "Public Safety" of the City of High Point Code of Ordinances and adopted a Resolution for the City Emergency Operations Plan as recommended by staff.

A motion was made by Council Member Alexander, seconded by Mayor Pro Tem Whitley, that this Ordinance be adopted . The motion PASSED by a 9-0 unanimous vote.

PLANNING, ECONOMIC DEVELOPMENT & INFORMATION TECHNOLOGY COMMITTEE

Chaired by Mayor Pro Tem Whitley

Committee Members Sims, Henley, Moore

There were no matters appearing on tonight's regular agenda for consideration by the Planning, Economic Development & Information Technology Committee.

Chairman Whitley announced that there would be a Planning, Economic Development & Information Technology Committee meeting on Tuesday, October 2nd at 9:00 a.m.

PUBLIC COMMENT PERIOD - 5:15 P.M.

Mayor Smothers opened the floor and asked if there was anyone present who would like to address the City Council during the public comment period for any matter not appearing on the agenda. There being none, the public comment period was closed.

PUBLIC HEARINGS ON ITEMS - 5:30 P.M.

There were no public hearings scheduled for this meeting.

ANY OTHER NEW BUSINESS

120260 Appointment - Boards & Commissions - Board of Adjustment

Council is requested to confirm the appointment of Michael Fox to the Board of Adjustment to replace Greg Adzima who is not eligible for reappointment. Appointment will be effective October 15, 2012 and will expire July 1, 2015.

[Application for Appointment Michael Fox.pdf](#)

Attachments:

Appointed Michael Fox as a regular member on the Board of Adjustment.

A motion was made by Council Member Alexander, seconded by Council Member Whitley, that this Miscellaneous Item be approved. The motion PASSED by a 9-0 unanimous vote.

Pending Items**120249 Appointment - Boards & Commissions - Parks & Recreation Commission**

Council is requested to confirm the reappointment of James Davis to the Parks and Recreation Commission. Reappointment to be effective immediately and will expire July 1, 2015.

This matter has been pending since September 17, 2012.

For Information Only:Recognition of Boy Scouts- Troop 122

Mayor Smothers recognized Daniel and Ian Greene who were in the audience and attending the meeting to fulfill requirements for their merit badge (Citizenship in the Community). Both brothers are homeschooled.

APPROVAL OF THE MINUTES OF PREVIOUS MEETINGS**120262 Approval of the following Minutes:**

Finance Committee meeting held Monday, September 17th @ 4:00 p.m.

Combined Council meeting held Monday, September 17th @ 4:45/5:30 p.m.

Public Safety Committee meeting held Tuesday, September 28th @ 2:00 p.m.

Attachments: [September 17, 2012 Finance Committee](#)
[September 17 2012 High Point City Council](#)
[September 18 2012 Public Safety Committee](#)

The minutes of the preceding meetings were unanimously approved as submitted.

A motion was made by Council Member Alexander, seconded by Council Member Corey, that this Miscellaneous Item be approved. The motion PASSED by a 9-0 unanimous vote.

BOARDS AND COMMISSIONS VACANCY REPORT**120229 Boards and Commissions - Vacancies**

Attached is the current list of vacancies for all Boards and Commissions.

Attachments: [term expirations 2012 eff. September 19 2012 packet](#)

This information is included as a matter of information. No action is required at this time.

ADJOURNMENT

The meeting adjourned at 5:40 p.m. upon motion duly made and seconded.

Respectfully Submitted,

Rebecca R. Smothers, Mayor

Attest:

Lisa B. Vierling, MMC
City Clerk

PLANNING AND ZONING COMMISSION RECOMMENDATION

On September 25, 2012, a public hearing was held before the Planning and Zoning Commission regarding the request described below. All members of the Commission were present except for Mr. Mark Walsh.

City of High Point

Street Abandonment Case 12-08

A request by the Technical Review Committee to abandon a portion of an unnamed public alley located from the north of the rear property line of a parcel identified as 108 Garner Place, northward to the terminus of the alley.

Mr. Doug Loveland presented the request and recommended approval as outlined in the staff report.

No one spoke either in favor, or in opposition to this request.

The Planning & Zoning Commission recommended **approval** Street Abandonment Case 12-08 by a vote of 7-0.

**CITY OF HIGH POINT
PLANNING AND DEVELOPMENT DEPARTMENT**

**STAFF REPORT
STREET ABANDONMENT CASE 12-08
September 25, 2012**

Request	
Applicant: City of High Point	Proposal: Abandon the portion of an unnamed public alley located from north of the rear property line of property identified as 108 Garner Place, northward to the terminus of the alley.

Adjacent Streets		
Name:	Classification:	Right-of-Way and Pavement Width:
Garner Place	Local street	40 (+/-) ft. right-of-way; 24(+/-) ft. curb & gutter

Adjacent Property Zoning and Current Land Use		
North	General Business (GB)	Retail
East	General Business (GB)	Bank (BB&T)
South	General Business (GB)	Retail
West	Limited Business (LB)	SFD, Office and Day care use

Analysis
The City of High Point is proposing to abandon this unnamed alley, as TRC has not identified any public need in the retention of the right-of-way. The alley way is not improved, and is not contiguous to any other public right-of-way. The southern portion of the right-of-way for this alley, that intersects Garner Place, was previously abandoned.

Early notice of this proposed abandonment was sent out to the adjacent property owners on August 27, 2012.

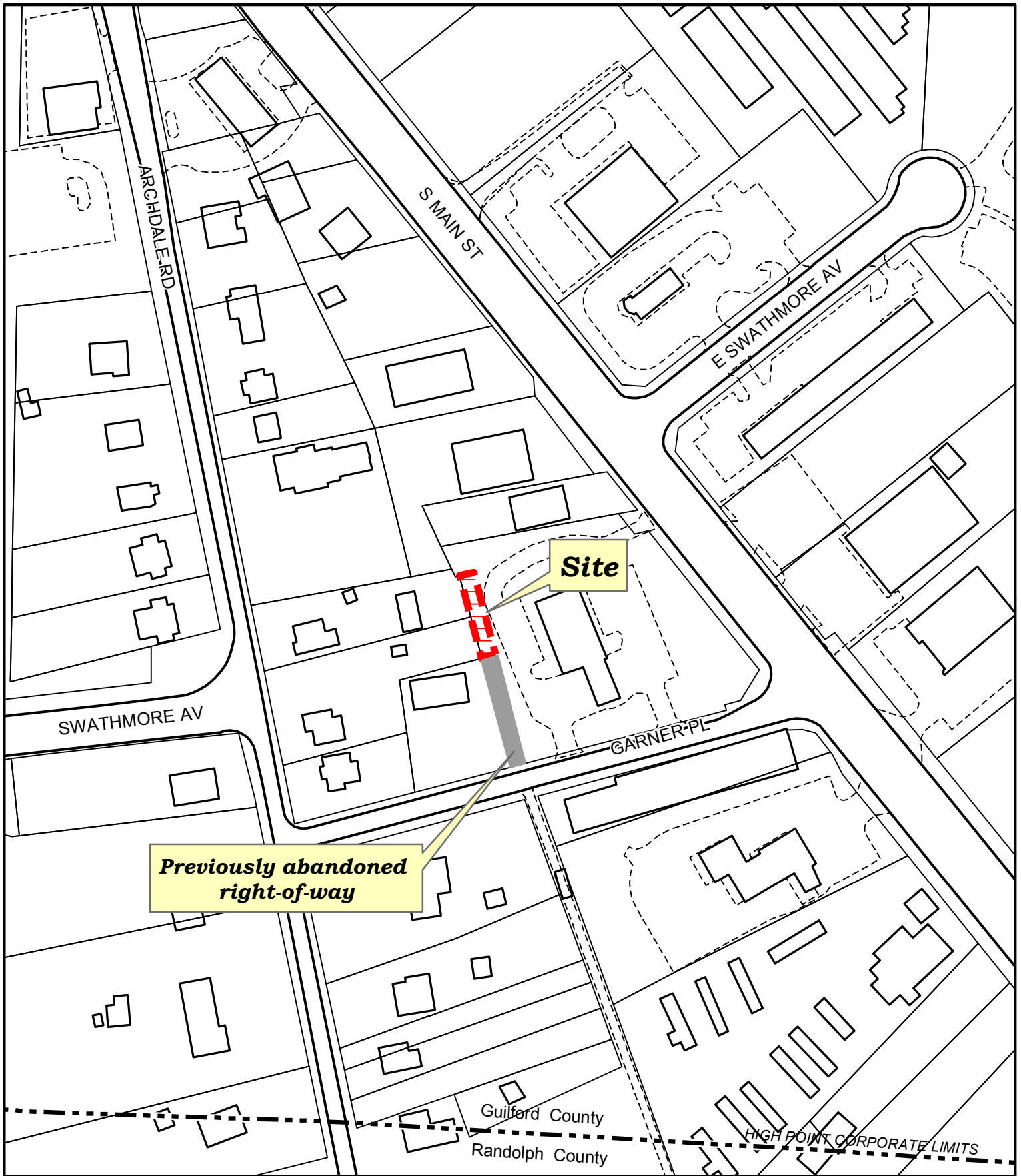
Findings
The Technical Review Committee (TRC) reviewed this request on October 31, 2007 and identified no concerns related to abandonment of the right-of-way.

This abandonment of the public's interest and conveyance of the right-of-way to the abutting property owners, as provided by state statutes, is found not to be contrary to the public's interest and found not to deprive owners in the vicinity of the right-of-way reasonable means of ingress and egress to their property.

Recommendation
The Planning and Development Department recommends approval of the requested street right-of-way abandonment. This recommendation is based on preliminary findings that the abandonment is not contrary to the public interest, and that no property in the vicinity of the street abandonment would be deprived of reasonable means of ingress or egress.

Report Preparation

This report was prepared by Planning and Development Department staff member Doug Loveland, AICP, Senior Planner and reviewed by Bob Robbins, AICP, Development Administrator, and Lee Burnette, AICP, Director.



STREET ABANDONMENT REQUEST SA12-08

Applicant: City of High Point
Area: 0.041 acres



Location of requested street abandonment



Previously abandoned right-of-ways

**Department of Planning
and Development**

City of High Point

Date: September 7, 2012



Scale: 1"=150'

y:/ba-pz/2012/pz/sa12-08.mxd

Attachments: Photographs (September, 2012) and Aerial (February, 2010)

Looking north toward the unnamed public alley.



STREET ABANDONMENT REQUEST SA12-08



PLANNING AND ZONING COMMISSION RECOMMENDATION

On August 28, 2012, a public hearing was held before the Planning and Zoning Commission regarding the request described below. All members of the Commission were present.

The City Project

Text Amendment Case 12-02

A request by The City Project, Inc. to amend Section 9-2-2 *Definitions*, Table 4-7-1 *Permitted Use Schedule*, and Table 5-6-1, *Off-Street Parking Requirements*, with respect to Video Sweepstakes Establishments.

Mr. Robert Robbins presented Text Amendment Case 12-02 and recommended approval as outlined in the staff report.

Speaking in favor of the request were Mr. Jay Wagner, 101 W. Lexington Avenue, Suite 104, High Point, Vice Chair of The City Project, Inc. and also speaking on behalf of Uptown High Point Association; Ms. Charity Belton, 226 Hobson Street, High Point, President of the Washington Street Business Association and Mr. Patrick Harmon, Haydon/Harmon Foundation, 613 Washington Street, High Point, Vice President of the Washington Street Business Association. The speakers noted their goal is to attract family oriented commercial uses, pedestrian oriented retail shops and services. They expressed concerns that a proliferation of video sweepstakes establishments would not attract the clientele they desire to improve their respective communities.

No one spoke in opposition to the request.

After the public hearing was closed, the Planning & Zoning Commission deliberated on this matter. Key points of their discussion were:

- Whether there have been any records of incidents pertaining to this use with the High Point Police Department;
- Whether video sweepstakes businesses would increase foot-traffic to shops in the Uptown Area of Main Street.

The Planning & Zoning Commission recommended **approval** of Text Amendment Case 12-02 by a vote of 7-1.

Member Cynthia Davis was the one opposing vote. She agreed with removal of the use from the Washington Street commercial area, but felt it may be appropriate for the Uptown Area of N. Main Street as it may spur pedestrian foot traffic to other commercial uses along this corridor.

**CITY OF HIGH POINT
PLANNING AND DEVELOPMENT DEPARTMENT**

**STAFF REPORT
TEXT AMENDMENT CASE 12-02
August 28, 2012**

Request	
Applicant: The City Project, Inc.	Affected Ordinance Sections: Section 9-2-2 <i>Definitions</i> , Table 4-7-1 <i>Permitted Use Schedule</i> , and Table 5-6-1 <i>Off-Street Parking Requirements</i>
Proposal: To define video sweepstakes establishment, establish where it is permitted and set forth an off-street parking requirement	

Background

The applicant has noted a desire to limit where video sweepstakes establishments may locate following the creation of a number of such establishments in the Main Street Zoning District. Concern exists also that this use be prohibited in the Washington Street Mixed Use Overlay District.

Details of Proposal

The proposed ordinance creates a definition for the use, calling it a video sweepstakes establishment, but is inclusive of all other terminology. The definition as suggested in the ordinance is the result of researching other municipal ordinances in North Carolina, and also includes language directly from the State's definition. The use is proposed to be permitted only in the General Business (GB) District, and a parking ratio of one space per 200 square feet of gross floor area plus one space per employee on the largest shift is suggested.

Analysis

The video sweepstakes business, by whatever other name is used to describe it, has been a hot topic for many North Carolina municipalities over the past few years. Many communities across the state have taken steps, primarily through zoning regulations, to limit the proliferation of these businesses, and to prohibit them in particular areas of the community. The applicant's proposal will zone a video sweepstakes establishment in High Point the same as a tattoo parlor, body piercing establishment or sexually oriented business (SOB), which are also only permitted in the GB District. Unlike these other establishments, video sweepstakes establishments would be permitted by right with no specific development standards. The proposed parking requirement is based on the standard retail parking rate in the Development Ordinance.

When the Development Ordinance was adopted in 1992, a 'Video Sweepstakes Establishment' use did not exist and therefore was not listed or regulated as a separate use. When the first of these businesses came to High Point a couple years ago, staff made a determination that the use

was similar to the ‘Bingo Games’ use, which is permitted in all commercial zoning districts except Neighborhood Business (NB). The applicant is requesting to limit the location of these businesses to just the General Business (GB) District.

It remains to be seen if the North Carolina General Assembly will enact legislation that might further regulate these businesses. A bill that would have required a state issued license, establish both an excise tax on each machine and a gross receipts tax, and set limits on local privilege license and excise taxes did not emerge from committee during the last legislative session.

The Community Growth Vision Statement, along with the Core City Plan and the Washington Street District Plan encourage the development of retail shops, traditional services, and restaurants that are not detrimental to existing businesses, and that offer daily goods and services to nearby neighborhoods. This is seen as a key element to the revitalization of the Uptowne and Washington Street areas in particular. A proliferation of video sweepstakes businesses might make desirable businesses harder to attract to these areas. Limiting where these establishments can locate will help preserve business corridors like the Main Street District and Washington Street and help encourage investment in them, and thereby support adopted City plans. There are significant areas of GB zoned properties around the City that would likely be able to accommodate video sweepstakes businesses, notably along North Main Street north of Eastchester Drive, along South Main Street south of Business 85, along West English and West Kivett Drives, and the southern end of Westchester Drive.

Recommendation

Staff recommends approval of the proposed text amendment as submitted.

Required Action

Planning and Zoning Commission:

Upon making its recommendation, the Planning and Zoning Commission must place in the official record a statement of consistency with the City’s Land Use Plan, and any other officially adopted plan that may be applicable. This may be done by adopting the staff’s findings as written in this report, by adopting the staff’s findings with additions or changes as agreed upon by the Commission, or, if the Commission is in disagreement with staff’s findings, by adoption of its own statement.

City Council:

Upon rendering its decision in this case, the High Point City Council also must place in the official record a statement of consistency with the City’s Land Use Plan. This may be done by adopting the staff’s findings as written in this report, by adopting the staff’s findings with additions or changes as agreed upon by the Council, or, if the Council is in disagreement with staff’s findings, by adoption of its own statement.

In addition, the City Council must, prior to adopting or rejecting any zoning amendment, explain why it considers the action taken to be reasonable and in the public interest. In this case, staff suggests that the approval of the applicant's request is reasonable and in the public interest because: 1) The proposed text amendment defines a use that has emerged since the adoption of the Development Ordinance and clearly establishes where it may locate; 2) Limiting video sweepstakes establishments to the GB district and not allowing them elsewhere in the City will support the vision, goals and objectives of adopted City plans; and 3) The text amendment will help revitalization efforts in key commercial corridors and redevelopment areas through restriction of uses considered detrimental to existing businesses. The City Council may adopt this statement, it may add to or change this statement, or, if the Council is in disagreement with the above statement it will need to formulate its own reasonableness / public interest statement.

Report Preparation

This report was prepared by Planning and Development Department staff member Robert L. Robbins, AICP, and reviewed by G. Lee Burnette, AICP, Director.

DRAFT 08-17-12

TEXT AMENDMENT 12-02 PROPOSED AMENDMENT TO THE CITY OF HIGH POINT DEVELOPMENT ORDINANCE

An amendment affecting Section 9-2-2 *Definitions*, Table 4-7-1 *Permitted Use Schedule*, and Table 5-6-1 *Off-Street Parking Requirements*, with respect to Video Sweepstakes Establishments.

SECTION 1.

Section 9-2-2, *Definitions*, Subsection (g) *General* shall be amended to add the following in proper alphabetic order within the subsection:

VIDEO SWEEPSTAKES ESTABLISHMENT: Any business enterprise in which a video sweepstakes machine or device is used, whether connected to the Internet or not, to conduct games of chance, including sweepstakes, and where cash, merchandise or other items of value are redeemed or otherwise distributed, whether or not the value of such distribution is determined by electronic games played or by predetermined odds, which have a finite pool of winners. Video sweepstakes establishments include internet cafes, internet sweepstakes, cybercafés, electronic gaming machines/operation, or by whatever other terminology such establishments might be known. This does not include any lottery approved by the State of North Carolina.

SECTION 2.

Table 4-7-1, *Permitted Use Schedule*, is hereby amended to add the following use under the Recreational Uses heading, and to establish where the use will be permitted:

Video Sweepstakes Establishment entered in proper alphabetic order, to be allowed in the **GB** district only with the placement of a **'P'** in the GB column.

SECTION 3.

Table 5-6-1, *Off-Street Parking Requirements*, is hereby amended to add the following use under the Recreational Uses heading, and to establish the following parking requirement:

DRAFT 08-17-12

Video Sweepstakes Establishment entered in proper alphabetic order, with the following requirement: **One space per 200 square feet of gross floor area of the establishment, plus one space for each employee on largest shift.**

SECTION 4.

Should any section or provision of this ordinance be declared invalid, such decision shall not affect the validity of the remaining portions of this ordinance.

SECTION 5.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION 6.

This ordinance shall become effective upon adoption.



October 10, 2012

MEMORANDUM

TO: Strib Boynton
City Manager

FROM: Eric Olmedo
Budget & Evaluation Officer

SUBJECT: Agenda Item for City Council

The High Point Police Department assisted the Charlotte-Mecklenburg Police Department with police services related to the Democratic National Convention held in Charlotte. A memo of understanding was initiated between the two departments regarding reimbursement of actual salary, overtime and transportation costs.

The City of High Point Police Department submitted a reimbursement request to Charlotte-Mecklenburg Police Department in the amount of \$177,896.

Attached is a budget amendment to recognize the reimbursement, and to appropriate funds to reimburse the Police Department for these expenses.

cc: Pat Pate
Randy McCaslin
Jeff Moore
Marty Sumner

Attachments: Budget Amendment

"AN ORDINANCE AMENDING THE 2012-2013 BUDGET ORDINANCE
OF THE CITY OF HIGH POINT, NORTH CAROLINA
TO APPROPRIATE FUNDS FOR REIMBURSEMENT OF POLICE EXPENDITURES
RELATED TO THE DEMOCRATIC NATIONAL CONVENTION

Be it ordained by the City Council of the City of High Point, North Carolina, as follows:

Section 1. The City of High Point will be reimbursed \$177,896 from Charlotte-Mecklenburg Police Department for reimbursement of expenses related to the Democratic National Convention. In order for the Police Department to account for the reimbursement of these funds, they need to be appropriated.

Section 2. The 2012-2013 Budget Ordinance of the City of High Point, should be amended as follows:

- (A) That the General Fund of the City of High Point, is hereby amended as follows:

General Fund Revenues	\$ 177,896

- (B) That the General Fund Police expenditures be amended as follows:

General Fund Police Expenditures	\$177,896

Section 3. That all ordinances, or parts of ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 4. That this ordinance shall be effective from and after its passage."

Adopted the 15th day of October, 2012

Lisa B. Vierling, City Clerk

MEMORANDUM

TO: Honorable Mayor and City Council
FROM:  Robert L. Robbins, AICP
Development Services Administrator
DATE: September 11, 2012
SUBJECT: Uptown Suburbs National Register Historic District

As you are aware, the City – through its Historic Preservation Commission – received a 2011 Federal Historic Preservation Fund grant, to be used to prepare a National Register District nomination application for what has been named the Uptown Suburbs. The area of this nomination includes the neighborhoods of Emerywood, Roland Park, Sheraton Hill, and The Parkway, the portion of Johnson Place that is a local Historic Overlay District, and a 1 ½ to 2 block area of North Main Street. This very large district comprises 771 contributing structures. Total project costs were \$33,000, with \$15,000 paid by the grant and the remaining \$18,000 paid by the City.

The nomination application was prepared by hmwPreservation (Heather Wagner) of Durham. The completed nomination has been reviewed by the State Historic Preservation Office (SHPO) and presented to the City for comment. The entire 400+ page nomination application is available online for review at www.highpointnc.gov/plan under the "What's New" button. However, for general information I have attached a seven page description of the proposed district and a brief summary of its primary resources, which is taken from the application. Also attached is a map showing the boundaries of the district and location of resources.

Prior to your September 17th meeting, two other opportunities for public comment will have occurred. The High Point Historic Preservation Commission will review the nomination at its September 12th meeting, and an advertised neighborhood meeting will be held at the High Point Public Library on September 13th, where the consultant and staff from the State Historic Preservation Office (SHPO) will present findings and answer questions.

Action requested of the Council is to make a finding that the application either meets or does not meet the criteria for listing in the National Register. I have attached information from the SHPO which explains the criteria for evaluation. This finding and comments will be forwarded to the North Carolina National Register Advisory Committee meeting in October, which will make its own recommendation and forward the nomination to the Secretary of the Interior for final review and listing. Listing would be expected at the end of this year.

Administration
336.883.3328

Planning Services
336.883.3328

Development Services
336.883.3328

Inspection Services
336.883.3151

City of High Point, P.O. 230, 211 South Hamilton Street, High Point, NC 27261 USA
Fax: 336.883.3056

[www.high-
point.net/plan](http://www.high-point.net/plan)

Permit Fax:
336.883.8518

TDD 336.883.8517

United States Department of the Interior
National Park Service

National Register of Historic Places Continuation Sheet

Section number 7 Page 1

Uptown Suburbs Historic District
Guilford County, North Carolina

Section 6: Function or Use

Current Functions:

Landscape: Park

Section 7: Description

Architectural Classification:

Mission/Spanish Colonial Revival

Classical Revival

Other: Minimal Traditional

Other: Neotraditional

Italian Renaissance

Prairie School

Moderne

Art Deco

Late Gothic Revival

Materials:

Foundation: Stone: Granite
Concrete

Walls: Wood: Plywood/Particle Board
Brick

Stone: Granite

Metal: Aluminum

Stucco

Synthetics: Vinyl

Roof: Stone: Slate
Terra Cotta

Narrative Description:

The Uptown Suburbs Historic District is located in High Point, North Carolina, a city of approximately 104,000 people located in the southwest corner of Guilford County. Established in the 1850s and located at the

United States Department of the Interior
National Park Service

National Register of Historic Places Continuation Sheet

Section number 7 Page 2

Uptown Suburbs Historic District
Guilford County, North Carolina

intersection of the Plank Road and the North Carolina Railroad, High Point was named for its location at the highest point along this section of the railroad. Following the Civil War, the North Carolina Piedmont, rich in hardwoods and surrounded by farmland, developed as an industrial center in the state, its economy driven by textile and furniture manufacturing.

The Uptown Suburbs Historic District comprises approximately sixty city blocks and includes the lands platted for the Johnson Place, Roland Park, The Parkway, Sheraton Hill, and Emerywood developments. The residential district is approximately eleven blocks from east to west and nine blocks from north to south and was platted between 1907 and 1946 with construction taking place from c. 1910 through the early 1960s. Platted in 1907, the Johnson Place development on the east end of the district, includes the 1000-1200 blocks of North Main Street, approximately 4500 feet northwest of the city center where Main Street crosses the railroad tracks, as well as several blocks to the east, including the Johnson Street Local Historic District. The Roland Park development, platted in 1912, begins one block west of the intersection of North Main Street and West Farriss Avenue and extends three blocks to the east with a distinctive circular court on the east end. The Parkway, platted in 1915, borders Roland Park to the south and extends four blocks from east to west. Sheraton Hill borders The Parkway to the southeast and includes approximately eleven city blocks platted in a grid pattern in 1916. The largest portion of the district is the Emerywood development, which borders Roland Park to the north and is bounded by North Main Street, West Lexington Avenue, and Westchester Drive to the east, north, and west respectively. The approximately twenty city blocks were platted in phases between 1922 and 1946.

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Uptown Suburbs Historic District
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District boundaries were determined according to the density of contributing structures. The district is roughly bounded by West Ray Avenue, Sunset Drive, Otteray Avenue, Country Club Drive, and Forest Hill Drive on the south and by Westchester Drive on the west, West Lexington Avenue on the north, and Johnson Street on the east. Properties to the south and east of the district have been significantly altered. Buildings to the southwest were generally constructed after the period of significance. Properties to the west and north are associated with other developments. North Main Street is the most significantly altered street in the district with a high percentage of late twentieth-century commercial buildings and all of the remaining homes having been converted to commercial use. For this reason the 1200-1300 blocks of North Main Street near the intersection with West Lexington Avenue were not included within the district boundary. The district was historically residential and while properties on North Main Street are now predominantly commercial, the remainder of the district remains residential in use.

High Point is located in the rolling hills of the Piedmont region and downtown High Point developed in a grid pattern with the Plank Road (now Main Street) running perpendicular to the railroad tracks. The earliest parts of the district (including Johnson Place, Parkway, and Sheraton Hill) employed a grid system that connected to the existing downtown grid and were roughly level, without geographic or topographic features influencing their layout. However, the Emerywood development on the west end of the district, took advantage of the gently rolling terrain. Plats of the Emerywood neighborhood favored a picturesque street arrangement with curvilinear streets arranged within a rectilinear boundary. Hillcrest Drive ran along the highest ridge of the land

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with streets curving and winding to accommodate valleys on the west end of the development and to provide picturesque views throughout. Streets in the district were named for families in the area (Carrick, Emery, Farriss, Holton, Johnson), for furniture styles (Colonial), or for the picturesque features of the development (Forest Hill, Greenway, Hillcrest, Parkway, Woodbrook).

Lot widths vary throughout the district due to its platting in stages, though most lots are the depth of half of a city block. The largest lots are located along North Main Street, West Parkway Avenue, and in the Emerywood development where lots along Hillcrest Drive are as large as 100-feet wide and 170-feet deep. Wide streets contribute to the perception of larger lots along these streets. Lots along Johnson Street, Edgedale Drive, West Farris Avenue, and Otteray Avenue are slightly smaller, with sixty- to seventy-five foot street frontage, 150-foot depth, and narrower streets. The smallest lots are located in the Sheraton Hill development and along Lexington Avenue, where lots measure fifty-feet by 150-feet.

Building setbacks, sidewalks, driveways, and planned greenspaces further differentiate the different developments within the district. While most homes are centered within the width of the lot, setbacks are dependant on lot depths and restrictions included in the deeds. Houses along West Parkway Avenue and in the Emerywood development are set back farther from the street, contributing to their expansive, suburban feel, while homes in Johnson Place and Sheraton Hill are set closer to the street for a more urban feel. Development plans for Johnson Place, Roland Park, and Emerywood included paved roads and sidewalks, water and sewer systems, and lighting. Sidewalks were generally placed close to the road, except along West Parkway Avenue

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where they are set back from the street to maximize the perceived width of the street. Most streets on the west end of Emerywood, west of Woodbrook Drive did not have sidewalks. Driveways and garages are common in the district due to its intense development during the 1920s through the 1940s, though most garages are located behind the houses, at the rear of the properties. Driveways are scarce along Johnson Street and Brantley Circle, where lots have a narrower street frontage and alleys at the rear of the lot access garages. Planned park areas were included in the plats for the Roland Park and Sheraton Hill developments; Brantley Circle remains a natural open space, while Triangle Park feature playground and picnic spaces. The 500 block of West Farris Avenue, on the west end of Roland Park, and Hillcrest Place on the east end of Emerywood, feature wide streets with narrow, landscaped boulevards. In the Emerywood development, curvilinear street patterns and irregular intersections result in circular or triangular pieces of land at several intersections.

The district includes six properties individually listed on the National Register of Historic Places (NR), three Guilford County Landmarks (GL), and the Johnson Street Local Historic District. Properties already listed in the National Register are: c. 1926 J. Vassie Wilson House (2005) at 425 Hillcrest Drive, c. 1925 Dr. Charles S. Grayson House (1994) at 1009 North Main Street, c. 1924 Hardee Apartments (1991) at 1102 North Main Street, c. 1920 Jonathan Clarence Siceloff House (1991) at 1104 North Main Street, c. 1918 John Hampton Adams House (2001) at 1108 North Main Street, and c. 1920 A. E. Taplin Apartment Building (1996) at 408 West Parkway Avenue. The John Hampton Adams House, A. E. Taplin Apartment Building, and the c. 1924 Sidney Halstead Tomlinson House (403 Hillcrest Drive) are Guilford County Landmarks. The Johnson Street

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Uptown Suburbs Historic District
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Local Historic District, designated by High Point in 1987, includes forty-two primary structures along Johnson Street on the east end of the district.

A wide range of architectural styles are found in the Uptown Suburbs Historic District, due to the prosperity of its residents and the woodworking and furniture industries in High Point, which closely followed (and sometimes set) stylistic trends in residential design. The most common house styles in the district are Transitional Queen Anne-style houses, Craftsman-style bungalows, Colonial Revival- and Tudor Revival-style houses, smaller Period Cottages and Minimal Traditional-style houses, and Ranch-form houses. Less prevalent styles in the district are the Neoclassical, Renaissance Revival, Prairie, Georgian Revival, Spanish Colonial Revival, Art Deco, and Art Moderne styles.

Developed as middle- to upper-class residential suburbs, the Uptown Suburbs Historic District is composed of predominantly single-family houses. However, several historic apartment buildings, historic churches, and modern commercial buildings are located in the district, mostly along North Main Street. All residential structures in the district have brick foundations (some have been painted or covered with stucco) and asphalt-shingled roofs unless otherwise noted. Wood weatherboards and wood shingles are the most common exterior materials in the Johnson Place, Roland Park, The Parkway, and Sheraton Hill developments. Brick veneer, laid in a common bond unless otherwise noted, is found in all parts of the district, but is most prevalent in the Emerywood development. Windows are generally wood, double-hung windows and Craftsman-style windows, as noted in the inventory list, are those with narrow vertical panes in the upper sash above a single-light lower

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sash. Overall, buildings within the district retain a high level of integrity with replacement doors and windows illustrating the most common alteration.

Inventory List

The inventory list is arranged alphabetically by street name, then ascending numerically by house number.

Building names and construction dates were derived from city directories 1910-1962; the 1917, 1924, and 1950

Sanborn maps for High Point; and the county tax records. Houses are named for the first known occupant.

However, due to the large size of the district and its lengthy period of development, a single resident may have been the first to occupy more than one house in the district; in those cases, a I, II, or III is used in the building name. Additional sources that were used in the dating and description of buildings in the inventory list are:

Briggs, Benjamin. The Architecture of High Point, North Carolina: A History and Guide to the City's Houses,

Churches and Public Buildings. Charleston, S. C.: History Press, 2008 (Briggs); Smith, McKeldon. Survey files

for High Point, North Carolina. Raleigh: North Carolina Division of Archives and History, Survey and

Planning Branch, 1977 (Smith); Briggs/Armstrong. Survey files for High Point, North Carolina. Raleigh: North

Carolina Division of Archives and History, Survey and Planning Branch, 2000 (Briggs/Armstrong); Grant,

Leslie. Personal Interview with author. 27 September 2011 (Grant); Hanchett, Thomas W. *Johnson Street*

Historic District, High Point, North Carolina: Its History and Architecture. City of High Point, 1987

(Hanchett); McKaughan, W. Roy. E-mail correspondence with author. September 2011 (McKaughan).

NATIONAL REGISTER FACT SHEET 2

NATIONAL REGISTER CRITERIA FOR EVALUATION

The following criteria are designed to guide the states, federal agencies, and the Secretary of the Interior in evaluating potential entries for the National Register.

The quality of significance in American history, architecture, archaeology, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:

- A. that are associated with events that have made significant contribution to the broad patterns of our history; or*
- B. that are associated with the lives of persons significant in our past; or*
- C. that embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or*
- D. that have yielded, or may be likely to yield, information important in prehistory or history.*

Criteria Considerations (Exceptions): Ordinarily cemeteries, birthplaces, or graves of historical figures, properties owned by religious institutions or used for religious purposes, structures that have been moved from their original locations, reconstructed historic buildings, properties primarily commemorative in nature, and properties that have achieved significance within the past 50 years shall not be considered eligible for the National Register. However, such properties will qualify if they are integral parts of districts that do meet the criteria or if they fall within the following categories:

- A. a religious property deriving primary significance from architectural or artistic distinction or historical importance; or*
- B. a building or structure removed from its original location but which is significant primarily for architectural value, or which is the surviving structure most importantly associated with a historic person or event; or*
- C. a birthplace or grave of a historical figure of outstanding importance if there is no other appropriate site or building directly associated with his or her productive life; or*
- D. a cemetery that derives its primary significance from graves of persons of transcendent importance, from age, from distinctive design features, or from association with historic events; or*
- E. a reconstructed building when accurately executed in a suitable environment and presented in a dignified manner as part of a restoration master plan, and when no other building or structure with the same association has survived; or*
- F. a property primarily commemorative in intent if design, age, tradition, or symbolic value has invested it with its own historical significance; or*
- G. a property achieving significance within the past 50 years if it is of exceptional importance.*

(see other side)

APPLYING THE CRITERIA

The two principal issues to consider in determining eligibility for the National Register are "significance" and "integrity."

A property may have "significance" for association with important events or patterns of history (criterion A); for association with an important historical figure (criterion B); as an important example of period architecture, landscape, or engineering (criterion C); or for the information it is likely to yield (criterion D, applied to archaeological sites and districts, and sometimes applied to certain types of structures). A National Register nomination must demonstrate how a property is significant in at least one of these four areas. For properties nominated under criterion A, frequently cited areas of significance are agriculture, community planning and development, social history, commerce, industry, politics and government, education, recreation and culture, and others. For technical reasons, criterion B (significant person) nominations are rare. Criterion C (architecture) is cited for most, but not all, nominations of historic buildings. Archaeological sites are always nominated under criterion D, but may also have significance under one or more of the other three criteria.

Properties are nominated at a local, state, or national level of significance depending on the geographical range of the importance of a property and its associations. The level of significance must be justified in the nomination. The majority of properties (about 70%) are listed at the local level of significance. The level of significance has no effect on the protections or benefits of listing.

Besides meeting one or more of the above criteria, a property must also have "integrity" of "location, design, setting, materials, workmanship, feeling, and association." This means that the property must retain enough of its historic physical character (or in the case of archaeological sites, intact archaeological features) to represent its historic period and associations adequately.

All properties change over time, and in some cases past alterations can take on historical significance in their own right. The degree to which more recent, incompatible, or non-historic alterations are acceptable depends on the type of property, its rarity, and its period and area of significance. Buildings with certain types of alterations are usually turned down by the National Register Advisory Committee. For example, 19th and early 20th century wood frame buildings that have been brick veneered in the mid-20th century are routinely turned down for loss of historic integrity. Similarly, it is extremely rare that buildings covered in synthetic materials such as aluminum or vinyl siding are individually eligible for listing in the Register.

Criteria Exceptions

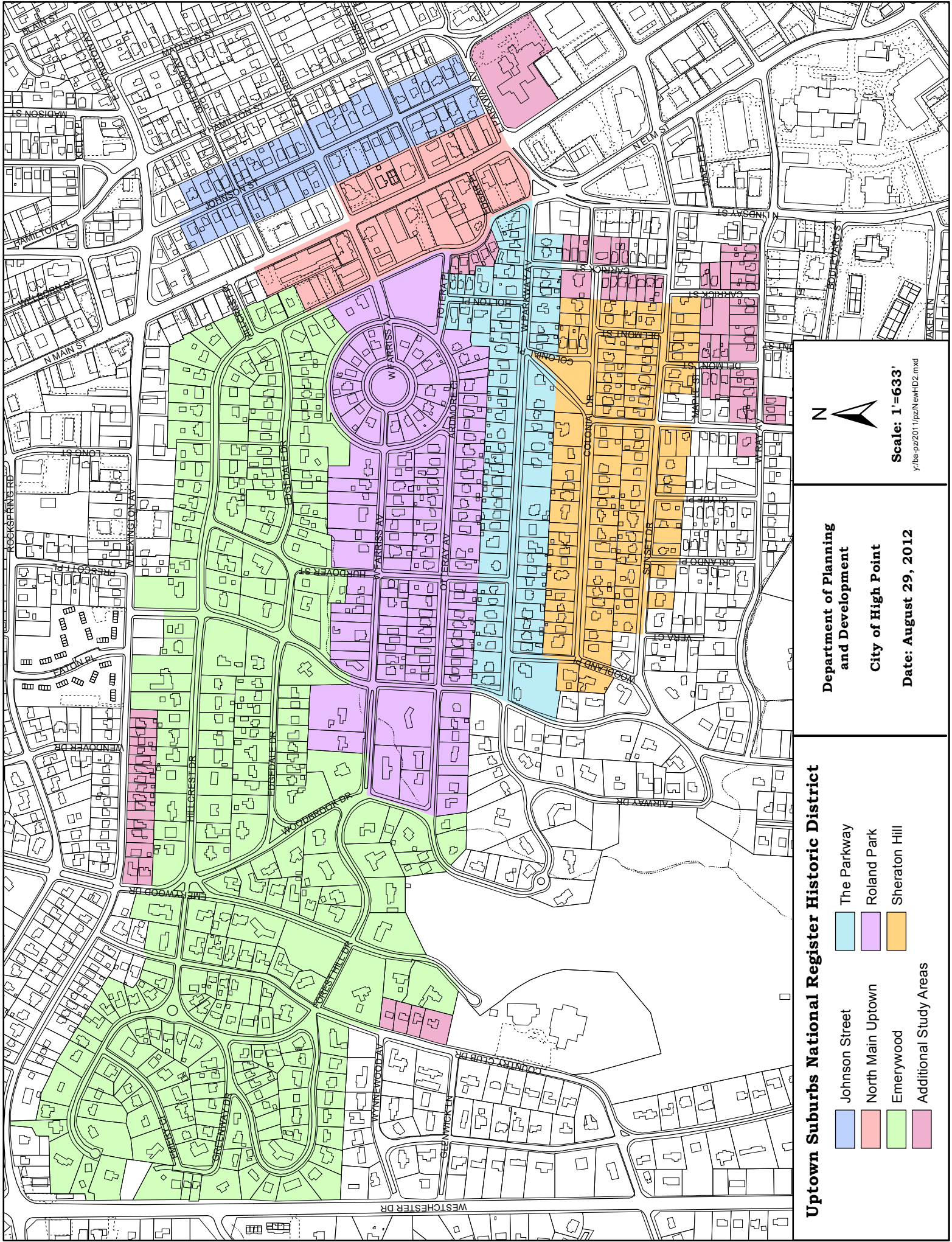
The criteria exclude birthplaces and graves of historical figures, cemeteries, religious properties, moved buildings, reconstructions, commemorative properties, and properties less than 50 years old, with certain exceptions. The following exceptions are sometimes encountered:

Historic churches that retain sufficient architectural integrity can usually be successfully nominated under criterion C (architecture), sometimes together with criterion A for social or religious history, provided they have not been brick veneered or covered in aluminum or vinyl siding.

Cemeteries may sometimes successfully be nominated under criterion C when they retain important examples of historic stone carving, funerary art, and/or landscaping, and they also may be eligible under criterion A or criterion D. However, both the National Register Advisory Committee and the National Register have turned down nominations of graves when the historical importance of the deceased is the sole basis for the nomination. The National Register was created primarily to recognize and protect historic places and environments that represent how people lived, worked, and built in the historic past. Human burials are recognized and protected under other laws and programs.

Moved buildings may sometimes be successfully nominated under criterion C for architecture when they remain in their historic communities and the new setting adequately replicates the original setting. The point to remember is that the program is called the National Register of Historic Places, not Historic Buildings or Historic Things, because significance is embodied in locations and settings as well as in the structures themselves. Buildings moved great distances, buildings moved into incompatible settings (such as a farmhouse moved into an urban neighborhood or a downtown residence moved to a suburb), and collections of buildings moved from various locations to create a pseudo-historic "village" are routinely turned down. In some cases, the relocation of a historic building to a distant or incompatible setting may be the last and only way to save it, and such an undertaking may be worthwhile. However, sponsors of such a project must understand that the property subsequently may not be eligible for the National Register.

If a property is **less than 50 years old**, it can be nominated only if a strong argument can be made for exceptional significance. For example, Dorton Arena on the State Fairgrounds was completed in 1953. It was successfully nominated to the National Register in 1973 as one of the most important examples of modernism in post-World War II American architecture.



**PLANNING, ECONOMIC DEVELOPMENT &
INFORMATION TECHNOLOGY COMMITTEE
October 2, 2012 – 9:00 A.M.
CITY MANAGER’S CONFERENCE ROOM**

MINUTES

Present:

Chairman Whitley, and Committee Members Moore and Sims

Absent:

Council Member Henley

Others Present:

Mayor Smothers

Staff Present

Pat Pate, Assistant City Manager; Randy McCaslin, Assistant City Manager; Jerron Hollis, Public Information Director; Lee Burnette, Director of Planning & Development; Heidi Galanti, Planner; Andy Piper, Planning; Dawn Sparks, Deputy City Clerk

Media Present:

Pat Kimbrough, High Point Enterprise

National Register Historic District

Lee Burnette stated that this process started a little over a year ago. September 2011 is when they held the first neighborhood meeting. It took about a year to go through the whole process. Contributing and non-contributing structures have been documented and in many of these cases many have already been identified as historic structures, particularly along Main Street. There was an HPC Meeting on September 12th as well as the public meeting that was held at the Library to provide for any comments the public may have. The only negative comment received was from someone who asked why he was not included in the district. The State came in before the application was filed for a grant, and they helped define what would be a good candidate area for a grant proposal. They basically looked at the history of the area and the structures in general.

Council Member Sims asked what the driver is for this district. Lee Burnette stated that the Core City Plan identified areas that could qualify for a National Register District. The District is a benefit to a neighborhood. The district does provide income tax credits for income producing properties. There are also some benefits if a homeowner does some improvements. There are no regulations associated with the district, meaning a homeowner can do whatever he wants to. One thing that was discussed and recommended by the consultants is identifying a

“Neighborhood Conservation District” which is historic preservation-like. A study is done, a plan is done, and some specific standards are developed for that particular neighborhood and it is done at the request of that neighborhood. It is very possible that some of these areas could become a Neighborhood Conservation Areas.

Council Member Whitley asked how the tax credit program would work, and if they would see a significant change in the revenue the City collects off of those. Lee Burnette stated that it would not affect any of the City’s revenues because these credits are all state or federal tax credits. For the most part, for residential there is not a lot of benefit on the average basis, more often it comes from income producing properties where they can get possibly a 20% tax credit. This is based upon what they do with the property either to restore it or renovate in accordance with the State.

Council Member Sims asked how do these areas that have historic properties that do not necessarily fit the profile of some of the ones that have been there for several years automatically fall in that designation even though the properties is less than fifteen to twenty years old. Mr. Burnette stated that they fall within the district, basically as a non contributing property. The non contributing property may become contributing over a period of time. Most structures that are non contributing are less than 50 years old or they have been modified in some sort of fashion.

Council Member Sims asked if infrastructure or any other things that are characteristic of the neighborhood impact the city. Mr. Burnette stated it would not. Mr. Burnette stated that in many cases such as a granite curb that is part of the character of the neighborhood may be part of what they identified, but for the most part these are structural aspects.

Council Member Whitley stated that the only potential development on any of that property is mainly at Main Street and asked how it is affected if the City needs to come in and redesign. Mr. Burnette stated that if there are federal funds involved there will be a Section 106 review, and did not anticipate any plans for the widening of Main Street, which could come into play. If they go outside the existing right of way they probably would trigger a Section 106 review along with any environmental review.

Lee Burnette stated that the historical property up on Skeet Club Road is a little different in the sense that when that property became identified as historic, it wasn’t just the structure itself, it was the site conditions. Mayor Smothers felt that the historic properties issue does impact area if they already are designated.

Lee Burnette that there are six properties that are already listed on the National Register of Places, and three different Guilford County landmarks and then there is the Johnson Street District.

Lee Burnette stated that they held a neighborhood meeting at the kickoff of the project back in last September. They mailed out notices both times to all the effected property owners and

told them of the Historical Preservation Commission Meeting, and a meeting that will be held to answer questions at the library. They have had a few phone calls here and there.

Council Member Whitley stated that he had received two emails, one in support and one just questioning the effects of the district.

Lee Burnette stated that the Council has the opportunity to comment, and the application proceeds forward to the the state and ultimately to the National Parks Service who ultimately makes the decision of whether or not to grant the designation.

Council Member Sims asked what else is out there on the table regarding historical districts for the rest of the city. Mr. Burnette stated that the City has other areas that would qualify, such as, High Street, Oakwood, Cherry Park, plus there are individual properties. Mr. Burnette stated that the only thing that has been talked about that is of the same scale in area has been in the southwest area of the City where there are historic mills.

Heidi Galanti noted that there are certainly other areas and older neighborhoods in the City and one thing they can do is a citywide architectural survey to identify where those areas might be so that they could then do the detailed study to do a national register district.

Council Member Sims stated that with all the Core City revitalization which is all happening in the core, and as they look at properties that come to Council to be demolished, that maybe they need to start looking at where properties fit in scheme of things as it relates to historic relevance and whether or not they need to be proceeding down that road or doing something else, because they could be conceivably going in and eliminating properties that could potentially be salvaged. Mr. Burnette commented that in the reverse of that, they remove certain properties leaving other properties that are in good condition to become more eligible as historic because they are all that's left, much like Highland Mills. Council Member Sims requested that they also get historic information from planning with regard to vacate and demolish cases that come before council.

A motion was made by Council Member Sims, seconded by Council Member Moore to move this item forward to Committee of the Whole. Motion passed unanimously.

Voluntary Annexation Petition Policy

Lee Burnette stated that there has been previous discussion about a voluntary annexation petition policy. A bill was adopted by General Assembly which established that prior to any adoption of an annexation ordinance by the City of High Point, whether it be a voluntary annexation or involuntary annexation, it would require a resolution approved by the Board of Commissioners of Davidson County. This only applied to property where the City was not primarily located within the territory of Davidson County. The concern that came up from the Planning Department is once that was adopted what would be the process in which a homeowner or developer would go through in order to pursue that, because the state law does

not establish any kind of process, either by General Statutes or by this new bill of how that has to occur. The concern was that someone could basically be tossed back and forth between the Board of Commissioners and the City Council. Council had discussion a couple of months ago about that concern and about the possibility of adopting a policy that prior to the city officials accepting any annexation petition the applicant would have the Board of County Commissioners resolution, if that was required. Mr. Burnette presented a draft of the suggested policy. The policy basically is putting into writing what has been the unwritten policy for many years, which is basically when someone comes in and submits for a voluntary annexation petition, that petition runs concurrently with zoning, so the Council will have the ability to consider the annexation and the zoning at the same time. This is not required by the law, but it helps the property owner. The substantive change in the policy is that it states if the county where the Board of County Commissioners approval resolution is required by state law prior to the City's approval of a voluntary annexation ordinance, the Planning Department shall accept voluntary annexation petitions and the city clerk may certify them only when an adopted Board of County Commissioners' resolution consenting to that annexation is made part of the petition and that acceptance of such annexation petitions may occur only when the approved resolution contains no conditions concerning city zoning or other land use regulations.

Mr. Burnette stated that in discussions with Fred Baggett, that found that the law does not allow for, but it could occur, where that resolution of approval may have some kind of condition upon it that limits use, or regulates in some form or fashion. This does not preclude the staff from having applicant conferences and meetings with the property owner, but basically it precludes starting the formal public process until the Board of County Commissioners have adopted a resolution allowing the matter to move forward. Otherwise, there could be a scenario the applicant is having a hearing here before they get approval from Davidson County.

Mayor Smothers asked if staff has interacted with Guy Foreman, the Planning Director of Davidson County, on this resolution. Mr. Burnette stated that he has not talked to Guy about this in particular. He did talk with Guy briefly when the bill was in process and adoption.

Council Member Sims stated a concern regarding staff spending any time at all having discussions with a property owner prior to them even getting approval from Davidson County.

Mr. Burnette stated that the applicant will need to know what the city's policies are, but they also shouldn't go through the whole process, because the costs involved in many cases are high.

Mayor Smothers stated she did not understand why the resolution it doesn't refer to "Davidson County" and why are we making it so generic. Mr. Burnette stated that in the last discussion with Council the direction he got back was to make it generic enough so it can be used if other counties did this. Mr. Burnette explained that the comments he got back was to make it generic enough so it would apply if other counties did this.

Mayor Smothers stated that she is not on the committee, but she feels it should be specific to Davidson County.

Council Member Whitley asked if the City would accept an application if the Davidson County resolution has conditions that it could not be zoned more than one unit per acre. Mr. Burnette stated that the law does not allow for the county commissioners to condition an annexation, but it does say they have to have a resolution of approval.

Mayor Smothers stated that if and when this comes up it will become challenged, and it will take a case to come before city to crystalize process.

Mayor Smothers requested that it would be appropriate to send the City's Resolution to Robert Hyatt in Davidson County before city adopts it, just as a courtesy.

A motion was made by Council Member Sims, seconded by Council Member Moore to move this item forward to Committee of the Whole. Motion passed unanimously.

DEMOGRAPHIC STUDY

Andy Piper gave a presentation on the demographic study for the City. High Point has grown every census since it has been founded. In comparison with surrounding communities High Point is in the middle range. The city grew faster than the state as a whole, faster than the region, and also faster than Greensboro.

- Based on population estimates from the census and from the state, High Point has been growing through the Great Recession, and it is projected that growth to continue. Growth is primarily to the north and the west due to primarily to undeveloped subdivisions.
- There is a distinct spike in the younger population in the City. Some of this is due to High Point University.
- The city is racially and ethnically more diverse. The most growth is in the Asian and the Other Race populations.
- The Great Recession has impacted the housing over the past several years. There is almost double the rate of vacancies, which is higher than the national average, but the City is lower than the state's average. Owner occupancy rates are down.
- There are now changes in the types of housing within the city. The Single Family Detached Home is still the most common, but they are seeing growth in the Single Unit Attached townhome style homes.

- Unemployment rates are at historically high levels. For the first time in decades males have a higher unemployment rate than females.
- Low income households have been struggling through the recession. There has been a drop in the medium housing income and per capita income.
- Poverty rates have increased over the last ten years. The rate of increase is triple the increase in population.
- The group living population has increased, mostly due to the expansion of High Point University.
- 11.5% of the population has a disability.

Council Member Sims felt that comparing the City with the County as opposed to comparing with Greensboro might give a better measurement of how well High Point is doing. Mr. Piper stated they can do that if the information is available.

Council Member Sims stated that she is working with a group, Greensboro Community Foundation, and they are looking at the 4.0 community, basically they are saying that current communities now are somewhere between 3.0 and 3.5, and they are looking at why there are certain urban centers that are being out paced in terms of growth.

Mayor Smothers stated that there is the prevailing belief that people want to live close together and be able to walk and shop, but yet what they see is still the interest in the old traditional house with a yard.

There being no further business to come before Council, the meeting adjourned at 10:58 p.m.

Respectfully Submitted,

Dawn J. Sparks, CMC
Deputy City Clerk

Chris Whitley, Chairman

**NOTICE OF APPROVED AMENDMENT
TO THE CODE OF ORDINANCES
OF THE CITY OF HIGH POINT, NORTH CAROLINA**

TEXT AMENDMENT: 12-02

Ordinance # – 6981 / 13-13

APPLICANT: The City Project, Inc.

AN ORDINANCE AMENDING TITLE 9 OF THE CODE OF ORDINANCES, PURSUANT TO SECTION 9-3-15, TEXT AMENDMENTS, OF THE DEVELOPMENT ORDINANCE.

WHEREAS, the City Council of The City of High Point adopted the “City of High Point Development Ordinance” on January 7, 1992, with an effective date of March 1, 1992, and subsequently amended;

WHEREAS, public hearings were held before the Planning and Zoning Commission on August 28, 2012, and before the City Council on September 17, 2012, February 4, 2013 and March 4, 2013, regarding Text Amendment 12-02;

WHEREAS, notice of the public hearings was published in the High Point Enterprise on August 19, 2012 for the Planning and Zoning Commission public hearing and September 5, 2012 and September 12, 2012, for the City Council public hearing pursuant to Chapter 160A-364 of the General Statutes of North Carolina; and

WHEREAS, this amendment was adopted by the City Council of the City of High Point on March 4, 2013;

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HIGH POINT, NORTH CAROLINA:

SECTION 1.

Section 9-2-2, Definitions, Subsection (g) *General* shall be amended to add the following in proper alphabetic order within the subsection:

VIDEO SWEEPSTAKES ESTABLISHMENT: Any business enterprise in which a video sweepstakes machine or device is used, whether connected to the Internet or not, to conduct games of chance, including sweepstakes, and where cash, merchandise or other items of value are redeemed or otherwise distributed, whether or not the value of such distribution is determined by electronic games played or by predetermined odds, which have a finite pool of winners. Video sweepstakes establishments include internet cafes, internet sweepstakes, cybercafés, electronic gaming machines/operation, or by whatever other terminology such establishments might be known. This does not include any lottery approved by the State of North Carolina.

SECTION 6.

All ordinances or parts of ordinances in conflict with the provision of this ordinance are hereby repealed.

SECTION 7.

This ordinance shall become effective upon adoption.

Adopted By City Council,

Lisa B. Vierling, City Clerk

MEMORANDUM

January 30, 2013

To: Honorable Mayor and City Council
From: G. Lee Burnette, AICP, Director *GB*
Subject: Text Amendment Case 12-02

City Council requested that I provide information pertaining to Text Amendment Case 12-02, filed by the City Project, Inc., which proposes to define and provide zoning regulation for video sweepstakes establishments. Based upon the questions that arose, I have also provided a summary of state and local law generally applicable to video sweepstakes establishments.

State Law

In 2010, the NC General Assembly enacted G.S. 14-306.4 that prohibited video sweepstake businesses, because the legislature viewed them as involving the same social ills as gambling. The statute makes it a crime to operate an electronic machine to conduct a sweepstakes through the use of an entertaining display, including the revealing of a prize. Industry representatives took legal action to block implementation of the law and as part of their argument asserted that it violated the free speech guarantee of the First Amendment. Superior Court agreed with some of their argument, and the NC Court of Appeals agreed with all of it – although the court was divided. The state appealed the court's decision.

On December 14, 2012, the North Carolina Supreme Court ruled that the statute did not violate the sweepstakes operators' right to free speech under the First Amendment, ruling that the legislation regulates conduct and not protected speech and is therefore valid under the general police power. The Court's ruling meant that as of January 3, 2013 the state law is enforceable.

It is our understanding that some companies that provide video sweepstakes technology are trying to find ways that they can adjust their systems so as to conform to the new law. And there could also be a request for review before the U.S. Supreme Court, although there is opinion that the odds are against the Court taking up the issue.

Administration
336.883.3328

Planning Services
336.883.3328

Development Services
336.883.3328

Inspection Services
336.883.3151

City of High Point, P.O. 230, 211 South Hamilton Street, High Point, NC 27261 USA
Fax: 336.883.3056 www.high-point.net/plan Permit Fax: 336.883.8518 TDD 336.883.8517

Local Law

NC local governments have the authority to regulate any legal use of land through local zoning regulations. High Point's Development Ordinance does not specifically define or regulate video sweepstakes establishments. When this use originated several years ago and the establishments began locating in High Point, a zoning determination was made as to which districts the use was permitted. It was found to be a use similar to bingo game establishments as permitted in the Development Ordinance and allowed in all business districts (i.e. LB, GB, HB, CB, SC & MS districts), except the Neighborhood Business.

In June, 2012, the City Project, Inc. filed a text amendment request. The purpose of TA12-02 is to create a definition for video sweepstakes establishments and permit the use only in the General Business District. The attached staff report provides more information on the basis of the City Project, Inc. request.

The request was heard by the Planning and Zoning Commission on August 28, 2012, and was recommended for approval by a vote of 7-1. On September 17, 2012, the City Council held a public hearing on the text amendment, and afterwards placed it in Committee for further consideration. It has remained a pending agenda item since.

Nonconforming Use

Should the City Council adopt the proposed text amendment or some version of it, then all new video sweepstakes establishments (that can legally operate under state law) must be located in the zoning district or districts that permit the use. Any existing legal establishments that are in operation on the day the text amendment is adopted by City Council and are not allowed in the zoning district in which they are located becomes a nonconforming use.

The Development Ordinance places limitations on nonconforming uses. They generally cannot be expanded and if they cease operation for 180 days, then the use cannot be reestablished. In the MS District, the cessation period is 30 days.

Privilege License

Establishments that conduct business within a city may be subject to a privilege license tax or business license as it is usually called. Both state and local law determine what establishments are subject to local business license requirements and what annual fee or tax is required to maintain that business within the city. Under the city's privilege license requirements, sweepstakes establishments are required to obtain a City of High Point Business License. They are included in a category called Service Businesses – there is no specific listing of the business. The license fee is based on the revenue generated by the business, with the first \$15,000 costing \$50.00, and each additional \$1,000 costing \$0.50. All business licenses are renewed annually, in sync with the City's fiscal year of July 1 to June 30.

I will be present at the February 4th meeting to respond to City Council's questions.

PLANNING AND ZONING COMMISSION RECOMMENDATION

On August 28, 2012, a public hearing was held before the Planning and Zoning Commission regarding the request described below. All members of the Commission were present.

The City Project

Text Amendment Case 12-02

A request by The City Project, Inc. to amend Section 9-2-2 *Definitions*, Table 4-7-1 *Permitted Use Schedule*, and Table 5-6-1, *Off-Street Parking Requirements*, with respect to Video Sweepstakes Establishments.

Mr. Robert Robbins presented Text Amendment Case 12-02 and recommended approval as outlined in the staff report.

Speaking in favor of the request were Mr. Jay Wagner, 101 W. Lexington Avenue, Suite 104, High Point, Vice Chair of The City Project, Inc. and also speaking on behalf of Uptown High Point Association; Ms. Charity Belton, 226 Hobson Street, High Point, President of the Washington Street Business Association and Mr. Patrick Harmon, Haydon/Harmon Foundation, 613 Washington Street, High Point, Vice President of the Washington Street Business Association. The speakers noted their goal is to attract family oriented commercial uses, pedestrian oriented retail shops and services. They expressed concerns that a proliferation of video sweepstakes establishments would not attract the clientele they desire to improve their respective communities.

No one spoke in opposition to the request.

After the public hearing was closed, the Planning & Zoning Commission deliberated on this matter. Key points of their discussion were:

- Whether there have been any records of incidents pertaining to this use with the High Point Police Department;
- Whether video sweepstakes businesses would increase foot-traffic to shops in the Uptown Area of Main Street.

The Planning & Zoning Commission recommended **approval** of Text Amendment Case 12-02 by a vote of 7-1.

Member Cynthia Davis was the one opposing vote. She agreed with removal of the use from the Washington Street commercial area, but felt it may be appropriate for the Uptown Area of N. Main Street as it may spur pedestrian foot traffic to other commercial uses along this corridor.

**CITY OF HIGH POINT
PLANNING AND DEVELOPMENT DEPARTMENT**

**STAFF REPORT
TEXT AMENDMENT CASE 12-02
August 28, 2012**

Request	
Applicant: The City Project, Inc.	Affected Ordinance Sections: Section 9-2-2 <i>Definitions</i> , Table 4-7-1 <i>Permitted Use Schedule</i> , and Table 5-6-1 <i>Off-Street Parking Requirements</i>
Proposal: To define video sweepstakes establishment, establish where it is permitted and set forth an off-street parking requirement	

Background

The applicant has noted a desire to limit where video sweepstakes establishments may locate following the creation of a number of such establishments in the Main Street Zoning District. Concern exists also that this use be prohibited in the Washington Street Mixed Use Overlay District.

Details of Proposal

The proposed ordinance creates a definition for the use, calling it a video sweepstakes establishment, but is inclusive of all other terminology. The definition as suggested in the ordinance is the result of researching other municipal ordinances in North Carolina, and also includes language directly from the State's definition. The use is proposed to be permitted only in the General Business (GB) District, and a parking ratio of one space per 200 square feet of gross floor area plus one space per employee on the largest shift is suggested.

Analysis

The video sweepstakes business, by whatever other name is used to describe it, has been a hot topic for many North Carolina municipalities over the past few years. Many communities across the state have taken steps, primarily through zoning regulations, to limit the proliferation of these businesses, and to prohibit them in particular areas of the community. The applicant's proposal will zone a video sweepstakes establishment in High Point the same as a tattoo parlor, body piercing establishment or sexually oriented business (SOB), which are also only permitted in the GB District. Unlike these other establishments, video sweepstakes establishments would be permitted by right with no specific development standards. The proposed parking requirement is based on the standard retail parking rate in the Development Ordinance.

When the Development Ordinance was adopted in 1992, a 'Video Sweepstakes Establishment' use did not exist and therefore was not listed or regulated as a separate use. When the first of these businesses came to High Point a couple years ago, staff made a determination that the use

was similar to the ‘Bingo Games’ use, which is permitted in all commercial zoning districts except Neighborhood Business (NB). The applicant is requesting to limit the location of these businesses to just the General Business (GB) District.

It remains to be seen if the North Carolina General Assembly will enact legislation that might further regulate these businesses. A bill that would have required a state issued license, establish both an excise tax on each machine and a gross receipts tax, and set limits on local privilege license and excise taxes did not emerge from committee during the last legislative session.

The Community Growth Vision Statement, along with the Core City Plan and the Washington Street District Plan encourage the development of retail shops, traditional services, and restaurants that are not detrimental to existing businesses, and that offer daily goods and services to nearby neighborhoods. This is seen as a key element to the revitalization of the Uptowne and Washington Street areas in particular. A proliferation of video sweepstakes businesses might make desirable businesses harder to attract to these areas. Limiting where these establishments can locate will help preserve business corridors like the Main Street District and Washington Street and help encourage investment in them, and thereby support adopted City plans. There are significant areas of GB zoned properties around the City that would likely be able to accommodate video sweepstakes businesses, notably along North Main Street north of Eastchester Drive, along South Main Street south of Business 85, along West English and West Kivett Drives, and the southern end of Westchester Drive.

Recommendation

Staff recommends approval of the proposed text amendment as submitted.

Required Action

Planning and Zoning Commission:

Upon making its recommendation, the Planning and Zoning Commission must place in the official record a statement of consistency with the City’s Land Use Plan, and any other officially adopted plan that may be applicable. This may be done by adopting the staff’s findings as written in this report, by adopting the staff’s findings with additions or changes as agreed upon by the Commission, or, if the Commission is in disagreement with staff’s findings, by adoption of its own statement.

City Council:

Upon rendering its decision in this case, the High Point City Council also must place in the official record a statement of consistency with the City’s Land Use Plan. This may be done by adopting the staff’s findings as written in this report, by adopting the staff’s findings with additions or changes as agreed upon by the Council, or, if the Council is in disagreement with staff’s findings, by adoption of its own statement.

In addition, the City Council must, prior to adopting or rejecting any zoning amendment, explain why it considers the action taken to be reasonable and in the public interest. In this case, staff suggests that the approval of the applicant's request is reasonable and in the public interest because: 1) The proposed text amendment defines a use that has emerged since the adoption of the Development Ordinance and clearly establishes where it may locate; 2) Limiting video sweepstakes establishments to the GB district and not allowing them elsewhere in the City will support the vision, goals and objectives of adopted City plans; and 3) The text amendment will help revitalization efforts in key commercial corridors and redevelopment areas through restriction of uses considered detrimental to existing businesses. The City Council may adopt this statement, it may add to or change this statement, or, if the Council is in disagreement with the above statement it will need to formulate its own reasonableness / public interest statement.

Report Preparation

This report was prepared by Planning and Development Department staff member Robert L. Robbins, AICP, and reviewed by G. Lee Burnette, AICP, Director.

DRAFT 08-17-12

TEXT AMENDMENT 12-02 PROPOSED AMENDMENT TO THE CITY OF HIGH POINT DEVELOPMENT ORDINANCE

An amendment affecting Section 9-2-2 *Definitions*, Table 4-7-1 *Permitted Use Schedule*, and Table 5-6-1 *Off-Street Parking Requirements*, with respect to Video Sweepstakes Establishments.

SECTION 1.

Section 9-2-2, *Definitions*, Subsection (g) *General* shall be amended to add the following in proper alphabetic order within the subsection:

VIDEO SWEEPSTAKES ESTABLISHMENT: Any business enterprise in which a video sweepstakes machine or device is used, whether connected to the Internet or not, to conduct games of chance, including sweepstakes, and where cash, merchandise or other items of value are redeemed or otherwise distributed, whether or not the value of such distribution is determined by electronic games played or by predetermined odds, which have a finite pool of winners. Video sweepstakes establishments include internet cafes, internet sweepstakes, cybercafés, electronic gaming machines/operation, or by whatever other terminology such establishments might be known. This does not include any lottery approved by the State of North Carolina.

SECTION 2.

Table 4-7-1, *Permitted Use Schedule*, is hereby amended to add the following use under the Recreational Uses heading, and to establish where the use will be permitted:

Video Sweepstakes Establishment entered in proper alphabetic order, to be allowed in the **GB** district only with the placement of a **'P'** in the GB column.

SECTION 3.

Table 5-6-1, *Off-Street Parking Requirements*, is hereby amended to add the following use under the Recreational Uses heading, and to establish the following parking requirement:

DRAFT 08-17-12

Video Sweepstakes Establishment entered in proper alphabetic order, with the following requirement: **One space per 200 square feet of gross floor area of the establishment, plus one space for each employee on largest shift.**

SECTION 4.

Should any section or provision of this ordinance be declared invalid, such decision shall not affect the validity of the remaining portions of this ordinance.

SECTION 5.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

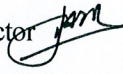
SECTION 6.

This ordinance shall become effective upon adoption.



MEMORANDUM

October 8, 2012

MEMO TO: Pat Pate, Assistant City Manager
FROM: Jeffrey A. Moore, Financial Services Director 
SUBJECT: Recommendations for Qualification Based Selection

Please place the following item on the agenda for City Council's consideration at their October 15, 2012 meeting:

The Purchasing Division has coordinated a qualification-based recruitment and selection process to support the City's departments with their needs for a variety of materials testing services. This selection is governed by the State's laws for architectural and engineering services (the mini-Brooks Act).

Attached is a more detailed memo from Patty Sykes, Purchasing Manager, outlining the needs, the processes utilized, and the Committee's recommendations.

Representatives of the Selection Committee will be present to answer any questions that may arise.

1. City Council is requested to approve the recommendations list of qualified professional engineering firms to provide various materials testing services in an on-call basis. City Council is requested to authorize the City Manager to execute related Master Professional Services Agreements with the qualified firms. The funds for these agreements will be provided through annual appropriations or in capital project budgets.

Accounting
336.883.3240

Internal Audit
336.883.3122

Purchasing
336.883.3219

Treasury Services
336.883.3230

October 1, 2012

TO: Mr. Jeff Moore, Financial Services Director

FROM: Patty Sykes, Purchasing Manager

SUBJECT: Proposals – On-Call Testing Services

Please consider the following item for the October 15, 2012 Council Agenda:

On September 19, 2012 proposals were received from qualified Consultants to provide professional services to support various City Departments on an on-call basis. A Master Agreement (“Agreement”) will be entered in to with the selected Consultant(s) to supply services in the following areas of work: testing services including geotechnical and materials/specialty testing of concrete, asphalt, solids, construction materials and coatings. Tasks to be performed under this Agreement will be assigned by a Scope of Services Supplemental Agreement (“Supplemental Agreement”). Department personnel will have the opportunity to select from the master list the Consultant best qualified to perform individual projects. Fees will be negotiated with the selected Consultant after which a Supplemental Agreement will be prepared for the project.

Proposals were received from six qualified Consultants. A selection committee comprised of staff from Purchasing, Facilities Services, Public Services, Transportation and the Electric Department reviewed the proposals and determined that all six Consultants were qualified to perform the required services. Based on the reviews and recommendations from the committee members, it is recommended that Master Agreements be entered in to with the following Consultants:

AMEC Environmental & Infrastructure, Inc.
7347-E West Friendly Ave.
Greensboro, NC 27410

Atlantic Coast Engineering and Testing, Inc.
8 Lockheed Ct
Greensboro, NC 27409

ECS Carolinas, LLP
4811 Koger Blvd.
Greensboro, NC 27407

ESP Associates, P.A.
P O Box 7030
Charlotte, NC 28241

Geo-Hydro Engineers
6905 Downwind Rd., Suite K
Greensboro, NC 27409

S&ME, Inc.
3718 Old Battleground Rd.
Greensboro, NC 27410

Financial Services Department
Purchasing Division
PATRICIA H. SYKES, PURCHASING MANAGER



Entering in to a Master Agreement does not guarantee a consultant that its professional services will be required. Also the City retains the right to issue future Request for Qualifications as needed, and to solicit responses from consultants not selected to perform under the Master Agreement(s).

The initial period for the Agreement(s) is two (2) years with an automatic renewal of (3) three additional one-year periods for a total contract agreement of five years. The RFQ also allowed for the City to renew its Request for Statement of Qualifications for On-Call Consultants following the initial five-year period, as necessary.



MEMORANDUM

February 27, 2013

To: Honorable Mayor and City Council
From: G. Lee Burnette, AICP, Director
Subject: **Text Amendment TA12-02**

At the City Council's February 19th meeting, the Council requested staff draft a revised ordinance pertaining to video sweepstakes establishments for consideration at the March 4, 2013 regular meeting.

As Council recalls, the City's Development Ordinance does not currently define video sweepstakes establishments. These uses are allowed in the Limited Business (LB), General Business (GB), Highway Business (HB), Central Business (CB), Shopping Center (SC) & Main Street (MS) zoning districts based upon a staff determination. The City Project, Inc. submitted a proposal in 2012 that would define the use and only allow it in the GB zoning district.

The attached ordinance that City Council requested staff prepare at the February 19th meeting would: (1) define video sweepstakes establishments, (2) allow them in the LB, GB, HB, CB, SC and MS districts, but (3) prohibit them in the Washington Street Mixed Use Overlay District and in Subarea B of the MS district (aka Uptown area).

I will be present at the March 4th regular meeting to respond to questions.

Attachment: Ordinance

Administration
336.883.3328

Planning Services
336.883.3328

Development Services
336.883.3328

Inspection Services
336.883.3151

City of High Point, P.O. 230, 211 South Hamilton Street, High Point, NC 27261 USA
Fax: 336.883.3056 www.high-point.net/plan Permit Fax: 336.883.8518 TDD 336.883.8517

**NOTICE OF APPROVED AMENDMENT
TO THE CODE OF ORDINANCES
OF THE CITY OF HIGH POINT, NORTH CAROLINA**

TEXT AMENDMENT: 12-02

Ordinance #. – _____

APPLICANT: The City Project, Inc.

AN ORDINANCE AMENDING TITLE 9 OF THE CODE OF ORDINANCES, PURSUANT TO SECTION 9-3-15, TEXT AMENDMENTS, OF THE DEVELOPMENT ORDINANCE.

WHEREAS, the City Council of The City of High Point adopted the “City of High Point Development Ordinance” on January 7, 1992, with an effective date of March 1, 1992, and subsequently amended;

WHEREAS, public hearings were held before the Planning and Zoning Commission on August 28, 2012, and before the City Council on September 17, 2012, regarding Text Amendment 12-02;

WHEREAS, notice of the public hearings was published in the High Point Enterprise on August 19, 2012 for the Planning and Zoning Commission public hearing and September 5, 2012 and September 12, 2012, for the City Council public hearing pursuant to Chapter 160A-364 of the General Statutes of North Carolina; and

WHEREAS, this amendment was adopted by the City Council of the City of High Point on _____;

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HIGH POINT, NORTH CAROLINA:

SECTION 1.

Section 9-2-2, *Definitions*, Subsection (g) *General* shall be amended to add the following in proper alphabetic order within the subsection:

VIDEO SWEEPSTAKES ESTABLISHMENT: Any business enterprise in which a video sweepstakes machine or device is used, whether connected to the Internet or not, to conduct games of chance, including sweepstakes, and where cash, merchandise or other items of value are redeemed or otherwise distributed, whether or not the value of such distribution is determined by electronic games played or by predetermined odds, which have a finite pool of winners. Video sweepstakes establishments include internet cafes, internet sweepstakes, cybercafés, electronic gaming machines/operation, or by whatever other terminology such establishments might be known. This does not include any lottery approved by the State of North Carolina.

SECTION 2.

Table 4-7-1, *Permitted Use Schedule*, is hereby amended to add the following use under the Recreational Uses heading, and to establish where the use will be permitted:

Video Sweepstakes Establishment entered in proper alphabetic order, to be allowed in the **LB, GB, HB, CB and SC** districts with the placement of a '**P**' in each appropriate column, and in the **MS** district with the placement of a '**D**' in the appropriate column. A '**3**' shall be placed in the Land Use Code (LUC) column.

SECTION 3.

Section 9-4-4(g)(2)d., which refers to uses in the Washington Street Mixed Use Center Overlay District, shall be amended to add **Video Sweepstakes Establishment** to the list of prohibited uses in 9-4-4(g)(2)d.1.

SECTION 4.

Section 9-5-2, *Development Standards for Individual Uses*, is hereby amended to add the following use, which shall be entered in proper alphabetic order:

Video Sweepstakes Establishment

(1) Where Required: MS District

(2) Where Permitted: Video sweepstakes establishments shall be permitted only in Sub-areas A, C, and D.

SECTION 5.

Should any section or provision of this ordinance be declared invalid, such decision shall not affect the validity of the remaining portions of this ordinance.

SECTION 6.

All ordinances or parts of ordinances in conflict with the provision of this ordinance are hereby repealed.

SECTION 7.

This ordinance shall become effective upon adoption.

Adopted By City Council,

Lisa B. Vierling, City Clerk

Systems Project Administration



DATE: October 10, 2012

TO: Pat Pate, Assistant City Manager

FROM: Tom Spencer, Systems Project Administrator

SUBJECT: Agenda Item – Imaging project, contract with OneSource

Continuing the vision of the strategic IT initiatives with recommendation of the C.H.A.M.P.S committee (City of High Point Advancing Municipal Programs and Services), we are requesting that Council approve a project/contract with OneSource. This contract is for software, implementation, servers and other, PC hardware and scanners off of State contract to implement the LaserFiche Imaging system.

This software will be implemented in three phases over the next 18 months beginning in January of 2013. The first phase will be Police in which we will interface to the existing case management system and begin imaging all of their old paper files. The second phase will be the Accela Land Management system integration. Here we plan to image all plans, inspections, business license etc. allowing for full review by the public. The third phase is integration to our Lawson system and will focus on imaging and automating the AP and HR processes.

We are requesting your approval to enter into a contract with OneSource for a not to exceed price of \$399,837.00. Also, this implementation requires purchasing servers, PC hardware and third party software off of state contract for \$ \$54,316.67 for a total cost of \$454,153.67.

I respectfully request that the following be included for consideration on the Council Agenda scheduled for October 15, 2012:

Authorize staff to enter into contract with OneSource in an amount not to exceed \$399,837.00 for implementation of the LaserFiche Imaging System. Funding for this project was included in the approved capital improvement project budget.

pc: Jeff Moore, Finance
pc: Patty Sykes, Purchasing
pc: Tracey Adams, Purchasing



ONE SOURCE
DOCUMENT SOLUTIONS

Main: 800-401-9544
Fax: 800-550-3676
Email: kevin.smith@osdsinc.com
Web: www.osdsinc.com

We are pleased to provide this Proposal

Laserfiche RIO 900 Users

Quote #000342

Version 1



City of High Point

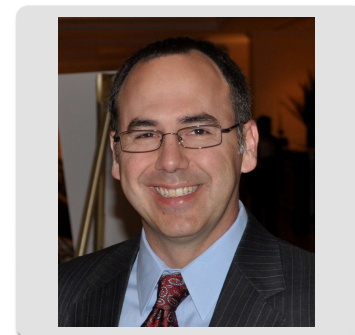


Prepared For

City of High Point
Tom Spencer
211 S. Hamilton Street
High Point, NC 27261
tom.spencer@highpointnc.gov
www.highpointnc.gov

Prepared By

Kevin B. Smith
Phone: 800-401-9544
Email: kevin.smith@osdsinc.com



Kevin B. Smith

Software		Qty	Price	Extended
LF-RIO	Laserfiche Rio Server, including; Unlimited Laserfiche Servers, Workflow, WebAccess, Laserfiche Mobile for iPad/iPhone, Sharepoint Integration Advanced Audit Trail, Snapshot Virtual Printer and Email Plug-in.	1	\$0.00	\$0.00
LF-ENF15	Laserfiche Rio Named Full Users (1500 to 1999 Users)	900	\$350.00	\$315,000.00
LF-PPM25	Laserfiche Pilot Public Portal license Includes Laserfiche WebLink and 25 WebLink-only retrieval connections	1	\$25,000.00	\$25,000.00
LF-IA	Laserfiche Import Agent	1	\$1,500.00	\$1,500.00
LF-TK	Laserfiche SDK	1	\$2,500.00	\$2,500.00
AFF-DNAULR	Affinity (51 & over users)	1	\$6,000.00	\$6,000.00
OSDS-DISC	One Source Courtesy Discount - 27.5%	1	(\$96,250.00)	(\$96,250.00)
Software Subtotal				\$253,750.00

Maintenance and Support		Qty	Price	Extended
LF-ERM-ENF15	Laserfiche Records Management Edition (1500 to 1999 Users)	900	\$70.00	\$63,000.00
LF-PPM25B	Laserfiche Pilot Public Portal license Includes Laserfiche WebLink and 25 WebLink-only retrieval connections LSAP	1	\$5,000.00	\$5,000.00
LF-IAB	Laserfiche Import Agent LSAP	1	\$300.00	\$300.00
LF-TKB	Laserfiche SDK LSAP	1	\$750.00	\$750.00
AFF-DNAULBR	Affinity (51 & over users) Annual Support	1	\$1,200.00	\$1,200.00
Maintenance and Support Subtotal				\$70,250.00

Hardware		Qty	Price	Extended
PA03630-B055	Fujitsu fi-6130z Scanner	3	\$979.00	\$2,937.00
Hardware Subtotal				\$2,937.00



Professional Services		Qty	Price	Extended
OSDS-PS-OS	On-Site Installation, Configuration & Testing - Per Day	2	\$1,200.00	\$2,400.00
OSDS-PS-OS	On-Site Administrator Training - Per Day	4	\$1,200.00	\$4,800.00
OSDS-PS-OS	On-Site Workflow Developer Training - Per Day	4	\$1,200.00	\$4,800.00
OSDS-PS-OS	On-Site User Training (Train-the-Trainer) - Per Day	10	\$1,200.00	\$12,000.00
Professional Services Subtotal				\$24,000.00

OSDS Integration Services		Qty	Price	Extended
OSDS-PS-OS	Workflow Development and Testing	20	\$1,000.00	\$20,000.00
OSDS-PS-OS	Lawson Integration	1	\$10,000.00	\$10,000.00
OSDS-PS-OS	Accela Integration	1	\$10,000.00	\$10,000.00
OSDS Integration Services Subtotal				\$40,000.00

Other Integration Services		Qty	Price	Extended
OSDS-PS-OS	OSSI Integration (provided by OSSI/SunGard) Estimate Provided by Client - can be ordered directly from OSSi/Sungard	1	\$8,900.00	\$8,900.00
Other Integration Services Subtotal				\$8,900.00

Proposal Summary		Total Investment
Software		\$253,750.00
Maintenance and Support		\$70,250.00
Hardware		\$2,937.00
Professional Services		\$24,000.00
OSDS Integration Services		\$40,000.00
Other Integration Services		\$8,900.00
Total		\$399,837.00



Complete Your Order

To complete your order, please sign below then email or fax this document to us.

Signature _____ Date _____

Printed Name _____ PO # (if applicable) _____

Terms and Conditions:

Terms of Business System Installation:

All prices exclude applicable taxes and freight.

The quoted prices are Valid through December 31, 2012.

Payment of amount due:

Payments will be determined by the Statement of Work.

Additional Professional Services are available for \$1,500.00 / day (or \$195.00 / Hour) for On-site, or \$1,000.00 / day (or \$125.00 / hour) for remote service.

Thank you for your order. Your electronic signature, per the Electronic Signature Act, is considered equivalent to your signed and faxed signature, and allows you to accept and place your order. A copy of this acceptance and the attached quote or proposal document will be sent to your email address to complete your order acceptance. If you have any questions, please feel free to contact us. ALL SALES ARE FINAL.

NORTH CAROLINA

SERVICES AGREEMENT

GUILFORD COUNTY

This Agreement is between The City of High Point, ("Client"), a North Carolina Municipal Corporation, with its principal place of business located at 211 S Hamilton, High Point, NC 27261 and One Source Document Solutions, Inc. ("One Source"), a North Carolina corporation with its principal place of business located at 311 Pomona Drive, Suite D, Greensboro, NC 27407.

Client and One Source agree in consideration of the mutual promises and intending to be legally bound as follows:

SECTION 1. SERVICES

- 1.1 Client is acquiring a document management-imaging solution to improve the management and storage of Client records, maximize space, and to improve and make more efficient services provided to Client employees and citizens through anticipated improvements in record maintenance, and retrieval.
- 1.2 One Source shall deploy the solution components and will provide Client with qualified employees, consultants or Subcontractors ("Staff") to perform support, consulting, design, acquisition, project management, implementation and related computer services, as described in the Statement(s) of Work ("SOW") attached hereto and incorporated herein in Attachment 1 ("Services").
- 1.3 One Source will require its Staff working on Client's premises to observe Client security and safety policies, and normal business hours of Client, as may be communicated in writing to One Source from time to time.
- 1.4 Client and One Source agree that One Source is an independent contractor and shall not represent itself as an agent or employee of Client for any purpose in the performance of One Source's duties under this Agreement. Accordingly, One Source shall be responsible for payment of all federal, state and local taxes as well as business license fees arising out of One Source's activities in accordance with this Agreement. For purposes of this Agreement taxes shall include, but not be limited to, Federal and State Income, Social Security and Unemployment Insurance taxes. One Source, as an independent contractor, shall perform the Services required hereunder in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies.

SECTION 2. TERM OF AGREEMENT

The term of this Agreement will be effective December 1, 2012 ("Initial Term") and will continue until One Source has completed all aspects of the SOW and all other work contemplated by this Agreement or until termination of this Contract as provided herein.

SECTION 3. PRICE; PRICE ADJUSTMENTS; BILLING AND PAYMENT TERMS

One Source shall receive from Client a fixed amount to be three-hundred ninety-nine thousand eight-hundred and thirty-seven dollars (\$399,837.00), plus reasonable applicable taxes, freight, and allowable travel expenses, as full compensation for the Services. Client agrees to pay One Source at the rates specified for tasks performed to the satisfaction of the Client in accordance with this Agreement, the SOW, and Attachment 1. Unless otherwise specified, One Source shall submit an itemized invoice to Client in advance of installation, and tasks will be completed in accordance with the timeline and milestones set forth in the SOW. Payment will be processed promptly upon receipt and approval of the invoice by Client.

Payment Schedule: payments will be made based on milestones that are stipulated in the SOW.

One Source warrants that all work prescribed in this Contract and associated attachments shall be completed to the Client's satisfaction, according to the schedule in the SOW. In the event that the work is not complete in a timely manner, the Client may, at its discretion, withhold liquidated damages from the final Contract payment in the amount of two-hundred dollars (\$200.00) per day for each work day past the deadline (work days being defined as non-holiday, non-weekend days). Failure by the Client to meet requested delivery dates for any associated hardware, software, and other required items being provided by the client, will result in necessary adjustments to the project timeline and will not be held against the One Source. Further, changes requested by the Client to the project requirements may affect the delivery date and should not be held against One Source in the form of liquidated damages. Should requested changes require additional labor, software, or other deliverables, One Source will provide a Change Order, including adjustments to the schedule and any associated costs for approval by the Client.

SECTION 4. REPRESENTATIONS AND WARRANTIES

- 4.1 Services will be performed in a professional manner by One Source Staff using reasonable care and having a level of skill commensurate with the requirements of this Agreement. All Services provided by One Source pursuant to this Agreement shall be performed in a manner consistent with the minimum service levels set forth herein.

- 4.2 With respect to any part, product, or software ("Product") sold, distributed, licensed or supplied by One Source in connection with the Services, to the extent permitted by the manufacturer or licensor of such Product, One Source will pass through to Client all warranties provided by the manufacturer or licensor. Replacement parts shall be new.
- 4.3 Client will provide to One Source the right to use all software, hardware, equipment, systems, documentation and other materials or information that are owned, licensed or used by Client during the term of this Contract, as One Source may reasonably require in connection with its performance of Services under this Agreement. Notwithstanding the foregoing, one Source shall not put at risk or disrupt any Client network, system or business process, such interruption shall be deemed a breach of this contract.
- 4.4 Client will provide One Source with the access to and cooperation of its management, personnel and contractors, as well as access to and use of systems, personnel, equipment, services and facilities, including office and storage space, as required for the performance of the Services.

SECTION 5. INDEMNIFICATIONS

One Source will provide the following indemnifications to Client:

(a) Intellectual Property

One Source agrees to hold harmless, and indemnify the Client, its directors, officers, employees and agents, from and against any and all costs, damages and attorneys fees that may be awarded by final judgment of a court of competent jurisdiction in the United States ("U.S.") for any third-party claims, and to defend the Client against such claims, at One Source's expense, in connection with any product, materials or programs created by One Source and provided to the Client pursuant to this Agreement ("Covered Product") for infringement of any U.S. patent, copyright or Trademark held by any third party, except to the extent attributable to the acts or omissions of the Client, and provided that One Source will have no obligation with respect to any such costs, damages, fees or claims to the extent arising out of or in connection with:

- (i) Client's misuse or unauthorized modification of the Covered Product;
- (ii) Client's failure to use corrections, enhancements or updates provided by One Source;
- (iii) use of the Covered Product in a manner in excess of that permitted under any applicable license; or
- (iv) the use or operation of the Covered Product contrary to One Source's instructions in combination with devices, data, programs or services not supplied by One Source.

If a claim covered under this Section 5(a) is made or threatened, One Source may, at its option, (i) provide to Client the rights necessary to continue to use the Covered Product; (ii) modify the Covered Product to render it non-infringing; (iii) furnish Client with a non-infringing substitute for the Covered Product that is comparable in function and performance; or (iv) refund to Client any amounts paid to One Source for the Covered Product.

(b) Injury or Property Damage

One Source shall indemnify and hold harmless the Client and its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to fees and charges of attorneys and other professionals and costs related to court action or arbitration) arising out of or resulting from One Source's performance of this Agreement or the actions of the One Source or its officials, Staff, employees, or contractors under this Agreement or under contracts entered into by the One Source in connection with this Agreement. This indemnification shall survive the termination of this Agreement.

(c) Wages and Benefits

One Source agrees to hold harmless, indemnify and defend Client, its directors, officers, employees and agents, from and against any and all costs, damages and attorneys fees that may be awarded by final judgment of a court of competent jurisdiction in the U.S. for any third party claims, and to defend Client against such claims, at One Source's expenses, arising out of claims of a One Source Staff person for wages or benefits in connection with the performance of Services by One Source hereunder.

SECTION 6. INSURANCE

- 6.1 One Source will obtain and maintain the following insurance coverage during the entire term of this Agreement: (i) Worker's Compensation insurance in accordance with the applicable laws of the State of North Carolina, and Employer's Liability Insurance in an amount not less than \$250,000 per occurrence, \$500,000 aggregate; (ii) Commercial General Liability or Broad Form Comprehensive General Liability insurance with a combined bodily injury and property damage single limit of not less than one million dollars, \$250,000 per occurrence, \$500,000 aggregate.
- 6.2 One Source shall deliver copies of the certificate(s) of insurance providing the coverage specified above to the Client upon execution of this agreement. Such certificate(s) will stipulate that the insurance company(ies) will provide Client at least thirty (30) days' prior written notice, via certified U.S. mail, of any material change, non-renewal or cancellation of coverage.

SECTION 7. CONFIDENTIAL AND PROPRIETARY INFORMATION

- 7.1 One Source and Client acknowledge that in the performance of this Agreement, it may be necessary for Client and One Source to disclose certain confidential or proprietary information of one party to the other party. Each party agrees that the receiving party, ("Recipient") will use at least the same means it uses to protect its own confidential proprietary information, but in any event not less than reasonable means, to prevent the disclosure and to protect the confidentiality of (i) written information received from the other party ("Provider") that is marked or identified as confidential, and (ii) oral or visual information identified as confidential at the time of disclosure (collectively, "Confidential Information").
- 7.2 Confidential Information will not include information that belongs to the Recipient or is (i) already known by the Recipient without an obligation of confidentiality other than under this Agreement; (ii) publicly known or becomes publicly known through no unauthorized act of the Recipient; (iii) rightfully received from a third party; (iv) independently developed by the Recipient without use of the Provider's Confidential Information; (v) disclosed without similar restrictions to a third party by Provider; (vi) approved by the Provider for disclosure; or (vii) required to be disclosed pursuant to a requirement of a governmental agency or law of the United States of America or a state thereof, or any governmental or political subdivision thereof.
- 7.3 Each Recipient may use Confidential Information received from the Provider only in connection with this Agreement, and may disseminate such Confidential Information only to persons having a need for access to such Confidential Information in connection with their performance of the Services, and with respect to whom the Recipient takes steps, no less rigorous than those it takes to protect its own proprietary information, but in any event not less than reasonable means, to prevent such persons from acting in a manner inconsistent with the terms of this Section 7. However, Client may not disclose One Source Confidential Information to third parties who provide services similar to or competitive with One Source, even in connection with One Source's performance of the Services. One Source will have the right to compile and use statistical analyses and reports utilizing aggregated data derived from Client information and data and other sources, both internal and external to One Source, so long as the information and data are not identifiable as Client data, or in any way attributable to Client, and the analyses and reports do not identify Client as a source.
- 7.4 Upon termination of this Agreement or upon the written request of the Provider, the Recipient will return all copies of Confidential Information to the Provider or certify, if so requested by the Provider, in writing that all copies of Confidential Information have been destroyed, provided that the Recipient may retain one copy for archival purposes only.

- 7.5 Each party acknowledges that the other may suffer irreparable damage in the event of any material breach of the provisions of this Section 7. Accordingly, in such event, a party may be entitled to seek preliminary and final injunctive relief, as well as any other applicable remedies at law or in equity against the party who has breached or threatened to breach this Agreement.
- 7.6 Nothing in this Section 7 will be interpreted or construed to assign to Client any proprietary software, tools, utilities, methodologies, processes, documentation and other items that are used or developed in performance of the Services, other than specified deliverables.

SECTION 8. CHANGES IN SCOPE, ADDITIONAL AND THIRD PARTY SERVICES

- 8.1 Any change requested by Client to the provision of Services for the description in the SOW will be subject to the written mutual agreement of the parties.
- 8.2 During the term of this Agreement, Client will have the right to contract with a third party service provider ("Third Party") to perform additional services, and One Source will use reasonable commercial efforts to cooperate with such Third Party, provided that Client will prevent disclosure to any Third Party of any Confidential information provided by One Source to Client.

SECTION 9. EXCUSE OF PERFORMANCE

Neither party will be liable to the other for any delay or inability to perform its obligations under this Agreement or otherwise if such delay or inability arises from any act of God, fire, natural disaster, act of government, act of war (declared or undeclared), act of terrorism (domestic or international), riot, civil disturbance, manufacturer's shortages or constraints of parts of products, or any other cause beyond the reasonable control of such party, whether or not foreseeable. In the event of such a delay or inability to perform, the time for performance will be extended for a period of time equal to the length of the delay or inability to perform, plus an additional reasonable period to recommence performance.

SECTION 10. WORK SCHEDULE AND LIQUIDATED DAMAGES

One Source warrants that all work prescribed in this Contract shall be completed to the Client's satisfaction no later than December 31, 2014, unless otherwise agreed to in writing by both parties. One Source will not be held liable, nor penalized in the form of liquidated damages, for any delays in the completion of the project caused by the Client or other contractors of the Client, including but not limited to: delays in procuring and making available hardware, requested data, access to current Client systems and facilities, any other components required to complete the project.

SECTION 11. NOTICES

Legal notices, and any other notices of general business nature, to One Source will be mailed certified first class postage prepaid, return receipt requested, or delivered by recognized overnight courier service, addressed as follows: 311 D-Pomona Dr., Greensboro, NC 27407, Attention: Kevin Smith, President/CEO. Legal notices, and any other notices of general business nature, to Client will be sent to the address on the first page hereof Attention:

Tom Spencer
Sytems Project Administrator
City of High Point
P.O. Box 230
High Point, NC 27261

One Source Document Solutions, Inc.
Kevin Smith, President/CEO
311-D Pomona Drive
Greensboro, NC 27407

SECTION 12. TERMINATION

- 12.1 Termination for Convenience. The Client reserves the right to terminate the contract in whole or in part by giving One Source written notice at least thirty (30) days prior to the effective date of the termination. Upon receipt of the notice of termination from Client, One Source shall only provide those services specifically approved or directed by Client.

Upon termination for convenience, One Source shall bill Client for all amounts not previously billed and due One Source at that time. One Source shall not be entitled to a professional fee or expenses for any work commenced or expenses incurred after the notice of termination was received by One Source, unless specifically approved or requested by Client prior to the receipt of notice, or with the express written consent of Client, prior to the effective date of termination.

- 12.2 Termination for Cause. This Agreement may be terminated for cause by the non-breaching party notifying the breaching part of a substantial failure to perform in accordance with the provisions of this Agreement, including unauthorized delay in performance caused by either party, if the failure is not corrected within ten (10) days of the receipt of the notification. Upon such termination, the parties shall be entitled to such additional rights and remedies as may be allowed by relevant law. Termination for cause shall also include the failure of the solution provided by One Source.

Termination of this Agreement, either with or without cause, shall not form the basis of any claim for loss of anticipated profits by either party.

SECTION 13. GENERAL

- 13.1 This Agreement, together with **SOW** and **Attachment 1**, are intended to be the sole and complete statement of obligations of the parties with respect to the subject matter of this Agreement, and supersede all previous understandings, representations, negotiations, and proposals. In the event of a conflict between the terms of this Agreement and the terms of the SOW or other attachments, the terms of this Agreement will control.
- 13.2 No waiver, alteration or modification of any provision hereof, including the SOW, will be binding unless in writing and signed by duly authorized representatives of both parties.
- 13.3 Failure by either party to exercise any right or remedy under this Agreement does not signify acceptance of the event or waiver of any such right or remedy.
- 13.4 One Source agrees to submit to Client any proposed press release, advertisement or other promotion relating to the existence of this Agreement or its relationship with Client and offer Client the opportunity to review any such materials prior to publication. Client agrees that it will not unreasonably withhold its consent to the publication of such materials provided Client is offered the opportunity to review these materials prior to publication.
- 13.5 One Source shall not assign its interest in this Contract without the written consent of Client. One Source has no authority to enter into contracts on behalf of Client.
- 13.6 Should any part of this Agreement be held unenforceable or invalid, then the validity of or enforceability of the remaining provisions will not in any way be affected or impaired.
- 13.7 The terms of Section 5, and 7 will survive the expiration or termination of this Agreement.
- 13.8 One Source reserves the right to determine the assignment of its personnel and One Source may subcontract the performance of the Services, or any part thereof, to any subcontractor selected by One Source. If Client has objections to any One Source Staff person's continuation of performance of Services at a Client location, then One Source will remove such Staff person from the Client location.
- 13.9 This Agreement may be executed in one or more counterparts, all of which taken together will constitute the Agreement.
- 13.10 The headings in this Agreement are not intended to be used as an aid to interpretation.
- 13.11 This Agreement will be governed by and construed in accordance with the laws of the State of North Carolina, without reference to its choice or conflict of laws provisions,

Client and One Source agree that any dispute or cause of action in any way relating to or arising out of this Agreement will be brought before a court of competent jurisdiction in Guilford County, the state of North Carolina, United States of America, and hereby consent to the personal jurisdiction of such court and waives any argument with respect to venue or convenience of forum.

- 13.12 Client shall not be liable to One Source for any expenses paid or incurred by One Source, unless otherwise agreed in writing.
- 13.13 One Source shall supply, at its sole expense, all equipment, tools, materials, and/or supplies required to provide Services hereunder, unless otherwise agreed in writing.
- 13.14 One Source shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, religion or disability. One Source shall take affirmative action to ensure that qualified applicants are employed and that employees are treated fairly and legally during employment with regard to their age, sex, race, creed, national origin, religion or disability. In the event One Source is determined by the final order of an appropriate agency or court to be in violation of any nondiscrimination provision of federal, state or local law or this provision, this Contract may be canceled, terminated or suspended in whole or in part by Client, and One Source may be declared ineligible for further Client contracts.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized representatives on the date hereof.

ATTEST:

CITY OF HIGH POINT

City Clerk

By: _____
Strib Boynton, City Manager
P.O. Box 230
High Point, NC 27261

ONE SOURCE DOCUMENT SOLUTIONS, INC.

By: _____
Kevin B. Smith
President

ATTEST:

In witness whereof, said corporation has caused this instrument to be executed by its _____ and attested by its Secretary, this the _____ day of _____, 2012.

SEAL

Secretary

STATE OF _____
COUNTY OF _____

I, _____, a Notary Public of the County and State aforesaid, certify that _____, personally came before me this day and acknowledged that he/she is the Secretary of One Source Document Solutions, Inc., a North Carolina Corporation, and that by authority duly given and as an act of the corporation, the foregoing instrument was signed in its name by its _____, sealed with its corporate seal and attested to by him/her as its Secretary.

Notary Public

My Commission Expires: _____

APPROVAL BY CITY ATTORNEY

Approved as to form and legality:

JoAnne L. Carlyle, Assistant City Attorney

Date: _____

APPROVAL BY FINANCE OFFICER

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

Jeffrey A. Moore, Director of Financial Services

Date: _____



Statement of Work

Enterprise Implementation of Laserfiche Rio Enterprise Content Management System (ECMS)

Version 1.3

Revised: October 8, 2012

Prepared for:

City of High Point

Purpose

The purpose of this Statement of Work (SOW) is to specify in clear, understandable terms the scope, requirements and deliverable work products to be produced by One Source Document Solutions, Inc. to deliver, install, configure, test and customize the Laserfiche Rio ECM Suite for the City of High Point. The project will be delivered in 3 primary phases, each of an approximately 6 month duration.

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1. Project Scope
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6. Work Requirements
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 - 6.2 Phase 2 – Land Management
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1. Project Scope

The City of High Point, North Carolina has decided to implement an Enterprise Content Management System (ECMS) in an effort to increase productivity, reduce consumption of paper, and improve records' transparency. The scope of the implementation includes system hardware, system software, and professional services as described in this SOW. The ECMS will be implemented for the following areas;

- Police Department
- Land Management
- Finance/Administration

Any requests for services and/or system functionality that exceed the scope specified in this SOW will be managed by the Change Control Process.

2. Anticipated Outcomes

The Project Team consists of resources from One Source Document Solutions, the City of High Point IT Department, various City of High Point functional departments, Sungard/OSSI, Accela, and Infor/Lawson. Together we will achieve the following outcomes.

- **Improve access to files:** The immediate capture and organization of pertinent documents and digital content allows authorized staff to securely view digital images immediately.
- **Seamless Integration to core business applications:** In partnership with the City of High Point IT staff and key business partners, One Source will integrate Laserfiche with the appropriate line of business systems to ensure maximized productivity with minimal learning curve.
- **Electronic Process Automation:** Electronic document routing eliminates the need to route paper documents and folders between staff.
- **Eliminate lost files:** Documents are correctly indexed in a central repository, thus eliminating lost documents or missing files.
- **Better customer service/Improved Productivity:** City workers will be empowered to quickly answer questions and make decisions based on the latest information without having to retrieve paper files, or navigate through multiple disconnected systems.
- **Improve transparency and retention compliance:** With public records available through a searchable portal and internally through the City network, authorized users and citizens will have access to records necessary to perform the business of the City. Retention can be managed electronically through Laserfiche to ensure compliance.
- **Reduce file storage space:** The storage of electronic documents prevents adding any volume to paper case files and folders.
- **Enhanced document security:** Varying levels of security prevent unauthorized access and manipulation of data.
- **Disaster Recovery/Business Continuity:** Business essential information is backed up and recoverable in the event of a disaster.

3. System Hardware

One Source is responsible for the procurement/acquisition of the following requisite system hardware.

- Scanner Hardware
 - Fujitsu fi-6130z (Qty. 3)

Deliverables

- Hardware Procurement

Assumptions

- High Point will provide a secure staging area for the storage of system hardware prior to installation.

4. System Software

One Source is responsible for the procurement, installation and licensing the following software:

- Laserfiche Rio Server (Qty. 1)
- Laserfiche Named User Client (Qty. 900)
- Laserfiche Public Portal – Pilot Edition (Qty. 1 Server Instance – 25 Concurrent Users)
- Laserfiche Import Agent (Qty. 1)
- Laserfiche SDK (Qty. 1)
- Affinity Integration Utility – Site License (Qty. 1)

Deliverables

- Software Registration
- Software Installation, Configuration, and Testing

Dependencies

- Prerequisite server software to include Windows Server operating system (with all updates and patches), anti-virus protection, Microsoft SQL Server (with all updates and patches).
- Unescorted local and remote (VPN or RDC) network access to production database and application servers. Under normal circumstances, High Point IT will receive a minimum 24 hour notice for network access. Immediate access may be required for system-wide emergency situations and or other situations that disrupt normal operations High Point IT not providing unescorted network access will affect the timely delivery of services and may result in additional costs.

Assumptions

- High Point IT will be responsible for maintaining current Operating System and MS SQL patches, along with all back-up and recovery responsibilities. One Source will assist in the original configuration and testing of the back-up procedures, but will not be held responsible for on-going maintenance and verification.

5. Professional Services

The following professional services are included with this project at a Firm Fixed Price (FFP).

- **Project Management** – Professional project management from contract approval to project acceptance.
- **Business Analysis and Design** – Evaluation of current operations to determine configuration and customization requirements (Design Specification).
- **Installation and Configuration** – Acquisition, installation, and configuration of system hardware and system software. Configuration of software to Design Specification.
- **End User Training and Documentation** – Product training and documentation for all affected end users.
- **System Administration Training** – System administration training and documentation customer technical staff.

5.1. Project Management

The Project Manager is responsible for the application of project management methodology. Primary responsibilities include:

- Issue management and resolution
- Risk management and mitigation
- Work breakdowns, schedules and milestones
- Resource management and deployment
- Document repository and control
- Calendar of events and deadlines
- Decision support and prioritization
- Deliverable review procedures
- Customer/stakeholder relationship management
- Communication of project status to key customer stakeholders

Deliverables

- Project Schedule
- Closure Report

Assumptions

- The City of High Point will assign a Project Manager to coordinate activities for City resources, (i.e. personnel, facilities, etc.).
- The City of High Point Project Manager and Project Stakeholders will be available when required.
- Anticipated start and finish dates for project work activities are provided in a mutually agreed upon Project Schedule. Project delays within control of the City may result in delays in the project and possible additional service costs.

5.2. Business Analysis and Design

The One Source Project Team interviews subject matter experts from the City of High Point to determine which business processes will be affected and how the required changes can be best managed. As a result, the Project Team identifies which capabilities the application should include, details related design specifications, and prioritizes testing requirements.

Deliverables

- Requirements Traceability Matrix
- Design Specification

Assumptions

- Based on a mutually approved schedule, the City of High Point subject matter experts will be available to address questions and participate in business requirements discovery interviews.
- The ECMS is designed to be a day forward system without provisions to capture historical data or back file documents.

5.3. Installation and Configuration

Installation and configuration services and related responsibilities are described below.

5.3.1 Server Setup

The One Source Project Team provides the necessary technical specifications for the City of High Point IT Department to configure the virtual server environment (VMware vSphere 4.0 or 5.0).

Deliverables

- Server Setup

Assumptions

- The existing network and server infrastructure is capable of supporting system users and providing sufficient bandwidth.

- The ECMS runs in a Local Area Network. As such, the system performance is subject to available network bandwidth, network segmenting, and the performance of other applications, among other factors. For this reason, One Source cannot guarantee a specific system response time.
- Network performance analysis, monitoring, and testing activities (i.e. load testing, stress testing, etc.) are out of scope, and the responsibility of the City.
- The ECMS will utilize an existing data backup system. One Source engineers will recommend backup procedures and provide recommendations on network/infrastructure changes.
- The City IT Department is responsible for backups of all related systems, database, and data files and maintaining current backed-up copies of other pertinent systems and data files.
- The City IT Department will provide technical assistance as needed for the One Source Project Team to validate the virtual server environment conforms to technical specifications.

5.3.2 Client Hardware Deployment

The One Source Project Team provides consultation and/or documentation for the City of High Point IT Department to install and configure the following client-side hardware. The One Source Project Team verifies all client hardware is deployed and operational.

- Fujitsu fi-6130c Scanner (Qty.3)

Deliverables

- Client Hardware Deployment

Assumptions

- Disposal of packing material is the responsibility of the City.
- Consumable supplies are the responsibility of the City.
- A mutually agreed upon Project Schedule, identifies client hardware deployment dates. Delays in deploying client hardware may result in project delays and possible additional service costs.

Dependencies

- Local Administrator access for each client workstation.

5.3.3 Client Software Deployment

The One Source Project Team develops software deployment scripts and provides consultation and/or documentation for the City of High Point IT Department to deploy the following client software.

- Laserfiche Client
- Laserfiche SnapShot Virtual Print Driver
- Laserfiche MS Office Integration
- Affinity Integration Suite
- Other One Source custom integration applications

Deliverables

- Client Software Deployment

Assumptions

- Client software will be deployed within timeframes established in a mutually agreed upon Project Schedule. Software deployment delays may result in delays in the project and possible additional service costs.

Dependencies

The following minimum requirements apply to workstations running Laserfiche.

Processor	1 GHz P4 processor or equivalent
Memory	1 GB
Operating System	Microsoft Windows XP SP2+ x86 Microsoft Windows 7 x86 & x64
Video	1024 X 768 screen resolution (minimum)
Hard Disk	500MB of free hard disk space

5.3.4 System Configuration and Testing

The One Source Project Team configures Laserfiche software per the approved Design Specification and Appendix A, Software Standard Features. System testing of the complete, integrated production system by the One Source Project Team confirms the system's compliance with specified requirements. Testing and acceptance activities will take place on location at the City of High Point. User acceptance testing (UAT) and limited production pilot operations verify the completed system satisfies its intended use and user needs. The Test Plan deliverable, which is developed during the project planning process, provides specific plans used to organize and manage the project's testing activities and verify the functional behavior of each system component.

Deliverables

- System Testing
- User Acceptance Testing
- Limited Production Pilot

Assumptions

- Appropriate access levels, procedure documentation and/or consultation for all supporting systems related to the project will be provided to the One Source Project Team.
- Configuration of system software to the Design Specification and consistent with Appendix A, Software Standard Features, is included in the firm fixed price for professional services.

- Suggestions for changes/enhancements to software may be considered for future releases but implementation will not be contingent upon these changes.
- Customizations of the existing Laserfiche software functionality are not included.
- Resources identified in the Test Plan will be available for testing activities.
- Supervisors and line workers from each functional area will participate in UAT and limited production pilot.

Dependencies

- Access to an adequate number of configured workstations and simulated user accounts for testing purposes.
- Local Administrator authority and appropriate security privileges to connect to application and system resources on each designated client workstation or server.
- Local and remote (VPN or RDC) network access across network system servers, client computers, and image file shares.

5.3.5 Training/Test System Installation

The One Source Project Team provisions a separate instance of the production database for the purpose of and training and testing. The Test System provides “sand box” environment in which hardware and software can be rigorously developed, tested, and deployed. This approach helps stabilize the implementation by ensuring that any changes are correct and well-tested before being placed into production. Following implementation, One Source either decommissions test/training environment or transfers responsibility and ownership the City of High Point.

Deliverables

- Training/Test Instance

Assumptions

- High Point IT will provide technical assistance as needed.
- Data integrity is not supported by the Training/Test System.
- Data in the Training/Test System is not migrated to the production system.
- One Source will r transfer responsibility and ownership to High Point of the training/test system.
- In the event the Training/Test System is not decommissioned, High Point IT assumes responsibility for ongoing licensing (windows OS and database, Laserfiche licensing is included) and configuration of the test instance and the management of data in the Training/Test System.

Dependencies

- Appropriate security and network access levels to all required support systems.

5.4. Training, Documentation and Support

5.4.1. End User Training, Documentation and Support

The One Source Project Team ensures end users have the proper training, documentation, and support to perform the primary functions of the system unassisted. Implementation support provided by the One Source Project Team and the High Point pilot team facilitates greater acceptance of new technologies.

Deliverables

- Training Schedule
- Product Documentation
- End User Training
- On-site Implementation Support

Assumptions

- One Source is not responsible for additional training of employees who do not attend scheduled training sessions.
- Product manuals and user guides will be distributed and/or published in electronic format.
- Printed materials are available at additional cost.
- High Point will provide office space and office furniture to One Source personnel as needed.

Dependencies

- Appropriate training facility for a minimum of 10 learners per phase. This includes appropriate office space and equipment (i.e. chair, desk, etc.), electrical power, a projection screen, and a flipchart or visual aids panel with markers.
- Consistent with a mutually agreed upon Training Schedule, the training facility must be available for set up to the One Source Project Team one day in advance of all scheduled training sessions.
- Open/escorted facility access for the One Source Project Team.

5.4.2. System Administration Skills Transfer

The One Source Project Team provides system administration documentation and training for up to 4 system administrators, enabling High Point IT to independently administer the ECMS.

Deliverables

- System Administration Training and Documentation

Assumptions

- Based on a mutually approved schedule, High Point IT system administrators will attend scheduled training sessions. One Source is not responsible for additional training of system administrators who do not attend scheduled training sessions.
- System administration reference materials and manuals will be distributed and/or published in electronic format. Printed materials are available at additional cost.

5.5. Ongoing System Support

Assumptions

- During implementation, the One Source Project Team ensures all system hardware and software is operational. Ongoing maintenance and support for system hardware and software is subject to the product warranties of the respective manufacturers, and the Annual Support and Maintenance Agreement provided by One Source.

6. Work Requirements

The following Work Requirements define the specific activities relative to the work to be completed by the Project Team. Any additional activities not included in this section are considered out of scope.

6.1. Phase 1 – Police Department

The primary objectives of the Laserfiche implementation in the City of High Point Police Department are:

1. Integrate Laserfiche and Sungard/OSSI to allow for seamless content storage and retrieval using Sungard/OSSI data whenever possible to leverage the Laserfiche architecture.
2. Implement 2 Process Flows to enhance worker productivity with the Police Department. Specific processes to be determined during the pre-implementation discovery meetings. This includes the creation of two electronic documents (note: all documents in this SOW will be created using Adobe).

6.1.1 Project Initiation – Phase 1

Objectives

1. Plan and initiate the project.
2. Assemble the Project Team and secure required resources.

Deliverables

- Project Schedule

Related Activities

Item	Description	Responsible Party
PI 1.1	Identify and assign One Source Project Team Members and provide High Point Project Manager with appropriate contact information	One Source
PI 1.2	Identify and assign High Point PD Project Team members based on team member roles identified in roles and responsibilities section.	High Point PD
PI 1.3	Identify and assign IT Project Team members based on team member roles identified in roles and responsibilities section.	High Point IT
PI 1.4	Facilitate planning meeting with Project Sponsor and other key stakeholders to outline project goals and roles and responsibilities of team members; clarify the expectations of all parties; and create a shared commitment towards project success.	One Source
PI 1.5	Facilitate technology meeting with High Point IT staff to identify technical requirements and discuss implementation timelines.	One Source
PI 1.6	Facilitate scope review meeting with PD Project Manager.	One Source
PI 1.7	Review the format and frequency of status reports with PD Project Manager.	One Source
PI 1.8	Approve the format and frequency of status reports.	High Point PD
PI 1.9	Facilitate project scope review meeting with PD Project Manager.	One Source
PI 1.10	Review project deliverable review procedure with PD Project Manager.	One Source
PI 1.11	Review change control procedures with PD Project Manager.	One Source
PI 1.12	Develop and submit Project Schedule to PD Project Manager for review.	One Source
PI 1.13	Consistent with deliverable review process and acceptance criteria, evaluate Project Schedule.	High Point PD
PI 1.14	Provide PD Project Manager with work activities and target completion dates required for High Point PD and High Point IT Project Team members.	One Source
PI 1.15	Facilitate on-site project kickoff meeting to formally kickoff project.	One Source
PI 1.16	Schedule staff and provide facilities/equipment for project kickoff meeting.	High Point PD
PI 1.17	Prepare and distribute written status reports.	One Source
PI 1.18	Review written status reports.	High Point PD and High Point IT

6.1.2 Project Design – Phase 1

Objectives

1. Identify business (functional) and system (non-functional) requirements.
2. Complete preliminary system design.

Deliverables

- Hardware Procurement
- Server Setup
- Software Registration
- Requirements Traceability Matrix
- Design Specification

Related Activities

Item	Description	Responsible Party
PD 1.1	Perform a site survey to determine readiness of the site to accept solution hardware and software.	One Source
PD 1.2	Install any necessary additional electrical outlets, network drops for database and application servers, hardware and/or scanning stations.	High Point IT
PD 1.3	Provide technical specifications for High Point IT to provide virtual server environment.	One Source
PD 1.4	Based on technical specifications, provide virtual server environment to support ECMS.	High Point IT
PD 1.5	Install and configure all prerequisite server software on database and application servers, including all updates and patches for Windows Server operating system, SQL Server, and anti-virus.	One Source
PD 1.6	Install Laserfiche on application server.	One Source
PD 1.7	Perform registration/licensing for Laserfiche software.	One Source
PD 1.8	Perform registration/licensing for system software installed on database and application servers.	High Point IT
PD 1.9	Grant One Source engineers local administrator rights and remote network access across network system servers, client computers, and image file shares.	High Point IT
PD 1.10	Install any other relevant server software on database and application servers.	One Source
PD 1.11	Recommend a backup and disaster recovery procedure and provide consultation and/or documentation for High Point IT to configure back-up jobs.	One Source
PD 1.12	Configure back-up jobs and perform daily backups of all related systems, database, and data files and maintaining current backed-up copies of other pertinent systems and data files.	High Point IT
PD 1.13	Verify back-up jobs are performing correctly and disaster recovery plan meets established criteria.	High Point IT and One Source
PD 1.14	Facilitate business requirements interviews with High Point subject matter experts.	One Source
PD 1.15	Develop Requirements Traceability Matrix and submit to PD Project Manager for review.	One Source
PD 1.16	Consistent with deliverable review process and acceptance criteria, evaluate Requirements Traceability Matrix.	High Point PD
PD 1.17	Develop Design Specification and submit to PD Project Manager for review.	One Source
PD 1.18	Consistent with deliverable review process and acceptance criteria, evaluate Design Specification.	High Point PD
PD 1.19	Configure software according to Software Design Specification and Appendix A, Software Standard Features.	One Source
PD 1.20	Prepare and distribute written status reports.	One Source
PD 1.21	Review written status reports.	High Point PD and High Point IT

6.1.3 Project Testing – Phase 1

Objective

1. Verify the production system satisfies all functional and non-functional requirements prior to production rollout.

Deliverables

- Test Plan
- System Testing
- User Acceptance Testing
- Limited Production Pilot
- Training/Test Instance

Related Activities

Item	Description	Responsible Party
PT 1.1	Provision Training/Test Instance of Production System.	One Source
PT 1.2	Consistent with deliverable review process and acceptance criteria, evaluate Training/Test Instance.	High Point PD
PT 1.3	Migrate system configuration to test instance	One Source
PT 1.4	Perform System Testing and submit test results.	One Source
PT 1.5	Prepare System Test Summary Report and submit to PD Project Manager for review.	One Source
PT 1.6	Consistent with deliverable review process and acceptance criteria, evaluate System Test Summary Report.	High Point PD
PT 1.7	Develop test scripts for user acceptance testing.	One Source
PT 1.8	Facilitate user acceptance testing.	One Source
PT 1.9	Execute test scripts and identify defects during user acceptance testing.	High Point PD
PT 1.10	Prepare User Acceptance Testing Summary Report and submit to PD Project Manager for review.	One Source
PT 1.11	Consistent with deliverable review process and acceptance criteria, evaluate Acceptance Testing Summary Report.	High Point PD
PT 1.12	Approve production system for production rollout.	High Point PD
PT 1.13	Consistent with approved Training Plan, deliver training for designated staff.	One Source
PT 1.14	Provide up to 20 hours of implementation support for limited production pilot team.	One Source
PT 1.15	Participate in pilot operations.	High Point PD
PT 1.16	Prepare and distribute written status reports.	One Source
PT 1.17	Review written status reports.	High Point PD and High Point IT

6.1.4 Project Deployment – Phase 1

Objective

1. Deploy full production client hardware and software.
2. Train and support end users on system functions and new/revised business processes.

Deliverables

- Training Schedule
- System Administration Skills Transfer
- Security Configuration using Active Directory

- Client Hardware Deployment
- Client Software Deployment
- Product Documentation
- End User Training
- Implementation Support

Related Activities

Item	Description	Responsible Party
DEP 1.1	Develop Training Schedule and submit to PD Project Manager for review.	One Source
DEP 1.2	Consistent with deliverable review process and acceptance criteria, evaluate Training Schedule.	High Point PD
DEP 1.3	Develop Product Documentation and submit to PD Project Manager for review.	One Source
DEP 1.4	Consistent with deliverable review process and acceptance criteria, evaluate Product Documentation.	High Point PD
DEP 1.5	Deliver system administration training for up to 4 High Point IT staff.	One Source
DEP 1.6	Distribute and/or publish system administration documentation in electronic format.	One Source
DEP 1.7	Consistent with deliverable review process and acceptance criteria, evaluate System Administration Skills Transfer.	High Point IT
DEP 1.8	Provide consultation, training and documentation so that High Point IT can deploy client-side software.	One Source
DEP 1.9	Deploy client software in a CITRIX environment and PD will install local clients as needed	High Point IT, PD and one Source
DEP 1.10	Consistent with deliverable review process and acceptance criteria, evaluate Client Software Deployment. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	High Point PD, One Source
DEP 1.11	Provide consultation and/or documentation for High Point IT to deploy client hardware.	One Source
DEP 1.12	Deploy client hardware.	High Point PD
DEP 1.13	Consistent with deliverable review process and acceptance criteria, evaluate Client Hardware Deployment. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	High Point PD, One Source
DEP 1.14	Consistent with approved Training Plan, deliver end user training.	One Source
DEP 1.15	Consistent with deliverable review process and acceptance criteria, evaluate End User Training.	High Point PD
DEP 1.16	Provide peer implementation support for full production end users. One Source will have implementation team members on-site to offer assistance to end users as the system goes live. As stated in item DEP 1.17, 20 hours are allocated for this service.	One Source and High Point IT
DEP 1.17	Provide up to 20 hours of in-unit implementation support for full production end users.	One Source
DEP 1.18	Consistent with deliverable review process and acceptance criteria, evaluate In-Unit Implementation support.	High Point PD
DEP 1.19	Prepare and distribute written status reports.	One Source
DEP 1.20	Review written status reports.	High Point PD and High Point IT

6.1.5 Project Closeout – Phase 1

Objective

1. Verify completion of work requirements and deliverable acceptance.
2. Formally close the project.

Deliverables

- Project Closure Report

Related Activities

Item	Description	Responsible Party
PC 1.1	Review outstanding issues and workarounds with High Point Project Manager.	One Source
PC 1.2	Prepare and distribute written status reports.	One Source
PC 1.3	Review written status reports.	High Point PD and High Point IT
PC 1.4	Prepare Project Phase Closure Report and submit to High Point Project Manager for review.	One Source
PC 1.5	Consistent with deliverable review process and acceptance criteria, evaluate Project Phase Closure Report.	High Point PD and High Point IT
PC 1.6	Review and signoff on Project Phase Closure Report to acknowledge project phase acceptance.	High Point Sponsor
PC 1.7	Review maintenance and support protocol/procedures with IT and PD staff.	One Source
PC 1.8	Perform administrative closure: final invoicing; collection and archival of project records; release of project resources (staff, facilities, automated systems, etc.)	One Source

6.2. Phase 2 – Land Management

The primary objectives of the implementation of Laserfiche in the City of High Point Land Management Department include:

1. Integrate Laserfiche and Accela to allow for seamless bi-directional communication to ensure Land Management workers have the ability to access and process all requests, according to best practices.
2. Implement Process Flows leveraging the integrated systems to enhance worker productivity with Land Management. Specific processes to be determined during the pre-implementation discovery meetings.
3. Create an entry screen by which we can assign indexes allowing the conversion of old images into the Laserfiche application.

6.2.1 Project Initiation – Phase 2

Objectives

1. Plan and initiate and the project.
2. Assemble the Project Team and secure required resources.

Deliverables

- Project Schedule

Related Activities

Item	Description	Responsible Party
PI 2.1	Identify and assign One Source Project Team Members and provide High Point Project Manager with appropriate contact information	One Source
PI 2.2	Identify and assign High Point LM Project Team members based on team member roles identified in roles and responsibilities section	High Point LM
PI 2.3	Identify and assign IT Project Team members based on team member roles identified in roles and responsibilities section.	High Point IT
PI 2.4	Identify and assign Accela Project Team members based on team member roles identified in roles and responsibilities section.	High Point IT and Accela
PI 2.5	Facilitate planning meeting with Project Sponsor and other key stakeholders to outline project goals and roles and responsibilities of team members; clarify the expectations of all parties; and create a shared commitment towards project success.	One Source
PI 2.6	Facilitate technology meeting with High Point IT staff and Accela liaison to identify technical requirements and discuss implementation timelines.	One Source
PI 2.7	Facilitate scope review meeting with Land Management Project Manager.	One Source
PI 2.8	Review the format and frequency of status reports with High Point LM Project Manager.	One Source
PI 2.9	Approve the format and frequency of status reports.	High Point LM
PI 2.10	Facilitate project scope review meeting with LM Project Manager.	One Source
PI 2.11	Review project deliverable review procedure with LM Project Manager.	One Source
PI 2.12	Review change control procedures with LM Project Manager.	One Source
PI 2.13	Develop and submit Project Schedule to LM Project Manager for review.	One Source
PI 2.14	Consistent with deliverable review process and acceptance criteria, evaluate Project Schedule.	High Point LM
PI 2.15	Provide LM Project Manager with work activities and target completion dates required for High Point LM, High Point IT, and Accela Project Team members.	One Source
PI 2.16	Facilitate on-site project kickoff meeting to formally kickoff project.	One Source
PI 2.17	Schedule staff and provide facilities/equipment for project kickoff meeting.	High Point LM
PI 2.18	Prepare and distribute written status reports.	One Source
PI 2.19	Review written status reports.	High Point LM and High Point IT

6.2.2 Project Design – Phase 2

Objectives

1. Identify business (functional) and system (non-functional) requirements.
2. Complete preliminary system design.

Deliverables

- Hardware Procurement
- Server Setup
- Software Registration
- Requirements Traceability Matrix
- Design Specification

Related Activities

Item	Description	Responsible Party
PD 2.1	Perform a site survey to determine readiness of the site to accept solution hardware and software.	One Source
PD 2.2	Install any necessary additional electrical outlets, network drops for database and application servers, hardware and/or scanning stations.	High Point IT
PD 2.3	Provide technical specifications for High Point IT to provide virtual server environment.	One Source
PD 2.4	Based on technical specifications, provide virtual server environment to support ECMS.	High Point IT
PD 2.5	Install and configure all prerequisite server software on database and application servers, including all updates and patches for Windows Server operating system, SQL Server, and anti-virus.	One Source
PD 2.6	Install Laserfiche on application server.	One Source
PD 2.7	Perform registration/licensing for Laserfiche software.	One Source
PD 2.8	Perform registration/licensing for system software installed on database and application servers.	High Point IT
PD 2.9	Grant One Source engineers local administrator rights and remote network access across network system servers, client computers, and image file shares.	High Point IT
PD 2.10	Install any other relevant server software on database and application servers.	One Source
PD 2.11	Recommend a backup and disaster recovery procedure and provide consultation and/or documentation for High Point IT to configure back-up jobs.	One Source
PD 2.12	Configure back-up jobs and perform daily backups of all related systems, database, and data files and maintaining current backed-up copies of other pertinent systems and data files.	High Point IT
PD 2.13	Verify back-up jobs are performing correctly and disaster recovery plan meets established criteria.	High Point IT and One Source
PD 2.14	Facilitate business requirements interviews with High Point LM subject matter experts.	One Source
PD 2.15	Develop Requirements Traceability Matrix and submit to LM Project Manager for review.	One Source
PD 2.16	Consistent with deliverable review process and acceptance criteria, evaluate Requirements Traceability Matrix.	High Point LM
PD 2.17	Develop Design Specification and submit to LM Project Manager for review.	One Source
PD 2.18	Consistent with deliverable review process and acceptance criteria, evaluate Design Specification.	High Point LM
PD 2.19	Configure software according to Software Design Specification and Appendix A, Software Standard Features.	One Source
PD 2.20	Develop integration with Accela based upon the Design Specification	One Source and Accela

PD 2.21	Prepare and distribute written status reports.	One Source
PD 2.22	Review written status reports.	High Point LM and High Point IT

6.2.3 Project Testing – Phase 2

Objective

1. Verify the production system satisfies all functional and non-functional requirements prior to production rollout.

Deliverables

- Test Plan
- System Testing
- User Acceptance Testing
- Limited Production Pilot
- Training/Test Instance

Related Activities

Item	Description	Responsible Party
PT 2.1	Provision Training/Test Instance of Production System.	One Source
PT 2.2	Consistent with deliverable review process and acceptance criteria, evaluate Training/Test Instance.	High Point LM
PT 2.3	Migrate system configuration to test instance	One Source
PT 2.4	Perform System Testing and submit test results.	One Source
PT 2.5	Prepare System Test Summary Report and submit to PD Project Manager for review.	One Source
PT 2.6	Consistent with deliverable review process and acceptance criteria, evaluate System Test Summary Report.	High Point LM
PT 2.7	Develop test scripts for user acceptance testing.	One Source
PT 2.8	Facilitate user acceptance testing.	One Source
PT 2.9	Execute test scripts and identify defects during user acceptance testing.	High Point LM
PT 2.10	Prepare User Acceptance Testing Summary Report and submit to LM Project Manager for review.	One Source
PT 2.11	Consistent with deliverable review process and acceptance criteria, evaluate Acceptance Testing Summary Report.	High Point LM
PT 2.12	Approve production system for production rollout.	High Point LM
PT 2.13	Consistent with approved Training Plan, deliver training for designated staff.	One Source
PT 2.14	Provide up to 20 hours of implementation support for limited production pilot team.	One Source
PT 2.15	Participate in pilot operations.	High Point LM
PT 2.16	Prepare and distribute written status reports.	One Source
PT 2.17	Review written status reports.	High Point LM and High Point IT

6.2.4 Deployment – Phase 2

Objective

1. Deploy full production client hardware and software.
2. Train and support end users on system functions and new/revised business processes.

Deliverables

- Training Schedule
- System Administration Skills Transfer
- Security Configuration using Active Directory
- Client Hardware Deployment
- Client Software Deployment
- Product Documentation
- End User Training
- Implementation Support

Related Activities

Item	Description	Responsible Party
DEP 2.1	Develop Training Schedule and submit to LM Project Manager for review.	One Source
DEP 2.2	Consistent with deliverable review process and acceptance criteria, evaluate Training Schedule	High Point LM
DEP 2.3	Develop Product Documentation and submit to LM Project Manager for review.	One Source
DEP 2.4	Consistent with deliverable review process and acceptance criteria, evaluate Product Documentation.	High Point LM
DEP 2.5	Deliver system administration training for up to 4 High Point IT and LM staff.	One Source
DEP 2.6	Distribute and/or publish system administration documentation in electronic format.	One Source
DEP 2.7	Consistent with deliverable review process and acceptance criteria, evaluate System Administration Skills Transfer.	High Point IT
DEP 2.8	Provide consultation, training and documentation so that High Point IT can deploy client-side software.	One Source
DEP 2.9	Deploy client software.	High Point IT
DEP 2.10	Consistent with deliverable review process and acceptance criteria, evaluate Client Software Deployment. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	High Point LM, One Source
DEP 2.11	Provide consultation and/or documentation for High Point IT to deploy client hardware.	One Source
DEP 2.12	Deploy client hardware.	High Point IT
DEP 2.13	Consistent with deliverable review process and acceptance criteria, evaluate Client Hardware Deployment. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	High Point LM, One source
DEP 2.14	Consistent with approved Training Plan, deliver end user training.	One Source
DEP 2.15	Consistent with deliverable review process and acceptance criteria, evaluate End User Training.	High Point LM
DEP 2.16	Provide peer implementation support for full production end users.	One Source and

		High Point IT
DEP 2.17	Provide up to 20 hours of in-unit implementation support for full production end users.	One Source
DEP 2.18	Consistent with deliverable review process and acceptance criteria, evaluate In-Unit Implementation support.	High Point LM
DEP 2.19	Prepare and distribute written status reports.	One Source
DEP 2.20	Review written status reports.	High Point LM and High Point IT

6.2.5 Closeout – Phase 2

Objective

1. Verify completion of work requirements and deliverable acceptance.
2. Formally close the project.

Deliverables

- Project Closure Report

Related Activities

Item	Description	Responsible Party
PC 2.1	Review outstanding issues and workarounds with High Point Project Manager.	One Source
PC 2.2	Prepare and distribute written status reports.	One Source
PC 2.3	Review written status reports.	High Point LM and High Point IT
PC 2.4	Prepare Project Phase Closure Report and submit to High Point Project Manager for review.	One Source
PC 2.5	Consistent with deliverable review process and acceptance criteria, evaluate Project Phase Closure Report.	High Point PD and High Point IT
PC 2.6	Review and signoff on Project Phase Closure Report to acknowledge project phase acceptance.	High Point Sponsor
PC 2.7	Review maintenance and support protocol/procedures with IT and LM staff.	One Source
PC 2.8	Perform administrative closure: final invoicing; collection and archival of project records; release of project resources (staff, facilities, automated systems, etc.)	One Source

6.3. Phase 3 – City Finance

The primary objectives of the implementation of Laserfiche in the City of High Point Finance Department include:

1. Integrate Laserfiche and Infor/Lawson to allow for seamless bi-directional communication to ensure Finance workers have the ability to access and process all requests, according to best practices.

2. Implement Process Flows leveraging the integrated systems to enhance worker productivity, financial transparency, and retention enforcement within Finance, H/R and other affected departments. The initial emphasis (subject to change at the request of the City) is to improve, and automate to the greatest extent possible, the approval of payables using Laserfiche process automation along with the ability to both pull data from and push data to Lawson. This includes the creation of two electronic documents
- 3.
4. For the H/R phase, One Source will consult on best practices to create an electronic employee image folder for all employee records and document how to link these images to the employee record in Lawson. One H/R process flow will be created including an electronic document for performance reviews.

6.3.1 Project Initiation – Phase 3

Objectives

1. Plan and initiate the project.
2. Assemble the Project Team and secure required resources.

Deliverables

- Project Schedule

Related Activities

Item	Description	Responsible Party
PI 3.1	Identify and assign One Source Project Team Members and provide High Point Project Manager with appropriate contact information	One Source
PI 3.2	Identify and assign High Point PD Project Team members based on team member roles identified in roles and responsibilities section	High Point FD
PI 3.3	Identify and assign IT Project Team members based on team member roles identified in roles and responsibilities section.	High Point IT
PI 3.5	Facilitate planning meeting with Project Sponsor and other key stakeholders to outline project goals and roles and responsibilities of team members; clarify the expectations of all parties; and create a shared commitment towards project success.	One Source
PI 3.6	Facilitate technology meeting with High Point IT staff to identify technical requirements and discuss implementation timelines.	One Source
PI 3.7	Facilitate scope review meeting with Finance Project Manager.	One Source
PI 3.8	Review the format and frequency of status reports with High Point FD Project Manager.	One Source
PI 3.9	Approve the format and frequency of status reports.	High Point FD
PI 3.10	Facilitate project scope review meeting with FD Project Manager.	One Source
PI 3.11	Review project deliverable review procedure with FD Project Manager.	One Source
PI 3.12	Review change control procedures with FD Project Manager.	One Source
PI 3.13	Develop and submit Project Schedule to FD Project Manager for review.	One Source
PI 3.14	Consistent with deliverable review process and acceptance criteria, evaluate Project	High Point FD

	Schedule.	
PI 3.15	Provide LM Project Manager with work activities and target completion dates required for High Point LM and High Point IT Project Team members.	One Source
PI 3.16	Facilitate on-site project kickoff meeting to formally kickoff project.	One Source
PI 3.17	Schedule staff and provide facilities/equipment for project kickoff meeting.	High Point FD
PI 3.18	Prepare and distribute written status reports.	One Source
PI 3.19	Review written status reports.	High Point FD and High Point IT

6.3.2 Project Design – Phase 3

Objectives

1. Identify business (functional) and system (non-functional) requirements.
2. Complete preliminary system design.

Deliverables

- Hardware Procurement
- Server Setup
- Software Registration
- Requirements Traceability Matrix
- Design Specification

Related Activities

Item	Description	Responsible Party
PD 3.1	Perform a site survey to determine readiness of the site to accept solution hardware and software.	One Source
PD 3.2	Install any necessary additional electrical outlets, network drops for database and application servers, hardware and/or scanning stations.	High Point IT
PD 3.3	Review technical specifications with High Point IT of existing virtual server environment to ensure viability of the additional project load.	One Source and High Point IT
PD 3.4	Based on technical specifications, expand virtual server environment to support ECMS Phase 3, if determined necessary.	High Point IT
PD 3.5	Grant One Source engineers local administrator rights and remote network access across network system servers, client computers, and image file shares.	High Point
PD 3.6	Install any other relevant server software on database and application servers.	One Source
PD 3.7	Recommend a backup and disaster recovery procedure and provide consultation and/or documentation for High Point IT to configure back-up jobs.	One Source
PD 3.8	Configure back-up jobs and perform daily backups of all related systems, database, and data files and maintaining current backed-up copies of other pertinent systems and data files.	High Point IT
PD 3.9	Verify back-up jobs are performing correctly and disaster recovery plan meets established criteria.	High Point IT and One Source
PD 3.10	Facilitate business requirements interviews with High Point FD subject matter experts.	One Source
PD 3.11	Develop Requirements Traceability Matrix and submit to FD Project Manager for review.	One Source

PD 3.12	Consistent with deliverable review process and acceptance criteria, evaluate Requirements Traceability Matrix.	High Point FD
PD 3.13	Develop Design Specification and submit to FD Project Manager for review.	One Source
PD 3.14	Consistent with deliverable review process and acceptance criteria, evaluate Design Specification.	High Point FD
PD 3.15	Configure software according to Software Design Specification and Appendix A, Software Standard Features.	One Source
PD 3.16	Develop integration with Lawson based upon the Design Specification with Q/A assistance from High Point IT	One Source and High Point IT
PD 3.17	Prepare and distribute written status reports.	One Source
PD 3.18	Review written status reports.	High Point LM and High Point IT

6.3.3 Project Testing – Phase 3

Objective

1. Verify the production system satisfies all functional and non-functional requirements prior to production rollout.

Deliverables

- Test Plan
- System Testing
- User Acceptance Testing
- Limited Production Pilot
- Training/Test Instance

Related Activities

Item	Description	Responsible Party
PT 3.1	Provision Training/Test Instance of Production System.	One Source
PT 3.2	Consistent with deliverable review process and acceptance criteria, evaluate Training/Test Instance.	High Point FD
PT 3.3	Migrate system configuration to test instance	One Source
PT 3.4	Perform System Testing and submit test results.	One Source
PT 3.5	Prepare System Test Summary Report and submit to FD Project Manager for review.	One Source
PT 3.6	Consistent with deliverable review process and acceptance criteria, evaluate System Test Summary Report.	High Point FD
PT 3.7	Develop test scripts for user acceptance testing.	One Source
PT 3.8	Facilitate user acceptance testing.	One Source
PT 3.9	Execute test scripts and identify defects during user acceptance testing.	High Point FD
PT 3.10	Prepare User Acceptance Testing Summary Report and submit to FD Project Manager for review.	One Source
PT 3.11	Consistent with deliverable review process and acceptance criteria, evaluate Acceptance	High Point FD

	Testing Summary Report.	
PT 3.12	Approve production system for production rollout.	High Point FD
PT 3.13	Consistent with approved Training Plan, deliver training for designated staff.	One Source
PT 3.14	Provide up to 20 hours of implementation support for limited production pilot team.	One Source
PT 3.15	Participate in pilot operations.	High Point FD
PT 3.16	Prepare and distribute written status reports.	One Source
PT 3.17	Review written status reports.	High Point FD and High Point IT

6.3.4 Deployment – Phase 3

Objective

3. Deploy full production client hardware and software.
4. Train and support end users on system functions and new/revised business processes.

Deliverables

- Training Schedule
- System Administration Skills Transfer
- Security Configuration using Active Directory
- Client Hardware Deployment
- Client Software Deployment
- Product Documentation
- End User Training
- Implementation Support

Related Activities

Item	Description	Responsible Party
DEP 3.1	Develop Training Schedule and submit to FD Project Manager for review.	One Source
DEP 3.2	Consistent with deliverable review process and acceptance criteria, evaluate Training Schedule	High Point FD
DEP 3.3	Develop Product Documentation and submit to FD Project Manager for review.	One Source
DEP 3.4	Consistent with deliverable review process and acceptance criteria, evaluate Product Documentation.	High Point FD
DEP 3.5	Deliver system administration training for up to 4 High Point IT and FD staff.	One Source
DEP 3.6	Distribute and/or publish system administration documentation in electronic format.	One Source
DEP 3.7	Consistent with deliverable review process and acceptance criteria, evaluate System Administration Skills Transfer.	High Point IT
DEP 3.8	Provide consultation training and documentation so that High Point IT can deploy client-side software.	One Source, High Point
DEP 3.9	Deploy client software.	High Point IT
DEP 3.10	Consistent with deliverable review process and acceptance criteria, evaluate Client Software Deployment.	High Point FD

DEP 3.11	Provide consultation and/or documentation for High Point IT to deploy client hardware. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	One Source, High Point
DEP 3.12	Deploy client hardware.	High Point IT
DEP 3.13	Consistent with deliverable review process and acceptance criteria, evaluate Client Hardware Deployment. One Source to review first installation to ensure install is correct and modify any settings and/or documentation if issues are found.	High Point FD
DEP 3.14	Consistent with approved Training Plan, deliver end user training.	One Source
DEP 3.15	Consistent with deliverable review process and acceptance criteria, evaluate End User Training.	High Point FD
DEP 3.16	Provide peer implementation support for full production end users.	One Source and High Point IT
DEP 3.17	Provide up to 20 hours of in-unit implementation support for full production end users.	One Source
DEP 3.18	Consistent with deliverable review process and acceptance criteria, evaluate In-Unit Implementation support.	High Point FD
DEP 3.19	Prepare and distribute written status reports.	One Source
DEP 3.20	Review written status reports.	High Point FD and High Point IT

6.3.5 Closeout – Phase 3

Objective

3. Verify completion of work requirements and deliverable acceptance.
4. Formally close the project.

Deliverables

- Project Closure Report

Related Activities

Item	Description	Responsible Party
PC 3.1	Review outstanding issues and workarounds with High Point Project Manager.	One Source
PC 3.2	Prepare and distribute written status reports.	One Source
PC 3.3	Review written status reports.	High Point FD and High Point IT
PC 3.4	Prepare Project Phase Closure Report and submit to High Point Project Manager for review.	One Source
PC 3.5	Consistent with deliverable review process and acceptance criteria, evaluate Project Phase Closure Report.	High Point PD and High Point IT
PC 3.6	Review and signoff on Project Phase Closure Report to acknowledge project phase acceptance.	High Point Sponsor
PC 3.7	Review maintenance and support protocol/procedures with IT and FD staff.	One Source
PC 3.8	Perform administrative closure: final invoicing; collection and archival of project records; release of project resources (staff, facilities, automated systems, etc.)	One Source

7. Deliverable Review and Acceptance

The tools, techniques, and procedures described in this section are used to create a clear and unambiguous definition of each project deliverable and of the process to be used to obtain acceptance of each deliverable (formal and informal). All preparation and delivery activities place a high degree of importance on producing high-quality deliverables that are timely and complete.

To be accepted by the City of High Point, all deliverable(s) must be:

- Reviewed and approved by the High Point Project Manager
- Accepted and signed-off by approving authority
- In accordance with the scope of work defined for this project
- 100% complete and ready for handover
- Produced within the timeframes and budget agreed in this SOW and approved Project Schedule, or a satisfactory explanation given for the variance

7.1. Review Methods

Depending on its complexity and characteristics, a project deliverable is reviewed either through formal evaluation or through a walkthrough inspection. Walkthrough inspections are often most appropriate for performance based deliverables, such as the installation of hardware or configuration of software, while formal evaluations are most often used to review written deliverables. A walkthrough inspection differs from formal evaluation with its openness of structure in which direct alterations to the deliverable product may occur when it is submitted. The purpose of walkthrough inspections is to gain immediate feedback about the technical quality or content of the deliverable and/or to familiarize the reviewer with the content.

7.2. Review Procedure

7.2.1. Formal Evaluation

The following deliverable acceptance procedure describes the formal evaluation process.

1. The One Source Project Manager submits a Deliverable Acceptance Form (Appendix D) as the deliverable is completed. Within five business days, the High Point Project Manager completes a review of the deliverable for the conformance to acceptance criteria.
2. If the deliverable meets the outlined specifications, the High Point Project Sponsor (or designee) signs the Deliverable Acceptance Form acknowledging acceptance of the deliverable. The High Point Project Manager then returns the form to the One Source Project Manager within the five day review period, and no further action is necessary.
3. Should a deliverable fail to conform to acceptance criteria, the High Point Project Manager will document the deficiencies in the Deliverable Acceptance Form and returns the form to the One Source

Project Manager within the five day review period. The One Source Project Manager then facilitates corrective action and returns the corrected deliverables within a mutually agreed upon timeframe. The One Source Project Manager and High Point Project Manager may mutually agree to a time extension if additional time is necessary for corrective action.

4. The High Point Project Manager reviews and approves or rejects corrected deliverables received from the One Source Project Manager and forwards the Deliverable Acceptance Form to the PD Project Sponsor (or designee) within five business days, unless the High Point Project Manager notifies the One Source Project Manager within the five days that additional time is required for the review. Both the One Source Project Manager and the High Point Project Manager must mutually agree to the time of the extension.
5. Any deliverables not reviewed and returned to the One Source Project Manager for correction or acceptance within 7 working days are subject to escalation to Senior Management with the City of High Point.

7.2.2. Walkthrough Inspections

The following deliverable acceptance procedure describes the process for walkthrough inspections.

1. The One Source Project Manager submits a Deliverable Acceptance Form (Appendix D) as each deliverable is completed and meets with the High Point Project Manager to review the deliverable for conformance to acceptance criteria. As needed, additional reviewers may review the deliverable based on specific areas of expertise.
2. The High Point Project Manager determines if the deliverable should be accepted or rejected. If the deliverable meets the outlined specifications, the High Point Project Manager signs the Deliverable Acceptance Form acknowledging acceptance of the deliverable, and no further action is necessary.
3. If a deliverable fails to conform to acceptance criteria, the One Source Project Manager and the High Point Project Manager attempt to immediately resolve any deficiencies. If additional time is needed to facilitate corrective action, the One Source Project Manager and High Point Project Manager agree to a time extension to allow for necessary for corrective action.
4. Following corrective action, the One Source Project Manager meets with the High Point Project Manager to review the corrected deliverable. If the deficiencies are resolved, the High Point Project Manager signs the Deliverable Acceptance Form acknowledging acceptance of the deliverable. Both One Source Project Manager and High Point Project Manager must mutually agree to an additional time extension should the deliverable fail to conform to acceptance criteria.

7.3. Acceptance Log

The One Source Project Manager maintains a Deliverable Acceptance Log to document the delivery and approval of each deliverable. The acceptance log includes the following information.

- ID – The identification number assigned to the deliverable.
- Deliverable Description – brief identification of the deliverable which may include the cross reference from the Project Management Plan or Acceptance Delivery Plan for the deliverable.
- Date Submitted – the date the One Source Project Manager presents the deliverable to the High Point Project Manager for acceptance.

- Approval Decision– Indicates whether or not the deliverable is approved or rejected by the High Point Project Manager.
- Date of Decision – Date that the approval or rejection decision by the High Point Project Manager took place.

7.4. Timeliness

A mutually agreed upon Project Schedule, establishes the baseline timeframes and how related deliverables are tracked and accounted for throughout the project. The Project Schedule is routinely evaluated by the One Source Project Manager for comparison of baseline data against actual performance. Risks and deviations to the plan are discussed during project team status meetings. As a result, the One Source Project Manager identifies schedule variance and potential problems, makes adjustments to the schedule and/or reassigns resources, and reports progress to appropriate stakeholders and team members.

7.5. Preliminary Timelines

7.5. Preliminary Project Schedule – Phase 1	
Estimated Schedule:	Target Date
• Project Kickoff	1/16/2013
• 7.5.0 – Pre-implementation Survey	1/22 – 1/25
• 7.5.1 – Initial Delivery – Core Installation – Payment Milestone 1 - (\$50,000.00)	1/29 - 1/30
• 7.5.2 – Core System Configuration and Testing	2/4 – 2/5
• 7.5.3 – PD Integration Configuration and Testing	2/5 – 2/6
• 7.5.4 – PD Client Software and Security Deployment	2/12 – 2/15
• 7.5.5 – PD Functionality Signoff – Payment Milestone 2 - (\$50,000.00)	2/20
• 7.5.6 – PD User Training	2/26-2/28
• 7.5.7 – Client evaluation period	3/1 – 3/15
• 7.5.8 – Modifications and updates	3/18 – 3/22
• 7.5.9 – Deployment of final release	3/22/2013
• 7.5.10 – Deliverable Approval and Sign off	3/29/2013
• Phase 1 Complete – Payment Milestone 3 - (\$75,000.00)	3/29/2013

7.5. Preliminary Project Schedule – Phase 2	
Estimated Schedule:	Target Date
• Project Kickoff	7/16/2013
• 7.5.0 – Pre-implementation Survey	7/23 – 1/26
• 7.5.1 – Delivery – Core Installation – Payment Milestone 4 - (\$50,000.00)	7/29 - 7/30
• 7.5.2 – Core System Configuration and Testing	8/6 – 8/7
• 7.5.3 – Accela Integration Development and Testing	7/7 – 8/9
• 7.5.4 – LM Client Software and Security Deployment	8/13 – 8/14
• 7.5.5 – LM Functionality Signoff – Payment Milestone 5 – (\$50,000.00)	8/30
• 7.5.6 – LM User Training	9/9 - 9/13
• 7.5.7 – Client evaluation period	9/16 – 9/30
• 7.5.8 – Modifications and updates	10/1 – 10/18
• 7.5.9 – Deployment of final release	10/21 - 10/22
• 7.5.10 – Deliverable Approval and Sign off	10/25/2013
• Phase 2 Complete – Payment Milestone 6 – (\$25,000.00)	10/25/2013

7.5. Preliminary Project Schedule – Phase 3	
Estimated Schedule:	Target Date
• Project Kickoff	5/12/2014
• 7.5.0 – Pre-implementation Survey	5/19 – 5/23
• 7.5.1 – Integration Development – Infor/Lawson and Laserfiche	5/26 - 6/30
• 7.5.2 – Delivery – Core Installation & Integration RC1 – Payment Milestone 7 (\$50,000.00)	7/9 – 7/11
• 7.5.3 – Finance Integration Configuration and Testing	7/14 – 7/18
• 7.5.4 – Finance Client Software and Security Deployment	7/22 – 7/25
• 7.5.5 – Finance Functionality Signoff – Payment Milestone 8 (\$25,000.00)	7/31
• 7.5.6 – Finance and General User Training	8/4 - 8/8
• 7.5.7 – Client evaluation period	8/11 – 8/29
• 7.5.8 – Modifications and updates	9/1 – 9/19
• 7.5.9 – Deployment of final release	9/30 – 1-/3
• 7.5.10 – Deliverable Approval and Sign off	10/10/2014
• Phase 3 and Project Complete – Payment Milestone 9 (Balance Due – estimated at \$25,000.00)	10/10/2014

**ONE SOURCE DOCUMENT SOLUTIONS, INC
ANNUAL SUPPORT AGREEMENT
FOR LASERFICHE DOCUMENT IMAGING SOFTWARE**

This Agreement is made by and between One Source Document Solutions, Inc., a North Carolina corporation, herein referred to as VAR (Value-Added Reseller) and City of High Point, herein referred to as Client.

The support period is **February 1, 2013 – February 1, 2014** Support #: **HP2013**

One Source Document Solutions, Inc. (VAR) agrees to provide and Client agrees to accept software support services on the Laserfiche ECM Software, Version 8.3 under the terms and conditions of the following agreement:

1. TERM:

This Agreement is effective for the period shown above when signed by the authorized representatives of both Client and VAR and shall remain in full force and effect for the period shown above.

2. DEFINITIONS:

- A. "Software Product" is "Laserfiche" software manufactured by Compulink Management Center, Inc.
- B. "Designated System(s)" is the authorized system on which the Client intends to use the product.
- C. "System Support Site" is the location at which one or more Designated Systems are installed.
- D. "Support Fee" is the fee currently charged for software subscription with respect to a particular Software Product as configured for a particular Designated System. If the Software Product is specified by number of users, then the "Support Fee" for the Principal System will be for the largest number of users ordered by Client.
- E. "Updates" are all error corrections, extensions and other changes made by Compulink Management Center, Inc. to a Software Product. "Major Update" is a new version of the Software Product offering extended capabilities or enhanced performance.
- F. "Non-Update Product" is a Software Product developed and manufactured by a Third Party and distributed by VAR to which VAR may provide general operational support and service, but updates are available through the Third Party exclusively.
- G. "Primary Contact" is the person authorized by Client to request service from One Source Document Solutions, Inc. and to whom all updates will be sent on behalf of Client. Client will provide VAR written notification of any change in the Primary Contact. "Secondary Contact" is a Client-designated alternate to the Primary Contact.
- H. "Reseller" is the One Source Document Solutions, Inc. authorized organization which provides software and services to the Client.

3. ONE SOURCE DOCUMENT SOLUTIONS, INC. (VAR) RESPONSIBILITIES:

- A. VAR will provide telephone and remedial diagnostics and support during VAR's normal business hours (8 a.m. – 5 p.m. Eastern Time Monday – Friday, except certain holidays—available upon request) so that Laserfiche will operate on the Designated System substantially as described in the then current user documentation for the product. VAR further warrants to provide action within 24 hours of the request for assistance to include action to verify the problem's existence and to assist in determining conditions under which such problem(s) occurred or may re-occur. This shall include isolating the problem to hardware or Laserfiche software. After such verification and determination that a Laserfiche software problem exists, VAR will provide one of the following:

- 1) An immediate patch for the problem;
 - 2) A temporary bypass or work-around for the problem
 - 3) A statement that the problem will be corrected with the next update;
 - 4) A statement that more information about the problem is required for resolution;
 - 5) A statement that the Laserfiche software product operates substantially as described in its current user documentation or that the problem arises when such product is used in a manner not intended for such product design.
 - 6) A statement that Laserfiche/Compulink Management Center, Inc. is involved in resolving the problem.
- B. VAR will deliver and install updates to the Laserfiche software as these updates are provided by Laserfiche/Compulink Management Center, Inc.
 - C. Under this Agreement, VAR is unable to provide updates and/assistance in implementing specific Third-Party package software (e.g. Microsoft products: Windows, DOS, etc.). It is the responsibility of the end-user to register all Third-Party products with the appropriate vendor.

EXCEPTIONS:

Should Laserfiche fail as a result of Client installing new software, upgrades, or a new operating system on the server on which Laserfiche resides, VAR agrees to provide up to 8 hours of remote assistance over the duration of this contract to assist in resolving any related Laserfiche issues. Additional remote or on-site assistance will be provided at the current/quoted daily rate plus all related travel and overnight expenses.

4. SERVICE LIMITATION:

In no event will VAR be liable for any loss of data, loss of profits, or any special, indirect or consequential damages in connection with providing or failing to provide the services described herein.

5. CLIENT RESPONSIBILITIES:

- A. Client shall be licensed for all Software Products for which support services are requested.
- B. Client shall have executed and have in force with VAR a Support Agreement.
- C. Client agrees to implement each patch, bypass or work-around update or other solution to such problem provided by VAR. Failure to do so releases VAR from any obligation to further support the software.
- D. Client is responsible for acquiring and maintaining current release levels of Non-Update Products (e.g. Microsoft, etc.) as recommended by VAR.
- E. Client is responsible for maintaining regular backups of the Laserfiche database(s) and all folders associated with the storage of the Laserfiche database, indexes and volumes.
- F. Client is responsible for testing their backups to insure that they are getting a complete backup set and that the backups can be properly restored.
- G. Client is responsible for performing regular maintenance on the Laserfiche SQL database, as outlined by the VAR provided document.

6. CHARGES:

- A. Annual support charges will be invoiced prior to the beginning of the one (1) year support period and are due and payable as specified in the terms of the invoice.
- B. Charges for software added to this Agreement will be at the current quoted prices at the time the software is added and will incur additional support fees.
- C. All charges are exclusive of any installation, training, professional services related to the creation of Laserfiche workflows or Laserfiche Quick Field sessions and/or consulting fees, customs, duties, federal, state, municipal, or other government excise, sales, use, occupational or like taxes now in force or enacted in the future, and all such taxes if paid by VAR shall be added to the charges.

- D. VAR may, at its sole option, immediately terminate or temporarily suspend all of its responsibilities stated in this Agreement in the event Client is delinquent in the payment of any invoice from VAR for a period in excess of thirty (30) days.
- E. A lapse charge for any periods for which the Client is not covered due to non-payment may be charged to bring Client to current support coverage.

7. GENERAL:

- A. If any provision of this Agreement shall be held invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall in no way be affected or impaired thereby.
- B. It is expressly understood that if either party on any occasion fails to perform any term of this Agreement and the other party does not force that term, the failure to enforce on that occasion shall not prevent enforcement on any other occasion.
- C. The Agreement shall not be assigned by either party without prior written approval of the other or of Laserfiche/Compulink Management Center, Inc.
- D. This agreement shall be governed by the laws of the State of North Carolina.
- E. Should VAR fail to perform its agreed-upon duties, Laserfiche/Compulink Management Center, Inc. shall reassign support to a VAR within a suitable geographical area to perform the agreed-upon support.

8. FORCE MAJEURE:

Neither party shall be held responsible for any delay or failure in performance to the extent that such delay or failure is caused by fires, strikes, embargoes, explosions, earthquakes, floods, wars, water, the elements, labor disputes, government requirements, civil or military authorities, Acts of God or the Public Enemy, inability to secure raw materials or transportation failures, acts of omissions of carriers or suppliers or other causes beyond the control whether or not similar to the foregoing.

AGREED: One Source Document Solutions, Inc.

BY (Name/Title)

DATE

AGREED: City of High Point

BY (Name/Title)

DATE

**FINANCE COMMITTEE
OCTOBER 1, 2012 – 4:00 P.M.
CITY MANAGER’S CONFERENCE ROOM**

MINUTES

PRESENT:

Chairman Alexander; Committee Members Whitley, Smothers and Corey

OTHERS PRESENT:

Council Members Sims, Henley, Moore, Douglas and Pugh

STAFF PRESENT:

Strib Boynton, City Manager; Pat Pate Assistant City Manager; Randy McCaslin, Assistant City Manager; Jeff Moore, Finance Director; Eric Olmedo, Budget & Evaluation Officer; Garey Smith, Director of Fleet Maintenance; Richard McMillan, Assistant Director of Public Services; Ed Brown, Inspections Administrator; Mike McNair, Director of Community Development; Keith Pugh, Director-Engineering Services; Jeron Hollis, Public Information Officer; JoAnne Carlyle, City Attorney; Lisa Vierling, City Clerk; Dawn Sparks, Deputy City Clerk

MEDIA PRESENT

Paul Clark, *Rhinoceros Times*

Pat Kimbrough, *High Point Enterprise*

OTHERS PRESENT

Cindy Davis

Elijah Lovejoy

Jason Ewing

120255 Bid No. 06 – Refuse Truck with Loading Refuse Body

Approval of a contract awarding Bid No. 06 for the purchase of a Refuse Truck with Side Loading Refuse Body Installation. Purchasing and Fleet Services recommends that contract be awarded to Transource, Inc. in the amount of \$127,200.00 which is the lowest responsible and responsive bid meeting specifications.

This item was discussed jointly with Item No. 12056 below.

A motion was made by Council Member Smothers, seconded by Council Member Whitley to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

12056 Contract – Piggyback Bid with City of Charlotte – Automated Refuse Body

Approval of a Piggyback Bid with the City of Charlotte, NC for the purchase of a 31 Yard Automated Refuse body. Purchasing and fleet Services recommends that contract be awarded to Amick Equipment Company in the amount of \$106,530.32, which is the lowest responsible and responsive bidder meeting specifications

This item was discussed with Item No. 120255 above.

Garey Edwards stated that they bid these two items out separately because they felt like they could take advantage of the volume pricing that Charlotte had just received. Charlotte had received a four year contract on the side loading body at the price of \$106,000.00, which is about \$15,000 less than what those bodies typically cost. They went out for bids for just the truck and installing that body. Transource in Greensboro was the low bidder for the truck at \$127,200.00, which when the piggy backed truck body is the City is getting a garbage truck for \$233,000.00. In checking with Greensboro, they paid \$248,500.00 for it.

Council Member Alexander asked how often the City could go after and piggy back on that bid. Mr. Smith stated it was good for four years. Purchasing confirmed that the City has the option of four years to piggy back on that same bid. There is something mentioned for a minimal increase, but it is built into that bid package.

The City has twelve of these trucks in their fleet. Typically the City will by one to two a year.

Council Member Sims asked if the City was still running two man trucks. Mr. Smith stated that they were running about seven two man trucks. Council Member Sims stated she had noticed a couple of times they have actually run the route using the two man truck when it should have been the side loader. Mr. Smith stated that at times when those side loaders may be down or out of service, they would use the rear packer set up as a backup.

Council Member Alexander stated they were talking about the mounted chassis at the last meeting, and asked if the truck and the packing unit both burn out at the same time. Mr. Smith stated that typically the body will wear quicker given the conditions.

A motion was made by Council Member Smothers, seconded by Council Member Whitley to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

120261 Contract – Bid No. 03 – Steel Transmission Poles for the Penny Road Project

Approval of contract awarding Bid No. 03 for the purchase of steel transmission poles for the Penny Road transmission project. Purchasing and the Electric Department recommends that contract be awarded to Utility Service Agency in the amount of \$1,008,375.00 which is the lowest responsible and responsive bid meeting specifications.

Randy McCaslin stated that they are looking to run new transmission lines from the north station at Barrow Road, down Willard Dairy to 68, and down Penny Road to the new substation. The City is buying 41 metal poles, which will range in height from 80 to 150 feet.

A motion was made by Council Member Whitley, seconded by Council Member Corey to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

120257 Contract – Change Order – Thompson Arthur Paving Company

Consideration and approval of a Change Order/Supplemental Agreement for the Resurfacing Contract with Thompson Arthur Paving Company in the amount of \$463,879.20 to pave additional streets under this contract.

Richard McMillan explained that part of this money is left over from last year's resurfacing budget. The project for Piedmont and Centennial came in far less than anticipated, so when paving was done there was money left over, which they are reallocating to repave two sections of Brentwood and a section of Chestnut.

Due to new technology on the last project they were able to save some money to use for this resurfacing project.

Mayor Smothers requested that they look into the pavement at Ferndale from Rockford up to Main Street. Council Member Alexander also requested they look at the section of Chestnut where the traffic lights are up to the Wesley Memorial Church.

A motion was made by Council Member Whitley, seconded by Council Member Corey to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

120258 Contract – Unity Builders, Inc. – CHDO Contract

Council is requested to authorize staff to execute agreement with Unity Builders, Inc. to enhance the accessibility of affordable housing in the Southside community.

Mike McNair stated that this is a contract to provide construction loans to Unity to build four units that will be offered for lease purchase on Mobile Street. These homes will be energy star compliant and easy to own. They will be targeting income eligible buyers who have received housing counseling and their objective is to get them financed within a year.

Council Member Alexander asked what happens should a tenant not be able to get through the financing process. Mr. McNair stated that Unity remains to be the owner of the unit. Council Member Alexander stated that the City has worked with Unity over the years and they have been a favorable company to work with.

Council Member Alexander stated that at one point in time they talked about helping City employees with some homeownership, and asked if that has progressed. Mr. McNair stated that that particular program was a pretty extensive assistant, which did not go anywhere. But they have had employees buy homes that were involved.

A motion was made by Council Member Whitley, seconded by Council Member Corey to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

120259 Resolution – Municipal Records Retention and Disposition Schedule

Council is requested to adopt a Resolution adopting the new Municipal Records Retention and Disposition Schedule issued by the North Carolina Department of Cultural Resources, Division of Archives and History, Archives and Records Section, Government Records Branch dated September 10, 2012.

Lisa Vierling advised stated that the state has recently revised the records retention schedule and the Council needs to adopt that schedule.

A motion was made by Council Member Corey, seconded by Council Member Whitley to forward this matter to Council with a favorable motion for approval. Motion passed unanimously.

OTHER ITEMS:**Electric Vehicles Information:**

Strib Boynton stated that Council Member Corey has been participating in a review of the electrical vehicles and how they might work with the City's fleet. Garey Smith stated that the electric car does have some potential, but with the issues they are experiencing with the car staff feels it may be too soon to consider adding these cars to the fleet.

Strib Boynton stated that this is something they will eventually be doing, but not right now.

There being no further business to come before Council, the meeting adjourned at 4:36 p.m.

Respectfully Submitted,

Dawn J. Sparks, CMC
Deputy City Clerk

Latimer Alexander, Chairman

**JOINT MEETING OF THE
HIGH POINT CITY COUNCIL & THE
PLANNING & ZONING COMMISSION
SEPTEMBER 25, 2012 – 2:00 P.M.**

MINUTES

Present:

High Point City Council

Mayor Pro Tem Chris Whitley; and Council Members Latimer B. Alexander, IV and Britt Moore

Absent:

Mayor Rebecca R. Smothers, and Council Members Bernita Sims, Foster Douglas, Mike Pugh, A. B. Henley, and Jim Corey

Planning & Zoning Commission

Mark Walsh, Chairman; and Carson R. Lomax, Cynthia Y. Davis, Andrew Putnam, Martha Shepherd, John McKenzie, Marie Stone, and Jim Davis

Staff Present:

Strib Boynton, City Manager; Pat Pate, Assistant City Manager; Randy McCaslin, Assistant City Manager; Lee Burnette, Director of Planning and Development; Heidi Galanti, Planning and Development; Jeron Hollis, Director of Communication Services; Lisa Vierling, City Clerk

Also Present:

Craig Richardson and Chad Meadows- Clarion Associates
Judy Stalder, Coy Willard, Jay Wagner

News Media:

Pat Kimbrough, *High Point Enterprise*; Paul Clark, *The Rhinoceros Times*

Note: A copy of the power point presentation and the summary of the UAC comments will be attached as a permanent part of these proceedings.

Refreshed Code Assessment

Lee Burnette, Director of Planning and Development, explained the city is about six months into the 18-month process of the comprehensive rewrite for the Development Ordinance and have identified six keys that they would focus on:

1. *Make the Code More User-Friendly*
2. *Make the Code More Customer-Friendly*
3. *Implement the Core City Plan*
4. *Protect and Revitalize Neighborhoods and Gateways*
5. *Promote More Livable and Sustainable Development in Greenfield Areas*

6. *Create Additional Flexibility and Incentives*

He then introduced the consultants for the project: Craig Richardson and Chad Meadows with Clarion Associates, who would be making the presentation and reviewing these six key goals.

Mr. Richardson began by reviewing the process for this project. The goal for the project is for a comprehensive rewrite while using the existing Development Ordinance as a starting point. The first step is the Code Assessment itself which is necessary to go through the update process. The second part of the Code Assessment is an outline based upon the key benefits and goals. The Code Assessment is the beginning document that frames the important goals and benefits that will be achieved in the update and then sets the framework and outline for moving forward. Mr. Richardson reported that they have designed the actual drafting process which will occur after they get through the Code Assessment, which may be anywhere from 18-24 months. They plan to draft it in increments (three smaller pieces: 1) Administrative Procedures- Provisions related to the review process for reviewing development applications; 2) Zoning Districts; 3) Development Standards/Landscaping/Parking Standards.)

Mr. Richardson explained the city initially asked Clarion Associates to evaluate the existing Development Ordinance during the time that the Core City Plan was being implemented. They prepared a Code Assessment in 2009 that was accepted by City Council, but the project did not move forward at that time due to budget constraints. Since that time, the city submitted a proposal for a grant and received funding to do the update.

He also referenced a handout provided containing UPDATE Advisory Committee Comments on the Refreshed Code Assessment dated September 20, 2012, a copy of which will be attached as a permanent part of these proceedings. He encouraged comments on any additional issues that might be of concern.

Key Benefit #1 (Make the Code More User-Friendly)

- *Enhance Structure and Organization*
- *Revise Development Review Structure*
- *Clarify Code Language*
- *Consolidate and Modernize Zoning Districts*
- *Integrate Graphics and Tables*

Mayor Pro Tem Whitley asked how the graphics would integrate into the new software and asked if there was a possibility of having some language on the pictures with a clickable link in the ordinance. Mr. Richardson explained they would be using Word so the graphics would integrate and they would have hyperlinks to definitions, etc.... Mr. Richardson mentioned they were contacted by Municipal Code Corporation and through some conference calls with them, it was determined that they have been able to integrate these graphics for those municipalities using them for Code Codification. Mayor Pro Tem Whitley asked Mr. Pate if he would look into this. A *Common Procedures* section will also be incorporated into the Code. They have looked at the permit issuance procedures trying to find ways to streamline the review process.

Key Benefit #2 (Make the Code More Customer-Friendly)

- *Development Review Process Initiative*
- *Consideration of a staff liaison position*
- *New Procedures Manual (after code adoption)*
- *Waive/reduce some infrastructure requirements in redevelopment areas*
- *Education/outreach effort on NC Rehabilitation Building Code*

Mayor Pro Tem Whitley asked if larger developments could also be included in the waivers and used parking requirements as an example. Council Member Alexander asked if they consider driveway cuts and distance from corners for waivers of infrastructure. Mr. Richardson explained that after going through the interviews, they felt this was an issue that was important enough to be discussed and further reviewed. Council Member Alexander felt it would be helpful to have some flexibility as far as lot combination and Mr. Richardson suggested it might be helpful to create some incentives for landowners who consolidate lots.

He briefly reviewed the comments made by the UAC on procedural issues and noted they would be taking these under advisement while working through the issues as they move forward with the first draft module. He mentioned that several of the UAC members (TREBIC representatives) raised the issue of starting the Update process by using the Greensboro code, but in terms of updating the High Point Development Ordinance, although it might be good to use some of the things Greensboro has done, it would not be wise to start with Greensboro's Code for the following reasons:

- ✓ High Point already has an existing Development Ordinance and there are certainly unique features in each community
- ✓ Although the Greensboro Ordinance was recently adopted, it was started about 5-6 years ago and a lot of those practices have changed since that time (i.e. integration of the graphics, newer best practices)
- ✓ High Point's procedural and staffing arrangements are different than Greensboro's
- ✓ High Point has designated zoning districts and it might be problematic to come in and start with a different set of zoning districts
- ✓ High Point has some different policy direction (i.e. City Project)

Mayor Pro Tem Whitley explained when this idea first came about, his interest was to try to use what was possible from Greensboro's Ordinance for the rewrite, but understanding there are significant differences, he hoped we would try to mirror somewhat what Greensboro has. Mr. Richardson replied they do plan to review Greensboro's Ordinance as well as ordinances from other municipalities.

Cynthia Davis replied that she was not familiar with the Greensboro Land Development Ordinance and felt it might be helpful to make copies of it available to the members of the committee for them to review so they can make comment and make comparisons.

Mayor Pro Tem Whitley asked about the possibility of an expedited delivery of the overall package and about an anticipated timeframe for the first initial module. Mr. Richardson explained the first module is targeted for delivery in two or three months and noted there is a schedule under the federal grant that the city has to comply with which is placing some limitations on the delivery time.

At this time, Mr. Richardson turned the floor over to Chad Meadows to talk about Benefits #3, 4, 5 and 6.

Key Benefit #3 (Implement Core City Plan)

- *Modify Zoning Districts*
- *Establish Community Form Standards*
- *Recognize Urban Character*
- *Add Contextual Dimensional Standards*
- *Encourage More Use-Mixing*
- *Adopt New Mixed-Use Design Standards*

Mr. Meadows noted the city's current ordinance does not really address the current issues in the Core City that it needs to address (a lot of non-conformities, development regulations are suburban in nature, lack of flexibility; do not respond to the different contexts present in the city). He explained there is a need for modification of the city's zoning districts and suggested enhancing the Main Street District; a Mixed-Use Overlay District; Institutional District (suggesting the concept to make it easier for the institutions to implement their master plans); Industrial District.

Council Member Alexander questioned the time frame of 20 years for institutions to implement their master plans and did not think it was practical, so he suggested the time frame be narrowed down.

He pointed out one of the problems within the Core City is the lack of sidewalks and ability to move from place-to-place on foot. He suggested consideration of tempering the development standards to recognize the urban character to make these a little bit more flexible in these portions of the city.

He explained that if the city does choose to encourage more use mixing, it is important that some design standards be adopted to control how those mixed uses interact with the surrounding uses that are not mixed and to make sure it does not result in negative influences for existing homes/businesses. He then reviewed some of the UAC comments:

- ❖ The Code really needs to distinguish the portions of the city that are going to be urban versus the portions that are going to be suburban. If we are going to have these urban standards, it needs to be clearly identified as to where they will be applied. [consultants agree]

- ❖ Allowing some duplex or multifamily developments in the Core City neighborhoods might not be acceptable to the residents. [Consultants response: More and more communities across the country are integrating a wider variety of housing types in the residential neighborhoods].
- ❖ Consider drafting a form-based code for the Southwest area. [Consultants felt this is an interesting concept and certainly something that the city might wish to consider, but pointed out it is outside the scope of this particular project].
- ❖ Protection of existing trees of 18 inches in the Southwest area. [Tree retention requirements were included in the original Code Assessment, but the recommendation now is to move away from these types of requirements and focus on incentives that could be applied in the Southwest area].

Cynthia Davis asked the consultants if the list of comments distributed included all comments that were discussed during the UAC's last session versus the handout. Mr. Meadows replied they attempted to summarize all comments (UAC, written and ones that were discussed). He pointed out that some UAC members submitted comments that were not discussed as a group, but these comments are reflected in the summary distributed at this meeting.

Key Benefit #4 (Protect/Revitalize Neighborhoods and Gateways)

- *Establish Neighborhood Protection Standards*
- *Establish Infill Design Standards*
- *Add a Neighborhood Conservation Overlay District*
- *Incorporate Gateway Corridor Overlay Districts*

Mr. Meadows explained that neighborhood protection standards are designed to protect existing single-family uses from incompatible non-residential, multifamily or mixed use development through things like controls on building height, controls on building mass, controls on the kinds of things that take place outside of these non-residential structures, controls on materials and these kinds of provisions are what make up neighborhood protection standards and are typically applied to non-residential, multi-family, mixed-use development that abut or are adjacent to single family homes.

He noted that while the neighborhood protection standards are focused on compatibility issues between single family and other kinds of uses, the infill design standards are generally focused on new single family that is proposed adjacent to existing single family to make sure that new residential homes in established neighborhoods will be consistent with the character of the neighborhood that is already in place.

Mr. Meadows noted that the Gateway Corridor Overlay Districts are designed to protect gateways and they are suggesting these provisions be reviewed with a focus on screening, surface parking locations, building height and possibly some use limitations to inhibit institutional uses that might not be appropriate for a gateway into the city. He then reviewed a few of the UAC comments on this issue:

- ❖ These gateways and the neighborhood conservation overlay should be adapted to unique conditions. [The consultants agree and anticipate this to be the case].
- ❖ Question regarding prohibition of inappropriate institutional development and gateways—what this is and who would decide.

Key Benefit #5 (Promote Livable and Sustainable Development in Greenfield Areas)

Mr. Meadows reported these six provisions seek to raise the bar for development quality and make the standards more predictable. They are also suggesting that the standards be modernized and more consistent with not only the city's competitors in the local area, but those competitors that are not local, but the city is having to deal with.

- Modernize Parking Standards

The consultants are looking to minimize the amount of land that is occupied by parking in an effort to incorporate low impact development techniques where possible as a means to basically lower costs while also adding flexibility.

- Clarify Landscaping Standards

The consultants are asking the city to consider performance based buffering standards. These standards basically allow the developer the flexibility as to the location of where they put trees or shrubs while being mindful of the minimum screening standards. This allows them to use their own design profession and design expertise to come up with a design that will meet the performance objective in the Code. They are also suggesting an accelerated credit for the retention of existing trees and vegetation as well as some revisions that deal with more native plants and more species diversity. Another suggestion is changes in open space being set aside to include more direction about what kinds of uses should be allowed within open space areas as well as some additional clarifications about what open space should consist of, where it should be located and how it should function.

- Open Space Set-asides

The consultants have incorporated the Bikeway/Greenway Trail Master Plan into the Code Assessment as a means of provisions for dedication of greenways by suggesting if somebody does include greenway provisions or greenway space, that it be dedicated and credited toward the open space requirements (no double-dipping).

- Conservation Subdivision option

Mr. Meadows reported this is an option that is available in suburban and rural areas and it is basically designed to give an applicant the yield that is available under their specific zoning. This would allow them to have smaller lots, put homes closer together and use the space that is left over as open space. This would allow developers to lower their development costs by reducing the amount of impervious surface in many cases. It is also helpful for water quality.

Mayor Pro Tem Whitley pointed out the city has been allowing the “cluster” development since 1992. Mr. Meadows explained the difference between a cluster subdivision and a conservation subdivision is the conservation subdivision has a process that sets out identification of areas in the development site that they most want to save and how best to configure the portions of the site that are going to be built to have the least impacts on these areas.

- *Design Standards*

The consultants are emphasizing pedestrian orientation and human scale and some minor adjustments for lighting and fencing, mostly aimed at controlling negative impacts for these kinds of uses. Mr. Meadows shared they received lots of comments on this and noted there was disappointment on some part of the UAC members about removing the tree protection and mass grading standards.

- *Lighting/Fencing Standards*

Comments were also received about completely eliminating chain link anywhere in the city, but Mr. Meadows explained this is not the intent of the standards and they were not suggesting it be removed.

Key Benefit #6 (Add Flexibility and Incentives)

- *Standards for Urban Context*

This is a key element of the Core City Plan and is important in light of the existing, mature built-out situations like the Core City where redevelopment and revitalization are the order of the day which allows the ability to have additional flexibility or reduce standards in terms of the amount of parking required, lot coverage limitations, amount of landscaping that’s required in urban context.

- *Two-Tiered Administrative Adjustment Process*

This is basically the administrative flexibility to allow an applicant to deviate a small amount. The consultants are suggesting the city consider this two-tiered adjustment process to give a bit more flexibility in the portions of the city where development might be a bit more difficult.

- *Alternative Forms of Compliance*

This is an administrative process for applicants to propose alternative means for complying with development standards. Mr. Meadows shared an example of a parking limitation that might warrant more parking than what is allowed under the zoning ordinance and noted the applicant would be allowed to submit a parking demand study to staff who would review it and make a decision as to whether or not the alternative parking plan should be approved. He pointed out it would not require the applicant to go to the City Council, Planning & Zoning Commission or the Board of Adjustment since it would be handled administratively. Some of the alternative forms of compliance will include parking, landscaping, lighting, fencing, etc....

- *Link Redevelopment Compliance with Investment*

Mr. Meadows explained that a lot of local governments require anyone who redevelops a site to come into 100% compliance with all code requirements, and pointed out this does not work that well, particularly in established, mature and built-out environments. The idea is to create some incentives to free up the desire to redevelop that people have not been acting on because they are afraid it is too expensive or they cannot comply with code requirements.

Council Member Moore asked the consultants to make sure that the city is creating ordinances to where things are in place to work with developers willing to take big risks so the return on their investment is larger as well. Mr. Meadows replied they are certainly trying to make it easier for them to do the redevelopment that they would otherwise not do because it was too expensive.

- *Incentives for “Green” Building Features*

Mr. Meadows shared this is a relative new concept for development and explained the idea is to provide options like additional density, additional height, additional lot coverage, etc... for applicants who voluntarily include some “green” building features (i.e. alternative energy sources, rainwater harvesting lead certification, etc...).

Some of the UAC comments submitted on this issue are that the tools for sustainable neighborhood development should be incentives; relief from infrastructure (especially transportation); endorse incentives to make the infill easier than greenfield development. Mr. Meadows noted there is also an idea of alternative forms of compliance and preferred development forms, but they would be discussing these issues at a later date.

Cynthia Davis pointed out that the committee did discuss this and had questions on how these incentives would be implemented.

Chairman Whitley asked how many municipalities offer these incentives. According to the consultants, there are two in North Carolina (Fayetteville and Currituck), but there are also five to seven in the Southeast and 10-15 across the country. Mr. Meadows pointed out this is a new approach, but one that seems to be working so far.

He noted they anticipate drafting the updated development ordinance in three installments and hope to be done by the Fall of 2013 with the first module before City Council within the next three to four months.

Cynthia Davis shared that her biggest concern is for the average “Joe” and felt there should be some kind of provision for the average “Joe” citizen—not that he would not have to meet the code or standard, but that he be allowed some kind of leniency in the area of permits or fees because some do not even realize it is even required. She suggested a notation be made in the system for the first-time offender and after that there would be no excuses because there would be no reason for oversight after the initial incident. She also suggested it might be a good idea to

put some form of notification on the utility bill as a means of notification to residents that there is an ordinance that requires certain things that they have to abide by.

Chairman Whitley questioned the timing of the UAC review meetings and suggested there might be a need for additional meetings because he got the impression that there was not adequate time set aside for discussion at the last meeting. Mr. Richardson pointed out the consensus at the last meeting was for everyone to submit comments, and it would ultimately be up to the City Council and the UAC to determine how many meetings are necessary. Chairman Whitley expressed concerns about the possibility that issues might come up with the schedule like it currently is which could delay the process. Mr. Meadows clarified that they would have the three modules that would be done separately, but it would be adopted as a whole document. He replied that it would be very difficult to adopt the modules separately. Chairman Whitley asked if some of the practices could begin before the document is adopted and thought dual options were available in the past that would allow a developer to choose the new or the old with consideration of a cut-off period. Lee Burnette, Director of Planning and Development explained this has been done with the Building Code where one had to work under the old code for one year and then work under the new code. He felt the issue would be to get through the process in such a fashion so it could be adopted and put into place because it is very difficult to take part of an existing ordinance and part of a new ordinance and make it work without having some significant unintended consequences. He felt once the consultants start comparing drafts, there would be more than one meeting.

Mr. Burnette explained that the consultants would work with the UAC and any issues that come up will be brought to Council. He noted the intent is to have another joint Planning & Zoning Commission/City Council meeting after each module before going to the next one to make sure they are heading in the right direction with another opportunity to look at and adopt the document as a whole.

At this time, the consultants asked if there were any additional questions. There being none, they thanked everyone present for their input thus far in the process.

There being no further business to discuss, the meeting adjourned at 5:15 p.m. upon motion duly made and seconded.

Respectfully Submitted,

Mark Walsh, Chairman
Planning & Zoning Commission

Respectfully Submitted,

Chris Whitley, Mayor Pro Tem
High Point City Council

Attest:

Lisa B. Vierling, MMC
City Clerk

Systems Project Administration



DATE: October 10, 2012

TO: Pat Pate, Assistant City Manager

FROM: Tom Spencer, Systems Project Administrator

SUBJECT: Agenda Item – Implementation services for the Accela Land Management System

As part of the long range vision of the strategic IT initiatives, in June of 2012 Council approved the purchase of the Accela automation software. This was purchased to improve the overall plan review, inspections and code enforcement processes as well as providing transparency to the Citizens and business in our community. The C.H.A.M.P.S committee (City of High Point Advancing Municipal Programs and Services) has chosen the vendor RedMark to implement this application.

We are requesting your approval to enter into a contract with RedMark for a not to exceed price of \$497,440.00. This implementation also requires purchasing servers, PC hardware and third party software off of state contract for \$81,415.00 for a total cost of \$578,855.00. We anticipate that this project will take 18 months and implementation is planned to begin in January 2013.

I respectfully request that the following be included for consideration on the Council Agenda scheduled for October 15, 2012:

Authorize staff to enter into contract with RedMark in an amount not to exceed \$497,400.00 for implementation services for the Accela Land Management System. Funding for this portion of the project was included in the approved capital improvement project budget.

pc: Jeff Moore, Finance
pc: Patty Sykes, Purchasing
pc: Tracey Adams, Purchasing

October 5, 2012

City of High Point, NC
Attn: Tom Spencer
211 S. Hamilton St.
High Point, NC 27261

Re: Accela Automation Implementation Proposal

Dear Mr. Spencer and Members of the City Evaluation Committee:

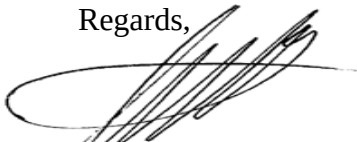
Thank you for giving our firm the opportunity to propose Professional Services for the implementation of the Accela Automation software solution at the City of High Point.

The proposal that follows includes information on the Accela Automation product itself, as well as specific implementation and deployment details based on our understanding of your general and functional requirements.

I will act as RedMark's primary contact for all matters regarding this response and any subsequent phases. I can be reached at our corporate office at (561) 210-5141, via email at wchavez@redmarktechnologies.com, or through my mobile at (954) 274-8080

Thank you for your consideration and we very much look forward to working with the City of High Point on this important project.

Regards,



Walter Chavez
Principal

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1 Executive Summary

Thank you for allowing RedMark the opportunity to speak with the City of High Point, North Carolina team prior to submitting this proposal. As a result we have gained a better understanding of each aspect of the City's software implementation needs.

Our implementation team will offer 'best practices' suggestions to the City throughout the project. Since Automation is workflow driven, High Point will have an efficient set of processes that City constituents will appreciate.

The city has already procured Accela's unlimited departmental site License for the following modules:

- ▶ Accela Automation for Land Management
- ▶ Accela Automation for Licensing

In addition to the above mentioned modules, the city additionally procured the following Accela add-on modules:

- ▶ Accela Citizen Access
- ▶ Accela Mobile Office
- ▶ Accela GIS

This proposal will focus on the Services related to the implementation for the Accela Software solution that the City has acquired.

1.1 Accela Automation Highlights

- ▶ **Manage unlimited Building Safety, Public Works Engineering, Planning, Fire, Water & Transportation.** The system allows you to easily create new application types and business rules to reflect the regulations of High Point.
- ▶ **Configured, role-based consoles** are targeted to specific agency roles, allowing end-users to view and query only the information they need to efficiently perform their duties.
- ▶ **Accela Workflow Engine** permits extensive configuration to match and enforce agency business processes, allowing agencies to track processes throughout its life cycle.
- ▶ **Event Manager Script Engine (EMSE) functionality** permits easily configured scripts to automate processes such as triggering pre-authored emails (depending on actions, inactions and time-related events) or calling external systems.
- ▶ **Maintenance with Scheduled Version Upgrades:** Accela has methodology in place where upgrades to its product are released twice a year for distribution to customers.
- ▶ **Strong User Community:** The Accela Community website enables customers to help each other + much more. National and regional Accela user groups discuss products, share tips, and network to take full advantage of the opportunities the affiliation provides

- ▶ **Unlimited Support:** Accela's Customer Resource Center (CRC) is available via phone, fax or online 7:00 a.m. – 9:00 p.m. EST. The CRC can also provide on-line, real-time assistance via WebEx. Self-Support tools include searching Accela's knowledge base.

1.2 Recommendations

- ▶ Consider bringing RedMark back, three to six months after going into production, for two weeks of additional Professional Services to audit, tweak, and refine the system. In our experience, system Users (whose training is specific to the requirements of this project), will quickly identify additional benefits once in production, that can be achieved via use of Accela Automation that were not requirements within the original scope.
- ▶ Prior to contract signing, RedMark requests to work together with the City to refine the Scope of Work (Statement of Work) and Project Plan.
- ▶ While RedMark has provided Fact Sheets in this proposal to inform City IT Staff of the self-hosted hardware requirements for Accela Automation, we recommend setting up a conference call with City IT Staff to review how hardware requirements will fit into the City's existing database infrastructure to minimize costs. This conference call can occur any time prior to project kick-off.

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2 Company Background

2.1 History

RedMark has served over 20 separate city, county and state agencies and their departments with Accela implementation services.

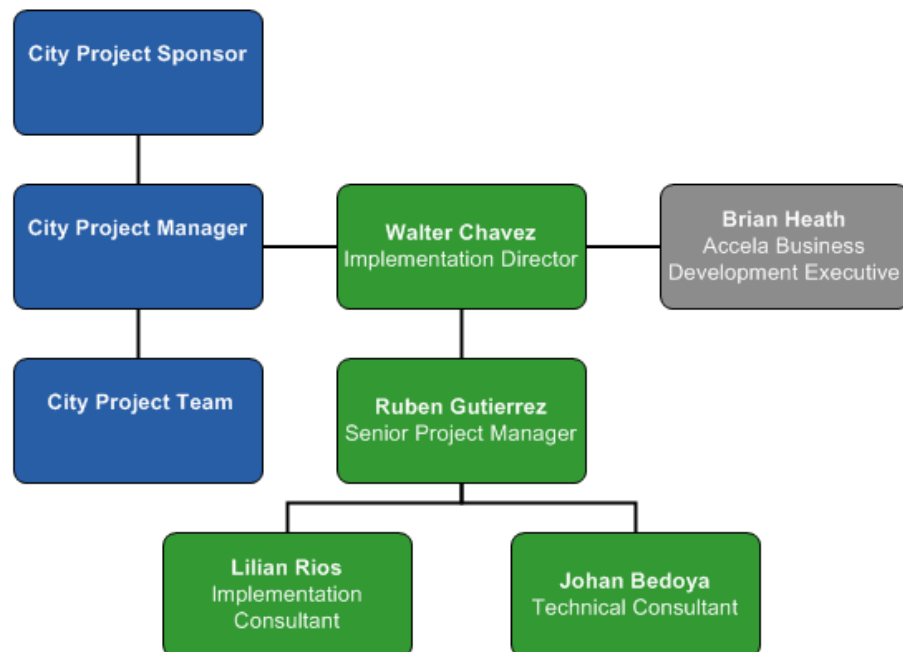
RedMark Technologies, LLC incorporated in the State of Florida in 2006 and is a privately held corporation with its headquarters in Boca Raton, Florida. RedMark is an Accela Certified Partner and premier provider of Professional Services, as well as a reseller of Accela software solutions. The company has partnered with Accela, the industry leader in government software, since its inception.

RedMark's implementation and expansion solutions integrate best practices of consulting, technology implementation, education and value management activities for the success achievement of our client's objectives. Customers are led through Business Process, Analysis and Design, Solution Development and Solution Deployment phases with the continuous driving objective of maximizing value from their investment.

2.1.1 Project Team Organization Charts

Exhibit 1 illustrates the proposed project team between the RedMark team and the City.

Exhibit 1: Proposed Project Organization



2.2 Audited Financials

RedMark Technologies, LLC is a privately held corporate entity, organized and maintained pursuant to the laws of the State of Florida. As a non-public corporation and in accordance with its corporate policies, RedMark does not make broad public disclosures of its financial records or general fiscal condition.

As a private entity subject to the corporate governance as established by its directors, RedMark maintains its financial condition and related statements confidential. Due to the sensitivity of this information, and the fact that our company is not publicly traded, releasing such information to the public would open the company to undue scrutiny by its competitors.

2.3 Minority Business Certification

RedMark is a State of Florida Certified Minority Business Enterprise under the provisions of Chapter 287 of the Florida Statutes since 2007.

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3 Proposed Solution

Prior to describing our proposed solution in detail, we believe it is just as important to understand how Accela Automation satisfies the City's project objectives. Exhibit 2 highlights these points.

Exhibit 2: Addressing the City's Project Objectives

Project Objective	How Accela Automation satisfies the Objective
Incorporate fully integrated "best business practices"	Every government has unique requirements; however, we find that more commonalities exist than differences. The City of High Point will control the extent to which RedMark's recommendations for 'best practices' are appropriate in each instance.
Develop a system that is user-friendly and empowers departments to analyze and improve their business processes	Each role within the City can have its own screen configuration. The data presented to the user is under your control. Avoiding display of data that a user does not need makes for a simple user experience. Displaying metrics to analyze and improve makes the system powerful. We will offer recommendations for striking the balance the City desires.
Add and improve functionality in back-office functional areas	Accela is a COTS system that is written using modern technology. The City of High Point has bought into a release cycle when it acquired Accela Automation. Accela enhances the software twice per year, based upon input from their customer base. Using modern technology provides that the software is configurable. Software that has been 'customized' is difficult to support. High Point will not have to 'customize' the software to make it do different things in the future.
Improve quality and accessibility of information for decision support and business planning	Implementing a single relational database software application, such as Automation will enable the City's users to enter information once, and have it visible to all responsible parties while maintaining security access requirements. High Point will be able to have data validated when using Accela software.
Significantly reduce paper-based workflow processes and forms	The extent to which the City of High Point continues to use paper-based workflow after implementing Accela Automation is up to the City's discretion.
Reduce redundant "shadow systems", data entry, storage, and paper processing	The answer is 'Yes'. The extent to which is in the City's control.
Improve operational effectiveness and productivity	Absolutely. High Point will have a workflow driven software application that allows the City to streamline processes, eliminate duplicate entry, enable transparency for responsible parties within they departments that implement Automation, and provide transparency to the public to the extent that the City desires.
Enable e-Government initiatives, including enhanced customer service and web self-service	This is what the Accela Citizen Access module does. Every process that the City of High Point chooses to conduct via the City's website will produce a reduction in phone calls and trips to the City's offices.

Project Objective	How Accela Automation satisfies the Objective
Create meaningful performance measures for programs and services	Once the City begins using Accela Automation, the City can start measuring performance.

3.1 Applications Software

Accela Automation is the nation's leading land management and permitting system. This system enables complete lifecycle activity management and fosters accountability, efficiency and transparency in government operations. When the Accela Land Management and Licensing modules are deployed with each of Accela's unique add-on modules, the Accela Automation enterprise offers government clients an exceptional platform that promotes:

- ▶ **Flexibility and versatility** in land management and permitting with the *Accela Land Management* module. This comprehensive business intelligence solution automates government operations and facilitates timely and proactive activity management.
- ▶ **Streamlining and efficiency** in licensing with the *Accela Licensing* module. This solution automates the licensing and renewal process for the City's licensure needs.
- ▶ **Self-service**, using *Accela Citizen Access*, the public facing web portal. This add-on technology substantially reduces the need for counter operations and provides 24 hour online and telephone access to government operations.
- ▶ **Visualization of information** with *Accela GIS*, which delivers mapping and routing functionality to the enterprise. This add-on module overlays government data onto Bing and GIS maps, and allows customers to initiate and manage permit activities from a geospatial platform.
- ▶ **Mobility** via *Accela Mobile Office* and *Mobile Citizen Access*. These modules enhance system accessibility options for field staff and community users by extending back office and public self-service options to the field.

Accela Automation is the most mature and the most sophisticated governmental workflow management product on the market today. For nearly ten years Accela Land Management product has advanced the role of government and improved their service to local communities.

3.1.1 Accela Land Management Module

Accela Land Management manages and guides all land and permit activities from initiation to closure. Core to the system design is its unique flexibility to adhere to the exact business processes of individual government agencies. Further, users are presented with the exact business information needed to perform their individual job functions.

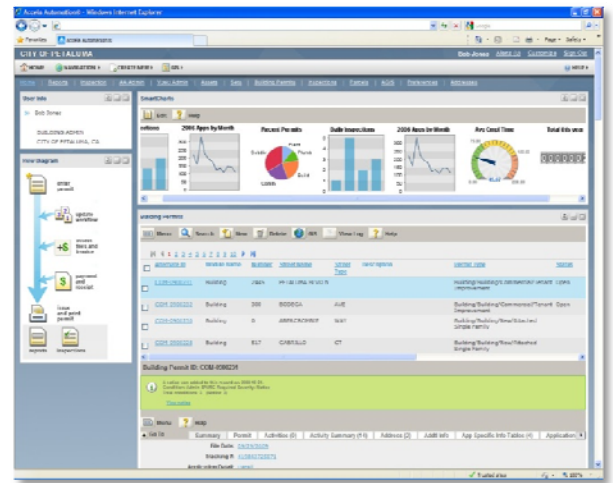
The flexible configuration of Accela Land Management lets customers define and manage the sequence and requirements of the hundreds of steps involved in a workflow, including initial applications, plan reviews, code enforcement, fee calculation/collection, inspections, notices, and approvals. It manages all types of regulatory activities, such one-time processes such as residential construction permitting and pesticide application permitting, or annually renewable activities such as elevator permits and air quality permitting.

Entirely web based, Accela Automation's user interface employs a portlet-based design strategy. Several portlets are organized across a single page and are configured to meet the needs of individual user roles.

Among the most frequently used portlets are those presenting system alerts and notifications, upcoming and overdue tasks, performance-based charting, and frequently used data queries. When used with the Accela GIS add-on module, government activity data is viewable through a map portlet, confirming the system's versatility in how data is represented.

When used with the Accela Mobile Office add-on module, all land management activity data is available to field staff, enabling a full mobile field office solution. Inspector assignments, schedules, routes, status reports, and inspection results are all logically presented. Data collected in the field is recorded electronically and uploaded to the system for immediate availability throughout the enterprise.

Further extending Accela Land Management's offering to the public is the Accela Citizen Access, which promotes true government transparency and citizen self-service by bringing government services to the public 24 hours a day. In eliminating the need for in-person and paper processing, these system components unite governments and their constituents through accessible technology while reducing costs.



The overall flexibility of Accela Automation is supported by business intelligence that maintains vigilance over these processes. Among the many system attributes are the following features:

- ▶ Audit trails document changes made to critical system areas
- ▶ Event Manager Script Engine (EMSE), the system's script engine, offers action/inaction based automation capabilities
- ▶ Required Conditions confirm that all requirements are met prior to an activity occurring
- ▶ Fees and Cashiering functionality employs many GAAP principles, offers full account reconciliation, and may be used with cashiering systems or used with cash drawers to complete the payment process for all fee-based activities
- ▶ Abundant use of Reference Data tables appropriately reuse system data, eliminate duplicate data entry, and reduce the chance of errors
- ▶ Robust administrator tools support ongoing management of data and processes, ensuring all activities adhere to the specific business rules in place

3.1.1.1 Accela Citizen Access Add-On Module

Accela Citizen Access extends government services to the public 24-hours a day, through a self-service web portal. Citizens, contractors, and other external parties can interact with government data online, eliminating the need for counter operations. This add-on module enables true transparent government operations where Accela Automation customers determine what processes, information, and activities are exposed to the public.

Exhibit 3 and Exhibit 4 show how the City of Atlanta, GA and Salt Lake City, GA use Accela Citizen Access to serve their citizens.

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Exhibit 3: City of Atlanta, GA web portal using Accela Citizen Access

(https://aca.accela.com/Atlanta_Ga/Default.aspx)

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The screenshot shows a web browser window with the URL <https://aca.slcgov.com/citizen/>. The page header includes the Salt Lake City logo, the text "WELCOME TO SALT LAKE CITY", a search bar with the placeholder "Enter Search Term", and links for "Info Center", "Contact Us", and "Text-only Version". Below the header is a navigation menu with links: "Government", "City Directory", "Online Services", "News & Issues", "About the City", "Residents", "Business", "City Life", and "Get Involved". A large banner image shows a modern building interior and a night cityscape. Below the banner are links for "Register for an Account" and "Login". A secondary navigation bar contains buttons for "Home", "Building", "Bus Lic", "Planning", "Engineering", "Fire", "Transportation", and a "more" dropdown. The main content area is titled "Welcome to the Salt Lake City Citizen Portal" and "What would you like to do today?". It instructs users to "Select one of the areas below to locate an existing application by City Department:". A grid of departmental links is provided, including Building, Planning, Fire, Utilities, Bus Lic, Engineering, Transportation, and a Search function. To the right, a "Permit Manager Help" section offers additional resources like "Register an Account", "Contractor Inspection Scheduling", "Homeowner Inspection Scheduling", "Schedule Inspections using IVR", "Apply for a Permit", and "My Permit Manager".

Welcome to Salt Lake Cit... x

← → ↻ <https://aca.slcgov.com/citizen/>

 WELCOME TO
SALT LAKE CITY

Enter Search Term **GO**

[Info Center](#) [Contact Us](#) [Text-only Version](#)

[Government](#) [City Directory](#) [Online Services](#) [News & Issues](#) [About the City](#) [Residents](#) [Business](#) [City Life](#) [Get Involved](#)



[Register for an Account](#) | [Login](#)

[Home](#) [Building](#) [Bus Lic](#) [Planning](#) [Engineering](#) [Fire](#) [Transportation](#) [more▼](#)

Welcome to the Salt Lake City Citizen Portal

What would you like to do today?

Select one of the areas below to locate an existing application by City Department:

Building Check/Research Permits Apply for a Permit Schedule an Inspection	Bus Lic Check/Research Licenses
Planning Check/Research Petitions	Engineering Check/Research Permits
Fire Check/Research Permits	Transportation Check/Research Permits
Utilities Check/Research Permits	Search Lookup Address

Permit Manager Help

Learn more about Permit Manager including:

[Register an Account](#)
[Contractor Inspection Scheduling](#)
[Homeowner Inspection Scheduling](#)
[Schedule Inspections using IVR](#)
[Apply for a Permit](#)
[My Permit Manager](#)

Exhibit 4: Salt Lake City, UT web portal using Accela Citizen Access

(<https://aca.slcgov.com/citizen/>)

Among the many citizen privileges available on using this add-on module, external users can:

- ▶ Apply for permits
- ▶ Submit complaints
- ▶ Schedule Inspections
- ▶ View inspection results
- ▶ Upload documents
- ▶ Review application processing status
- ▶ View system generated alerts and notifications
- ▶ View a history of all projects
- ▶ Establish/fund trust accounts
- ▶ Make payments online
- ▶ Conduct searches
- ▶ View project data on maps
- ▶ Search addresses/parcel information
- ▶ Access government reports



Accela Citizen Access can also be configured for handheld devices such as Blackberry, iPhone, or other portable web browsing devices, further enhancing accessibility options for public users.

Accela Citizen Access inherits the exact business rules established in the Accela Land Management module; therefore, no individual module configuration is required. System administrators simply select which land management activities are to be made available to the public. Additionally, all Accela modules comprised in the Accela Automation enterprise share the same central database; therefore, data submitted through Accela Citizen Access is immediately available for processing in Accela Land Management.

Accela Citizen Access provides a complete solution for all external users to interact with government procedures and operations in a meaningful and trusted fashion. This e-government solution is deployed in more than 100 communities nationwide and has greatly contributed to the effectiveness and efficiency of Accela's customers operations.

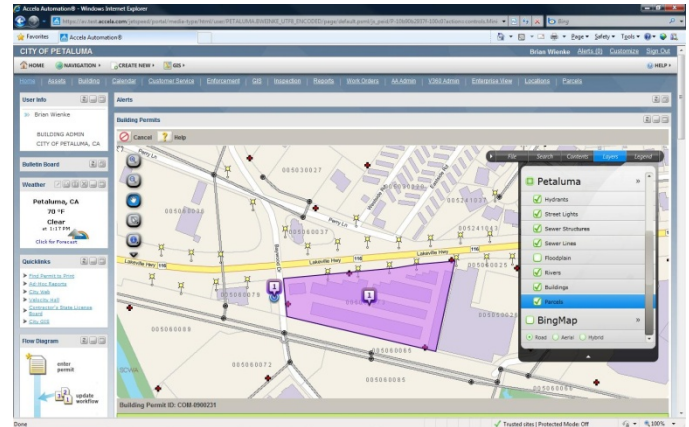
3.1.1.2 Accela GIS Add-On Module

Built using Microsoft Silverlight technology and leveraging Bing Maps and ArcGIS Server from ESRI, Accela GIS delivers a next generation map interface to Accela Automation. This solution realizes a state of the art method of visualizing government data geographically in an elegant user interface. The Microsoft Silverlight technology enhances the user experience with:

- ▶ Optimal server response times
- ▶ Smooth panning
- ▶ Context sensitive commands and menu items
- ▶ Drag and drop functionality
- ▶ Client side graphic rendering

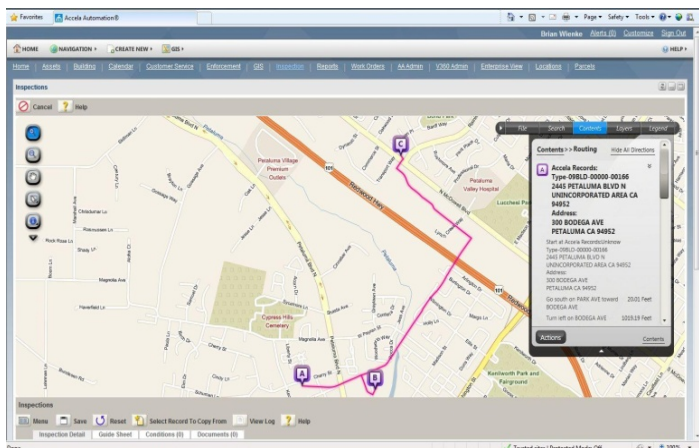
The Accela GIS add-on module greatly expands the versatility of Accela Land Management, giving users the option to initiate and manage all land management activities from a map interface.

Bing Maps are provided out of the box with the Accela GIS map viewer and customers may enhance user views by adding the agency's ArcGIS map layers to the map viewer. Together, these three data sources are united to offer the most comprehensive visual representation of government and location data available. When users query Accela Automation data and view the results spatially, these views are greatly enhanced by maps.



Users manage, edit, and update data from the map viewer. When selecting one or more parcels, the map viewer presents reference data and context-based action items (create record, show record, create inspection, etc.)

Optional map editing tools empower end-users to draw new features using points, lines, or polygons to represent actual geographic elements or assets. Once these new features are created, they can be associated to transactions in the Accela database with the geometry committed to the GIS database.



Accela GIS supports efficient field work through its routing features. Inspection schedules can be automatically routed or users can choose to optimize inspection schedules based on shortest distance or travel time.

When deployed with Accela Mobile Office, routing capabilities are available whether connected or disconnected from the network. Routes and driving directions can be saved and printed as needed. The Accela GIS map control is common to Accela Automation and Accela Mobile Office, reducing training needs across modules.

3.1.2 Industry Standard versus Proprietary Components of Accela Automation

Only Accela Automation's code is proprietary, and it is developed with industry standard tools and coding practices.

3.1.3 Accela Licensing Scheme in Disaster Recovery Situations

Accela Automation is licensed to its customers using a perpetual license model. Based on the size and scope of the project, licenses are sold under one of four models:

- ▶ **By Named User:** User licenses are sold in packs of five (5) and sold on a named user basis (1 license = 1 named user).
- ▶ **Departmental Site License:** A department-wide license, where an unlimited number of users from a single department may use the licensed product. (1 department site license = unlimited users for the licensed product; users must be from a single agency department)
- ▶ **Site License:** An agency-wide license, where an unlimited number of users from an unlimited number of departments within the government agency may use the licensed product. (1 site license = unlimited users for the licensed product; users must be from the licensing agency but can be from multiple departments)
- ▶ **Enterprise License:** An agency-wide license, where an unlimited number of users from an unlimited number of departments within the government agency may use an unlimited number of available products. (1 license per agency = unlimited users for all available products)

In a Disaster Recovery situation, some vendors may either charge extra for licensing copies of their software on back-up servers or for a cold/warm stand-by environment mirroring the City's user environment. In DR situations, Accela does not charge additional licenses to the City. Since Accela charges by named user, either the user environment is being used by a user or that user is using the back-up environment—hence, no duplication of users.

3.1.4 Ensuring System Integrity

3.1.4.1 Local Customizations

Accela Automation based products have the advantage of user interface integration. The interfaces of these products are provided as a set of portlets—the user interface equivalent of a reusable business component. Portlets are small

windows within a user screen with different types of information. In the same manner that common websites (such as yahoo.com or msn.com) allow users to customize their homepage views with news boxes, stock quotes, and weather reports, Accela Automation allows users to choose their screens most pertinent to their business functions (such as upcoming inspections or frequently used reports).

Several portlets can be organized on a single page and several pages make up the Accela Automation system. System administrators can customize portlets and pages, grouping information logically for end-users, based on their specific user roles.

In addition to the configurations established by the system administrator, end-users can further tailor their screens to suit some of their personal preferences. Users can view the different pages and portlets available to them, and customize these components, so that each time they log on to the system, their interface is personalized to the information they need.

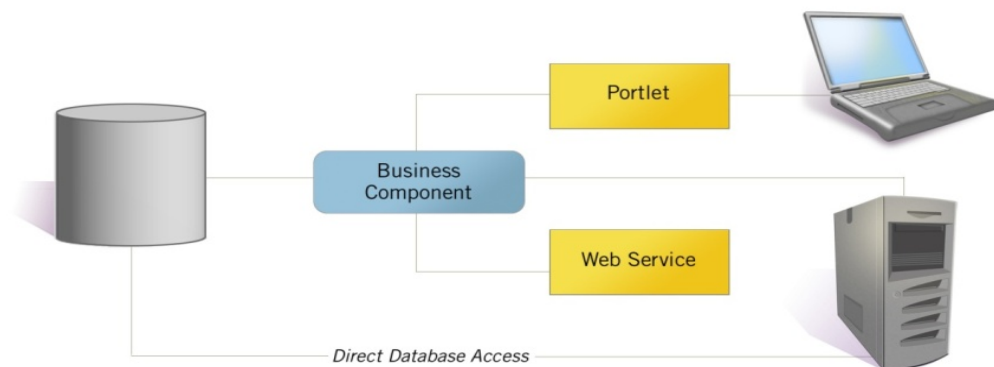
All user functions are performed through the Accela Automation user console, displayed through multiple types of portlets. This role-based user interface approach breaks down disparate “silos” of information to create a more efficient end-user thus reducing costs.

3.1.4.2 Development of Interfaces

Accela Automation offers multiple integration options to its users. Business components are constructed using the Enterprise Java Beans (EJB) standard, which permits automatically generated documentation in an industry standard format.

The EJB foundation allows business components to be accessed both by Java based interface programs, and exposes these procedures to Web Services, a programming language independent XML based interface that also provides reliable long distance data transport.

Exhibit 5: Multiple Integration Options



3.1.5 Level of Product Investment

Investing millions annually in research and development is proof of Accela's commitment to stay current with marketing leading technologies.

3.1.6 Standard Product Release Cycle

Accela is committed to the ongoing development of its products and works continuously to enhance the solutions to remain current with new technologies and consistent with best business practices. Their dedication to product development manifests itself in a strong financial investment in R&D, a clear indicator that Accela's products and technology will continue to meet and exceed the needs of its customers.

The following bullets outline Accela's typical release cycle:

- ▶ **Frequency** – Accela has a defined update schedule with minimally two major scheduled releases per year, and other point releases as needed.
- ▶ **Provision of release notes** – All version upgrades, patches, etc. are provided with corresponding instructions to enable a complete understanding of the reasons and outcomes. Detailed product release notes accompany all product releases, and are alternatively available on Accela's website for customers to review prior to installation. Upgrades and patches do not affect any local customizations developed by individual agencies.
- ▶ **Ability for City staff to implement versus need to contract for services** – Upgrades to Accela Automation do not require a contract. When an upgrade becomes available, an e-mail notification is sent to all affected customers. The information is also posted on the Support/Product Updates section of Accela's corporate website. Clients have the option of accepting these upgrades and releases into their configured systems. All system upgrades, and point and patch releases are provided via a secure FTP site, are easily installed and contain information regarding the specific release for review prior to their incorporation by Accela's client sites.
- ▶ **Duration of support for prior releases** – Pursuant to their Maintenance agreement, Accela will provide maintenance support for the current release of each of its maintained software applications and for the release immediately preceding such current release. All other releases are deemed to be "Legacy Releases". Accela will respond to maintenance requests concerning Legacy Releases only using currently-available information. Services requiring additional research, engineering-level support, or coding or programming by Accela will not be provided pursuant to Accela's MA, but may be separately available at rates and on terms that may vary from those described herein.

3.1.7 Integrated Modules

The Accela Automation system was originally envisioned and has been continually developed in its 10-year history to perform as a single system of seamlessly connected modules and add-on products to satisfy the automation needs of a multi-departmental enterprise. To date, this approach and strategy has been fulfilled and all of Accela's products are inherently integrated to perform together in whatever combination of products/add-ons are needed by Accela's governmental clients. While modules may be purchased separately and developed to interface with other existing third party systems, the addition of any module or add-on product will be as integrated as if it had been purchased first. The full extent of Accela's approach and strategy is best seen at our client sites where multiple departments are each satisfying their individual needs with specific modules, while the entire city or county is unified under a single system with a single database.

3.1.8 Integrated Third Party Products

Any integration(s) to third party software either currently deployed in the City's architecture or to any third party software to be implemented in conjunction with and during the deployment of the Accela Automation solution that is part of this proposal and is covered in detail in the Statement of Work.

3.1.9 Upcoming Releases

As Accela is a private company, all planned functionality in future releases is proprietary and confidential.

3.1.10 Data Conversion Tools

RedMark uses tools for all of its data conversion activities at other client sites. The Accela Data Mapping tool and Accela Conversion tool may be utilized for conducting the needed conversion at the City of High Point.

3.1.11 Field and Remote Access Mobility

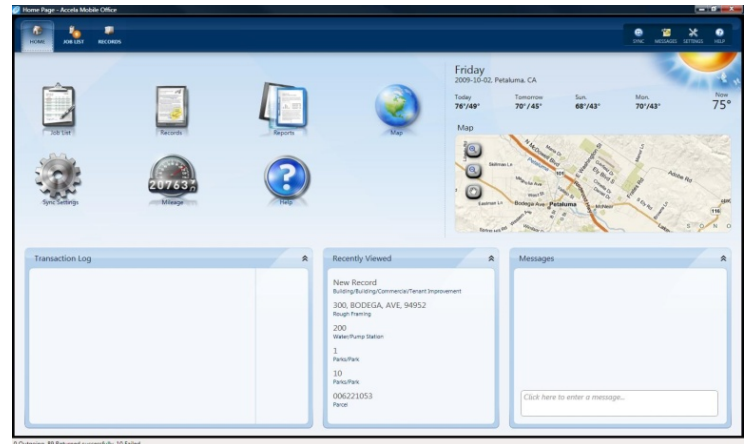
Accela Mobile Office enables workers to take their work directly to the field by supporting on-site, real time land management activities. Built using Microsoft Windows Presentation Foundation (WPF) framework, this add-on module is a smart client application that offers:

- ▶ Role based configuration
- ▶ Elegant user interface
- ▶ Map-centric approach

- ▶ Store and forward capabilities for on or offline work
- ▶ Routing with driving directions
- ▶ Reporting from the field
- ▶ Broadcast messaging and e-mail communications

Accela Mobile Office's intuitive design and logically organized user interface promotes ease of use among all field staff. Its usability is enhanced by its role-based configuration which presents users with the exact business information needed to perform their individual field functions.

Field personnel conducting inspections have complete access to all transaction data, including record histories. Electronic documents, including sketches and digital photos, may be attached to inspection records as part of the inspection process. Once inspection findings



documented in Accela Mobile Office are submitted to system, they are immediately available across the enterprise. Based on the workflow configuration, inspection results can automatically trigger system alerts, send email notifications, and generate reports, letters and other notices.

When used with Accela GIS, field operations are further enhanced and a fully Mobile GIS solution is enabled. Mobile users have access to Bing Maps and ArcGIS Server maps and data. Further, they are empowered to view complete parcel and activity histories, initiate new activities from the map interface, and optimize inspection routes all from their mobile devices.

Accela Mobile Office runs on a wide variety of platforms including Windows XP, Windows Vista and Windows 7, and is optimized for touch screen devices, making it compatible with many mobile devices including Tablet PCs and laptops.

Accela Mobile Office has online and offline functionality and can operate independently of internet connection. It can operate in wireless environments, transmitting field information and data in real-time. Alternatively, it can operate offline and in a store and forward mode where data captured is uploaded to the system upon reconnection to a wireless network or upon return to the office.

3.1.12 Interface and Integration Approach

Accela Automation based products have the advantage of user interface integration. The interfaces of these products are provided as a set of portlets—the user interface equivalent of a reusable business component. Portlets are small windows within a user screen with different types of information. In the same manner that common websites (such as yahoo.com or msn.com) allow users to customize their homepage views with news boxes, stock quotes, and weather reports, Accela Automation allows users to choose their screens most pertinent to their business functions (such as upcoming inspections or frequently used reports).

Several portlets can be organized on a single page and several pages make up the Accela Automation system. System administrators can customize portlets and pages, grouping information logically for end-users, based on their specific user roles.

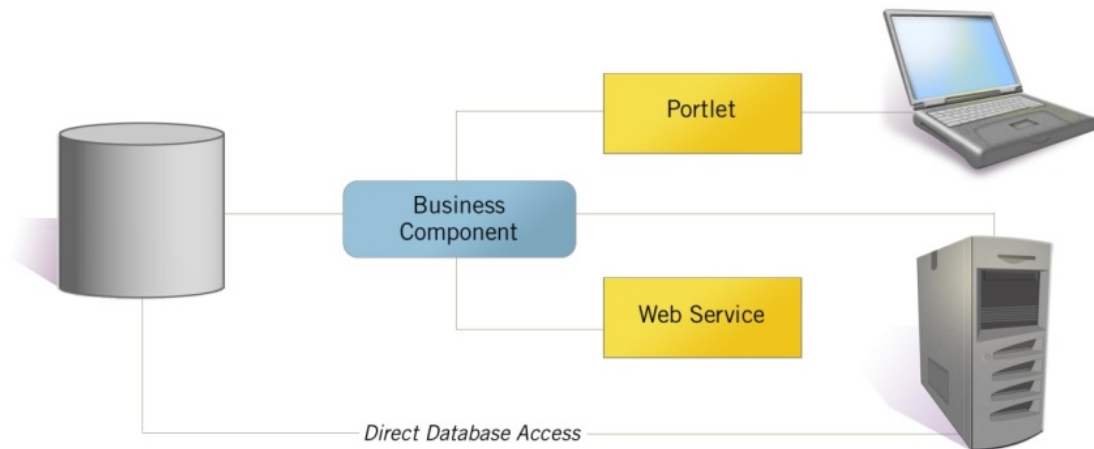
In addition to the configurations established by the system administrator, end-users can further tailor their screens to suit some of their personal preferences. Users can view the different pages and portlets available to them, and customize these components, so that each time they log on to the system, their interface is personalized to the information they need.

All user functions are performed through the Accela Automation user console, displayed through multiple types of portlets. This role-based user interface approach breaks down disparate “silos” of information to create a more efficient end-user thus reducing costs.

Accela Automation also offers multiple integration options to its users. Business components are constructed using the Enterprise Java Beans (EJB) standard, which permits automatically generated documentation in an industry standard format.

The EJB foundation allows business components to be accessed both by Java based interface programs, and exposes these procedures to Web Services, a programming language independent XML based interface that also provides reliable long distance data transport.

Exhibit 6: Multiple Integration Options



3.1.13 Supported Data Exchange Standards

Currently, we do not provide any native support for data exchange formats, however we could support some formats and transactions with scripting efforts.

3.1.14 Reporting Approach

- a) Business Intelligence can exist on a variety of levels under the Accela Automation system. The system has its own unique and system-wide facilities and features that assist users in locating and reviewing information that exists on a per module basis or across the entire enterprise. Features such as SmartCharts and QuickQueries can exist on the end user's personal dashboard and bring forward key business information on a real-time basis without the need for re-querying the database. These features allow for a wide variety of presentation formats such as graphs, pie charts, odometers, etc. Additionally, the system provides all users the ability to query specific information through an easy-to-use search screen that provides many ways of selecting and sorting the desired queried information. Lastly, Accela trains users as part of its implementation activities on one of three of the most common third party reporting systems (Oracle Reports, Crystal Reports and MS Reporting Services) so that more complex reports can be generated and once generated, saved for use in the future by the original user or by other authorized users.
- b) Custom reports are created as part of every Accela Automation implementation, as these documents not only comprise what are normal

“reports”, but also include other system outputs such as citations, permits, licenses, letters, etc. The RedMark team will work with the City’s project team in identifying the needed reports that will be developed using third party reporting systems and also jointly determine if these reports should be developed by RedMark, the City or both. Since we offer training into these report writers as part of our implementation activities, many of our clients choose to use their own staff to develop these reports.

- c) The City of High Point can establish a repository into which only those reports it has “certified” will be deposited and reused, as necessary. Through security privileges, such reports may not be changed except by end users having the appropriate roles and privileges so that the repository only contains those reports that have been certified.

3.1.15 Integration with Microsoft Active Directory

Accela Automation provides support for the LDAP protocol for Accela Automation external users. This means that you can access LDAP Active Directory Users using SSL.

Exhibit 7: Agency Security Policies Field Example Content

Field	Example Content
Provider URL	ldaps://ldap-host
Provider Port	636
Access User Name	myLDAPUser -- same as CN (common name)
Access User Password	123456
Access User OU	OU=Recipients,OU=SLC,OU=Resources
Access User DC	DC=accela,DC=com

It is assumed that non-SSL LDAP will be used unless *ldaps://* is specified in the Provider URL or if the port is set to 636. When you access the Active Directory LDAP server using the Accela Automation External User configuration, the LDAP Principle (user logging into ldap to access it) is constructed as “CN=<Access User Name>,<Access User OU>,<Access User DC>”. The example configuration above would look like this example:

“CN=myLDAPUser, OU=Recipients, OU=SLC, OU=Resources, DC=accela, DC=com”

In addition, all access to the LDAP server would use a base DN that is the same as the Access User DC. The example configuration above would be “DC=accela, DC=com”.

Before you begin:

- ▶ The trusted certificate for the secure LDAP server must be added to a trusted cacert file on av.biz and ServerConfig.properties must be configured to point to this store.
- ▶ The certificate is named ldapCA.cer and has been copied to the av.biz conf directory.
- ▶ The certificate alias must include the name of the agency using the certificate, as in this example: *myagencyid_ldapca_cert*
- ▶ The java certificate store is as follows:
`%AA_AS_HOME%\conf\trusted_cacerts`

Once the agency has installed the Active Directory certificate, the client must set up the Active Directory LDAP Server by doing the following:

1. Choose **Administrator Tools > Security Policy > External User Policy**.
2. Update the fields as explained in Exhibit 7 above.
3. Click the **Save** button.

Exhibit 8: Accela Automation displays the Agency Security Policies page

Agency Security Policies

Policy - External User Policy

Scope - Agency

Provider URL:*

Provider Port:*

Access User Name:*

Access User Passwd:*

Access User OU:*

Access User DC:*

OU Filter:*

Status: Enable

Save Cancel

3.1.16 Inherent versus Integrated Technologies

We have described below the inherent and integration capabilities of the Accela Automation system:

- ▶ **Imaging/Content Management** – integration to third party systems
- ▶ **GIS** – inherent in proposed solution via Accela GIS
- ▶ **Workflow tools** – inherent in proposed solution
- ▶ **E-mail solutions** – leverage third party systems
- ▶ **Point of sale terminals** – leverage GovXML to create an interface to almost any POS system.

- ▶ **Data warehousing** – integration to third party systems

3.2 Technical Environment

3.2.1 Hardware and Storage Environment

Accela fully supports deployment of its software in a virtualized environment. Our preferred hypervisor is VMWare vSphere as evidenced by Accela's deployment of this software to two of its data centers. We also have numerous clients running VMWare.

Exhibit 9 describes Accela's virtualization requirements for a simple deployment of a single virtual server host and a single Oracle database server connected to a shared storage array. This solution provides a base entry point for any client looking to start basic and scale up as needed either at the server or storage level.

Exhibit 9: Accela's Virtualization Requirements

VMWare Host Box	▪ Dual Quad-Core or better (current technology) ▪ 6Gbps SAS HBA (dual for redundancy if desired) ▪ Raid-1 or Raid-10 local storage for VMWare files only ▪ 128GB RAM ▪ One or more RAID-10 LUNs provided by SAS shared storage for datastore files ▪ Quad-port Gbp NIC
Database Server	▪ Single quad-core processor with large processor cache ▪ 6Gbps SAS HBA (dual for redundancy if desired) ▪ Raid-1 or Raid-10 local storage for OS files only ▪ 16GB RAM ▪ One or more RAID-10 LUNs provided by SAS shared storage for datafiles and logfiles ▪ Quad-port Gbp NIC
Networking	▪ Loadbalancer (such as F5 Big-IP LTM) - optionally, have 2 for High Availability ▪ Firewalls to support proper port filtering and access control ▪ 24 port Gbps Ethernet Switch (can be stacked with 2nd switch for redundancy)
Shared Storage	▪ Dell MD3220 with 24 SAS disks (as large a disk as possible) with dual 6Gbps SAS controllers – additional disk arrays can be added supporting up to 96 drives – storage allocated to VMWare off one LUN and the database files via other LUNs
Licenses	▪ VMWare vSphere 4 (exact license version dependent on number of hosts and desired options) ▪ 1 Windows 2008 Standard license per biz server VM deployed ▪ 1 Windows 2008 Web Edition license per web server VM deployed

	▪ Database license (Oracle or SQL (can be Standard but Enterprise offers better options down the road)) ▪ Database OS license(s) ▪ Windows 2003 32-bit Standard license if using Brava with Accela Document Service ▪ Brava 5.3J Enterprise License if using document markup with Accela Document Service ▪ Microsoft Office 2007 license if using publisher features of Brava
Guest VM Configurations	▪ Test Single Deploy - all core AA services on one machine – 8GB RAM – 40GB Storage – 2 vCPU – 1 vNIC ▪ Staging Single Deploy - all core AA services on one machine – 8GB RAM – 40GB Storage – 2 vCPU – 1 vNIC ▪ Add-on products Server such as AccelaGIS, Accela Mobile Office, and Accela Citizen Access (can share the same server if needed and can be loadbalanced via loadbalancer) – 2 vCPU – IIS installed on OS – 6GB RAM – 40GB Storage ▪ Production Single Deploy Option - all core AA services on one machine – 8GB RAM – 40GB Storage – 2 vCPU – 1 vNIC ▪ Production Split Deploy Option - all core AA Web Services on one machine – 6GB RAM – 40GB Storage – 2 vCPU – 1 vNIC ▪ Production Split Deploy Option - all core AA Biz/Indexer Services on one machine – 6GB RAM

	- 40GB Storage - 2 vCPU - 1 vNIC

Notes on Scaling

The Dell MD3220 listed above can support up to eight single SAS connections or four redundant connections. This means that two VMWare servers and two database servers could have redundant connections to the shared storage effectively providing higher availability to the solution as a whole at the server and controller levels. This does limit the scalability beyond two VMWare servers and two database servers. If desired, a second MD3220 could be purchased to overcome this limitation allocating storage to just VMWare while the other is allocated to the database servers. This will allow four servers each to connect to their respective storage.

The Loadbalancer can provide entry points to virtual servers comprised of pools of AA servers. For instance, two production web servers could be deployed that have a single Virtual Server IP for each Accela Web Service (the Admin and User URLs that is). By adding more virtual machine guests to the pool, the solution scales in a fashion to support more users over time.

3.2.1.1 Proposed System Architecture

At its core, Accela has four key services:

- ▶ An Administrative Web component that is ColdFusion based
- ▶ The End user Web server component that is portlet based
- ▶ A middle tier business application server
- ▶ An indexer service that facilitates global searches at the end user web layer

Accela supports a wide variety of implementation of these services and is very flexible to the scalability needs of its clients. Redundancy can be provided at the web layers via load balancing. Additionally, additional business servers can be brought online to service the needs of the web servers and the add-on components (e.g., Accela Citizen Access, Accela Mobile Office, Accela GIS).

A typical jurisdiction that is not as concerned with high availability (where processing is low and some downtime for unplanned events is acceptable) a simple production environment may only include one deployment of each service listed above. If high availability is an issue and a load balancer is available, then two or more web servers can be deployed and the traffic load balanced between them.

A test or staging environment generally never has these types of requirements and a simple deploy of all services on a single box is often sufficient for those needs. If there are requirements that a staging environment mirrors production, then that is also supported and virtualization facilitates this process.

3.2.1.1.1 Accela Automation Architecture

The Accela Automation architecture is a three-layered architecture, represented in the graphic above. The foundation of the system is the **Data Layer**, which contains a data schema specifically designed for government-focused key business data, activities, and processes.

- ▶ **Government-focused data schema** – Leveraging decades of industry experience, the Accela Automation data schema allows end users to quickly access the data they need to perform their roles.
- ▶ **Industry-standard data access** – The Accela Architecture application layer accesses the data layer using the Java Data Base Connectivity (JDBC) standard. External applications can access the data layer via either JDBC or ODBC using ANSI SQL92 statements.
- ▶ **Single database across all modules** – Since all Accela Automation modules access the same, consolidated database, all end-users work with consistent, accurate, and up-to-date information across the entire enterprise.
- ▶ **Support for major RDBMS vendors** – The Accela Architecture data layer supports both Oracle and Microsoft SQL Server RDBMS offerings.

The **Application Layer** contains all Accela Automation module business logic and consists of Enterprise Java Beans. This layer offers a scalable solution to meet the changing and future needs of growing agency requirements and easily integrates with external/third party systems.

- ▶ **N-tier scalability** – The application layer can scale both vertically (by adding additional processors) and horizontally (by adding additional server hardware) allowing deployment infrastructure that grows to accommodate an agency's requirements.
- ▶ **Multiple integration options** – Robust integration options provided through JDBC access to external system databases, and both GovXML and Web Services access to external system application layers. Accela Automation Add-on products (Accela GIS and Accela Mobile Office) interface with Accela Automation modules using GovXML.
- ▶ **Platform independence** – Being a pure Java implementation, the Accela Automation Architecture offers application server hardware platform independence, allowing agencies to choose hardware that best meets their needs.

The Accela Automation Architecture **Presentation Layer** provides a next-generation end-user experience, utilizing a portlet UI framework. This translates into a work environment where end-users easily and quickly perform key business tasks using role-based consoles tailored to their job function.

- ▶ **Accela Automation Consoles** – Accela Automation Consoles are a zero-deploy, role-based UI paradigm that lets end-users (including citizens and constituents via public access) interact with their information in the ways they need to perform key business tasks. Consoles leverage the benefits of RSS to display information from external solutions directly in end-user consoles.
- ▶ **Browser-based, zero deploy** – Being a true thin client, agencies need not deploy any software other than a Web browser to provide end-users with access to Accela Automation modules. Accela Automation complies with HTML 4.0, thus workstations only need a Web browser (Microsoft Internet Explorer 6.0 or newer) to perform their key business tasks.
- ▶ **End-user personalization** – Administrators can allow end-users to personalize their consoles, and determine the extent of that customization. From rearranging, removing, and adding portlets, to creating and saving personalized data queries, users can customize data views to optimize productivity and improve job performance.
- ▶ **“My Data” philosophy** – Accela Automation Consoles utilize a “My Data” philosophy wherein end-users see only the data they need to do their jobs, not extraneous data that distracts and prevents end-users from quickly performing key business tasks.

Exhibit 10 illustrates a split tier design wherein the Internet based components exposed externally are serviced by a 3-tier model. Load balancing can occur at the Zone 0 Firewalls if desired and the equipment is available. If an agency wishes to use an SSL VPN for their mobile inspectors using Accela Mobile Office as an added layer of security, this is also possible. However, the Accela Mobile Office server offers SSL support via IIS and as such, the traffic will always be encrypted.

In the split tier model, internal users use a separate set of Accela Automation Web and Application servers for their daily needs.

Please note that this graphic represents one of many ways that Accela Automation can be deployed to support your environment and its needs. It can be simpler or more complex than this.

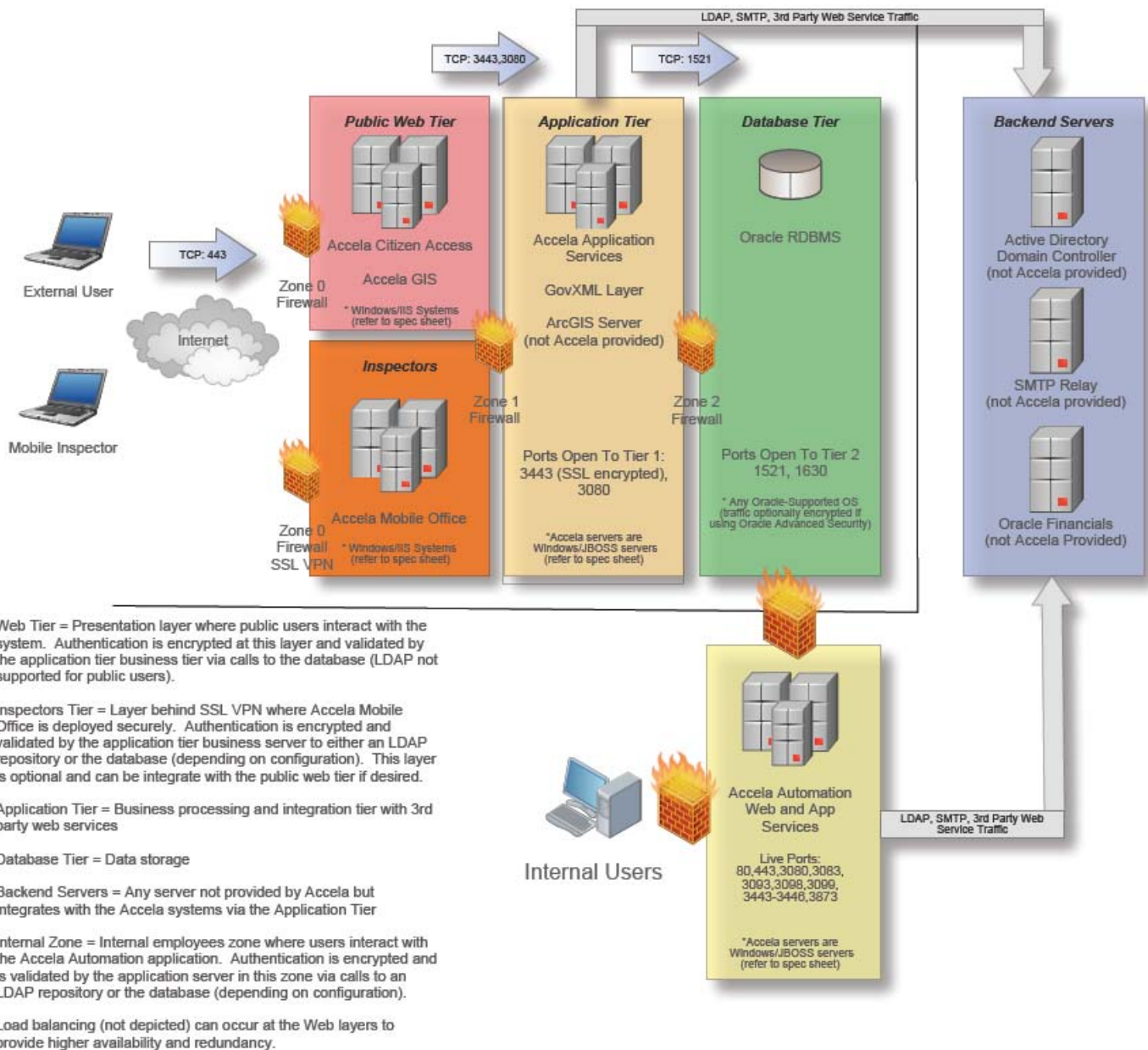


Exhibit 10: Accela Automation's Technical Architecture Split Tier Design

3.2.1.2 Recommended Server and Storage Environments

Exhibit 11 lists Accela's supported server and storage environments.

Exhibit 11: Supported Hardware/Software Server and Storage Requirements for Accela Automation

	Supported Hardware Requirements	Supported Software Requirements
Accela Automation		
User Workstations	▪ Pentium Dual Core Processor or better, 3 GHz ▪ IBM Compatible PC ▪ 1+ GB RAM or more ▪ 100MB free space on HD ▪ Internet Connection via dedicated frame-relay circuits (i.e. T1s)	▪ Windows 7; Windows Vista SP2; Windows XP SP3 ▪ Internet Explorer 7.x or 8.x, Firefox 3.6, Safari 5; Google Chrome 10 ▪ Adobe Acrobat Reader 9 (download free at www.adobe.com/acrobat) ▪ Silverlight Run Time Edition ▪ JRE 6x to support SmartChart and Process Diagram. ▪ Screen resolution is 1024x768
Production Web Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK	▪ 2xQuad-Core Intel Xeon Processor w/large processor cache; Dual-Core Intel Xeon Processor ▪ 4+ GB RAM or more ▪ RAID-10 storage with 48GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server ▪ Railo recommended (open source CFMX engine) ▪ Adobe ColdFusion 7.x Enterprise Edition
Production Application Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK ▪ Vembu SwisSQL API 1.7 (for MS SQL Server version only)	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server
Production Database	▪ RAID-10 Storage sufficient to hold historical data and	▪ Microsoft SQL Server 2008; Microsoft SQL Server 2005 SP3

	Supported Hardware Requirements	Supported Software Requirements
Server – Microsoft SQL Deployments	new data (as many disk spindles as possible so that disk I/O is not a bottleneck). The minimum should be 8. ▪ Raid-10 storage for database log files sufficient to hold peak log file generation rate. Use as many disk spindles as possible to avoid I/O bottleneck. ▪ 4X Quad-Core Intel Xeon Processor; Quad-Core Intel Xeon Processor w/ large processor cache ▪ 8 to 32 GB RAM or more ▪ Teamed 1000MB/s Network Interface Card	▪ Microsoft Windows Server 2008 R2 x64, Linux, Unix
Accela Citizen Access		
Application Server	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000 MB/s Network Interface Card	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows 2003 Server ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x; 3.x
Accela GIS		

	Supported Hardware Requirements	Supported Software Requirements
If client uses ArcGIS <i>Accela provides the following software:</i> ▪ Accela GIS software ▪ Accela GIS Optimized Routing	▪ Windows 2003 Platform or newer ▪ Current Dual-core or Quad-core processor ▪ 2GB RAM ▪ 20 GB hard disk drive (RAID-1)	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows 2003 Server ▪ Microsoft Silverlight 3 (Microsoft Silverlight 4 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ Microsoft Internet Information Server (IIS) 6.x or higher ▪ Microsoft .NET Framework 3.5 SP1 (Microsoft .NET Framework 4.0 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ ArcSDE 9.3 or 9.3.1 (ArcSDE 10 is supported at Accela GIS 7.1.0) ▪ ESRI ArcGIS Server Standard (or Advanced) 9.3.x (ArcGIS Server 10 is supported at Accela GIS 7.1.0) ▪ ArcGIS Desktop (required for managing the MXD service) ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x ▪ SSL Certificate (optional) ▪ ESRI ArcGIS Server Network Extension (optional)

3.2.2 Ancillary Hardware

Exhibit 12 lists Accela's supported hardware and software specifications for Accela Mobile Office.

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Exhibit 12: Hardware/Software Requirements for Accela Mobile Office

	Supported Hardware Requirements	Supported Software Requirements
Accela Mobile Office		
Mobile Office Client <i>Accela provides the following software:</i> ▪ Accela Mobile Office Client software ▪ Microsoft .NET Framework 4.0 <i>For optional printing from mobile devices/field printing capabilities, Agencies must provide:</i> ▪ PIEprint v. 1.25 from Field Software Products (minimal cost, volume discounts available)	▪ Intel Pentium or Intel Centrino Dual Core Processor ▪ 2 to 4 GB RAM or more ▪ 40 GB HD ▪ Wireless Card (not necessary if AMO Client use is purely offline/store and forward mode)	▪ Microsoft Windows 7; XP
Mobile Office Server <i>Accela provides the following software:</i> ▪ Accela Mobile Office Server ▪ Microsoft Data Access Components (MDAC) 2.8 or later	▪ Current Dual-core or Quad-core processor ▪ 2 to 8 GB RAM or more ▪ 20 GB hard disk drive (RAID-1 to RAID-10) ▪ Teamed 1000MB/s Network Interface Card	▪ Windows Server 2008 R2; Windows Server 2003 ▪ Microsoft SQL Server 2008 or 2005 ▪ Oracle 11g or 10g Database Server ▪ SSL Certificate (optional) ▪ Microsoft IIS 7.x; 6.x ▪ Microsoft .NET Framework 4.0

3.2.3 Operating System

While we recommend Windows 7 for our clients, Accela Automation also supports Windows Vista and XP operating systems for end user systems. All servers should be running Windows 2003 SP2, Windows 2008, or Windows 2008 R2. There are no other supported operating systems at this time. The database server can run any operating system supported by the database vendor (e.g., Linux for Oracle).

Accela provides all the software necessary for its core services to run including JBOSS and Railo. The client is responsible for all OS licenses, database licenses, report server licenses (Crystal, SQL Reporting, or Oracle).

3.2.4 Communication Systems

In Accela Automation, communication between the Web browser and the Web Server is done over HTTPS. The Web Server communicates with the Application Server using the Java RMI protocol. The Application Server communicates with the Database Server using the protocols provided by the Oracle or MS SQL database.

In Accela Citizen Access, communication between the Web browser and the Web Server is done over HTTPS. The Web Server communicates with the Accela Automation Application Server over HTTP invoking Web Services. The Accela Automation Application Server communicates with the database and other systems as described above.

3.2.5 Database Environment

Accela Automation operates in Oracle 10g or above and Microsoft SQL Server 2005 SP3 and above. Certification of the database environment is a function of the database vendor and this information is readily available at the respective vendor's sites.

3.2.6 Terminal Services or Virtual Desktop Infrastructure

Accela Automation is traditionally thin-client based. So long as the end user can run Internet Explorer, Accela Automation can run. Accela Citizen Access and basic Accela GIS map viewing are also thin-client based. Accela Mobile Office does require installation of files and so does not technically qualify as thin-client based. Accela has done no certifications on any specific thin-client environments (e.g., Citrix).

3.2.7 System Administration Tools

Accela has a built in administrative web service that can be used for handling configuration of the application itself. Data archival is achieved as a function of the respective database vendor and Accela recommends that system DBAs use those recommended approaches for backup and archival of their systems.

Application updates to the core services come via InstallShield wizards. Help running these wizards is always available for a client under maintenance via Accela's Customer Resource Center. Since Accela Automation is web-based, no client installation pushes are needed for end users to begin using newer versions. The exception to this is Accela Mobile Office where deployments are pushed out automatically from the Accela Mobile Office Server to the end user devices making the updates simple and seamless.

3.3 Software as a Service (SaaS) Option

As we are not proposing an optional SaaS solution at this time, we have not provided responses to the above questions.

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4 Implementation Plan

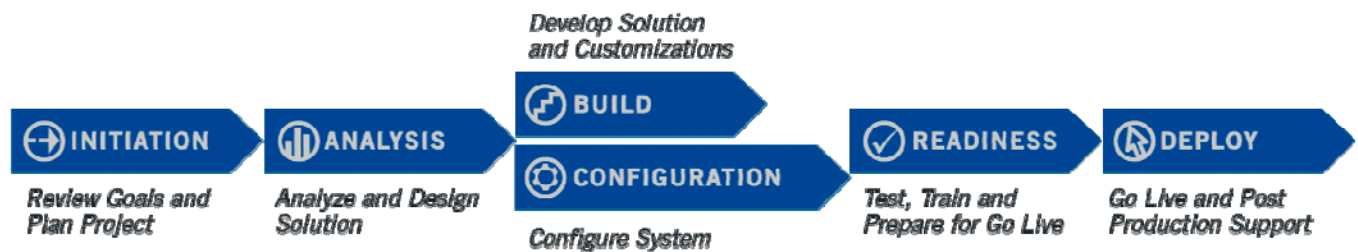
The RedMark team offers unmatched experience in software implementation activities – throughout our history we have installed, configured, converted data into, and trained people in Accela’s software products in more than 30 engagements.

System implementation is a critical activity that sets the tone for the City’s ongoing use of the Accela Automation system. The Accela Implementation Methodology (AIM) will be employed to support a thorough and well-managed process. A RedMark implementation team will lead all project management, working in partnership with City staff to confirm that this project is delivered on time and within budget.

4.1 General Implementation Approach

As shown in Exhibit 13, Accela’s implementation methodology is comprised of six stages, each with its own project objectives, activities and defined deliverables.

Exhibit 13: The Six Stages of Accela's Implementation Methodology



The section below describes each AIM stage, which is defined by specific Objectives, Activities, and Deliverables, which are defined in Exhibit 14.

Exhibit 14: AIM Component Definitions

AIM Component	Definition	Expectations
Objectives	The defined purpose and expected achievements of the stage.	At the completion of each stage, the City/RedMark project management team confirms that these objectives have been achieved.

Activities	The tasks to be performed in order to achieve the defined objectives.	Activities are the daily tasks of the project implementation and follow the format defined of the project plan. Activities are closely monitored and drive the overall project status/ progress.
Deliverables	The tangible result that will be delivered at the end the stage. A project deliverable can be anything from a completed document, a presentation, or configured system.	Deliverables are material artifacts that represent the defined objectives and are the result of Activities. A deliverable represents the objectives of the stage in a substantive manner whereby the project success can be evaluated and approved.

4.1.1 Stage 1 – Project Initiation

The initiation phase is a critical stage that sets the tone for the entire implementation. All project expectations and guidelines are defined in this stage.

During the project initiation stage, the statement of work is finalized and the contract is completed and executed. A thorough review of the project scope is performed and all Objectives, Activities and Deliverables are defined. Representatives from RedMark and the City will be identified as project team members who will develop project plans, project milestones, and communications plans.

4.1.1.1 Objectives

- ▶ Establish a detailed project approach that will meet City-specific business needs. A project team is developed and each member's role and responsibility is clearly defined. This team will develop the detailed project plan, resource/task assignment list, and project timeline.
- ▶ Develop a strong communication plan that includes status meetings, progress tracking and reporting mechanisms, issue/risk management plans, budget management, and resource management plans.
- ▶ Review and approve all project deliverables.
- ▶ Identify of all project milestones, including include approval and sign-off requirements.

4.1.1.2 Activities

- ▶ Meet with all project stakeholders to discuss the project approach and communicate expectations. This includes identifying team leads and reviewing project communication plans.
- ▶ Review project scope and create a project plan that identifies all required resources.
- ▶ Establish a project communication schedule that outlines project status meetings and project progress/reporting procedures.

- ▶ Identify potential areas of risk and create a risk management plan.
- ▶ Establish a formal review and approval procedure for all deliverables, milestones, and project completion activities.

4.1.1.3 Deliverables

- ▶ **Project Charter** – A comprehensive deliverable that defines how the project will be managed and executed for each stage of the implementation. This document details all functional areas of the project and includes the project approach, project organization and roles/responsibilities matrix, project plan, communication plan, and the issue/risk management plan. The charter outlines how deliverables, milestones, and change control procedures are addressed throughout the lifecycle of the project.
- ▶ **Statement of Work** – The scoping document that defines all consulting/professional services work and deliverables to be provided by RedMark.
- ▶ **Baseline Project Plan** – A project timeline that details the dates and durations of all implementation activities, including status meetings and executive committee meetings. This plan serves as the main calendar to track all events related to this project.
- ▶ **Project Status Report Template** – The template from which all project status reports are created.
- ▶ **Project Initiation Meeting and Product Demonstration (Kickoff)** – During the project kick-off meeting, the project charter and the schedule of status meetings and deliverables will be reviewed with all participating departments and the executive committee overseeing this project.

4.1.2 Stage 2 – Analysis

During the Analysis phase, the business processes currently in place are defined, the vision of future business processes are identified, and where/how these two sets of processes vary.

A series of Requirements Workshops are held with all participating department. System requirements are discussed and then analyzed for configuration within Accela Automation.

4.1.2.1 Objectives

- ▶ Identify the detailed system requirements for each record/transaction/activity type and for all in-scope interfaces.
- ▶ Prepare detailed requirements for in-scope data conversion activities.

- ▶ Define reporting needs and report development resources. A list of recommended reports (including custom documents/letters/reports) is defined.
- ▶ Create system test plans that verify the system configuration and confirm required functionality.

4.1.2.2 Activities

- ▶ Collect and chart each business process as a basis for configuration in Accela Automation.
- ▶ Collect employee names and roles for establishing user groups.
- ▶ Document existing record numbering schemes and determine their appropriateness for the new system.
- ▶ Collect and document intake requirements, forms, and data fields for each record type.
- ▶ Collect and document output requirements (documents/letters/reports).
- ▶ Collect and document fees, fee schedules, and collection procedures for each record/activity type.
- ▶ Collect and document all required inspections and inspection result options for each case record/activity type.
- ▶ Provide orientation and training on Accela Automation's database structure.
- ▶ Provide assistance in identifying potential data elements that should be mapped into the Accela Automation application.
- ▶ Work with the City to identify required fields to be mapped to existing agency systems that are identified required interfaces.
- ▶ Conduct workshops with management team(s) to discuss potential organizational impacts associated with enhanced workflows and job functions.
- ▶ Develop training requirements for user groups within each department.
- ▶ Prepare and review a High-Level System Testing Plan for each department.

4.1.2.3 Deliverables

- ▶ **Software Configuration Document** – The blueprint for configuring the Accela Automation system. This document outlines all business rules and required workflows and details the data conversion, reporting, and infrastructure requirements.

4.1.3 Stage 3 – Configuration

The configuration stage marks the configuration of all records and workflows in Accela Automation. Once completed, all application, reports, interfaces and data loading routines are system tested.

4.1.3.1 Objectives

- ▶ Complete the configuration and testing of the Accela Automation, meeting all in-scope requirements.
- ▶ Develop and system test the data conversion programs to migrate data from the in-scope data sources into the Accela Automation application.
- ▶ Prepare Accela Automation for transition to the production environment.

4.1.3.2 Activities

- ▶ Identify and configure all record types and workflows.
- ▶ Configure and system-test the application.
- ▶ Conduct review sessions with the departments throughout the configuration process to ensure the expectations are met.

4.1.3.3 Deliverables

- ▶ **Configuration of in-scope record types** (workflows, task statuses, user defined fields, fee structures, business rules, etc.) – The system will be fully configured to meet City specific business rules and processes.

4.1.4 Stage 4 – Build

(Note: Stage 4 occurs concurrently with Stage 3)

The build stage includes development of system integration links, event scripts, in-scope reports, and data conversion/migration programs. Although stages 3 and 4 occur simultaneously, configuration activities do not end until after the Build stage is completed.

4.1.4.1 Objectives

- ▶ Successful installation of Accela Automation in the support environment.
- ▶ Complete accurate data conversion mappings. Confirm schedules are in-line with required data loads for system and user acceptance testing cycles.
- ▶ Evaluate City technology infrastructure for compliance with Accela Automation's technical standards, specifications, and requirements.
- ▶ Map, review, and convert/migrate all system data into Accela Automation
- ▶ Develop and test all in-scope interfaces, event scripts, and reporting.

4.1.4.2 Activities

- ▶ Assess City support environment to ensure that the infrastructure components meet all requirements.
- ▶ Make recommendations (if necessary) for upgrades to the support environment, if needed.
- ▶ Install all purchased Accela Automation modules on the support environment.
- ▶ Review required data conversion activities to ensure proper data field mapping.
- ▶ Develop and system-test the data conversion/migration programs and load the data into Accela Automation.
- ▶ Configure/develop and system-test the in-scope reports.
- ▶ Develop and system-test the application interfaces. The RedMark team will work with City IT staff to ensure the proper enhancements to the legacy systems are made for system integration.
- ▶ Test all installed Accela Automation modules

4.1.4.3 Deliverables

- ▶ **Event Script Development** – Development of all in-scope event scripts.
- ▶ **Report Specifications and Development** – Development of all in-scope reports.
- ▶ **Data Conversion Specifications and Development** – Conversion/Migration of all legacy data.
- ▶ **Interface Specifications and Development** – Development of all in-scope interfaces.

4.1.5 Stage 5 – Readiness

During Stage 5, Readiness, the Accela Automation system is tested, users are trained, and RedMark's team prepares for system deployment. User acceptance testing plans are developed, approved, and executed during this stage. When this Stage is complete, the City must confirm all system requirements have been successfully been met.

4.1.5.1 Objectives

- ▶ Develop and execute a User Acceptance Test Plan. Gain approval/confirmation that the terms and conditions of the system have been met.
- ▶ Complete all User Acceptance Test activities; documented deployment plan must be executed by the City prior to Stage 6: Deployment.

4.1.5.2 Activities

- ▶ Execute the User Acceptance Test Plan to ensure the requirements have been met.
- ▶ Schedule, conduct, and document results of testing sessions with each participating department to execute the User Acceptance Test Plan. If necessary, corrections deemed to be in-scope will be made to the system.
- ▶ Schedule an executive session to review the successful completion of the User Acceptance Test Plan for approval and sign-off.
- ▶ Gain approval to execute the Deployment Plan.
- ▶ Schedule training sessions.
- ▶ Conduct training (includes end user training, administrative, and maintenance training) on their enhanced workflows using the new Accela application (business operations training).

4.1.5.3 Deliverables

- ▶ **User Acceptance Testing** – A User Acceptance plan will be developed and is used as a guideline in User Acceptance Testing. Approval of completion of this deliverable confirms that RedMark has successfully met the requirements of the new system and the system is ready to be deployed.
- ▶ **End User Training** – User groups are trained in the use of Accela Automation. This training includes how their daily responsibilities and workflows are enhanced by the Accela application (business operations training).

4.1.6 Stage 6 – Deploy

The final stage of the project – Deploy – is marked by the transition of Accela Automation to the production environment. All necessary go-live activities are identified, executed, documented and reviewed. A review of the Statement Of Work ensures that all system requirements have been met.

Once deployed, the agency may begin to use the system in their day-to-day activities. Upon completion of Stage 6, all support functions are transition to Accela's Customer Resource Center.

4.1.6.1 Objectives

- ▶ Completion of all training on the use and maintenance of Accela Automation.
- ▶ Successful deployment of Accela Application in the production environment.
- ▶ The City begins to use Accela Automation in their daily activities.

- ▶ Obtain Project Completion Signature, indicating that the project has completed successfully.

4.1.6.2 Activities

- ▶ Complete all training for all specified user groups.
- ▶ Execute the Deployment Plan, whereby the system is installed and live in a production environment.
- ▶ Schedule an executive session to review the activities and results of deployment, and gain signature indicating that the project has been successfully completed.

4.1.6.3 Deliverables

- ▶ **Go-Live Checklist Development, Tracking and Execution** – A document detailing all go-live required activities, timelines, and execution.
- ▶ **Go-Live** – Accela Automation is fully transitioned to the production environment and ready for daily use.
- ▶ **Post Go-Live Analysis** – A review of all activities detailed in the Go Live Checklist and confirmation of project completion.
- ▶ **Formal Transition to the CRC for Ongoing Support** – The process whereby the City project is transitioned to the CRC for ongoing support. This includes training City staff on the many ways to contact and interact with the CRC, as well as the transition of all documented issues and requests from the implementation team to CRC staff.

4.1.7 Transition from Sales Cycle to Implementation Phase

Accela and RedMark have worked together through all stages of the sales cycle; as a result, the implementation team is already aware of the current proposal. At project kickoff, the RedMark implementation team will take over the project and get buy-in from the City project team on implementation approach and assignments.

4.1.8 Key Factors for Success

Project implementation will be a collaborative effort between the City and RedMark. Significant time will be spent to ensure City goals are met, as defined in the Statement of Work. Within this process, we define three key factors that will impact our success:

1. **Knowledge Transfer** – It is critical that City personnel participate in the analysis, configuration and deployment of Accela Automation. RedMark

will transfer knowledge to City staff, promoting self-sufficiency in the management of Accela Automation.

2. **Dedicated City Participation** – City staff must be actively involved throughout the duration of the implementation. RedMark will work closely with the City to create the Project Plan that defines reasonable and appropriate expectations of these personnel.
3. **Deliverable Acceptance Process** – It is critical that the City reviews and approves each project deliverable to confirm that RedMark is meeting its expectations. Upon completion of each Deliverables Acceptance Form, will RedMark proceed towards the next milestone.

Other important factors include:

- ▶ A Project Sponsor who stays involved with the project
- ▶ Strong project management from the City and RedMark side
- ▶ Understanding the project scope
- ▶ Listening to key personnel during the business requirements stage of the project
- ▶ Working collaboratively with City core team to make sure they understand all aspects of the configuration
- ▶ Making sure end users receive adequate training
- ▶ Commitment from end users to perform thorough end to end testing
- ▶ Creating a go-live plan that provides adequate pre and post go live support
- ▶ Long term commitment for support from software vendor

4.1.9 Key Differentiators

The Accela implementation methodology can work for small, medium or large-scale projects. By working closely with the City core team through each stage of the project, the entire team will be in touch with the progress of the project. If the project starts to fall behind or issues arise, a strategy will be developed quickly to get things back on track.

By working together throughout the implementation, the City will also be able to better support the system after go live.

4.1.10 Phased Implementation Methodology

For this type of implementation, it is best to bring all groups on-line at the same time whenever possible. If a phased implementation is desired, components like Accela Citizen Access and Accela Mobile office can be phased in at later dates.

4.1.11 Transition from Current System to Accela Automation

The entire length of the implementation will start preparing the end users for the transition to Accela Automation. As the project moves along through each stage, the core team and end users will learn more about what to expect.

The go-live event will typically start by shutting down the current system on a Friday afternoon with a weekend conversion. The new Accela Automation system would then go-live on a Monday.

4.1.12 Accessing Data from Old System

Whenever possible, we recommend moving all historic permit information to the new system. There are two types of data—active records and historic records. Active records will get the most attention since they will be used immediately after go-live and they will likely need to be set to their current state in the new workflow process. Historic records will be moved as-is for informational purposes and to provide one common location for historic data.

RedMark will ask the City to play a key role in exporting all data out of their current legacy systems into common formats.

4.1.13 Running Parallel Systems

It is not common for an Accela Automation implementation to have a “parallel” system period since many of the features in Accela (e.g., workflow) probably do not exist in the City’s current system. The UAT (User Acceptance Testing) stage of the project however should use real life test cases to verify that the system is working as expected. For example, fees for a number of permits should be entered into the system to make sure the total calculation comes out correctly.

4.2 Project Management Approach

RedMark will perform ongoing project management services throughout the contract to plan and monitor execution of the project in accordance with deliverables outlined in the Statement of Work. Generally, these services include the following:

- ▶ Project plan management using Microsoft Project
- ▶ Project document management using a mutually agreed upon SharePoint site
- ▶ Risk management using mutually agreed upon SharePoint site

- ▶ Issue and risk management using mutually agreed upon SharePoint site
- ▶ Status reporting
- ▶ Enhancement and out-of-scope tracking and management
- ▶ Change order management
- ▶ Project workspace management
- ▶ Resource management
- ▶ Executive project oversight and quality assurance

By mutual agreement, some project management tasks may be shared between the RedMark Project Manager and the City Project Manager.

A SharePoint site may be hosted by RedMark to act as a central point for saving and sharing all project documents. At the High Point's discretion, a City SharePoint site may be used.

Documentation for the project plan, project charter, project status reports, issue log, configuration document, data conversion document and test plans will be maintained throughout the life of the project.

4.3 Change Management

The Configuration stage of the project will look at current business processes and the best approach to accomplish current procedures in Accela Automation.

As part of the standard Accela implementation methodology, workflow diagrams and a configuration document will be created. These documents will be the basis for the configuration and will be reviewed and agreed to before actual system configuration starts.

Once the configuration is in place, standard operating procedure documents can be created by the City as How-To quick information guides for day-to-day tasks.

4.4 Software Installation and Hardware Install Coordination

RedMark has a wealth of experience in the implementation of Accela's systems. In each case, RedMark works with appropriate technical personnel at the agency site to coordinate all activities – including those that are conducted by clients, such as the purchasing and installation of hardware. Hardware specifications are reviewed with client staff and coordination is given as far as the delivery of the hardware being coincidental with Accela's software installation. Since a project

has many facets that enable its successful completion, all parties must be vigilant of all project-related tasks and activities to ensure their desired and successful end. RedMark will participate with the City of High Point representatives in the same fashion that it has participated with other clients with respect to hardware and other key activities engaged throughout the entire project.

Exhibit 11 in section 3.2.1.2 provides Accela's recommended hardware and software specifications to successfully run Accela Automation.

4.5 Report Development

RedMark will provide custom report development assistance for documents/letters/reports that are identified by the City as required for the new system in this task. This development will be done using Crystal Reports or SQL Reporting services. These custom reports will be deployed in Accela Automation's Report Manager.

RedMark will also provide data base schema training and best practices for writing reports to the City report development team.

4.6 Data Conversion Plan

4.6.1 General Approach

The conversion of historic data from the existing database is one of the most significant aspects of a project when migrating from one system to another. The required data mapping effort will be conducted by City personnel with assistance from RedMark. Once the data mapping has been defined, the RedMark team will ask that a City representative sign off on the data maps. RedMark will load the data based upon the data maps specification provided by the City using the standard Accela import tools.

4.6.2 Recommended Approach

Our typical approach is to retain all historical data wherever possible. There should be no reason to load all historical permit information into Accela Automation.

4.6.3 Potential Issues with Data Conversion

We do not foresee any issues in migrating data into Accela Automation.

4.7 Integrations and Interfaces

The Build stage includes development of an Electronic Document Management System (EDMS) interface. RedMark will develop an interface to the EDMS system soon to be defined by High Point. The City is currently in the process of purchasing a new EDMS for the storage and retrieval of documents. The interface will be a standard storage and retrieval interface from Accela Automation to the chosen EDMS.

Additionally, RedMark will develop an interface between Accela Automation and the Agency's IVR system to receive updates in order to query permit status, retrieve inspections and inspection results, schedule inspections, and cancel inspections.

City responsibilities include:

- ▶ Allocating the time for qualified business and technical experts for the interface requirements sessions that are critical to the project success.
- ▶ Assisting in the interface/data mapping process.
- ▶ Identify and coordinate any related tools used to implement the interface (3rd party or in-house development).
- ▶ Ensuring that the data populates successfully according to the interface requirements document.

4.8 Training

RedMark will provide 18 days (146 hours) of on-site and/or remote WebEx training sessions for the following areas:

- ▶ Accela Automation Core Team Administration Training (24)
- ▶ End User Training (96)
- ▶ Report Schema Training (4)
- ▶ Accela Report Writer Training (4)
- ▶ Self-Hosted Training (4)

In addition, the following training will take place for the add-on modules under their own deliverables.

- ▶ Accela GIS (8)
- ▶ Accela Citizen Access (8)
- ▶ Accela Mobile Office (8)

RedMark will train all City users to be identified by the City Project Manager in

each of the above areas. These training classes will be scheduled throughout the implementation process as appropriate.

RedMark and City responsibilities include:

- ▶ Properly select and prepare the users who will be participating in the training.
- ▶ Arrange the time and qualified people for the training who are critical to the project success.

4.8.1 User Documentation

Accela provides each client with the documentation necessary for the Accela Automation modules and add-ons, which the agency has acquired and is implementing. This documentation is provided at no additional charge since it is inherently part of the implementation tools and documents that are necessary to give users and system administrators' knowledge about the facets and operation of the system.

RedMark will provide the City with the one soft copy in portable document file (.pdf) format, of all documentation necessary for the Accela Automation modules and add-ons acquired. The City will have the right of reproduction so that as many copies can be made of the documentation as necessary for training or subsequent purposes.

Additionally, RedMark will provide the City with user training manual document templates in Microsoft Word format that can be customized with screenshots specific to the City's system.

System documentation includes the following manuals:

- ▶ Accela Automation User Guide
- ▶ Accela Automation Administrator Guide
- ▶ Accela Automation Land Management User Guide
- ▶ User Guides for Accela Automation add-ons (ACA, AMO and AGIS)
- ▶ Administrator Guides for Accela Automation add-ons (ACA, AMO and AGIS)
- ▶ User Training Manual Document Templates
 - Accela Automation User Training Manual
 - Accela Automation User Training Manual (Instructor Version)
 - Accela Automation User Accounting Manual
 - Accela Automation User Conditions Manual

4.8.1.1 Data Dictionary and ERD

Every client deploying the Accela Automation system is provided with a Data Dictionary and Entity Relationship Diagram. As confidential and proprietary documents, execution of a Non-Disclosure Agreement among both parties is required prior to the City's receipt of these products.

The data dictionary provides a map between the fields in Accela Automation and the database table names, while the entity relationship defines the relationships established between these data tables and fields. During system implementation, RedMark will provide train client side report writing staff on the Database Schema, and how these materials augment report writing activities.

4.8.1.2 System Administrator Documentation

System Administrators and other IT professionals are provided comprehensive standard administrator manuals for each module purchased. Additionally support documentation, notes and other reference materials are provided, including:

- ▶ Accela Automation Administrator Guide
- ▶ Accela GIS Administrator Guide .
- ▶ Accela GIS Data Dictionary
- ▶ Accela Mobile Office Administrator Guide.
- ▶ Accela Citizen Access Administrator Guide
- ▶ Accela Mobile Citizen Access Quick Reference Sheet
- ▶ Creating an External Web Service Stub
- ▶ Accela Automation Installation Guide
- ▶ Report Manager Administrator Guide
- ▶ Technical bulletins (as needed)
- ▶ Support Documents for Writing Scripts
 - Accela Automation Script Writer's Object Model Reference
 - EMSE Master Script Help System
 - Function List – Master Scripts

4.8.2 Tools to Develop Training Material

Accela has a complete set of training materials created in Microsoft Word that explain all functions in the Accela Automation system.

4.8.3 On-going Training Opportunities

Post implementation training can be provided at any time, pursuant to the training rates specified in RedMark's pricing notes.

Comprehensive product training is provided via WebEx or at Accela's headquarters in San Ramon, California. Custom on-site classroom style training designed specifically for the City may also be provided.

Accela also hosts regional educational seminars throughout the year and during its annual User Conference. Company newsletters and the Accela website keeps clients up to date on new training offered, product information, and company news. Accela also offers free webinars to current and prospective clients who wish to learn more about Accela products and their value.

4.8.4 Online Training and Classroom Training

Computer Based Training

Your training package can also include Computer Based Training (CBT) modules. CBTs are self-paced movies that demonstrate how to use the software, and reinforce learning with practice sessions and review questions. These CBTs can be generic, or RedMark can create custom CBTs that match the City's configuration.

CBTs provide self-paced learning to all users. They are especially helpful to users who were not a part of the initial classroom training, as well as to users who need more knowledge or a refresher. The trainers can also use the CBT courses as hard copy guides to supplement the classroom training.

Classroom Training

RedMark provides a variety of user and administrator training courses that are designed to orient, educate, and reinforce the core concepts behind the operation and management of Accela Automation.

During project initiation, a draft training plan will be created based on the products purchased, the numbers and types of users, and the specific City requirements relative to training and development. Should needs change as the implementation progresses, this plan will be updated accordingly.

On-site training courses are provided in a traditional classroom setting and are led by an RedMark training professional. These courses can be generic or tailored to match the City's configuration. Class lengths vary between four hours and multiple days, and limit the number of attendees between 7 and 12 participants at a time.

Train-the-Trainer Classes

RedMark can also provide “train the trainer” classes, should the City prefer. This approach allows customers to use existing personnel to conduct user training classes during and after the project implementation.

If this training format is selected, RedMark can train these power-users in all aspects of the application from the perspective of a common user, a technical/administrative user, and a trainer. This approach is often used by large agencies that have the staff and resources to conduct training sessions at its convenience.

It is our view that all required training can be easily accommodated and is practical to be performed on-site.

4.9 Testing

RedMark will work closely with the City implementation team to make sure the proper user acceptance testing and preparation for go live occurs. RedMark will be both on site and work remotely through this process.

4.10 Operational Process Redesign

The Configuration Analysis stage of the project will look at current business processes and translate them to best practices when using Accela Automation. For example, workflows will be designed and shared among multiple permit types. Event scripts will also be developed to automate business processes whenever possible. This is a standard Accela implementation approach and can be discussed with any of our references.

4.11 Proposed Project Plan

The next page shows the Proposed Project Plan. This plan will be adjusted and finalized with the City’s Project Manager and any additional staff having input on the direction of the project, including timeline.

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4.12 System Documentation

Accela provides each client with the documentation necessary for the Accela Automation modules and add-ons, which the agency has acquired and is implementing. This documentation is provided at no additional charge since it is inherently part of the implementation tools and documents that are necessary to give users and system administrators' knowledge about the facets and operation of the system.

Accela will provide the City with the one soft copy in portable document file (.pdf) format, of all documentation necessary for the Accela Automation modules and add-ons acquired under the proposed contract. The City will have the right of reproduction so that as many copies can be made of the documentation as necessary for training or subsequent purposes.

Additionally, Accela will provide the City with user training manual document templates in Microsoft Word format that can be customized with screenshots specific to the City's system.

System documentation includes the following manuals:

- ▶ Accela Automation User Guide
- ▶ Accela Automation Administrator Guide
- ▶ Accela Automation Land Management User Guide
- ▶ User Guides for Accela Automation add-ons
- ▶ Administrator Guides for Accela Automation add-ons
- ▶ User Training Manual Document Templates
 - Accela Automation User Training Manual
 - Accela Automation User Training Manual (Instructor Version)
 - Accela Automation User Accounting Manual
 - Accela Automation User Conditions Manual

4.12.1 Data Dictionary and ERD

Every client deploying the Accela Automation system is provided with a Data Dictionary and Entity Relationship Diagram. As confidential and proprietary documents, execution of a Non-Disclosure Agreement among both parties is required prior to the City's receipt of these products.

The data dictionary provides a map between the fields in Accela Automation and the database table names, while the entity relationship defines the relationships established between these data tables and fields. During system implementation, Accela will provide train client side report writing staff on the Database Schema,

and how these materials augment report writing activities.

4.12.2 System Administrator Documentation

System Administrators and other IT professionals are provided comprehensive standard administrator manuals for each module purchased. Additionally support documentation, notes and other reference materials are provided, including:

- ▶ Accela Automation Administrator Guide and Installation Guide
- ▶ Accela GIS Administrator Guide and Data Dictionary
- ▶ Accela Mobile Office Administrator Guide.
- ▶ Accela Citizen Access Administrator Guide
- ▶ Accela Mobile Citizen Access Quick Reference Sheet
- ▶ Creating an External Web Service Stub
- ▶ Report Manager Administrator Guide
- ▶ Technical bulletins (as needed)
- ▶ Support Documents for Writing Scripts
 - Accela Automation Script Writer's Object Model Reference
 - EMSE Master Script Help System
 - Function List – Master Scripts

4.13 Knowledge Transfer

To ensure that the City's system administrators and designated power-users are appropriately equipped to operate, administer, maintain, and support the system, the Accela Implementation Methodology focuses on knowledge transfer throughout all phases of the implementation. This hands-on training confirms these users have the practical knowledge needed to manage the Accela Automation system.

While RedMark cannot guarantee any particular expertise for City staff, RedMark will make all reasonable efforts to provide knowledge transfer for Agency as their personnel participate in the development, configuration and deployment of the system. It is necessary that the City acknowledge that their staff needs to be actively involved throughout the entire duration of services for this to be successful.

4.14 Project Recommendations

- ▶ Consider bringing RedMark back, three to six months after going into production, for two weeks of additional Professional Services to audit, tweak, and refine the system. In our experience, system users (whose training is specific to the requirements of this project), will quickly identify additional benefits once in production, that can be achieved via use of Accela Automation that were not requirements within the original scope of this project. *Note:* An optional post Go-Live Support deliverable has been priced for this project. If the Agency decides to purchase the optional deliverable, the above mentioned services would be part of the post go-live support.
- ▶ Prior to contract signing, RedMark requests to work together with the City to refine the Scope of Work (Statement of Work) and Project Plan.
- ▶ While Accela has provided Fact Sheets in this proposal to inform City IT Staff of the self-hosted hardware requirements for Accela Automation, we recommend setting up a conference call with City IT Staff to review how hardware requirements will fit into the City's existing database infrastructure to minimize costs. This conference call can occur any time prior to project kick-off.

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5 Staffing Plan

RedMark brings a substantial amount of valuable industry experience to the table. Our management team averages 10+ years of public sector IT experience designing, developing, implementing, and supporting complex government related applications and services. Not only does our team offer significant industry experience, but that experience has been garnered by working together as a team, at RedMark and at our predecessor company. Our talented staff has exceptional resumes of specific industry expertise to help the City achieve success. We want to do more than just suggest or recommend a solution; we want to provide the products and services that become a cornerstone of the foundation of your information systems solution.

Exhibit 15 lists our proposed personnel for the City's project.

Exhibit 15: RedMark Project Personnel

RedMark Resource	Relevant Previous Experience
Walter Chavez, Implementation Director	Mr. Chavez is has over 20 years of combined experience in government solutions, professional services and technology. He has extensive and proven abilities in, executive management, project management, systems analysis, systems design, team building and successful implementations.
Ruben Gutierrez, Services Director, Senior Project Manager	Mr. Gutierrez possesses over 15 years of project management and coordination in this area. He acts as the project manager, business analyst, configuration specialist, report developer, programmer and/or quality assurance specialist in solo or team projects. He develops, maintains and implements project timelines and deliverables. He also maintains system life cycle procedures and documentation, and manages end user support procedures and productivity.
Johan Bedoya, Technical Consultant	For 10 years, Mr. Bedoya has been converting client data from various sources (text files, Dbase, MS Access, SQL Server and Oracle) utilizing ODBC, MS Access, T-SQL, PL/SQL and Visual Basic.NET. Interfacing with project managers and clients to plan appropriate data mapping, conversion format and implementation plans. He provides support, advice and scripts for Oracle, SQL Server and MS Access databases. He creates procedures, triggers, functions and interfaces necessary for the conversion or project using PL/SQL, Transact SQL or Visual Basic .NET. Mr. Bedoya works with clients both on and offsite gathering business requirements,

RedMark Resource	Relevant Previous Experience
	performing project analysis and creating design documentation.
Lilian Rios, Implementation Consultant	Mrs. Rios has over 10 years of Business Analysis and Training experience with clients across the United States and internationally. She acts as a business analyst, configuration specialist, report specifications developer, as well as quality assurance and documentation specialist.

Resumes for the above-noted individuals are provided on the following pages.

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Walter Chavez

Implementation Director

EXPERIENCE SNAPSHOT

INDUSTRY

Government
Information
Technology
Research
Pharmaceuticals
Insurance
Petrochemicals

SPECIALIZATION

Project
Management
Business and
Process Analysis
Documentation
Implementation
System Testing
Team
Development
Relationship
Management

BACKGROUND

Business and technology professional with over 18 years of corporate and entrepreneurial experience. Managed profitable growth of corporate divisions and start-up ventures. Solid team building and professional leadership skills. Global experience (US, Europe, Latin America, Australia, and Middle East). Strong in the areas of advanced information technologies, business development, and technology management. Diverse client management and industry experience. Combines management skills with performance to effectively lead organizations. Experienced in rapid change environments through internal growth and acquisitions.

EXPERIENCE

RedMark Technologies, Boca Raton, FL

2006 – Present

Principal

Mr. Chavez has worked closely with Accela Services since 2005 and has successfully managed the deployment and implementation of the Accela software products. He has been involved in all aspects of the implementation lifecycle, from initial kickoff and analysis through to go-live and post production support. Mr. Chavez has worked with varied departments in the government sector such as Community Development, Building Department for cities and counties, Planning, Code Enforcement, Service Request (311), Public Works and more. He has been involved in all aspects of the

project lifecycle, specifically having performed:

- ▶ Executive Management
- ▶ Project Management
- ▶ Analysis and Configuration
- ▶ Report Specifications
- ▶ Accela Add on (ACA, AMO, AGIS) Requirements Analysis
- ▶ Training
- ▶ Go-Live Support
- ▶ Consulting Services on existing projects

Partial list of projects and engagements:

- Brevard County FL
- Charlotte County, FL
- City of Fort Worth, TX
- Jackson County, FL
- Maricopa County, AZ
- Reedy Creek Improvement District, FL

- Butts County, GA
- City of Indianapolis, IN
- City of Lenexa, KS
- City of Virginia Beach, VA
- Cobb County, GA
- Escambia County FL
- San Diego County, CA
- St. Joseph, MO
- St. Louis County, MO
- State of South Carolina
- University of Minnesota
- Wyandotte County, KS

The Aleriant Corporation, Fort Lauderdale, FL

2001 – 2006

President and CEO

Established international technology outsourcing company with clients in the United States and overseas. Structured and negotiated private placement investments as well as development guidelines for technology and business goals. Managed and directed marketing efforts to expand operations internationally with partners as well as clients.

Vertical City, LLC, Boca Raton, FL

1999 – 2001

Partner, Chief Technology Officer

Led the development of client and partner relationships. Authored and produced business plans, along with executive level presentations for venture and investment capital. Presented business model as public speaker. Had full responsibility for multi-million dollar contracts negotiation and management. Responsible for legal issues such as intellectual property, copyright protection, and patent filing processes.

Internet.com, Westport, NY

1996 – 1999

IT Project Manager

- ▶ Identified, developed and implemented enterprise-wide e-commerce solutions.
- ▶ Managed E-commerce processes generating over \$2.3 MM month-over-month.
- ▶ Responsible for growth in online revenue generation from non-existence to an excess of \$1.8 MM in 30 days.
- ▶ Coordinated online registration processes between financial institutions and internal departments.
- ▶ Developed and implemented real-time databases access through online registration information from Web site.
- ▶ Personally responsible for the design and implementation of real-time credit card transaction processing data flow for all internet.com research reports and newsletter subscriptions.
- ▶ Project Management
- ▶ Analysis and Configuration

Gartner Group, Stamford, CT

1994 – 1996

Solutions Architect

Web Architect and Developer. Deployed intranet delivery solutions for corporate research.

Xerox, Stamford, CT

1992 – 1994

Client IT Relationship Manager

Technology support for installed base. Account management and client support for leasing division.

EDUCATION

BSIT in Business Systems Analysis, University of Phoenix

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Ruben Gutierrez

Services Director, Senior Project Manager

EXPERIENCE SNAPSHOT

INDUSTRY

Government
Information Technology
Telecommunications

SPECIALIZATION

Project Management
Process Analysis
Implementation
Documentation
Data Management
Quality Assurance

BACKGROUND

Experienced engineer with a proven track record of progressive management practice, team leadership and technical skills. Strong business and technical vision with effective people skills to allow close work with senior management. Ability to manage multiple projects for internal and external customers. Creative problem solver oriented towards getting results with an aptitude for learning. Can maximize resources while possessing a sense of urgency. Will work "hands-on" when required but understands the value and importance of delegating work and responsibilities, having worked across several positions (SQL Server Database Administrator (DBA), Webmaster and MIS Manager) and fields (Accounting, Reporting, Support, Training, Retail, Customer Service, Government, Patient management) in the IT industry.

EXPERIENCE

REDMARK TECHNOLOGIES, LLC

July 2007 - Present

ACCELA PROJECT EXPERIENCE

Responsibilities:

Mr. Gutierrez has deployed and implemented both the Land Management and Asset Management suite of Accela products for various departments in multiple jurisdictions in the areas of Building, Planning, Zoning, Code Enforcement, Service Request (311), Environmental Services, Public Works and more. He has been involved in all aspects of the project lifecycle, specifically having performed:

- Analysis
- Configuration
- Data Conversion (multiple environments)
- Interface Development
- Script Development
- Report Specification and Development
- Accela Citizen Access (ACA) Configuration and Implementation
- Accela Mobile Office (AMO) Configuration and Implementation
- Accela GIS (AGIS) Configuration and Implementation
- Training

- Go-Live Support
- Consulting Services on existing projects

Partial list of projects and engagements:

▪ City of Tampa, FL	▪ State of South Carolina
▪ San Diego County, CA	▪ City of Indianapolis, IN
▪ St. Louis County, MO	▪ City of Virginia Beach, VA
▪ Reedy Creek Improvement District, FL	▪ Brevard County FL
▪ University of Minnesota	▪ Escambia County FL
▪ Jackson County, FL	▪ Wyandotte County, KS
▪ Springfield, MA	▪ City of Lenexa, KS

VERIZON – DATABASE ADMINISTRATOR

January 2006 – July 2007

Responsibilities:

- Administer and optimize 40+ Microsoft SQL servers assigned to internal Infrastructure Department.
- Discuss SLAs and ITIL strategies with developers and related departments.
- Assist with report development, Apple connectivity, Linux installation and deployment.
- Imparted Oracle Reports Developers 10g course in Dominican Republic.
- Imparted Oracle 10g Java Programming course in Puerto Rico.
- Imparted Oracle Portal and Oracle Java for Portals courses in Venezuela.

VF DIGITAL STORE – INFORMATION TECHNOLOGY MANAGER

March 2004 – December 2005

Responsibilities:

- Automated all the warranty process and optimized technician's training.
- Reduced customer service department by half while improving response at the same time.
- Oversaw the development and implementation of the customer service application and integration with the Accounting department.
- Developed and deployed caller handling software.

MACSA – CUSTOMER SERVICE MANAGER

February 1995 – December 2003

KAUBECK – TECHNICAL SUPPORT

January 1992 – December 1994

EDUCATION

BS in Systems Engineering, PUCMM University, 1991

Johan Bedoya

Technical Consultant

EXPERIENCE SNAPSHOT

INDUSTRY

Government
Financial
Information
Technology
Software
Development

SPECIALIZATION

IT Project
Management
Implementation
Development
Support
Quality Assurance

BACKGROUND

Experienced engineer with a proven track record of CMMI practice, strong record of outstanding achievements in business analysis, software development, change management, system integrations, team leadership and technical skills. Ability to manage multiple projects for internal and external customers. Creative problem solver oriented towards getting results with an aptitude for learning.

EXPERIENCE

REDMARK TECHNOLOGIES

July 2009 – Present

ACCELA PROJECT EXPERIENCE

IMPLEMENTATION CONSULTANT, SAN DIEGO COUNTY, CA

January 2012 - Present

Responsibilities:

Implementation Consultant focused on technical support report development using Microsoft Reporting Services 2008 and Oracle 10g.

IMPLEMENTATION CONSULTANT, INDIANAPOLIS, IN

January 2011 – March 2012

Responsibilities:

Implementation Consultant focused on technical support report development using Crystal Reports 10 and SQL Server 2008.

IMPLEMENTATION CONSULTANT, JACKSON COUNTY, FL

October 2010 – November 2011

Responsibilities:

Implementation Consultant for Accela Automation Land Management deployment. Worked on documentation and configuration for Land Planning, Permitting, Business Licensing, Code Enforcement and Service Request modules. Worked on Reports and Data Conversion.

IMPLEMENTATION CONSULTANT, CITY OF LENEXA, KS

September 2007 – July 2009

Responsibilities:

Implementation Consultant for Accela Automation Land Management deployment. Worked on documentation and configuration for Land Planning, Permitting, Business Licensing, Code Enforcement and Service Request modules. Worked on Reports and Data Conversion.

ALERIANT, LLC / S.A.

October 2002 – July 2009

Responsibilities:

Oversaw development staff of 40 multi-discipline/multi-platform programmers, DBAs, and designers. Develop solutions for Pharmaceutical, Banking, Manufacturing, Chemicals, and IT industries. Focused on web-based application development as well COTS development. Performed CIO and COO functions.

METRIK SOLUTIONS, S.A.

August 2000 – September 2002

Responsibilities:

IT Project Manager. Developed programs and applications in C, C++, and Delphi. Delivered projects using Extreme Programming (XP) and Unified Process (UP) methodologies.

NETSAC, S.A.

June 1998 – June 2000

Responsibilities:

Programmer and IT Developer. Developed and deployed programs, applications and software solutions in Perl, C, C++, and Oval applying Rational Unified Process (RUP) methodology.

EDUCATION

BS in Systems Engineering, UCC University, 2000

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Lilian Rios

Implementation Consultant

EXPERIENCE SNAPSHOT

INDUSTRY

Government
Information
Technology

SPECIALIZATION

Process Analysis
Documentation
Implementation
Quality Assurance
Testing

BACKGROUND

Mrs. Rios is an experienced Business Analyst and Trainer. She has over 10 years of business-technology experience with the last 5 years on various project management roles. Mrs. Rios has been directly involved in several enterprise-wide Land Management system implementations. A successful team leader with effective communication skills, Mrs. Rios is a strategic planner with the ability to effectively and efficiently resolve issues and problems. Mrs. Rios has been responsible for managing best practices implementation for Building, Planning, Permitting, Inspections and Code Enforcement from Discovery through Implementation. Responsibilities include analysis and documentation, configuration, data conversion, reporting, testing, training, go-live support and more. Assist team members in successful resolution of problems as they arise to minimize impact on project timeline.

EXPERIENCE

REDMARK TECHNOLOGIES, LLC

July 2006 – Present

ACCELA PROJECT EXPERIENCE

IMPLEMENTATION CONSULTANT, UNIVERSITY OF MINNESOTA

August 2010 – November 2011

Responsibilities:

Implementation Consultant for a new Accela Automation installation of the Land Management module for the Building Code Division (BCD) of the University of Minnesota. Focused on developing documentation for existing and processes and infrastructure. Configured system based on documentation. Assisted in deployment and configuration of Accela Citizen Access (ACA).

IMPLEMENTATION CONSULTANT, JACKSON COUNTY, FL

October 2010 – November 2011

Responsibilities:

Solutions Specialist and Implementation Consultant for a new Accela Automation installation. Focused on developing documentation for existing and future processes. Worked with client to implement Land Planning, Permitting, Business Licensing, Code Enforcement and Service Request modules. Assisted in the data conversion effort and implementation of the web portal, wireless and GIS integrations.

IMPLEMENTATION CONSULTANT, CITY OF LENEXA, KS

January 2008 – July 2009

Responsibilities:

Implementation Consultant, Configuration Document Development Consultant working on Implemented Service Request and Building Module, Report Specification and Development using SQL reporting Services 2005.

IMPLEMENTATION CONSULTANT, MIAMI DADE FIRE RESCUE

May 2007 – January 2008

Responsibilities:

Implementation Consultant for an Accela Automation Upgrade focused on Document Management and technical support, developing all the documentation process and some event manager scripts for automate different functions across the agency as well helping with the data mapping for the data migration.

ALERIANT, LLC

March 2003 – May 2006

Responsibilities:

Meet with clients to gather requirements for custom software development projects. Document business processes and define goals to be achieved by the custom solution. Develop and metrics for the success of projects, and participate Q&A testing of custom solution while interfacing with programmers and IT personnel in overseas development centers.

ACK BUSINESS TOOLS, INC

September 2001 – March 2003

Responsibilities:

Participated in the successful implementation of CMMI in a multinational environment. Responsible for budget and target deadlines across multiple projects. Financial responsibility for a portfolio of projects across multiple industries. Pre and post sales support activities.

VIRINITY, LLC

October 1999 – July 2001

Responsibilities:

Business Analysis documentation and requirements gathering for a multi-platform software solution. Combined multiple technologies and developed metrics for the Software Development Life Cycle (SDLC). Participated in pre-sales activities with potential clients. Coordinated project development among multiple teams of developers and IT managers.

EDUCATION

BS in IT Management, Palm Beach State College

5.1 Onsite versus Offsite

We expect that the vast majority of hours proposed for implementation services herein will be performed offsite.

5.2 Continuity of Skilled Vendor Resources

RedMark Solutions can provide the City with the software and services necessary to ensure success in the timeframe desired by the City, on time and on budget. Developing an Accela implementation strategy and providing professional services, along with guidance, advice, best practices experience, and the technical abilities to deliver the solution, is exactly the type of service that RedMark has successfully delivered on numerous occasions. RedMark has been involved with many successful implementations from start to finish, and can offer those accounts as references for the City to contact.

5.3 Working During Normal Business Hours

We expect that staff will perform most activities during normal business hours. However, during go-live, the evaluation stage of the conversion requires that a great deal of work in a short window of time. This will likely be the exception where our team will be working outside normal business hours.

5.4 Resource Requirements for Vendor Staff and Configuration

The resource needs of the RedMark team will be minimal. Our team members will use our own RedMark issued laptops. Ongoing team member needs will be limited to no more than two basic workstations with desks, internet access and power while on site. Meeting room access will be required periodically, but the time and frequency of meetings will be determined jointly by all involved parties. RedMark resources have no need for reserved parking, telephones, white boards, or flipcharts.

5.5 Recommended City Resources

When staffing the Accela Automation implementation, it is important to consider available resources, internal skills, competing priorities, and project timing.

Exhibit 16 represents RedMark's recommended client-side staffing to support a large, single phase, multi-departmental enterprise implementation with more than 100 users. This guideline assumes an apprenticeship approach to implementation. RedMark's Professional Services team will execute project tasks while also transferring system maintenance and configuration knowledge to agency staff.

Exhibit 16: City Staffing Recommendations

Role	Implementation FTE	Support FTE	Notes
Executive Sponsor	0.05	0.05	- Executive who initiated/approved the project and is accountable for project success and its overall return on investment. - Attendance at Steering Committee/Executive meetings and addressing key project issues comprise the majority of the time required. - Project communication and motivation activities will require additional time of the Executive Sponsor.
Departmental Directors/Managers	0.1	0.05	- Department level owner who is accountable for the operation of the department and sets the vision for the to-be state. - These individuals' attendance at bi-weekly status meetings and workshops ensures the requirements are being properly communicated. - Escalation and validation activities will also require sporadic involvement of Departmental Directors/Managers.
IT Project Manager	.5	0.1	- Depending on the specific goals after go-live, the role of the IT Project Manager can vary; however, a minimum of 50% PM dedication during the project will ensure that the project is timely and high quality. - The role of the IT Project Manager will decrease over time, and will be replaced by general support and maintenance.
Business Analyst/Superuser/Liaison	2.0 (1.0 minimum per department, 2.0 per department recommended)	0.25	- The Business Analyst/Superuser is a resource that has technical strength and complete knowledge of business processes. This individual can assist in determining and documenting requirements, as well as making configuration changes. - Report writing ability recommended, although if dedicated report writers exist, the Business Analyst/Superuser role can be more business-oriented. - In practice, the two FTE per department is often comprised of multiple individuals. - Tasks during and after implementation include gathering of requirements, execution of test plans and ongoing training of new resources. - Post deployment activities may include report and script specification and development, simple

Role	Implementation FTE	Support FTE	Notes
			adjustment of workflow, and general support of departmental staff's use of add-on products.
Infrastructure Support	0.2	0.1	▪ Involvement of Infrastructure Support personnel will be sporadic but dense, with most activity occurring around installation and go-live. The 0.2 FTE usually comprised of network administrators, server administrators, and other technical resources and their time is focused on access and infrastructure maintenance. ▪ Upgrades and patches will require dedicated time (8-16) consecutive hours. ▪ When Accela Citizen Access is deployed, a webmaster is required for initial setup and some ongoing maintenance.
System Administrator	1.0	0.5	▪ The System Administrator is responsible for the general maintenance of the system, as well as user ID maintenance. Typically training a primary and a backup is the best practice. ▪ The system administrator leads the application of software patches and upgrade releases (2-4 days typically) to prepare, test, etc.
GIS Administrator	0.25	0.25	▪ The amount of time required of the GIS Administrator is dependent on the maturity and size of the GIS department; however, during implementation, the setup and testing of the Accela GIS module will require significant time. ▪ Ongoing maintenance is typically related to layer updates, new dynamic themes, etc.
Database Administrator	.25	0.1	▪ Knowledge of the database is critical for the data conversion process, system interface design, and a general understanding of the Accela Automation system design. ▪ Ongoing Database Administrator support will vary but will not be heavy. Application of patches and upgrades will require increased involvement of the Database Administrator.
Report Developers	1.0	1.0	▪ Report development needs change and grow over time; therefore, if the skills and availability are resident within the agency, it is recommended that at least one (1) Report Developer is available.
Legacy System Administrators	0.25	0.05	▪ Where applicable, resources with business and technical knowledge of the systems that will interface with Accela Automation are critical. ▪ Most of this work occurs during implementation, unless interface specifications change over time, or incumbent systems are replaced.
Testing Resources	4.0	0.5	▪ Testing Resources should comprise a combination of technical and business personnel, and are most

Role	Implementation FTE	Support FTE	Notes
			frequently Superusers and specific testing staff. ▪ The importance of an ongoing testing strategy and plan is paramount in this process.
Help Desk	.05	0.5	▪ Help Desk support is a minor role in the implementation; however this individual requires administration training to understand Accela Automation. ▪ Ongoing support requirements depend largely on staffing and volume of issues encountered.

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6 On-Going Support and Maintenance

Accela's Customer Resource Center (CRC), based in Visalia, California, provides live technical support between 7:00 a.m. and 9:00 p.m. EST, Monday through Friday, excluding Accela-observed holidays.

The CRC is responsible for:

- ▶ Providing information in a timely and professional manner
- ▶ Performing best efforts to resolve any incidents submitted
- ▶ Documenting each incident and its resolution
- ▶ Escalating incidents to other Accela departments as necessary
- ▶ Tracking the duration of open incidents and ensure forward progress
- ▶ Communicating the progress of open incidents with customers up to and including resolution
- ▶ Delivering fixes and workarounds for any incidents

The CRC responds to all client issues and routes technical incidents accordingly based on the nature of the incident.

6.1 Support Services

Pursuant to Accela's standard Maintenance Agreement (included in proposal section 11), the following items are considered Maintenance Services, and included in the Accela's Annual Maintenance.

The minimum response time for all types of requests is two hours.

The average response time for the past 12 months has been one hour.

- ▶ **Telephone Support:** Accela provides a telephone number to contact the Customer Resource Center (CRC), Accela's live technical support facility.
- ▶ **E-Mail Support:** Accela will provide one or more electronic mail addresses to which a customer may submit routine or non-critical support requests 24 hours a day, which Accela will address during its regular business hours.
- ▶ **Online Support:** Accela will provide access to archived software updates and other technical information in Accela's online support databases, which are available 24 hours a day.
- ▶ **Remote Support:** When required to properly resolve a maintenance request, Accela will provide remote assistance via the WebEx™ Meeting

Center™ environment or another mutually-acceptable remote communications method.

- ▶ **On-Site Support:** If remote support is not acceptable, Accela can provide on-site assistance, which will be billed at Accela's then-current time and materials rates. In addition to these charges, compensation for associated airfare, lodging, rental transportation, meals, and other incidental expenses will be billed as accrued.
- ▶ **Software Updates:** Accela will provide revisions of and enhancements to maintained software products as such updates are generally-released by Accela. Software updates and supporting documentation will be delivered or made available to customers for electronic download from Accela's File Transfer Protocol ("FTP") site.

6.2 Software Upgrades

Accela is committed to the ongoing development of its products and works continuously to enhance the solutions to remain current with new technologies and consistent with best business practices. The company's dedication to product development manifests itself in a strong financial investment in R&D, a clear indicator that Accela's products and technology will continue to meet and exceed the needs of its customers.

Accela has defined an update schedule with minimally two major scheduled releases per year, and other point releases as needed. When an upgrade becomes available, an e-mail notification is sent out to all affected customers. The information is also posted on the Support/Product Updates section of Accela's company website. Clients have the option of accepting these upgrades and releases into their configured systems.

All system upgrades, and point and patch releases are provided via a secure FTP site, are easily installed and contain information regarding the specific release for review prior to their incorporation by client sites. All version upgrades, patches, etc. are provided with corresponding instructions to enable a complete understanding of the reasons and outcomes. Detailed product release notes accompany all product releases, and are alternatively available on Accela's website for customers to review prior to installation.

Accela maintenance support includes support for the provision of upgrades, which occur after hours and are prescheduled. These services are included as part of the maintenance contract and at no additional cost.

Hardware upgrade coordination and database software upgrades are responsibilities of the City.

6.3 User Groups and Other Methods of Support

User groups for Accela Automation and Accela Mobile Office actively discuss products and share experiences to improve the use of their Accela products on Accela's online forum. These groups are designed as a resource for, and by, those who know the product best – the users.

Other methods of client support include:

- ▶ **Accela Online Community:** Accela's public community website is where Accela's product experts blog about industry news, preview new features and upcoming product releases. The Community is open to Accela customers, prospects, and partners to learn about Accela products, discuss ideas for how to get the most out of their Accela system, and share tips and tricks with others.
- ▶ **Accela Annual User Conference:** This annual event in August brings together hundreds of users, administrators, IT managers, and other government officials for four-days of product training, breakout sessions, presentations, networking events, partner solutions, exciting activities, and more. Based on the overwhelming response from last year's conference poll on Accela Community (<http://community.accela.com/>), the 2012 Annual User Conference will be held in San Diego, California at the Paradise Point Resort from August 13-17. Please visit <http://www.paradisepoint.com/> for more information about this unique location.
- ▶ **Ongoing User Group and Tradeshow Events:** Accela posts all user group events in the events section on the Accela website.
- ▶ **Accela Knowledge Base:** Accela's searchable online Knowledge Base gives all users access to answers to many commonly asked questions about Accela products.
- ▶ **Accela Newsletter:** Accela's quarterly newsletter keeps customers informed of company events, product information, company news, new technology, and product updates.
- ▶ **Accela Partner Program:** Accela leverages the experience, talent, and skills of its business partners, which consist of software, hardware, services, and reseller companies that are dedicated to providing best-of-breed solutions for the public sector.

6.4 Escalation Procedures

When the CRC receives an incident report, it is tracked until final resolution. The assigned CRC representative communicates incident progress, and email

notifications are sent at critical milestones. The escalation process follows the following path:

- ▶ **Initiation:** All information provided to the Customer Resource Center is entered into Accela's tracking system; the incident is assigned an identification number and a CRC representative.
 - **For Requests for Information:** the CRC representative provides the information and either closes the incidents or escalates to the appropriate resource.
 - **For Usage Questions:** the CRC representative explains to the customer how to accomplish the task in question. The incident is then closed.
 - **For Software Issues:** After confirming that the issue is not related to usage, the CRC representative performs an issue analysis to determine the cause of the incident.
 - **For Enhancements:** The CRC representative gathers information about the requested enhancement, and escalates the incident to the appropriate resource within Accela, based on the request.
 - **For Service Requests:** The CRC representative communicates and escalates the request to the appropriate Accela sales representative.
- ▶ **Analysis:** Once a software issue is reported, the CRC will attempt to replicate, analyze, research, and diagnose the cause of the issue. The customer may be asked to provide additional information, screenshots, or files to demonstrate the issue. Once resolved, and prior to closing the incident, the customer is asked to test the resolution. In the event that the CRC representative cannot resolve the issue, it is escalated to the appropriate resource.
- ▶ **Escalation to Sales:** Incident escalation to Accela's Sales team occurs when a product enhancement or service is requested. The Sales representative will coordinate with Accela's Engineering and/or Services teams to prepare a cost estimate for the requested service. Upon customer approval, a purchase order is generated and Accela will provide the requested enhancement or service.
- ▶ **Escalation to Engineering:** Escalation to Accela's Engineering Team occurs when a modification to an existing product or module is required or requested. After an initial evaluation, the Engineering Team provides an estimated completion date. Accela's Quality Assurance staff evaluates each fix, patch, or workaround before it is sent to the CRC for distribution. Once the CRC receives the fix, patch, or workaround, it is delivered to by e-mail or through Accela's FTP site.

6.4.1 Client Testing / Acceptance

Any time a fix, patch, or workaround, is delivered, the CRC will assist with the install and testing, as necessary. If testing reveals that the incident is satisfactorily resolved, the incident is closed; otherwise, the incident is escalated to Accela's Engineering team.

Once a solution is confirmed as satisfactorily resolving the issue, it is closed and no longer actively tracked by the CRC. A closed incident can be reopened at any time if the issue needs to be readdressed.

6.4.2 Incident Severity, Response and Resolution

As incidents are reported to the CRC, incident severity is assessed based on the table below. Reported incidents are triaged based on the impact the issue has on business operations and the severity of other issues reported. Accordingly, necessary resources are assembled to resolve the issue based on issue severity.

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Exhibit 17: Accela Customer Resource Center Incident Severity, Response, and Resolution

Issue Severity	Criteria	Examples	Response Goals	Resolution Goals
Critical	System or application is non-functional or seriously affected and there is no reasonable workaround available.	- Users cannot log on - Corrupted data - Business process is halted	- Confirm receipt of issue description within 1 business hour. - Provide follow-up every 60 minutes.	Upon confirmation of receipt, Accela continuously works to resolve the issue. Accela will put forth best efforts to provide a workaround, fix, or estimated completion date within 48 hours of the problem being diagnosed and / or replicated, provided there is a customer representative available to assist in the diagnosis and testing during the resolution process.
Severe	System or application is affected and there is no workaround available or the workaround is impractical	- Cannot print permits - Cannot process payments - Application response times prohibitively slow	- Confirm receipt of issue description within 4 business hours. - Provide follow-up every 48 hours.	Accela will put forth best efforts to provide a workaround or fix within 7 business days of the problem being diagnosed and / or replicated.
Moderate	System or application feature is non-functional and a convenient workaround exists.	- A non-critical feature is unavailable - Feature still works but requires additional user intervention	- Confirm receipt of issue description within 8 business hours. - Provide follow-up every 7 days.	Accela will put forth best efforts to provide a workaround or fix within 14 business days of the problem being diagnosed and/or replicated.
Low	System or application feature works, but there is a minor problem	- Incorrect labels on forms or reports - Missing or incomplete help page	- Confirm receipt of issue description with 24 business hours. - Provide follow-up every 14 days.	Resolution for the issue may be released as a patch set or may be incorporated into a future release of the product.

6.4.3 City Staff Expectations

Exhibit 18 represents Accela's recommended City-side staffing to provide ongoing application support.

Exhibit 18: City IT Staff Expectations for Ongoing Maintenance

Type of Position Required	City FTE	Skills Sets	Training Provided by Accela?
Accela Automation Application Administrator (Administrator or Project Manager)	.1	- MCSE certification or equivalent - Web based application administration experience	Yes
DBA (Oracle or SQL)	.5	Oracle or Microsoft Certified DBA	No
System Administrator (Hardware, Operating System support)	.1	- MCSE certification or equivalent - Server configuration and system configuration experience	No

(The remainder of this page intentionally left blank.)

7 Response to Software Requirements

RedMark understands that the City of High Point has relied on the process that the City of Asheville, NC has completed in their procurement of Accela system software and subsequent Professional Services, and used said process as a guide to make certain determination on this project.

In an effort to confirm to the evaluation committee that the Accela software requirements and capabilities are the same as those at the City of Asheville, RedMark is including the City of Asheville's General and Technical Specifications document along with Accela's response as an Exhibit in this proposal to showcase the capabilities of the Accela Automation system software and aid the City's evaluation process.

The responses are coded as follows:

- **Y** – Yes, currently available in Accela Automation.
- **T** – Third party software required to achieve this functionality.
- **F** – Function will be available in a future release.
- **N** – Not a current system feature.
- **R** – Achievable through reports.
- **Y/N** – Partially accomplishes described item/function. See comment for such item.
- **N/A** – Not applicable
- **M** – A modification/customization of the system software would be necessary to achieve this function.

The 27 page City of Asheville's Development Services Center Software Selection Project requirements is attached as an appendix.

What follows is a description of how RedMark proposes to address specific items from the Asheville matrix brought up by the Agency during RedMark's on-site visit. All other requirements will be delivered as illustrated in the matrix.

- **P. 5 #85** – RedMark will review the Agency's disaster recovery plan and make recommendations.
- **P. 6 #99** – RedMark understands the Agency's platform for report writing will be Crystal, SQL Server Reporting Services (SSRS) or the new report writer that comes with Accela.

- **P. 9 #150** – As described in the matrix response, this requirement can be fulfilled through reports. There is some capability that can be harnessed from the inherent Quick Queries (saved searches) within the system. These may be used to narrow down a set of records based on certain criteria. The results can then be exported as delimited files.
- **P. 11 #208** – As described in the matrix response, this item is not inherent to Accela Automation. It is a capability of the Operating System (OS).
- **P. 19 #89** – In order to fulfill this requirement, reports need to be generated. There is some capability that can be harnessed from the inherent Quick Queries (saved searches) within the system. These may be used to narrow down a set of records based on certain criteria. The results can then be exported as delimited files.
- **P. 23 #188** – This can be accomplished by using Automation's inherent Quick Queries (saved searches).
- **P. 27 #63, 66, 69-74** – These requirements can be fulfilled using Automation's inherent Quick Queries (saved searches) and/or Accela's Smart Charts.

8 Response to Technical Requirements

8.1 Software Updates and Distribution

Executable files are provided for each new release or update to Accela's agency hosted customers. Accela's IT department updates all software and servers for Accela-hosted customers. The Accela Customer Resource Center will assist agency-hosted customers with software updates.

Serving a national audience, Accela becomes aware of State and Federal requirements as they apply to Accela's automated systems in a wide variety of ways including agency contract requirements, communications with state and federal agencies, etc. In all cases, Accela endeavors to meet all local, state and federal requirements as applicable to the systems we develop and implement. In some cases, the requirements can be easily integrated into Accela's systems while in others (e.g., Section 508 compliance), these requirements might be incorporated over multiple version releases. If the requirements are not site-specific, they become available as part of upgrades and releases to each of Accela's clients. Distribution is completed using CDs, FTP or other pre-approved mechanisms determined by the specific agency.

8.1.1 Customization versus Configuration

Configuration allows you the user to make changes to fields, tables, layout - without added costs, intervention, or changes to the source code. *Customization* requires making changes to the application's source code—this involves added costs and delays to the project as well as unforeseen costs in the future when your business rules change or need to be modified.

8.1.2 Configuring Software without Vendor Involvement

One of the strongest differentiators between Accela's product and that of competitors is its level of configurability. Accela Automation provides the City the ability to make changes to field labels and layouts, and allows the addition of an unlimited number of fields, new scripted business rules, and workflow processes. Each group or role within the City as well as licensed outside City users can have their own "look and feel" to the system.

Accela Automation based products have the advantage of user interface integration. The interfaces of these products are provided as a set of portlets—the user interface equivalent of a reusable business component. Portlets are small

windows within a user screen with different types of information. In the same manner that common websites (such as yahoo.com or msn.com) allow users to customize their homepage views with news boxes, stock quotes, and weather reports, Accela Automation allows users to choose their screens most pertinent to their business functions (such as upcoming inspections or frequently used reports).

Several portlets can be organized on a single page and several pages make up the Accela Automation system. System administrators can customize portlets and pages, grouping information logically for end-users, based on their specific user roles.

In addition to the configurations established by the system administrator, end-users can further tailor their screens to suit some of their personal preferences. Users can view the different pages and portlets available to them, and customize these components, so that each time they log on to the system, their interface is personalized to the information they need.

All user functions are performed through the Accela Automation user console, displayed through multiple types of portlets. This role-based user interface approach breaks down disparate “silos” of information to create a more efficient end-user thus reducing costs.

8.1.3 Maintaining Local Configurations when Installing New Software Releases

In general, Accela Automation will retain the behavior of a client’s existing system and provide options for users to choose between their existing behavior or the new one (if any exist in the new release).

Based on the above approach, existing configurations will maintain as they are when upgrading to the new release and new configurations in the new release (if any) will be described in the release notes.

All customizations done by RedMark will merge to the new release as supported by Accela. All customizations done through the system will be treated as configuration mentioned above. All third party customizations should work as agreed schema. Accela Automation will keep those schema backward compatible in new releases.

One of the strongest differentiators between Accela’s product and that of competitors is its inherent configurability. Accela Automation provides the City the ability to make changes to field labels and layouts, and allows the addition of an unlimited number of fields, new scripted business rules, and workflow processes. Each group or role within the City as well as licensed outside City users can have their own “look and feel” to the system. Please refer to section

8.1.2 above for more details.

8.2 System Performance

8.2.1 Guarantees

RedMark cannot guarantee system performance due to a variety of factors including City network latency. In an optimized environment, Accela Automation and its components will respond in a timely and efficient manner.

8.2.2 Studies/Benchmarks on System Failure

Accela Automation is very robust and lasting. Unplanned downtime, though rare, can occur. Often its occurrence is a factor of external pressures or events (e.g., disk space exhaustion, database failures, network stack issues) and not a factor of the Accela software itself.

8.2.3 Problem Avoidance Techniques

System monitors (not provided by RedMark) that can watch host and database servers for disk issues and network faults will help serve as a proactive measure to avoid unplanned downtime.

8.2.4 System Scalability

Accela Automation can scale vertically and horizontally. In the past, Accela has had clients either add new servers and introduce load balancing to their environment as well as upgrade existing hardware to newer specifications to increase performance.

Exhibit 19 lists the supported hardware and software requirements to run Accela Automation.

Exhibit 19: Supported Hardware/Software Requirements for Accela Automation

	Supported Hardware Requirements	Supported Software Requirements
Accela Automation		
User Workstations	▪ Pentium Dual Core Processor or better, 3 GHz ▪ IBM Compatible PC ▪ 1+ GB RAM or more ▪ 100MB free space on HD ▪ Internet Connection via dedicated frame-relay circuits (i.e. T1s)	▪ Windows 7; Windows Vista SP2; Windows XP SP3 ▪ Internet Explorer 7.x or 8.x, Firefox 3.6, Safari 5; Google Chrome 10 ▪ Adobe Acrobat Reader 9 (download free at www.adobe.com/acrobat/readstep2.html) ▪ Silverlight Run Time Edition ▪ JRE 6x to support SmartChart and Process Diagram. ▪ Screen resolution is 1024x768
Production Web Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK	▪ 2xQuad-Core Intel Xeon Processor w/large processor cache; Dual-Core Intel Xeon Processor ▪ 4+ GB RAM or more ▪ RAID-10 storage with 48GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server ▪ Railo recommended (open source CFMX engine) ▪ Adobe ColdFusion 7.x Enterprise Edition
Production Application Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK ▪ Vembu SwisSQL API 1.7 (for MS SQL Server version only)	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server
Production Database Server – Microsoft SQL	▪ RAID-10 Storage sufficient to hold historical data and new data (as many disk spindles as possible so that disk I/O is not a bottleneck). The minimum should be	▪ Microsoft SQL Server 2008; Microsoft SQL Server 2005 SP3 ▪ Microsoft Windows Server 2008 R2 x64, Linux, Unix

	Supported Hardware Requirements	Supported Software Requirements
Deployments	8. ▪ Raid-10 storage for database log files sufficient to hold peak log file generation rate. Use as many disk spindles as possible to avoid I/O bottleneck. ▪ 4X Quad-Core Intel Xeon Processor; Quad-Core Intel Xeon Processor w/ large processor cache ▪ 8 to 32 GB RAM or more ▪ Teamed 1000MB/s Network Interface Card	
Accela Citizen Access		
Application Server	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000 MB/s Network Interface Card	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows 2003 Server ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x; 3.x
Accela GIS		
If client uses ArcGIS	▪ Windows 2003 Platform or newer	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows

	Supported Hardware Requirements	Supported Software Requirements
<i>Accela provides the following software:</i> ▪ Accela GIS software ▪ Accela GIS Optimized Routing	▪ Current Dual-core or Quad-core processor ▪ 2GB RAM ▪ 20 GB hard disk drive (RAID-1)	2003 Server ▪ Microsoft Silverlight 3 (Microsoft Silverlight 4 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ Microsoft Internet Information Server (IIS) 6.x or higher ▪ Microsoft .NET Framework 3.5 SP1 (Microsoft .NET Framework 4.0 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ ArcSDE 9.3 or 9.3.1 (ArcSDE 10 is supported at Accela GIS 7.1.0) ▪ ESRI ArcGIS Server Standard (or Advanced) 9.3.x (ArcGIS Server 10 is supported at Accela GIS 7.1.0) ▪ ArcGIS Desktop (required for managing the MXD service) ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x ▪ SSL Certificate (optional) ▪ ESRI ArcGIS Server Network Extension (optional)
Accela Mobile Office		
Mobile Office Client	▪ Intel Pentium or Intel Centrino Dual Core Processor	▪ Microsoft Windows 7; XP

	Supported Hardware Requirements	Supported Software Requirements
<i>Accela provides the following software:</i> ▪ Accela Mobile Office Client software ▪ Microsoft .NET Framework 4.0 <i>For optional printing from mobile devices/field printing capabilities, Agencies must provide:</i> ▪ PIEprint v. 1.25 from Field Software Products (minimal cost, volume discounts available)	▪ 2 to 4 GB RAM or more ▪ 40 GB HD ▪ Wireless Card (not necessary if AMO Client use is purely offline/store and forward mode)	
Mobile Office Server <i>Accela provides the following software:</i> ▪ Accela Mobile Office Server ▪ Microsoft Data Access Components (MDAC) 2.8 or later	▪ Current Dual-core or Quad-core processor ▪ 2 to 8 GB RAM or more ▪ 20 GB hard disk drive (RAID-1 to RAID-10) ▪ Teamed 1000MB/s Network Interface Card	▪ Windows Server 2008 R2; Windows Server 2003 ▪ Microsoft SQL Server 2008 or 2005 ▪ Oracle 11g or 10g Database Server ▪ SSL Certificate (optional) ▪ Microsoft IIS 7.x; 6.x ▪ Microsoft .NET Framework 4.0

8.3 Technical Requirements

8.3.1 Multi-Tasking

This is supported with Oracle 10g and SQL Server 2005 SP3 or above. Oracle does do better at this for larger installations supporting both concurrency, multi-versioning, and read consistency. However, SQL Server 2005 made large strides from its predecessor and SQL 2008 is even better.

8.3.2 Independence

So long as the workstations meet Accela's minimum requirements for user processing, this is supported.

8.3.3 Logging, Restart, and Recovery

8.3.3.1 Restart Capabilities

Accela Automation's core services are deployed as Windows Services that can be restarted as needed manually or automatically via batch or other jobs. Restarts are recorded in their respective log files.

8.3.3.2 Rollback and Recovery

Accela Automation uses a 3-tiered architecture (Web server, Middleware or Application server and Database server). The Web and Application servers store no runtime data. All application related data are stored in the database (MS-SQL or Oracle) and hence no risks of any data loss due to an abnormal system shutdown. As long as the servers are able to start the operating system after an event of this kind with no errors and no damage to the disks or other components, it is likely that the applications will also restart.

Both MS-SQL and Oracle database applications maintain transaction logs, which are used in a recovery situation after an uncontrolled shutdown to roll forward any unwritten, yet committed data from these logs to the data files. Instant recovery occurs automatically in both SQL Server and Oracle. The recovery process and maintenance of the transaction logs as well as the database are functions for the Database and Systems Administrators.

In addition to application resiliency and database transaction logs, there are also other factors (hardware and software) impacting a successful disaster recovery. For this reason, Accela strongly recommends proactive system maintenance, power and other hardware redundancies as well as a reliable backup process.

Accela recommends only running databases that support an active archive logging mode such as Oracle's archive logging or Microsoft's transactional logging where these logs are periodically backed up to a secure and safe location. Tools native to both products are sufficient to have safe and consistent backups (Oracle RMAN, MS SQL's management tool for backup/recovery). Third party vendors such as Veritas also offer custom tools to perform backup and recovery of the underlying databases.

8.3.3.3 Database Access Activity Logging

There are two types of database logging that can be construed in this requirement. The first deals with record updates as performed by an end user via the application. The second deals with direct database access by an end user or DBA and his/her subsequent actions.

For the first, Accela Automation does log key information related to CAP processing as well as financial data. This data is stored in tables that can be reviewed for historical information purposes.

The second logging is a function of the database itself and can be enabled by the DBA's to generate the activity logs of users directly accessing the system.

8.3.4 Performance and Activity Statistics

This is supported but no third party products are provided by RedMark for this. Within Accela Automation's logging, system administrators can find a daily access log that shows IP address information, date and time stamps, http verb information, and the resource requested or posted. Additionally, it contains a response time that indicates how long that GET or POST took independent of network latency.

8.3.5 Administrative Tools

Accela Automation does not provide this type of tool and instead relies on a jurisdictions database administrators to perform these types of analyses based on their knowledge of the environment.

8.3.6 System Security

Accela Automation's user console includes LDAP (Lightweight Directory Access Protocol) support to provide single-point security administration for single-sign-on capability; the system integrates with MS Active Directory and SQL Server 2005/2008 Security protocol.

8.3.7 Database Characteristics

User schemas other than the base Accela schema can be created by a DBA that is granted privileges to the Accela schema for select, insert, update, and delete statements. DML statements are not allowed by these optional schemas and are reserved only for the Accela schema itself.

8.3.8 Data Dictionary Facility

Every client deploying the Accela Automation system is provided with a Data Dictionary and Entity Relationship Diagram. As confidential and proprietary documents, execution of a Non-Disclosure Agreement between both parties is required prior to the City's receipt of these products.

The data dictionary provides a map between the fields in Accela Automation and the database table names, while the entity relationship defines the relationships established between these data tables and fields. During system implementation, Accela will provide train client side report writing staff on the Database Schema, and how these materials augment report-writing activities.

8.3.9 Data Import/Export Facility

The 7.0 release introduces a new administration tool that will improve the way administrators manage their Accela Automation data. Data Manager provides an easy way to import and export the entire database or selected database elements from your Accela Automation environment. This tool helps administrators maintain data integrity and reduce the amount of time needed to move data from one environment to another – for example, from a testing environment to a production environment. For the Accela Automation user community, Data Manager provides a way to share data and configurations with other agencies, promoting best practices and allowing agencies to quickly deploy Accela Automation across departments.

Additionally, traditional database import/export tools provided by the database vendor are also supported.

8.3.10 Structured Query Language

External applications can access Accela Automation's Data Layer via either JDBC or ODBC using ANSI SQL92 statements.

8.3.11 Referential and Entity Integrity

This is supported. Accela Automation has numerous primary and foreign keys to ensure integrity and avoid orphaned rows.

8.3.12 Script Execution

Accela developed a unique tool that can be employed to provide additional business automation to the already robust intelligence and automation offered by the remainder of the system. The Event Manager Script Engine (EMSE) enables end users to enhance if-then logic. EMSE is an entirely configurable and user-definable JavaScript-based tool. Every single Accela Automation site has extensive use of this scripting tool to keep vigilance on fields, actions, tasks, etc. and to trigger alerts, action, reports, etc.

EMSE's sophistication enables our clients to save time in checking or verifying data or actions. It operates both on actions taken in the system (e.g., automatically send an email because of a task chosen) as well as on actions not taken (e.g., automatically require a fee to become due upon permit expiration). EMSE can be configured to be vigilant over one or more fields to abide by your strict business rules (e.g., a score on an examination must be greater than "70" for the applicant to be given a passing grade). The scripting tool can perform vigilance of dates, outcomes, etc. and as a result embark on other actions - like issuance of a letter indicating the failing result of an applicant based on a less-than-passing score.

Accela provides its clients with the ability to access a library of previously-configured scripts so that they can reuse these scripts or retune them to suit their more specific needs.

8.3.13 Multiple Environments

There are no hardware requirement implications, so long as the Test environment is sharing the same hardware stack as the production stack (assumes virtualization).

8.3.14 Software Installation and Hardware Installation Coordination

The City has already procured Accela's system software. RedMark will Accela Automation installation services as part of this proposal, and will work with the City to provide specifications for all other software and hardware necessary for this implementation. The City will be able to secure better overall pricing for these additional systems than is offered to any software vendors. In many cases,

our clients already have established contracts with pre-certified or pre-approved vendors to assist in making these purchases. RedMark will assist the City in the setup and configuration of Accela software on those systems as part of its contractually-obligated implementation tasks.

8.4 Microcomputer Access and Manipulation

8.4.1 Selecting Subsets or Summary Data

The Accela Automation end user interface provides the ability for privileged users to select data or subsets of data and from within Accela Automation export that data to an Excel spreadsheet. Nearly every portlet screen can serve as a reporting tool for accessing key data that can be shared and referenced with other entities within the jurisdiction.

8.4.2 Download to Other Workstations

As noted in 8.4.1 above, privileged end users can select data from within Accela Automation and export it to an Excel spreadsheet to other user workstations.

8.4.3 Data Manipulation

Data manipulation via an end user's workstation is only supported via the Accela Automation web services.

8.4.4 Security Controls

Accela Automation supports a very fine-grained access control system. There are four basic levels of security—agency, module, group, and user. Users can belong to groups that can belong to modules which belong to the agency. Security can be applied at every level via functional identifiers (FIDs).

Users of Accela Mobile Office will require the Accela Mobile Office client and optionally the ArcGIS Server Runtime Engine.

8.5 System Access

As a web-based and web-accessed system, Accela Automation is able to offer our clients the ability to “cover the universe” as the system only requires a standard web browser for access from anywhere anytime. Accela was one of the first vendors to offer a web-based system enabling universal access.

No longer confined by access channels, the system is now able to integrate separate agency locations in a given state, external agencies that may need input to the system from State Capitols, or even from out-of-state authorities such as the federal government. Our clients decide who has access and the privileges they want these end users to possess in completing work assignments on the system. No longer is there the need to update software in every end user's workstation or PC. These advantages add up quickly and monetarily in substantially reducing support costs to an IT department.

The desktop footprint will typically be a session-based cookie that expires after a timeout limit is achieved and the user will be required to re-authenticate to the system.

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9 Hardware and Software Requirements

The following is Accela's Hardware and Software Requirements for the

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Exhibit 20: Accela Automation Hardware and Software Requirements

	Supported Hardware Requirements	Supported Software Requirements
Accela Automation		
User Workstations	▪ Pentium Dual Core Processor or better, 3 GHz ▪ IBM Compatible PC ▪ 1+ GB RAM or more ▪ 100MB free space on HD ▪ Internet Connection via dedicated frame-relay circuits (i.e. T1s)	▪ Windows 7; Windows Vista SP2; Windows XP SP3 ▪ Internet Explorer 7.x or 8.x, Firefox 3.6, Safari 5; Google Chrome 10 ▪ Adobe Acrobat Reader 9 (download free at www.adobe.com/acrobat) ▪ Silverlight Run Time Edition ▪ JRE 6x to support SmartChart and Process Diagram ▪ Screen resolution is 1024x768
Production Web Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK	▪ 2xQuad-Core Intel Xeon Processor w/large processor cache; Dual-Core Intel Xeon Processor ▪ 4+ GB RAM or more ▪ RAID-10 storage with 48GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server ▪ Railo recommended (open source CFMX engine) ▪ Adobe ColdFusion 7.x Enterprise Edition
Production Application Server <i>Accela provides the following software:</i> ▪ JBoss 4.2.3 with integrated Tomcat 6.x ▪ Java EE 6 SDK ▪ Vembu SwisSQL API 1.7 (for MS SQL Server version only)	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000MB/s Network Interface Card ▪ Additional servers for load balancing and high availability if needed	▪ Microsoft Windows 2008 R2; Microsoft Windows 2003 Server
Production Database Server – Microsoft SQL	▪ RAID-10 Storage sufficient to hold historical data and new data (as many disk spindles as possible so that	▪ Microsoft SQL Server 2008; Microsoft SQL Server 2005 SP3 ▪ Microsoft Windows Server 2008 R2 x64, Linux, Unix

	Supported Hardware Requirements	Supported Software Requirements
Deployments	disk I/O is not a bottleneck). The minimum should be 8. ▪ Raid-10 storage for database log files sufficient to hold peak log file generation rate. Use as many disk spindles as possible to avoid I/O bottleneck. ▪ 4X Quad-Core Intel Xeon Processor; Quad-Core Intel Xeon Processor w/ large processor cache ▪ 8 to 32 GB RAM or more ▪ Teamed 1000MB/s Network Interface Card	
Accela Citizen Access		
Application Server	▪ 2X Quad-Core Intel Xeon Processor w/ large processor cache; Dual-Core Intel Xeon Processor ▪ 4 to 16 GB RAM or more ▪ RAID-10 storage with 48GB capacity; RAID1 storage with 30GB capacity ▪ Teamed 1000 MB/s Network Interface Card	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows 2003 Server ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x; 3.x
Accela GIS		
If client uses ArcGIS	▪ Windows 2003 Platform or newer	▪ Microsoft Windows Server 2008 R2 x64; Microsoft Windows

	Supported Hardware Requirements	Supported Software Requirements
<i>Accela provides the following software:</i> ▪ Accela GIS software ▪ Accela GIS Optimized Routing	▪ Current Dual-core or Quad-core processor ▪ 2GB RAM ▪ 20 GB hard disk drive (RAID-1)	2003 Server ▪ Microsoft Silverlight 3 (Microsoft Silverlight 4 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ Microsoft Internet Information Server (IIS) 6.x or higher ▪ Microsoft .NET Framework 3.5 SP1 (Microsoft .NET Framework 4.0 if implementing Accela GIS 7.1.0 – April 2011 release) ▪ ArcSDE 9.3 or 9.3.1 (ArcSDE 10 is supported at Accela GIS 7.1.0) ▪ ESRI ArcGIS Server Standard (or Advanced) 9.3.x (ArcGIS Server 10 is supported at Accela GIS 7.1.0) ▪ ArcGIS Desktop (required for managing the MXD service) ▪ Microsoft Internet Information Server (IIS) 7.x; 6.x ▪ Microsoft .NET Framework 4.x ▪ SSL Certificate (optional) ▪ ESRI ArcGIS Server Network Extension (optional)
Accela Mobile Office		
Mobile Office Client	▪ Intel Pentium or Intel Centrino Dual Core Processor	▪ Microsoft Windows 7; XP

	Supported Hardware Requirements	Supported Software Requirements
<i>Accela provides the following software:</i> ▪ Accela Mobile Office Client software ▪ Microsoft .NET Framework 4.0 <i>For optional printing from mobile devices/field printing capabilities, Agencies must provide:</i> ▪ PIEprint v. 1.25 from Field Software Products (minimal cost, volume discounts available)	▪ 2 to 4 GB RAM or more ▪ 40 GB HD ▪ Wireless Card (not necessary if AMO Client use is purely offline/store and forward mode)	
Mobile Office Server <i>Accela provides the following software:</i> ▪ Accela Mobile Office Server ▪ Microsoft Data Access Components (MDAC) 2.8 or later	▪ Current Dual-core or Quad-core processor ▪ 2 to 8 GB RAM or more ▪ 20 GB hard disk drive (RAID-1 to RAID-10) ▪ Teamed 1000MB/s Network Interface Card	▪ Windows Server 2008 R2; Windows Server 2003 ▪ Microsoft SQL Server 2008 or 2005 ▪ Oracle 11g or 10g Database Server ▪ SSL Certificate (optional) ▪ Microsoft IIS 7.x; 6.x ▪ Microsoft .NET Framework 4.0

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10 Client References

On the following pages, we have provided our client references.

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Project Description #1	
Project Name	Jackson Accela Automation Implementation
Client	Jackson County, FL
Approximate Number of Users and Locations	30 users, 1 location
Contract Size	\$326,000.00
Project Start Date	October 2010
Project End Date	October 2011
Contact Name	Joan Schairer
Contact Telephone Number	850-482-9637
Contact Address	4487 Lafayette St Marianna, FL
Contact e-Mail	director@jacksoncountyfl.com
RedMark Project Manager Name	Ruben Gutierrez
RedMark Project Team Members and their Role on the Project	Ruben Gutierrez, Walter Chavez, Lilian Rios, John Pardo, Luis Hernandez, Johan Bedoya. System Analysis and configuration, data conversion, interface development, report development, training, Go-Live and deployment of ACA, AMO and AGIS.
Solution Architecture and Software Components Implemented	Accela Automation, Land Management Module, including add-ons Accela Citizen Access (ACA), Accela Mobile Office (AMO), and Accela GIS (AGIS). Accela-hosted solution.
Interfaces Developed	Interface to Property Appraiser's Address, Parcel, Owner (APO) database.
Organizational Change Management Activities and Tools Used	RedMark followed the Accela Implementation Methodology (AIM) during for this project. AIM is used by Accela, agencies, and system integration partners as a stand-alone implementation methodology that guides a project from inception to launch and beyond, increasing and enhancing the chances of successfully implementing the Accela Automation solution. Organizational Change Management was handled via Accela's Project Management and Project Governance approach. Strategic deliverable milestones ensured the achievement of project goals. Phased training and gradual increase in administrators and end-users participation was a fundamental to the success.
Quality Assurance Practices	Quality Assurance followed the Accela Implementation Methodology. During the Readiness phase, Accela Automation was fully tested, errors were identified and corrected, and the configured solution was prepared for deployment. In addition, system administrators and end users were trained in phases, so that all appropriate Jackson County staff members were prepared to use and maintain the software once the move to production occurred. In terms of specific deliverables, the output from the Readiness Phase were:

	• User Acceptance Testing • End-User Training. A number of tactics were employed and built into this project to manage quality and included: • Expectation Management • Inclusive Project Team • Peer Review • Readiness Review • Active Issue and Risk Management ○ Issue Management Plan ○ Risk Management Plan ○ Communication Plan • Change Control Process
Scope of Services provided (Description of project and SI's role – one-half to one page)	RedMark worked with Jackson County, FL staff to optimize Accela's portfolio of software, best practices, and customer experience to enable Jackson County, FL to successfully deploy its Accela Automation software and meet its functionality, timing and cost requirements. RedMark provided professional services for the implementation of Accela Automation Land Management, Accela GIS, Accela Citizen Access and Accela Mobile Office for Jackson County, FL. The following departments comprised the organization scope of the implementation: • Community Development • Building Department • Code Enforcement • Engineering • Fire Marshall • Environmental Health In addition, RedMark was responsible for on-site training, Go-Live, and post Go-Live support through the handoff to Accela Customer Resource Center (CRC). The project enabled the complete Land Management process to be automated in Accela for Jackson County. From the Plan Review process in the Community Development Division, to requesting permits, Code Enforcement with inspectors using AMO in the field, as well as the ability to apply for building permits in multiple disciplines, with their corresponding inspections taking place with AMO. The system also enabled the Fire and Environmental Health Departments to complete their reviews and inspections on the Accela system. Measure of Project Success • Project Completion ○ On-Time ○ On-Budget ○ Meets Expectations (Scope)

	• Complete Configuration, Implementation, Testing and Acceptance of the solution by department directors and county administrator • Increased knowledge relating administration of the solution and it's structure • Improved ability to work with customers, county, and state agencies

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Project Description #2	
Project Name	UMN Accela Automation Implementation
Client	University of Minnesota
Approximate Number of Users and Locations	30 users, 3 locations
Contract Size	\$395,000.00
Project Start Date	September, 2010
Project End Date	November, 2011
Contact Name	Merwyn Larson
Contact Telephone Number	612-625-5973
Contact Address	319 15 th Ave SE, Room 270 Donhowe Building Minneapolis, MN 55455
Contact e-Mail	lars3320@umn.edu
SI Project Manager Name	Walter Chavez
SI Project Team Members and their Role on the Project	Walter Chavez, Ruben Gutierrez, Johan Bedoya, Andres Perez, Lilian Rios. System Analysis and configuration, data conversion, interface development, report development, training, Go-Live and deployment of ACA, AMO and AGIS.
Solution Architecture and Software Components Implemented	Accela Automation, Land Management Module in a UMN-hosted environment including Accela Citizen Access (ACA) and Accela GIS (AGIS) add-ons.
Interfaces Developed	• Integration to UMN's Space Database (Campus-Building-Room) • Payment Engine integration for ACA
Organizational Change Management Activities and Tools Used	This project effort incorporated 4 significant management and control techniques. • Frequent Expectation Setting (Phase Agreements) • Key Performance Milestones utilized as Defined in the Statement of Results • Performance Milestones which determine the vendor payment schedule • Frequent BCD Acceptance / Approval cycles
Quality Assurance Practices	This project effort actively monitored and managed the quality of the results. This active pursuit of quality ensured the end product meet the needs of the BCD and its customers, while providing long term value to the University of Minnesota. A significant number of tactics were employed and built into this project to manage quality and included: • Expectation Management: • Inclusive Project Team • Peer Review • Readiness Review

	• Active Issue and Risk Management ○ Issue Management Plan ○ Risk Management Plan ○ Communication Plan • Change Control Process
Scope of Services provided (Description of project and SI's role – one-half to one page)	RedMark delivered its Services to the University of Minnesota Building Code Division (BCD) for the successful implementation of Accela Automation Land Management module to meet BCD's strategy, functionality, timing and cost requirements. Specifically, this project automated how the BCD clients interfaced with the process and internal staff. Included were Data Conversion and the integration of Accela Automation to the UMN's Space Database system, which keeps tracks of every room on a per-campus, per-building, per-floor approach. Integration with a payment processing system was also implemented. Accela Citizen Access was deployed as part of this solution for external BCD clients. In addition, RedMark was responsible for on-site training, Go-Live, and post Go-Live support through the handoff to Accela Customer Resource Center (CRC). To ensure the balance of risk within the project effort The University of MN utilized a "Payment for Performance" methodology which focused on payments based on acceptance of specific outcomes at each stage and deliverable of the implementation. These two methodologies were used throughout the implementation effort to ensure that: • RedMark provided and completed each project stage and deliverable as expected • University of MN reviewed / tested and accepted each stage and deliverable based upon specific predefined criteria Using this approach, RedMark and the University of MN were provided a clear and shared framework to complete, accept and provide payment for all services completed. Measure of Project Success • Project Completion ○ On-Time ○ On-Budget ○ Meets Expectations (Scope) • Complete Configuration, Implementation – Testing – Acceptance of BCD Requirements as outlined within the initial RFP • Successful Roll-Out to and BCD use of the system in the production environment • Skills and Organizational Learning (Test methods and tools)

11 Service Agreement

We have provided our sample agreements on the following pages.

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Appendix – Statement of Work

We have provided a draft of the Statement of Work (SOW) on the following pages.

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City of High Point, NC - Proposal for Implementation of Accela Automation Proposed Project Plan																																
ID	Task Name	Duration	Start	Finish	Resource Names		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter	
							Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
1	Accela Automation Implementation	385 days	Mon 1/7/13	Fri 6/27/14																												
2	Project Initiation	10 days	Mon 1/7/13	Fri 1/18/13	RedMark,City																											
3	Project Kickoff Meeting	2 days	Mon 1/7/13	Tue 1/8/13	Walter,Ruben																											
4	Project Initiation	10 days	Mon 1/7/13	Fri 1/18/13	Walter,Ruben,Lilian																											
5	System Setup (City Hosted)	18.5 days	Mon 2/18/13	Thu 3/14/13																												
6	Hardware Environment Readiness	15 days	Mon 2/18/13	Fri 3/8/13	Ruben,City																											
7	Accela Automation Setup	2.5 days	Mon 3/11/13	Wed 3/13/13	Ruben,Johan																											
8	Testing and Acceptance	1 day	Wed 3/13/13	Thu 3/14/13	City																											
9	Analysis	100 days	Mon 1/14/13	Fri 5/31/13																												
10	Business Analysis	80 days	Mon 1/14/13	Fri 5/3/13	Walter,Ruben,Lilian																											
11	Determine best approach for using AA	5 days	Mon 5/6/13	Fri 5/10/13	Walter,City,Ruben																											
12	Configuration Document	19 days	Tue 5/7/13	Fri 5/31/13	Walter,Ruben,Lilian,...																											
13	System Configuration	60 days	Mon 6/3/13	Fri 8/23/13																												
14	Accela Automation Configuration	45 days	Mon 6/3/13	Fri 8/2/13	Ruben,Lilian,Johan																											
15	Testing	10 days	Mon 8/5/13	Fri 8/16/13	Ruben,City,Lilian,Joh																											
16	Configuration Acceptance	5 days	Mon 8/19/13	Fri 8/23/13	City																											
17	Data Conversion	21 days	Mon 9/2/13	Mon 9/30/13																												
18	Create Conversion	15 days	Mon 9/2/13	Fri 9/20/13	Ruben,City,Johan																											
19	Test Conversion	5 days	Mon 9/23/13	Fri 9/27/13	Ruben,Johan																											
20	Final Testing and Acceptance	1 day	Mon 9/30/13	Mon 9/30/13	City																											
21	Interface Development	30 days	Mon 9/16/13	Fri 10/25/13																												
22	EDMS Interface	15 days	Mon 9/16/13	Fri 10/4/13	Ruben,City,Johan																											
23	IVR Interface	15 days	Mon 10/7/13	Fri 10/25/13	Ruben,City,Johan																											
24	Report Development	115 days	Mon 8/19/13	Fri 1/24/14																												
25	Report List	3 days	Mon 8/19/13	Wed 8/21/13	Ruben,City,Walter																											
26	Report Requirements	74 days	Tue 8/20/13	Fri 11/29/13	Ruben,City,Walter,Lil																											
27	Report Development	110 days	Mon 8/26/13	Fri 1/24/14	Ruben,Johan,additional																											
28	Accela Citizen Access	17 days	Mon 1/6/14	Tue 1/28/14																												
29	ACA Installation	1 day	Mon 1/6/14	Mon 1/6/14	Ruben																											
30	ACA Configuration	15 days	Tue 1/7/14	Mon 1/27/14	Ruben,Lilian																											
31	ACA Testing	1 day	Tue 1/28/14	Tue 1/28/14	City																											
32	GIS	12 days	Mon 2/3/14	Tue 2/18/14																												
33	GIS Installation	1 day	Mon 2/3/14	Mon 2/3/14	Ruben																											
34	GIS Configuration and Testing	10 days	Tue 2/4/14	Mon 2/17/14	Ruben,City																											
35	GIS Training	1 day	Tue 2/18/14	Tue 2/18/14	Ruben																											
36	Accela Mobile Office	25 days	Mon 2/24/14	Fri 3/28/14																												
37	AMO Installation	5 days	Mon 2/24/14	Fri 2/28/14	Ruben																											
38	AMO Configuration	15 days	Mon 3/3/14	Fri 3/21/14	Ruben,Johan																											
39	AMO Testing and Acceptance	5 days	Mon 3/24/14	Fri 3/28/14	City																											
40	AMO Training	1 day	Mon 3/17/14	Mon 3/17/14	Ruben																											
41	Training	355 days	Mon 1/21/13	Fri 5/30/14																												
42	Accela Administrator	5 days	Mon 1/21/13	Fri 1/25/13	Ruben																											
43	Accela Report Schema	5 days	Mon 9/23/13	Fri 9/27/13	Ruben																											
44	Accela Self Hosted	5 days	Mon 5/26/14	Fri 5/30/14	Ruben																											
45	End User Training	15 days	Mon 4/14/14	Fri 5/2/14	Walter,Lilian,Ruben																											
46	User Acceptance Testing	20 days	Mon 5/5/14	Fri 5/30/14																												
47	User Acceptance Testing	20 days	Mon 5/5/14	Fri 5/30/14	Walter,Ruben,Lilian,...																											
48	Production Support	10 days	Mon 6/2/14	Fri 6/13/14																												
49	Production Support	10 days	Mon 6/2/14	Fri 6/13/14	Ruben,Johan,City																											
50	Post Production / Transition to CRC	10 days	Mon 6/16/14	Fri 6/27/14																												
51	GO LIVE	5 days	Mon 6/16/14	Fri 6/20/14	Walter,Ruben,Lilian,...																											
52	Post Production / Transition to CRC	5 days	Mon 6/23/14	Fri 6/27/14	Walter,Ruben,Lilian,...																											

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SERVICES AGREEMENT

1. <u>Parties</u> REDMARK RedMark Technologies, LLC. 2385 NW Executive Center Dr, Suite 100 Boca Raton, Florida 33431 Attention: Contracts Administration T: 561.210.5141 F: 561.892.8022 e-Mail: contracts@redmarktechnologies.com	CUSTOMER City of High Point, North Carolina 211 South Hamilton High Point, North Carolina 27260 Attention: Tom Spencer T: 336.883.3440 F: 336.883.3052 e-Mail: tom.spencer@highpointnc.gov

This Services Agreement ("SA") is intended for the exclusive benefit of the Parties; nothing herein will be construed to create any benefits, rights, or responsibilities in any other parties.

2. Term and Termination

- 2.1 Term Provided that Customer signs this SA to RedMark no later than 31 October, 2012, this SA is effective as of the date of Customer's signature ("Effective Date") and will continue until completion of the services deliverables described herein.
- 2.2 Termination Either party may terminate this SA if, after receiving a written notice describing the circumstances of a default, a Party fails to correct such within thirty (30) calendar days. Upon any termination or expiration of this SA, all rights granted revert back to each party.

3. Professional Services RedMark will provide the implementation, data conversion, and/or training services ("Professional Services") described in the Statement of Work ("SOW") attached hereto as Exhibit A.

- 3.1 Warranty RedMark will commence and complete the Professional Services in a good and workmanlike manner, consistent with the practices and standards of care generally-accepted within and expected of RedMark's industry.
- 3.2 Customer Cooperation As required, Customer agrees to provide RedMark with appropriate access to Customer's facilities, personnel, data systems, and other resources. Customer acknowledges that the implementation process described in this SA is cooperative in nature and that Customer must complete its designated tasks in the SOW in a timely manner in order for RedMark to proceed with and complete the Professional Services. Customer delays during the implementation period may have adverse collateral effects on RedMark's overall work schedule. Although RedMark will use its best efforts to immediately resume work following such a delay, Customer acknowledges that schedules for the Professional Services may be delayed by more than the number of days delayed by Customer. Customer agrees that if additional time is required to complete the Professional Services described in the SOW because of Customer delays, such time will be charged to Customer at RedMark's then-current time-and-materials rates.
- 3.3 RedMark acknowledges that the implementation process described in this SA is cooperative in nature and that RedMark must complete its designated tasks in the SOW in a timely manner in order for Customer to achieve Go-live on-time and on-budget. RedMark delays during the implementation period may have adverse collateral effects on the overall work schedule. Although Customer will use its best efforts to immediately resume work following such a delay, RedMark acknowledges that schedules for the implementation may be delayed by more than the number of days delayed by RedMark. RedMark agrees that if additional time beyond what is described in the SOW is required to complete the implementation because of RedMark delays, the Customer can charge a late fee of 1% of the project

per month (\$5,000) or at the Customer's sole discretion extend the project and RedMark will absorb any implementation fees associated extension.

3.4 Compensation

- 3.4.1 Implementation Fees In exchange for the Professional Services, Customer will pay to RedMark the amounts indicated in Exhibit A according to the billing events schedule described therein. The pricing set forth herein reflects information generally known to RedMark, supplied to RedMark by Customer, and based on RedMark's interpretation of the work to be performed. In addition to such amounts, Customer will reimburse RedMark for airfare, travel time, lodging, rental transportation, meals, data communication charges and other miscellaneous expenses at the rates specified in the SOW. Upon Customer request, RedMark will provide scanned or copied receipts of other appropriate documentation supporting claimed expenses and other charges.
- 3.4.2 Payment Terms Amounts are quoted in United States dollars and do not include applicable taxes, if any. Customer will be responsible for payment of all federal, state or provincial, and local taxes and duties, except those based on RedMark's income. If Customer is exempt from certain taxes, Customer will provide RedMark with an appropriate certificate of exemption. Customer will be invoiced for all amounts upon occurrence of the billing events described in Exhibit A. The payment terms of all invoices are net thirty (30) calendar days from the dates of the invoices. RedMark may, at its sole discretion, suspend its obligations hereunder without penalty until payments for all past-due billings have been paid in full by Customer.

4. Confidentiality

- 4.1 Definitions "Disclosing Party" and "Recipient" refer respectively to the party which discloses information and the party to which information is disclosed in a given exchange. Either RedMark or Customer may be deemed Disclosing Party or Recipient depending on the circumstances of a particular communication or transfer of information. "Confidential Information" means all disclosed information relating in whole or in part to non-public data, proprietary data compilations, computer source codes, compiled or object codes, scripted programming statements, byte codes, or data codes, entity-relation or workflow diagrams, financial records or information, client records or information, organizational or personnel information, business plans, or works-in-progress, even where such works, when completed, would not necessarily comprise Confidential Information. The foregoing listing is not intended by the Parties to be comprehensive, and unless otherwise determined by law any information which Disclosing Party marks or otherwise designates as "Confidential" or "Proprietary" will be deemed and treated as Confidential Information. Information which qualifies as "Confidential Information" may be presented to Recipient in oral, written, graphic, and/or machine-readable formats. Regardless of presentation format, such information will be deemed and treated as Confidential Information. Notwithstanding, the following specific classes of information are not "Confidential Information" within the meaning of this Section:
- a) information which is in Recipient's possession prior to disclosure by Disclosing Party;
 - b) information which is available to Recipient from a third party without violation of this SA or Disclosing Party's intellectual property rights;
 - c) information disclosed pursuant to Subsection 4.4 below;
 - d) information which is in the public domain at the time of disclosure by Disclosing Party, or which enters the public domain from a source other than Recipient after disclosure by Disclosing Party;
 - e) information which is subpoenaed by governmental or judicial authority; and
 - f) information subject to disclosure pursuant to a state's public records laws.

4.2 Confidentiality Term The obligations described in this Section commence on the Effective Date and will continue following any termination or expiration of this SA.

4.3 Confidentiality Obligations During the Confidentiality Term, Recipient will protect the confidentiality of Confidential Information using the same degree of care that it uses to protect its own information of similar importance, but will in any case use no less than a reasonable degree of care to protect Confidential Information. Recipient will not directly or indirectly disclose Confidential Information or any part thereof to any third party without Disclosing Party's advance express written authorization to do so. Recipient may disclose Confidential Information only to its employees or agents under its control and direction in the normal course of its business and only on a need-to-know basis. In responding to a request for Confidential Information, Recipient will cooperate with Disclosing Party, in a timely fashion and in a manner not inconsistent with applicable laws, to protect the Confidential Information to the fullest extent possible.

4.4 Publicity During the term of this SA, including the term of any amendment hereto, RedMark may publicly disclose its ongoing business relationship with Customer. Such disclosures may indicate Customer's identity and the RedMark product(s) and services provided or contracted to be provided to Customer. These disclosures may include press releases or other communications to media, display on RedMark web sites, or use in other marketing activities, but will not include non-public information or indicate Customer's express endorsement of RedMark's products or services without Customer's prior written authorization.

5. Other Terms and Conditions

5.1 Mutual Indemnification RedMark agrees to indemnify, defend, and hold Customer and its officers, agents, and employees harmless against any claims, suits, or damages arising out of physical property damage or bodily injury caused by the negligence or misconduct of RedMark or its employees or agents while the terms and conditions of this SA remain enforceable. Customer agrees to the extent allowed by law to indemnify, defend, and hold RedMark and its officers, agents, and employees harmless against any claims, suits, or damages arising out of physical property damage or bodily injury caused by the negligence or misconduct of Customer or its employees or agents while the terms and conditions of this SA remain enforceable.

5.2 Limitation of Liability RedMark provides no warranty whatsoever for any third-party hardware or software products. Third-party applications which utilize or rely upon the Professional Services may be adversely affected by remedial or other actions performed pursuant to this SA; RedMark bears no liability for and has no obligation to remedy such effects. Except as set forth herein, RedMark provides all Professional Services "as is" without express or implied warranty of any kind regarding the character, function, capabilities, or appropriateness of such services or deliverables. To the extent not offset by its insurance coverage and to the maximum extent permitted by applicable laws, in no event will RedMark's cumulative liability for any general, incidental, special, compensatory, or punitive damages whatsoever suffered by Customer or any other person or entity exceed the fees paid to RedMark on the contract, even if RedMark or its agents have been advised of the possibility of such damages.

5.3 Insurance Coverage RedMark will maintain insurance coverage at its sole cost and expense and will provide certificates of insurance to Customer if so requested. The insurance will not be cancelled or terminated without thirty (30) calendar days' advance written notice to Customer.

- 5.4 Force Majeure If either party is delayed in its performance of any obligation under this SA due to causes or effects beyond its control, that party will give timely notice to the other party and will act in good faith to resume performance as soon as practicable.
- 5.5 Dispute Resolution This SA is governed by the laws of the State of North Carolina. Either party may, without waiving any remedy under this SA, seek any interim or provisional relief that is necessary to protect the rights or property of that party from a court of proper jurisdiction in Guilford County, North Carolina. Furthermore, any controversy or claim arising out of or relating to this SA, or the breach thereof, shall be adjudicated in a court of proper jurisdiction in Guilford County, North Carolina. Each party will initially bear its own legal expenses, including attorneys' fees and an equal share of the costs, but the prevailing party may be awarded its expenses, reasonable attorneys' fees, and costs. The failure of either party to object to a breach of this SA will not prevent that party from thereafter objecting to that breach or any other breach of this SA.
- 5.6 Assignment With written consent from the Customer, RedMark may assign its rights and obligations hereunder for purposes of financing or pursuant to corporate transactions involving the sale of all or substantially all of its stock or assets. RedMark may subcontract with qualified third parties to provide portions of the Professional Services described hereinabove, with written consent from the Customer.
- 5.7 Survival The following provisions will survive the termination or expiration of this SA: Section 3.4 and all subsections thereof, as to Customer's obligation to pay any fees accrued or due at the time of termination or expiration; Section 4 and all subsections thereof; and Section 5 and all subsections thereof with the exceptions of Subsections 5.1, 5.3, and 5.4.
- 5.8 Alternate Terms Disclaimed The parties expressly disclaim any alternate terms and conditions accompanying drafts and/or purchase orders issued by Customer.
- 5.9 Severability and Amendment If any particular provision of this SA is determined to be invalid or unenforceable, that determination will not affect the other provisions of this SA, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of this SA will be effective unless it is described in writing and signed by the Parties.

REDMARK

By: _____
(Signature)

(Print Name)

Its _____
(Title)

Dated: _____
(Month, Day, Year)

CUSTOMER

By: _____
(Signature)

(Print Name)

Its _____
(Title)

Dated: _____
(Month, Day, Year)

Exhibit Follows.

END OF DOCUMENT

EXHIBIT A

Statement of Work (SOW) document follows this page.

END OF DOCUMENT



An Accela Certified Implementation Services Partner

Statement of Work

City of High Point, NC

v. 1.6

October 15th, 2012

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APPENDIX B – DELIVERABLES ACCEPTANCE FORM..... 33

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DOCUMENT CONTROL

Date	Author	Version	Change Reference
5/11/12	Walter Chavez	1.0	Original
8/14	Walter Chavez	1.1	Implemented changes discussed during 7/24 visit to High Point
9/05	Tom	1.2	COHP changes
9/14/12	Walter Chavez	1.3	Updated payments table, added Scripts, Interfaces, and Executive Dashboard information.
9/19/12	Tom Spencer	1.4	Accepted most changes – please review
9/25/12	Walter Chavez	1.5	Corrected wording on payment processing system and date on cover
10/03/12	Tom Spencer	1.6	Final version review

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OVERVIEW

RedMark is committed not only to providing a superior software configuration for the current and future needs of the City of High Point, NC ("Agency"), but also is committed to assisting the Agency in the successful implementation and deployment of the 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.

RedMark will work with Agency staff to optimize Accela's portfolio of software, best practices, and customer experience to enable the Agency to successfully deploy its Accela Automation software and meet its functionality, timing and cost requirements. This Statement of Work (SOW) dated October 15th, 2012 sets forth a scope and definition of the consulting/professional services, work and/or project (collectively, the "Services") to be provided by RedMark Technologies, LLC ("RedMark") to the Agency.

SERVICES DESCRIPTION

PURPOSE

The purpose of this document is to detail the specific activities, deliverables, roles and responsibilities, and acceptance criteria that comprise the implementation of Accela Land Management (including add-on modules ACA, AMO and AGIS), and Accela Licensing for the Agency. RedMark will provide professional services for implementation of the above modules and will add services per the Work Description section below. The following Agency departments comprise the organization scope of the implementation described herein:

- Planning & Development
- Fire
- Engineering Services
- Transportation
- Public Services
- Customer Services
- Also included in this project is the ability for other users/departments to be able to access and view information, statuses and reports on projects in the system.

PROJECT SCHEDULE

Upon execution of this SOW, the parties will collaborate to determine a start date for Services to be rendered. Upon initiation of these Services, the RedMark 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 RedMark Project Manager will work closely with Agency to update, monitor, agree, and communicate any modifications.

PROJECT MANAGEMENT

RedMark will perform ongoing project management 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, RedMark will provide Project Management services throughout the project. Generally these services include the following:

- Project plan management using Microsoft Project,
- Project document management using Microsoft SharePoint, (will use the Agency SharePoint site)
- Issue log management and escalation,
- Status reporting,
- Change order management,

- Project workspace management,
- Resource management,
- Executive project oversight and quality assurance.

By mutual agreement, some project management tasks may be shared between the RedMark Project Manager and the Agency Project Manager.

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. These factors are critical in setting expectations between the Agency and RedMark, identifying and monitoring project risks, and promoting strong project communication.

- **Knowledge Transfer** – While RedMark cannot guarantee specific expertise for Agency staff as a result of participating in the project, RedMark will make all reasonable efforts to transfer knowledge to the Agency. It is critical that Agency personnel participate in the analysis, configuration and deployment of Accela Automation in order to transfer knowledge to the Agency. After post production assistance tasks are completed by RedMark, the Agency will be responsible for supporting Accela Automation.
- **Dedicated Agency Participation** – RedMark fully understands that Agency staff members have daily responsibilities that will compete with the amount of time that can be dedicated to the Accela Automation implementation project. However, it is critical that the Agency acknowledges that its staff must be actively involved throughout the entire duration of Services as defined in the Project Plan. RedMark will communicate insufficient participation of Agency resources through Project Status Reports.
- **Deliverable Acceptance Process** - Implementation services for the above products are formalized through the deliverables defined in this document. Upon completion of each deliverable according to the acceptance criteria defined herein, RedMark will provide the Agency with a Deliverable Acceptance Form to formalize acceptance and completion. The Deliverable Acceptance Form is subsequently signed by the appropriate Agency contact, as defined in the Project Charter, and faxed or emailed to RedMark. Please refer to Appendix C to view a sample Deliverable Acceptance Form. RedMark respectfully requests prompt attention to the processing of all Deliverable Acceptance Forms, as adherence to this timely process directly impacts the ability to complete the project in the desired timeframe.

PROJECT ASSUMPTIONS

- Agency and RedMark will review their responsibilities before work begins to ensure that Services can be satisfactorily completed.
- Agency will provide RedMark with access to its equipment, systems, and personnel to the extent needed to complete the defined Services.
- Agency will provide work space for RedMark Services for work completed on Agency premises.
- RedMark will implement the most current version of Accela Automation prior to go-live.
- Agency will maintain primary responsibility for the scheduling of Agency employees and facilities in support of project activities.
- Agency shall provide RedMark with network access for remote installation and testing through industry standards such as Virtual Private Network (VPN) or other secure access methods.
- 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's and RedMark specifications.
- RedMark 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).
- RedMark will provide the Agency with a weekly status report that outlines the tasks completed during the prior weeks, the upcoming tasks that need to be completed during the coming weeks, the resources needed to complete the tasks, a current version of the project plan, and a listing of any issues that may be placing the project at risk (e.g., issues that may delay the project or jeopardize one or more of the production dates).
- RedMark personnel will attend Agency executive steering committee meetings as needed.

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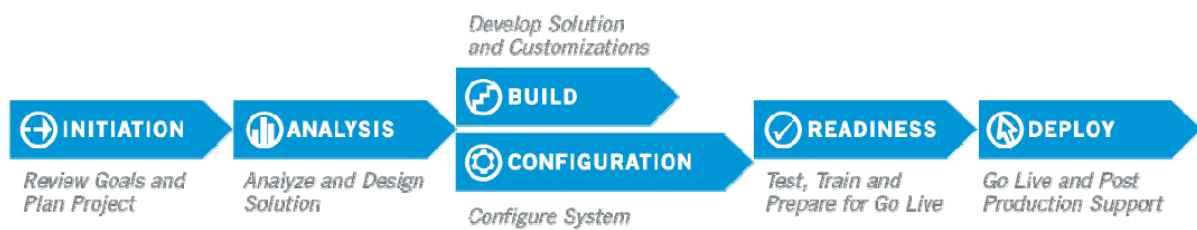
ACCELA IMPLEMENTATION METHODOLOGY

RedMark will deliver its Services to the Agency by employing the standard Accela Implementation Methodology (“AIM”). AIM 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 the AIM Implementation Life Cycle is described below.

IMPLEMENTATION LIFE CYCLE

AIM is a full lifecycle implementation methodology comprised of six primary project stages. Thorough execution of these six stages ensures that Accela and RedMark customers receive high-quality services throughout the project engagement.

Figure 1 - Accela Implementation Methodology (AIM)



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 AIM's deliverables-based approach ensures that RedMark 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 AIM 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. In terms of specific deliverables, common output from the Initiation Phase is as follows:

- Statement of Work,
- Project Charter,
- Baseline Project Plan,
- Project Status Report Template,
- Project Initiation Meeting and Product Demonstration.

ANALYSIS

Analysis is the second stage in the AIM life cycle. During the Analysis stage, RedMark reviews documentation, interviews agency staff, and conducts workshops to understand the “As-Is” business processes in scope, as well as the “To-Be” vision of the Agency that can be executed with the help of Accela Automation. It is during this Phase that RedMark gains a deeper understanding of Agency processes and business rules; simultaneously, the Agency begins to gain a deeper understanding of AIM and Accela Automation capabilities. A key output of this Phase is the System

Configuration Document(s), which serves as the 'blueprint' for configuration of Accela Automation to support germane elements of the Agency "To-Be" vision. Augmenting the System Configuration Document(s) and all other configuration specifications related to data conversion, interfaces, reports, and event scripts.

The deliverable and the output from the Analysis Phase is the System Configuration Document.

CONFIGURATION

Configuration is the third stage in the AIM life cycle, and it begins at the same time as the 3rd stage Build, but ends after the Build stage is complete. During the Configuration stage, Accela Automation will be configured to match the configuration agreed to in the Analysis stage. Core to this effort is the configuration of Record (Case/Application/Permit) types that were agreed to during the Analysis phase. Configuration of in-scope Record types comprised of:

- User-defined fields (Application-Specific Information and Task-Specific Information),
- Workflows and statuses,
- Fee structures and rules,
- Inspection data.

BUILD

Build serves as the fourth stage in the AIM life cycle, and execution of this stage overlaps Configuration, but ends before Configuration is complete. During the Build stage, all defined elements during the Analysis stage beyond the core configuration will be implemented. This includes conversions, event scripts, interfaces and reports. In terms of specific deliverables, common output from the Build Phase is as follows:

- Event Script Development,
- Report Specifications and Development,
- Data Conversion Specifications and Development,
- Interface Specifications and Development.

READINESS

Readiness is the fifth stage in the AIM life cycle. During the Readiness stage Accela Automation is fully tested, errors are identified and corrected, and the software 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. In terms of specific deliverables, common output from the Readiness Phase is as follows:

- User Acceptance Testing,
- End-User Training.

DEPLOY

Deploy is the sixth and final stage in the AIM life cycle. 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, online tracking system) and use of the Accela knowledge base. Lastly, all documented issues or enhancement requests will be transitioned from the RedMark team to the Accela Customer Resource Center. In terms of specific deliverables, common output from the Deploy Phase is as follows:

- Pre-Production Checklist Development, Tracking and Execution,
- Move to Production,
- Post Production Analysis,
- Formal Transition to the CRC for Ongoing Support.

WORK DESCRIPTION

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, RedMark will provide the following detailed implementation services. For each deliverable, a description is provided as well as criteria for acceptance of the deliverable.

STAGE 1 - INITIATION

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 RedMark 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 RedMark after the signing of the Statement of Work. An estimate of 138 hours has been allocated for Project Initiation.

In conjunction with the Agency representatives, RedMark 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 formal conference calls and a formal on site kick off meeting. The objectives of these meetings include a formal transition from sales process to implementation process, review roles and responsibilities, review the contract and review project scope.
- Establish Communication Plan and project logistics including communications norms, status reporting, issue/risk management, work locations, etc.
- 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 RedMark.
- 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).
- Review and adjust project scope based on additional findings, if necessary.

The Project Initiation Meeting itself is an event that includes a formal presentation by the project team to review project objectives, methodology, timeline, roles and responsibilities, risks, and other key project elements. Moreover, a product demonstration will be provided to familiarize project stakeholders with Accela Automation.

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

- Baseline Project Plan (MS Project).
- Project Status Report Template (MS Word).
- Project Initiation Presentation (MS PowerPoint).
- Project Initiation Meeting.

RedMark Responsibilities:

- Provide timely and appropriate responses to Agency's request for information.
- Coordinate project planning activities.
- Communicate the Accela Implementation Methodology ("AIM") that will be used by RedMark to deliver Services.
- Complete Baseline Project Plan, Project Status Report Template, and Project Initiation 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 RedMark's requests for project planning input and meeting logistics requests.
- Provide meeting facilities for Project Kickoff and other onsite activities.

Acceptance Criteria:

- Review and acceptance of the Project Status Report Template.
- Review and acceptance of the Baseline Project Plan.
- Review and acceptance of the Project Charter.
- Completion of the one-day Kickoff Meeting event.

DELIVERABLE 2: ACCELA AUTOMATION SETUP

During the System Setup step of this project, RedMark's technical staff will work with the Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the test and production environments. RedMark 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 Agency computer systems, such that Agency can log into the system and verify that the software was installed. During the installation of Accela Automation, documentation on the installation of Accela Automation will be provided to the Agency as reference material. An estimate of 110 hours has been allocated for Accela Automation Setup.

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

- Installation of the Accela Automation software on Agency servers for three (3) environments: DEV, TEST and PROD.
- Demonstration of an operational Accela Automation computing environment.
- Installation documentation (MS Word and Adobe pdf).

Specifically, RedMark will perform the following tasks within the support environment:

- Perform a remote system check of the installation.
- Install Accela Automation software.
- Demonstrate that the Accela Automation applications are operational in the Agency computing environment.
- Provide documentation of the Agency installation.
- Configure Accela Automation to use the reporting technology selected by the Agency (Crystal Reports, Oracle Reports, or SRSS).

RedMark Responsibilities:

- Consult with Agency resources to provide technical input and answer technical questions related to the installation requirements for Accela Automation.
- Deliver and install all Accela software on the Agency servers.
- Provide hardware and installation documentation to Agency in order to facilitate procurement.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark's requests for information.
- Procure and configure necessary hardware, non-RedMark systems software, and networking infrastructure as specified by RedMark.
- Provide/purchase/acquire the appropriate hardware, software and infrastructure assets to support the reporting technology.
- Prepare the hardware, software, and network in accordance with the specifications provided by RedMark.
- Make available the appropriate Agency key IT users to participate in any hardware, software, environment, and infrastructure meetings.
- Arrange for the availability of appropriate people for the system installation, setup, testing, and quality assurance throughout the setup process.

Acceptance Criteria:

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

STAGE 2 – ANALYSIS**DELIVERABLE 3: CONFIGURATION ANALYSIS**

Configuration Analysis is comprised of the activities required to define the baseline configuration of Accela Automation for the Agency. The key output of the process is the System Configuration Document, which serves as a 'blueprint' for all design and configuration efforts throughout the implementation project and establish the benchmarks for testing and acceptance at the conclusion of the project. In order to develop the content for this document, RedMark will work closely with designated Agency personnel and will conduct configuration analysis sessions to capture the required business processes to be automated within the system. As a part of this effort, RedMark will also identify key Accela Automation features that can best support these processes. An initial estimate of 530 hours has been allocated for Configuration Analysis.

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

- Review and chart each business process as a basis for configuration in Accela Automation's workflow tool.
- Collect employee names and associated roles and identify user group setups.
- Review and document intake requirements, forms, and data fields for each license process type.
- Collect and document output requirements (documents/letters/reports).
- Collect and document fees, fee schedules, and collection procedures for each license process type.
- Collect and document all required inspections and inspection result options for each license type.

RedMark will use the AIM System Configuration Document template, and the appropriate content within that document to capture the Agency's processes to be configured. RedMark's Project Manager will coordinate the compilation of the information collected during the Configuration Analysis into a System Configuration Document that will detail all aspects of the proposed configuration. The configuration document includes detailed configuration settings including the following sample topics:

• Organization and departments	• Security/Active Directory Integration
• Application Types	• Workflow
• Staff Assigned to tasks	• Email Notification

• Application Status Group	• Smart Choice Group
• Application Specific Information	• Dropdown List Values
• Fees	• Standard Conditions
• Standard Comments	• Standard Choices
• Parcel Templates	• Inspections
• Reports	• Event Scripts

The Project Team, consisting of representatives from both RedMark and the Agency, will conduct a formal review of the configuration document for the purpose of approval and sign-off on the deliverable. RedMark will configure a prototype application, including the workflow, which will be used during the review sessions to demonstrate the proposed functionality. Prototyping is intended to demonstrate selected aspects of Accela Automation functionality to assist in understanding how it will operate for the Agency - it is not part of the configuration process.

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

- Configuration Analysis data gathering activities, including workshops, interviews, and web conferences.
- System Configuration Document (MS Word).

RedMark Responsibilities:

- Conduct configuration analysis sessions to capture the required business processes to be automated within the system.
- Conduct selected prototyping to demonstrate proposed functionality.
- Conduct meetings via email, WebEx, phone, and in person to gather and validate analysis input.
- Prepare and complete System Configuration Document capturing the Agency's business processes to be configured.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark's request for information.
- Make available the appropriate Agency key users and content experts to participate in the configuration analysis and verify the accuracy of the documented workflows, input/output formats, and data elements.
- Provide 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:

- Review System Configuration Document and validate that the content accurately reflects the business processes data that will be configured in Accela Automation.

STAGE 3 – CONFIGURATION

DELIVERABLE 4: ACCELA AUTOMATION SYSTEM CONFIGURATION

RedMark will provide professional services to configure Accela Automation in accordance with requirements established and agreed upon during the execution of the tasks that comprise Deliverable 3, Configuration Analysis. RedMark will configure up to 75 Record (Case/Application/Permit) types in Accela Automation, including all associated workflows, fees, inspections, email notifications, conditions and standard comments in support of the Agency's requirements. An initial estimate of 549 hours has been allocated for System Configuration.

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

- Configuration of up to 75 Record (Case/Application/Permit) types in Accela Automation,
- 3 standard reference configuration Vantage 360 Consoles,

RedMark Responsibilities:

- Work with the Agency to identify supplementary information to accurately configure Accela Automation according to the System Configuration Document.
- Configure the Record types defined in the Configuration Analysis Document in Accela Automation.
- Install 3 standard reference configuration Vantage 360 Consoles.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark's request for information.
- Make available the appropriate Agency key users and content experts to participate in configuring the system in an effort to learn about the system and work with RedMark through the verification process that the system has been configured as required in the associated System Configuration Document.
- The Agency will test the system for purposes of validating the configuration.

Acceptance Criteria:

- Review and approve that the base configuration of Accela Automation is configured as documented in the approved System Configuration Document.

STAGE 4 – BUILD

The Build stage includes data conversions, development of interfaces, development of Accela Event Manager scripts to automate business processes and custom report development. It comprises all of the additional critical activities outside of base configuration 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.

The conversion of historic data from the existing database is one of the most significant aspects when migrating from one system to another. RedMark responsibilities will include assistance in data mapping, script development for conversion, data testing and validation, and assistance with 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. RedMark also expects that all data to be converted into Accela Automation be scrubbed as may be necessary by the Agency resources prior to migration/conversion.

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

DELIVERABLE 5: BUSINESS LICENSE DATA CONVERSION

RedMark will provide a program to convert Business License data from Universe to Accela Automation. Data will be provided in Accela's standard format. After Agency staff signs off on the conversion specification document, the RedMark conversion team will configure the conversion that will populate the Accela system with the appropriate data. An estimate of 110 hours has been allocated for Business License Data Conversion.

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

- Business License Data Conversion Specifications Document (MS Word/MS Excel).
- Migrated Business License data into Accela Automation testing database environment.

RedMark Responsibilities:

- Provide standard Business License conversion documentation and support.
- Migrate data provided by the Agency into the Agency's AA testing database environment.

Agency Responsibilities:

- Identify data accuracy / quality issues and resolve them (data scrubbing).
- Provide Business License data in the format(s) specified by the standard Business License documentation.
- Allocate the time for qualified business and technical experts for the RedMark-led data-mapping sessions that are critical to the project success.
- Assist in the data-mapping process.
- Load data from original source(s) into the Accela Automation standard staging tables.
- Allocate the time for qualified personnel to test the conversion for acceptance to ensure that the data is converted successfully according to the data-mapping document.

Acceptance Criteria:

- Review and the Business License Conversion Specifications Document
- Confirmation that Business License data has been converted to Accela Automation testing environment according to the standard Business License data specifications.

DELIVERABLE 6: LASER FICHE INTERFACE

RedMark will develop an interface between Accela Automation and Laser Fiche to relate documentation using the Agency's electronic document system for file storage to seamlessly manage all processes where documents are tracked within the application. Specifically, RedMark will be responsible for creating a one-way interface to get the existing Laser Fiche information. An estimate of 150 hours has been allocated for Laser Fiche Interface.

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

- Interface Specifications Document (MS Word/MS Excel).
- Demonstration of operational interface from Accela Automation to Laser Fiche in staging/test environment.

RedMark Responsibilities:

- Work with Agency staff to develop interface specifications during configuration.
- Use an Accela web service or other tool to implement interface functionality based on the specifications.
- If not using an Accela web service, assist the Agency with testing and debugging of the interface.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark'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.
- 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 Specification document.

- Demonstration of the interface meeting the specific requirements detailed on the interface specifications document.

DELIVERABLE 7: IVR INTERFACE

RedMark will develop an interface between Accela Automation and the Agency's IVR system (Call Processing Systems) to receive updates in order to query permit status, retrieve inspections and inspection results, schedule inspections, and cancel inspections. An estimate of 145 hours has been allocated for IVR Interface

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

- Interface Specifications Document (MS Word/MS Excel).
- Demonstration of operational interface from Accela Automation to Agency's IVR in staging/test environment.

RedMark Responsibilities:

- Work with Agency staff to develop interface specifications during configuration.
- Use an Accela web service or other tool to implement interface functionality based on the specifications.
- If not using an Accela web service, assist the Agency with testing and debugging of the interface.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark'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.
- 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 Specification document.
- Demonstration of the interface meeting the specific requirements detailed on the interface specifications document.

ADDITIONAL INTERFACES

- FIRE: RedMark will develop and implement an automated process by which a CSV "flat" output file, with Agency defined information from the Accela software, will be generated by the system and sent to a user/department to be defined by the Agency. Said user/department will be responsible for importing the data into the then current system utilized by the Fire Department.
- FINANCE: Redmark will develop and implement an automated process by which a CSV "flat" output file, with Agency defined information from the Accela software, will be generated by the system and sent to a user/department to be defined by the Agency. Said user/department will be responsible for importing the data into the Agency's financial application system (currently Lawson).
- ESRI: This interface is included as part of Deliverable 10, Accela GIS.
- PAYMENT PROCESING SYSTEM: This interface is included in the walk up payment screen for on-site payments and as part of Deliverable 9, Accela Citizen Access.

DELIVERABLE 8: REPORT DEVELOPMENT

RedMark will develop 35 custom documents/letters/reports from those identified by the Agency as required for the new system. These reports are in addition to the standard reports provided to the Agency at no additional charge; refer to Appendix B for a list of standard reports. An estimate of 835 hours has been allocated for Report Development.

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.

Development of the 35 custom reports can be allocated between Accela Automation and Accela Mobile Office reports as determined by the Agency. These reports can be developed using the integral 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. Any reports for Accela Mobile Office will require a report-writing tool that can create XML or XSLT reports.

For purposes of invoicing, this deliverable will be broken down into three sub-deliverables. There will be twelve (12) reports for each sub-deliverable, except for the third group which will have 11.

Prior to the development of a report, the Agency will approve report design specification documents that will be created jointly by the Agency and RedMark. 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. Changes to the specifications after signoff on the specifications by the Agency can be executed through a change order.

A proven strategy that combines the use of the Accela Automation Quick Queries, custom reports developed by RedMark that include run-time parameters to allow similar reports to be combined, and the development of other reports by the Agency after training, can ensure that all required reporting requirements are met.

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

- List of identified reports that RedMark will develop (MS Word, within System Configuration Document).
- Report Development for each of the identified reports (MS Word).

RedMark Responsibilities:

- Assist in determining level of effort for reports to assist with prioritization.
- Develop report specifications.
- Develop reports per specifications.
- Assist in the validation of the reports in test environment.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark's request for information.

- Make available the appropriate key users and content experts to participate in the report specification, development and validation activities.
- Provide information and data in the formats specified by RedMark that will be needed for agreement on the Deliverable.
- Request change order if changes to specifications are required.

Acceptance Criteria:

- Agreement on list of reports that will be developed by RedMark.
- Review and approval of individual Report Specifications documents.
- Confirmation of report accuracy in test environment per Report Specifications.

DELIVERABLE 9: ACCELA CITIZEN ACCESS INSTALLATION AND CONFIGURATION

This deliverable includes setup, configuration and deployment of the Accela Citizen Access (ACA) software. ACA will be installed on the Agency's hardware and configured based on the configuration of Accela Automation as defined by the configuration deliverables. Subsequently, RedMark will work with the Agency representatives to assess and implement Accela Citizen Access to extend certain aspects of the internal Accela Automation configuration for use by the general public. Three types of reports can be shared with citizens. They are: receipts, permits, and summary reports. RedMark cannot support adding attachments to emails sent from the application. However, reports can be auto-attached when run via the application either manually or on a workflow status change. Features available for configuration include:

- Permit/License/Complaint Research,
- Permit Application and Issuance,
- Service Request/Complaint Entry,
- License Renewals,
- Inspection Request Entry,
- Inspection Results Research.

An estimate of 212 hours has been allocated for Accela Citizen Access Installation and Configuration.

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

- Accela Citizen Access installed on Agency server(s).
- Demonstration of operational ACA system per ACA Configuration Specification document.
- Demonstration of operational interface with payment processing system chosen by Agency.
- It should be noted that the Agency must purchase and configure an Internet-enabled Merchant Account payment engine to interact with ACA. ACA interfaces directly with the payment engine used by Verisign / PayPal. RedMark will develop the adapter to interface with payment processing system chosen by Agency.

RedMark Responsibilities:

- Install Accela Citizen Access at the Agency.
- Work with the Agency to determine which services to expose to the public via ACA.
- Connect to configured workflow.
- Configure so citizens can track progress of their individual projects.
- Develop interface to payment processing system chosen by Agency.

Agency Responsibilities:

- Allocate appropriate staff resources to participate in training sessions.

- Prepare the hardware, software, and network in accordance with the specifications provided by RedMark.
- Provide access to proposed Accela Citizen Access server hardware, on site and remotely.
- Purchase and deploy an internet-enabled merchant account payment engine (Verisign / PayPal is natively supported).
- Provide information on the services that the Agency desires to offer via Accela Citizen Access.

Acceptance Criteria:

- Confirmation that ACA is installed on Agency server.
- Demonstration of the operational ACA functionality.

DELIVERABLE 10: ACCELA GIS INSTALLATION AND CONFIGURATION

RedMark 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 and configuration of one dynamic theme as defined by the Agency. 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).
- Write to one or more GIS layers based upon a status change or similar trigger in Accela Automation.

During GIS installation, RedMark'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. RedMark technical staff will validate the proper installation and configuration of the Accela GIS environment.

An estimate of 164 hours has been allocated for Accela GIS Installation and Configuration.

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

- Accela GIS installed on Agency server(s).
- Accela GIS Dynamic Themes Specification Document (MS Word).
- Configuration of one dynamic theme.
- Demonstration of operational system per GIS Dynamic Themes Configuration Specification document.

RedMark Responsibilities:

- Install Accela's GIS software and perform quality assurance checks on the configuration and performance based on acceptance criteria mutually developed by RedMark and the Agency.
- Demonstrate that the Accela GIS applications are operational in the Agency computing environment thus communicating with the Accela Automation system.

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-RedMark systems software, and networking infrastructure as specified by RedMark.
- 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 RedMark.
- Provide RedMark with network access for remote installation and testing.
- Provide information and data in the formats specified by RedMark that will be needed for the GIS implementation.

- Create additional dynamic themes over and above the one dynamic theme to be configured by RedMark.

Acceptance Criteria:

- Demonstration of operating Accela GIS in test environment.
- Review and acceptance of GIS Dynamic Theme Specification Document for one dynamic theme.
- Demonstration of operating dynamic theme in a staging/ test environment per the GIS Dynamic Theme Specification Document.

DELIVERABLE 11: ACCELA MOBILE OFFICE CONFIGURATION

RedMark will install and configure the Accela Mobile Office (AMO) application. As part of this deliverable, RedMark will perform the configuration tasks required to ensure AMO interfaces with Accela Automation in both a test and production environment. Using AMO, an Agency inspector can perform activities such as:

- Result inspections/investigations in either store/forward or wireless mode.
- Print reports in the field.

AMO installation and setup will involve RedMark's technical staff working with the Agency IT staff to ensure that the components for hardware, software, database, network, and Internet are in place for the AMO test and production environments. RedMark technical staff will validate the proper installation and configuration of the AMO environment.

An estimate of 134 hours has been allocated for Accela Mobile Office Configuration.

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

- AMO server installed on Agency server.
- Demonstration of operational AMO client.

Agency Responsibilities:

- Order and procure necessary hardware, non-RedMark systems software, and networking infrastructure as specified by RedMark.
- Arrange for the availability of appropriate resources for the system installation, setup, testing, and quality assurance throughout the setup process
- Prepare the hardware, software, and network in accordance with the specifications provided by RedMark.
- Provide RedMark with network access for remote installation and testing.

Acceptance Criteria:

- Demonstration of AMO within the test/staging system.

DELIVERABLE 12: SCRIPTING

This deliverable is comprised of 135 hours to be used at the Agency's discretion for the development of scripts to enable multiple types of functionality that are not inherent to Accela Automation but are made possible through the use of Accela's Event Management Script Engine (EMSE). Agency can use a portion of these hours for the purpose of training Agency resources on scripting at the Agency's discretion. The Agency can increase the hours of this deliverable by executing a change order at RedMark's guaranteed rate of \$125.00 per hour.

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

- Along with Agency staff, jointly identify and agree as to specific functionality to be delivered by EMSE scripts.
- Develop and deploy EMSE scripts.

RedMark Responsibilities:

- Along with Agency staff, jointly identify and define functionality where scripting is necessary.
- Develop, test and deploy scripts.
- Train Agency staff on EMSE scripting, if Agency chooses to use some of the hours in this deliverable for training purposes.

Agency Responsibilities:

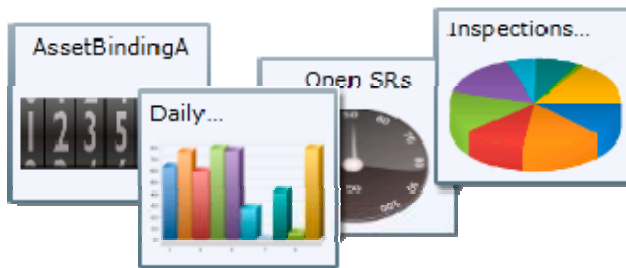
- Assist in the identification and definition of functionality to be provided by scripts.
- Arrange for the availability of appropriate resources for the testing and quality assurance of developed scripts.
- Arrange for the availability of appropriate personnel for the purpose of training on scripts, if Agency decides to use some of scripting hours for training.

Acceptance Criteria:

- Demonstration of AMO within the test/staging system.

EXECUTIVE DASHBOARD

As part of this project, RedMark will include the configuration of Accela Smart Charts as part of an Executive Dashboard portlet. Smart Charts provide at-a-glance, summarized business information so end-users can view data and take steps to improve agency operations. The graphic below is a demonstration of Accela Smart Charts.

**STAGE 5 – READINESS****DELIVERABLE 13: ADMINISTRATIVE AND TECHNICAL TRAINING**

RedMark will provide training for Agency staff that focuses on the administration, maintenance, and augmentation of its Accela Automation configuration. Our aim at RedMark 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. An estimate of 146 hours has been allocated for Administrative and Technical Training.

For this project, RedMark will implement the “train the trainer” approach. Training will be provided to Agency administrators, or other personnel identified by Agency, who will then train additional Agency personnel, including end users. In addition to a comprehensive administrator training course, RedMark will also train Agency personnel on the administration and use of the system. Specifically, the following courses and documentation will be provided to the Agency.

- Accela Automation Administrator Training,

- Accela Report Schema Training,
- Accela Report Writer (ARW) Training
- Accela Administrator Self-Hosted Training
- End User Training

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

- Two-day Accela Automation Administrator Training course,
- Half-day Report Schema Training course,
- Half-day Accela Report Writer (ARW) Training
- Half-day Administrator Self-Hosted Training
- Two-day End User Training

RedMark Responsibilities:

- Coordinate with the Agency to define training schedule and logistics.
- Provide four instances of Daily User Training.
- Provide documentation for 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 Accela Automation Administrator Training Course.
- Execution of Accela Report Schema Training Course.
- Execution of Administrator Self-Hosted Training Course.
- Execution of End User Training Course.

DELIVERABLE 14: USER ACCEPTANCE TESTING (UAT)

This deliverable is comprised of the assistance RedMark will provide to allow the Agency to accept that the configuration meets definitions in all the deliverables. RedMark will assist the Agency in the testing and validation of the configuration and its readiness to be migrated to production for active use and will assist in transferring the system configuration and any required data from Support to Production. An estimate of 190 hours has been allocated for User Acceptance Testing.

RedMark will assist the Agency in the testing and validation of the configuration and its readiness to be migrated to production for active use and will assist in transferring the system configuration and any required data from Support to Production. However, it should be noted that it is critical that the Agency devote ample time and resources to his effort to ensure that the system is operating per signed specifications and ready for the move to production. The testing effort will require a significant time investment by the Agency, and coordination of resources is critical. At this point in the implementation process, the Agency can further test individual components of functionality of the configuration (i.e., functional and/or unit testing), and can also test to ensure that the interrelated parts of the Accela Automation configuration are operating properly (i.e., integration testing).

RedMark will provide assistance to the Agency as needed by providing User Acceptance Testing (UAT) support and facilitating completion of UAT. RedMark will address and rectify issues discovered during the UAT process as Agency

staff executes testing activities. RedMark recommends that the Agency develop a test plan and scripts, as well as an issue log to track the progress of testing. RedMark will recommend best practices for developing a test plan.

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

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

RedMark Responsibilities:

- Provide testing strategy and best practices documentation.
- Assist the Agency in the User Acceptance testing effort and the validation of the system configuration and its readiness to be migrated to production for active use.
- With assistance from the Agency, lead the effort to transfer the system configuration and any required data from Support to Production.
- Assist the Agency in the final conversion of legacy data to the Production system.
- Assist in resolution of issues raised as a result of User Acceptance Testing activities.

Agency Responsibilities:

- Provide timely and appropriate responses to RedMark'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.
- Utilize the use cases documented in each Configuration Document Deliverable as the basis for the acceptance of this Deliverable.

Acceptance Criteria:

- Completion of UAT.

STAGE 6 - DEPLOY

DELIVERABLE 15: 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 RedMark and the Agency at project inception. It may be altered only by change order agreed to by both parties. The week prior to moving to Production, RedMark will assist in final system validation, staff preparation assistance and training, and coordination of deployment. An estimate of 100 hours has been allocated for Production Support.

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

- Deployment support prior to moving to Production.
- Accela Automation used in production environment for Agency daily use.

RedMark Responsibilities:

- Provide on-site resources to support the move to Production effort.
- 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 RedMark'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:

- Production system is first used by the Agency for daily use.

DELIVERABLE 16: POST DEPLOYMENT SUPPORT AND TRANSITION TO CRC

This deliverable is comprised of the post- Production support assistance that RedMark will provide to address issues and provide consultative advice immediately following the move to Production for daily use. RedMark will provide support immediately following deployment. At the end of the two weeks of support, a formal meeting will be scheduled with the Agency, RedMark Services Team, and Accela CRC for the purpose of transitioning support of the Agency to Accela CRC. An estimate of 70 hours has been allocated for Post Deployment Support and Transition to CRC.

RedMark 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 RedMark, 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 the SOW, cosmetic changes, and procedures related to the use of Accela Automation.

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

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

RedMark Responsibilities:

- Provide post-production support.
- 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.
- Resolve issues that are related to the configuration of the software by RedMark covered 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 RedMark'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:

- Official transfer from the RedMark Services project team to the Accela Customer Resource Center (CRC).

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PROJECT RESOURCES AND LOCATION OF WORK

WORK LOCATION

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.

AGENCY RESOURCES

Agency must fill the appropriate roles with the appropriate personnel to work together with the RedMark Engagement 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 Automation 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/dept being implemented, Super User trainers, and others as appropriate.

Agency Resources	Description
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.
Project Manager	Responsibilities include: • Overall administration, coordination, communication, and decision-making associated with the implementation; • Planning, scheduling, coordinating and tracking the implementation with RedMark 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.
Division/Departmental Business Leads	A user representative for each affected 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.

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.
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 RedMark technical personnel during implementation; • 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.

REDMARK RESOURCES

RedMark 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. RedMark's Project Manager shall assume full responsibility for the coordination of this team and its interaction with key Agency resources assigned to the effort

RedMark Resources	Description
Walter Chavez - 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 RedMark 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.
Walter Chavez- Project Manager	The RedMark Project Manager is responsible for the overall project management and works directly with the client throughout all aspects of RedMark 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.
Ruben Gutierrez - 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 RedMark'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.
Lilian Rios, Johan Bedoya - Implementation Consultants	Implementation Consultant resources support the project and typically focus on the following 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.
Ruben Gutierrez - Technical Consultant	RedMark Technical Consultants are involved in all areas that require knowledge of server-side considerations and RedMark 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.
Walter Chavez, Ruben Gutierrez - Training Consultants	Training Consultants are responsible for RedMark Training classes with assistance from Implementation consultants, depending on the nature of the specific project.

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PROGRESS PAYMENT SCHEDULE

This is a fixed price Time and Materials project. The projected/estimated number of hours for this project is 3,569. The hourly rate for the Professional Services provided in this SOW is \$125 per hour. This rate will be fixed for 1 (one) year after the go-live date. Subsequently, the rate will not increase by more than 20% for the next 2 years. The total cost for the Professional Services is guaranteed to not exceed \$464,750.00, and travel expenses described herein are estimated at \$32,690.00. Actual expenses will be billed monthly as incurred.

RedMark will invoice the Agency based on a series of deliverable payments that correlate to overall project progress. With a projected timetable of 18 months, the payment schedule for the project is illustrated below.

Deliverable	Payment Amount	Description
Deliverable 1	\$ 16,387.50	Project Initiation
Deliverable 2	\$ 13,062.50	System Setup
Deliverable 3	\$ 62,937.50	Configuration Analysis
Deliverable 4	\$ 65,193.75	System Configuration
Deliverable 5	\$ 13,062.50	Business License Data Conversion
Deliverable 6	\$ 17,812.50	Laser Fiche Interface
Deliverable 7	\$ 17,218.75	IVR Interface
Deliverable 8 (a)	\$ 34,200.00	Reports: 1-12
Deliverable 8 (b)	\$ 34,200.00	Reports: 13-24
Deliverable 8 (c)	\$ 30,756.25	Reports: 25-35
Deliverable 9	\$ 25,175.00	Accela Citizen Access
Deliverable 10	\$ 19,475.00	Accela GIS
Deliverable 11	\$ 15,912.50	Accela Mobile Office
Deliverable 12	\$ 16,031.25	Scripting
Deliverable 13	\$ 17,337.50	Training
Deliverable 14	\$ 22,562.50	User Acceptance Testing (UAT)
Deliverable 15	\$ 11,875.00	Production Support
Deliverable 16	\$ 8,312.50	Post Production – Transition to Accela CRC
Deliverable 17	\$ 23,237.50	Acceptance
Total RedMark Services	\$ 464,750.00	
Estimated Travel Expenses	\$ 32,690.00	
Grand Total	\$ 497,440.00	

EXPENSES

Out-of-pocket travel and lodging expenses incurred by RedMark resources in the performance of this Statement of Work will be reimbursed by Agency as incurred, in accordance with the Services Agreement between RedMark and the City of High Point, NC. Out-of-pocket travel and living expenses include but are not limited to all travel, airfare, transportation, lodging, parking, wireless internet connectivity, and meals. Expenses will be handled on a per-diem basis according to the GSA schedule, currently set at \$40.00 per day for meals. RedMark will not be required to turn in receipts for food related expenses but will be paid this flat rate per day or fractions ($\frac{1}{4}$ - $\frac{3}{4}$) of a day. When on-site the RedMark must stay at an Agency approved hotel or one that charges less than the Agency's discounted rate.

ACCEPTANCE

The Services contracted for in this Statement of Work will be considered Accepted when all Deliverables defined in the Work Description Section have been accepted and signed by Agency as defined for each Deliverable.

TERMS

The pricing and terms of this proposal are valid until October 31st, 2012. If this Statement of Work is accepted after this date all pricing and terms may not be valid.

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SIGNATURE

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

Accepted By: City of High Point, NC	Accepted By: RedMark Technologies, LLC
By:	By:
Print Name:	Print Name:
Title:	Title:
Date:	Date:

APPENDIX A – ACCELA AUTOMATION STANDARD REPORTS

Report Name	Description	Parameters
Address Activity	Details of applications associated with the specified address, for the specified module(s).	Address, Primary Address Only?, Module(s)
Assessor Report	Details (include valuation) of applications filed or issued during specified date range. User can filter by file date or by workflow task/date. Grouped by application type/subtype.	Application Type, Date Range, Filter By, Workflow Task & Status
Building Permit-HTML	Building Permit showing application details (e.g., job address, owner, applicant, contractor, valuation, fees, etc.) and customizable legal declaration. Legal declaration may be supplied by agency. In HTML format & accessed from Permit tab only.	Application Number
C404	C404 report to U.S. Census Bureau. Provides data required for the following C404 form sections: (3) New Residential Buildings, (4) Additions, Alterations & Renovations to Existing Structures, (5) Construction over \$500,000	Application Type, Workflow Task & Status, Status Date
Certificate of Occupancy	Certificate of Occupancy, showing permit #, owner name and address, and property address.	Application Number
Fee Payment by Account	Details of payments and refunds applied during the specified date range. Grouped by account number.	Payment Date Range
Fee Payment by Application	Payment summaries for applications filed during the specified date range and for the specified application type (optional).	File Date Range, Application Type
Inspection Activity	Details of scheduled and completed inspections for the specified date range, inspector (optional) and application type (optional). Grouped by Inspector and date.	Inspection Date, Inspector, Application Type
Inspection Count	Count of inspections during the specified date range, both by Inspector and by Inspection Type. User can specify scheduled inspections, completed inspections, or both. User can choose to show counts by C404 code.	Inspection Date, Scheduled or Completed Inspections, Show Inspector-Inspection Details?, Count by C404 Code?
Inspection Request List	Details of scheduled inspections for the specified date, inspector, or application number. Inspections are grouped by inspector, then application number.	Inspection Date, Inspector, Application Number, Sort By
Inspection Result List	Details of inspections for which a result has been assigned, for the specified date, inspector, or application number. Inspections are grouped by inspector, then application number.	Inspection Date Range, Inspector, Application Number, Sort By
Monthly Permit Summary	Details of applications filed during the specified date range and for the specified application type (optional).	File Date Range, Application Type
Permit	Permit showing details including job address, work description, parcel number, owner, contractor, and fees.	Application Number

APPENDIX B – DELIVERABLES ACCEPTANCE FORM

Please acknowledge acceptance by:

A.

Sign and fax this document to:

RedMark Technologies, LLC
Walter Chavez

Tel: 561-210-5141
Fax: 561-892-8022

B.

Email this document as an attachment to:

wchavez@redmarktechnologies.com

OR

Date:	May 11 th , 2012
Agency Name:	City of High Point, NC
Approving Agency Manager:	
RedMark Manager:	
Project Name / Code:	
Contract / Agreement #:	

Agency agrees that RedMark has successfully completed the following Deliverables:

Deliverable #	Source / Reference Details	
	Service Agreement	

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

APPROVALS:

Agency Name

Signature

Title

Date

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>					
Number	Application Requirements	Priority	Availability	Cost	Comment
Documentation					
1	Ability to provide online software documentation for all software application modules.	H	Y		
2	Ability to provide an on-line tutorial to assist users learning the software.	L	Y		In addition to an existing Online Help Facility, and other user-assistive mechanisms, this proposal has included pricing for customized training manuals based on the City of Asheville's configuration. These along with Accela Automation standard training manuals will be used during training classes and User Acceptance Training (UAT).
3	Ability to provide all vendor supplied software that is accompanied by sufficient documentation to enable comprehensive understanding of its internal structure and operating procedures.	H	Y		
4	Ability to provide Release Notes that document changes between version releases. These documents must be written in a fashion that is easily understandable by the end user. The format of the Release Notes must be conducive to analyzing which changes effect the City.	H	Y		
Help System					
6	Ability to provide a menu-driven system with comprehensive utility and "help" screen capabilities.	H	Y		
7	Ability to provide field-level and screen level help throughout the application that can be customized by trained users.	L	Y		Help facility can be customized by the City, however, Accela only updates non-customized versions in its twice-yearly releases.
Online Vendor Customer Support Portal					
9	Ability to provide a portal solution to the access various on-line information regarding the vendor's solution including: * Knowledge base of user documentation * Release notes * Other documentation	H	Y		
10	Ability to provide a portal solution that allows users to submit enhancement requests and system bugs on-line that allows for tracking of progress on individual items.	H	Y		
11	Ability to provide a portal solution that allows users to query on specific items that they have submitted.	H	Y		
Error Processing					
13	Ability to log error messages and store for future review and reporting. Error messages should be meaningful to the user versus being of a technical nature.	H	Y		Available when the logging function of the system is enabled.
14	Ability to allow user defined reporting from the error log.	H	T		There are a number of products available in the marketplace that provide this functionality.
15	Ability to allow the system administrator or designated end-users to view the error log on-line to provide support for the users.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>					
Number	Application Requirements	Priority	Availability	Cost	Comment
16	Ability to perform error checking to verify the quality of the information being entered and that system balances are maintained.	H	Y		Accela Automation provides many functions to verify the quality of information input, migrated or copied into the system. These exist as the autopopulation of date, user configuration of required fields, creating drop down fields into which pre-selected data must be chosen, input of data into fields by interfaces, spell check of text and comment boxes, among others. The net effect of these functions is to enable that information is correct the first time and subsequently reduces the aspect of incorrect data entry by end users.
17	Ability to turn on/off error logging functionality within the system.	H	Y		
18	Forms/Templates Processing				
19	Ability to provide an integrated Forms/Templates Solution that allows for the City to develop various forms/templates within the system that can be integrated with City financial processes without having to modify application code.	H	Y		
20	Ability to use blank paper stock exclusively (i.e., system generates forms/templates on blank paper, etc.).	H	Y		
21	Ability for trained users to customize forms/templates without the need for Vendor assistance. Customized forms/templates will be able to be incorporated into future vendor releases.	H	Y		No past or future releases of Accela Automation have or will affect user-configured changes/modifications or additions.
22	Standard software functionality provides the ability for all forms/templates printed within the vendor's solution to be archived that will allow for future display of that form/template within the vendor's solution.	L	Y		
23	Security and Auditing				
24	Ability to use Active Directory (AD) as the source for security credentials. AD shall be used as the primary authentication level for user sign-on into the system.	H	Y		
25	Ability to limit access to, or updating of, the information stored on the computer through use of a password security system at the terminal, operator, and menu application levels. Security should additionally revolve around add/update/view/delete access at the transaction level.	H	Y		
26	Ability to deliver security in a layered format (i.e. data, database, application, network physical).	H	Y		
27	Ability to deliver system security that includes security logging into the system.	H	Y		
28	Ability to restrict a user's access to specific screens.	H	Y		
29	Ability to provide security at the record level.	H	Y		
30	Ability to configure security access to restrict a user's access to individual fields.	M	Y		Field level security is generally available but not universally available in the system.
31	Ability to restrict user access to fields based on a certain range.	H	Y		
32	Ability to log all file changes in a detailed permanent audit trail, by user ID, based on user login.	H	Y		
33	Ability to provide role based and class based system security; must be configurable and must establish rules for editing.	H	Y		
34	Ability to have locks on Time / Date fields with limited and audited override authority.	H	F		The system audit trail provides for a reliable, accountable and transparent mechanism for accomplishing the City's business. While the specific aspect of locks on time and date fields is functionality that is set as a future function, we believe that there is substantial adequacy in what the system can provide the City overall.

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
35	Ability for an administrator to change a user's status to inactive.	H	Y		
36	Ability to support electronic/digital signatures.	H	Y		Accela has the ability to support industry standard signatures from pads which are interfaced to the system. The system also has the inherent ability to attach these signatures as electronic documents to a case or record as required.
37	Ability to trace the source of all transactions at both terminal and ID user levels.	H	Y		
38	Ability to identify users making inquiries or extracting reports from key databases.	H	Y		Many configurable aspects such as workflow, required fields, drop down boxes, etc. are available to maintain strict security. Coupled with the aspect of the System Audit Trail, the City will be relieved of its past procedures in checking on individuals or others to confirm that processes have been enacted correctly. Information will be strictly defined as to what is transmitted and received from any external database further ensuring the security of system data and the integrity of configured processes.
39	Ability to support the encryption of data communications between the client and the server.	L	Y		
40	Ability to define specific user access to processes, icons, screens, reports, records and code tables based on individual and group profiles.	H	Y		Available but not universal for all listed elements.
41	Ability to restrict a user's access to records meeting certain criteria (i.e., certain divisions).	H	Y		
42	Ability to apply security restrictions to report writer utilities.	H	Y		
43	Ability to apply security restrictions to global update functions.	L	Y		
44	Ability to apply security restrictions to all ODBC and OLE activities.	L	Y		
45	Ability to differentiate access between ability to view versus update for specific data elements.	H	Y		
46	Ability to restrict the accessing of security configuration and audit logs.	H	Y		
47	Standard system functionality restricts System Administrator account from performing transactions on the system.	H	Y		
48	Ability to require both user ID and password to access system functionality.	H	Y		
49	Ability to provide password security which will automatically restrict access after a specified number of erroneous attempts to access.	H	Y		
50	Ability to ensure that system password settings are "customizable" (based upon the nature of threats to the data residing in the system. Management should be able to set the complexity levels for passwords as appropriate.)	H	Y		
51	Ability to ensure that system password expiration settings are "flexible" (higher privileged accounts should have passwords which expire every 30-60 days while lesser privileged accounts expire every 60-90 days).	H	Y		
52	Ability to restrict reuse of system passwords for a specifiable period of time.	H	Y		
53	Ability to enforce minimum password lengths.	H	Y		
54	Ability to reject a password if it does not meet established password editing & checking criteria that help ensure that the password will not be one that is easily guessed.	H	Y		
55	Ability to monitor concurrent users to the database.	H	Y		All access to the system is via named users.
56	Ability to automatically log off an inactive user.	H	Y		
57	Ability for system to require re-authentication after a specified period of non use.	H	Y		
58	Ability to ensure that system passwords are suppressed during entry (***** appear instead of the clear-text representation of the password when logging in).	H	Y		
59	Ability to track the relevant audit trails and allow "drill down to the source" functionality to review the history of all changes to the data.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
60	Ability to "audit" (can track specific actions performed).	H	Y		Providing that such actions are those which fall under the areas of the System Audit Trail.
61	Ability to produce an audit report for reconciliation of future date effective transactions.	H	R		
62	Ability to allow management to review the system administrator's activities.	H	Y		Development database will be used for any development after go live and modifications will then be imported using Accela's standard Data Manager tool to import into Production database. Any minor configuration modifications (adding users, new table codes) can be made within Production database – only by a small number of users with security to complete these tasks.
63	Ability to provide a "flexible" system audit (can be configured to audit based upon "criticality levels" identified by management for each action performed within the system).	H	N		While "criticality levels" are not a current system feature and one that we can take to our advantage in the future, the system provides many areas of check and balances as we have described above in our response to Item 16. The areas covered by the System Audit Trail ensure that the major data centers retain the needed check and balance on who did what and when. Management and other administrators of the City will have a wealth of information at their disposal to look at events governing every configured permit or other case type. Viewing of Logs on Records is standard within Accela Automation and displays the users and timestamp of when data fields were modified.
64	Ability to provide audit reporting that is "user friendly" (audit reports are not "cryptic", they are easy to understand and act upon).	H	R		
65	Ability to trace transactions through the system using audit reports.	H	Y		Providing such reports are drawn from those areas covered by the System Audit Trail.
66	Archiving				
67	Ability to provide an archiving solution for all data elements which provide configuration options for archiving schedules.	H	Y		There is no need to dump important and key data from the system. By using the existing system features available in the Workflow Element, historical data may be "archived" in such a manner that it remains available for research or reporting purposes.
68	System design provides an "archive" environment for historical data.	H	Y		Please see response above.
69	Integration and Interfacing				

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
70	Ability to import / export non-configuration data (e.g. transaction data) to/from a common data interchange format (e.g. ASCII, XML, etc.)	H	Y		
71	Ability to import / export configuration data to/from a common data interchange format (e.g. ASCII, XML, etc.)	H	Y		
72	Ability for all data import functions in the system to observe all pre-set data validation rules to enforce data / database integrity	H	Y		
73	Ability to support web services as a means of real-time data exchange with other applications.	H	Y		
74	Ability to import data into master files (contractor information, application information, etc.).	H	Y		
75	Ability to provide utilities to assist in data conversion.	H	Y		
76	Ability to apply security restrictions to all imports performed by a user.	H	Y		Security of data import to be managed by specific interfaces supporting the imports.
77	Ability to attach multiple documents / images to a single transaction and have that attachment flow with the transaction throughout it's life (i.e. application to final).	H	Y		
78	System Installation				
79	Ability to provide capabilities for system to be deployed with an "agentless client" (i.e. no software on the desktop).	M	Y		Accela Automation is a fully web-based system.
80	Ability to retain user preferences when installing new releases of the vendor's software.	H	Y		No releases have or will affect any user configuration performed on the system.
81	Ability to support the following environments during system implementation including: DEV, TEST, TRAIN, LIVE.	H	Y		
82	Ability to provide a configuration management solution to allow for easy management of moving data and programs between the various environments.	L	Y		
83	System Operations and Administration				
84	Ability for application to be operated in a hosted environment (SaaS option).	L	Y		Accela provides its hosting services to over 60 public agencies nationwide enabling continuous 24x7x365 support by trained and experienced Accela support personnel.
85	Ability to supply various utilities to facilitate file maintenance, data manipulation, and backup/recovery. These may include, but are not limited to, sorts, file generators, and file-to-file copying utilities.	M	T		While the Accela Automation system provides many tools within its Administrator Tools for configuration of the system, including creating QuickQueries, SmartCharts, autopopulation of data, designation of field types, etc. we believe that many of the elements of this requirement are probably already present and in use at the City for other application systems. In summary, we believe that the combination of tools provided by Accela Automation and those provided by third party systems will adequately permit the City to accomplish the noted activities.
86	Ability for system to include the appropriate administrative and programming toolsets to configure, modify and customize the software applications.	H	Y		
87	Ability for the software vendor(s) to have the facilities to diagnose and maintain the application software and database remotely.	H	Y		
88	Ability for the vendor to provide ongoing software maintenance and new software releases periodically to meet all State and Federal requirements at no additional charge.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
89	Ability to remain <i>on-line</i> and inquire into <i>multiple</i> applications for extended periods of time.	H	Y		
90	Ability to scroll forward and back during inquiry.	H	Y		Dependent on capabilities of the specific web browser employed to access the application.
91	Technical Standards & Preferences - Applies to ALL products being proposed by the vendor.				
92	Ability to provide system components that operate under a JAVA or .NET solution environment.	M	Y		
93	Ability to provide a system that operates under a Service Oriented Architecture (SOA) environment.	L	Y		
94	Ability for system to support and be certified to operate under the City's Standard for Desktop Operating System: Win XP sp3 or Win 7	H	Y		
95	Ability for system to be supported on commodity intel-based servers.	M	Y		
96	Ability for system to support and be certified to operate under the City's current platform for Server Operating System: Windows 2003 or 2008	H	Y		
97	Ability for system to support and be certified to operate under the City's current platform for Relational Database: MS SQL 2005 or 2008	H	Y		
98	Ability for system to support and be certified to operate under the City's Standard for Server Virtualization: VMware ESX 3.5 and VShpere 4.0	H	Y		
99	Ability for system to support and be certified to work with the City's current platform for Report Writing: Cognos	L	N		In our subsequent discussions with City staff, we have determined that the City presently uses Crystal Reports, one of the three seamlessly integrated and supported third party reporting software tools with which to generate reports from the Accela Automation system database. For this reason, we will not proceed with consideration of any Cognos adaptor as originally intended by our initial pre-BAFO response.
100	Ability for system to support and be certified to operate under the City's Standard for Internet Browser: Internet Explorer 7	H	Y		
101	Ability for system to support and be certified to work with the City's Standard for Geographic Information System: ESRI ArcGIS 9.3 (service pack 1)	H	Y		
102	Ability for system to support and be certified to work with the City's current platform for Imaging/Content Management: File Net Panagon IDM Desktop/Web 4.0.0	L	N		From our pre-BAFO submission discussions with the City, we have been informed that this requirement has been removed from consideration. For this reason, Accela is not providing a response statement.
103	Ability for system to support and be certified to work with the City's Standard for Email System: Exchange 2003	H	Y		
104	Ability for system to support and be certified to work with the City's Standard for Back-Up Solution: EVAULT	H	Y		
105	Ability to apply effort to use existing computers and printers.	H	Y		
106	Ability to support PDA's in the field	H	Y		
107	Data Management				
108	Ability for all informational data elements tracked to be maintained in a (SQL Server) ODBC-compliant integrated database to allow efficient data sharing, customized report writing, and automated posting.	H	Y		
109	Ability for system to interact with the relational database and offer robust querying and online analysis tools that do not require programming knowledge, allowing users to pick and choose fields, link tables, and establish criteria.	H	Y		
110	Ability to log all on-line input and provide the ability to recover the data files to the point of the last transaction in the event of a programming or system failure. This process should minimize user involvement.	H	Y		
111	Ability to access tables from other systems using both SQL and non-SQL data sources.	H	Y		
112	Ability to support referential integrity through the use of data definitions.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
113	Ability to create database integrity constraints that match the business rules enforced by the system through the modules code.	H	Y		
114	Ability for the database to allow for data access in a seamless manner even though the data may physically reside on another server.	H	Y		Accela has completed the interface to tens of third party systems as part of its Accela Automation implementation activities. The most common interface mechanism we use is through web services although there are other ways in which we develop the needed interfaces. We would be pleased to meet with the City to review its interface needs and to determine the best way of developing any needed interfaces to the Accela Automation system. We acknowledge that interfaces can also be instrumental in creating case types like work orders.
115	User Interface				
116	Ability for system to ensure that all features and functions within the application will be available and operate identically regardless of the user interface that is used (i.e., web-based or client-based).	H	Y		The system is entirely web-based and no client-server options are available.
117	Ability to ensure that the software complies with accessibility standards. To comply with the Americans with Disabilities Act (ADA), Information technology must be accessible to people with disabilities. And the information technology's accessibility level must comply with accessibility standards set forth in Section 508 of the Rehabilitation Act. Section 508 requires that Federal agencies' electronic and information technology is accessible to people with disabilities	M	Y		Accela Automation is Section 508 compliant.
118	Ability to ensure that the software applications provide functionality for or are compatible with third party industry standard (Lunar, Supernova, Zoom Text, Magic) screen magnification products to enlarge the print on the computer screen and configure print size, contrast and color selection for blind users. Please note third party product compatibility in Comment field.	L	Y		Our screen application is supported by the web browser. Accela Automation is Section 508 compliant and no third party product required other than the browser.
119	Ability for the software applications to provide functionality for or are compatible with third party industry standard (Hal, JAWS for Windows, Windows Eyes, etc.) screen reading software (used to operate a speech synthesizer, which voices the contents of a computer screen) for blind users. Please note third party product compatibility in Comment field	L	Y		We tested for Section 508 compliant using JAWS but believe that these other products are equally applicable.
120	Ability for system to provide a Web-based interface that uses "point and click" device functionality to choose between pull down menus and options.	H	Y		
121	Ability for system to ensure a consistent use of command keys and screen layouts across the application.	H	Y		
122	Ability for system to allow multiple screens to be open simultaneously within the same session.	H	Y		
123	Ability to allow any screen to be modified to use the City's terminology.	L	Y		
124	Ability to allow unused data elements to be removed, hidden or modified to conform to existing City practices without compromising the ability to perform system updates that will result in these changes being lost.	H	Y		
125	Ability to modify pull down menus and pick lists.	H	Y		
126	Ability for system to display all dollar amounts formatted with dollar signs and commas.	H	Y		
127	Data Entry & Transaction Processing				
128	Ability to control entry of data to ensure user enters data into all required fields on the screen.	H	Y		
129	Ability to have data entry fields automatically default to a specific value (e.g., date fields should default to current date).	M	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
130	Ability to perform batch data entry of transactions with batch totals.	H	Y		Security of data import to be managed by specific interfaces supporting the imports.
131	Ability for system to provide data entry transaction templates (i.e. journal entries, requisitions, etc.), where the City can define all of the fields that should default.	H	Y		
132	Ability for system architecture to support distributed data entry by authorized users.	H	Y		
133	Ability to configure tabbing order on all data entry screens.	H	Y		Generally available but not universal throughout the entire system.
134	Ability to "auto fill" fills in field level information (i.e. – vendor name, account name).	H	Y		
135	Ability for back-ups or other transactions in one module to not block, delay, or otherwise interfere with transactions in other modules.	H	Y		
136	Ability for the system, excluding complete system backup activities, to be available 24 hours a day.	H	Y		
137	System provides record locking functionality which only allow viewing, and query access to system records by users, while a user is making edits to the record	H	Y		
138	Ability to alert a user when a record is no longer locked for editing	M	N		As an internet-based system, we do not lock records. This requirement is largely not applicable to the Accela Automation system. However, one applicable function is that conditions with the Severity of Lock can be applied to records and display with a RED display bar on the record. When this lock is removed, the record no longer has a RED display bar. If needed, a report can be created to validate which records have Condition Locks and records that had Condition Locks and when they were released.
139	Ability for system to provide free form comments fields for all transactions – prior to posting, after the fact (multiple un-editable comments with user stamping and date stamping)	H	Y		This ability exists within the Workflow feature of the system - one of the three major system areas where the System Audit Trail exists.
140	Central Document / Transaction Workflow Engine				
141	Ability to provide workflow functionality, automating business processes within the system that can be controlled and managed by a trained end-user. This workflow includes routing based on roles defined in the system and assigned to each user and rules determining how a process is handled and works consistently across all module areas and user interfaces within the application.	H	Y		
142	Ability to provide workflow functionality that allows users to lookup a transaction and see the status in an approval tree.	H	Y		
143	Ability to provide workflow functionality that is role based such that departments can perform approvals in a "person independent" manner.	H	Y		
144	Ability to provide tickler / reminder functionality throughout the system that could be set to trigger based on certain events (e.g., more than 2 weeks have passed and you are responsible for completing this step, contract is going to expire soon, etc.). Optionally, be able to trigger a standard email to be sent through Outlook.	H	Y		
145	Ability to provide the same workflow rules and engine regardless of the user interface that is used (i.e., web-based or client-based interface).	H	Y		
146	Ability to provide workflow functionality that allows a user to enter in an unlimited amount of text indicating the reason for the rejection and allows for complete viewing of this text by the user receiving the rejection notice.	H	Y		
147	Ability to provide workflow functionality that allows a user to forward workflow items for a user-designated period of time to another user who will act as a surrogate in being able to review, approve and reject all workflow items in the first user's absence.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
148	Ability to provide workflow functionality that allows for items to be put into workflow with a combination of parallel or sequential approvals.	H	Y		
149	Ability to provide workflow functionality such that in a parallel approval the following options are possible: * All users must approve an item before moving to the next step * One user must approve an item before moving to the next step * Rejection by only one of the users will push the workflow back to the previous step	H	Y		
150	Ability to provide workflow functionality that allows for reporting on how long each step in a workflow is taking to perform.	H	R		Reporting of this type is best achieved using any of three of the most commonly-available reporting software systems (Oracle, MS Reporting Servers and Crystal Reports).
151	Ability to provide workflow functionality with the following options when reviewing an item: * Received * Sent * In Review * Comment * Approve * Forward * Hold for revisions * Incomplete Submittal * Disapprove	H	Y		All dispositions for configured workflow tasks can be user-defined and include those given in this requirement.
152	Ability to provide workflow functionality that allows for notification of the results of a workflow step to be sent to a user via email or be viewable internally within the application. The type of notification (email or internal to application) can be customizable for each individual user.	H	Y		
153	Ability to provide workflow functionality that allows for users receiving workflow updates via email to click on a link provided within the email that takes the user to the appropriate area within the application to perform the next steps on that workflow.	H	Y		Can be accomplished using the inherent scripting tool of the system.
154	Address Management				
155	Ability to support a standard naming convention including segments for all addresses within the system.	H	Y		
156	Ability to maintain separate components for an address record including:	-	NA		
157	House number	H	Y		
158	Direction (pre and post)	H	Y		
159	Street name	H	Y		
160	Street suffix	H	Y		
161	Unit	H	Y		
162	City	H	Y		
163	State	H	Y		
164	Zip code + 4	H	Y		
165	Ability to support a single customer record that is not duplicated within the system.	H	Y		
166	Ability for addresses to support the USPS standard.	H	Y		
167	Standard system functionality provides ability to import master City / State / ZIP file from a 3rd party (US Post Office) and validate addresses with the system against it. Also defaults City and State, if ZIP is entered.	H	Y/N		We accomplish the first portion of this requirement but do not have capabilities for the second aspect.
168	Reporting and Printing				
169	Ability to provide an Executive Information System (EIS) that allows for management within the City to have a real-time snapshot of the financial performance of the City based on key defined metrics.	H	Y		Aside from viewing information or conducting queries on system data, management can create reports on any aspect of transactions in the system including those related to financial areas. Other real-time presentation of performance data may be configured on the user dashboard using SmartCharts and QuickQueries.

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
	<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>				
Number	Application Requirements	Priority	Availability	Cost	Comment
170	Ability to provide a user-configurable 'management dashboard' which allows users to identify and view key summary performance statistics from various components of the Developmental Services Center system and drill into them for further detail.	H	Y		Personalized user dashboards can be user-configured to present key data on a real-time basis.
171	Ability for system to provide a reporting environment that satisfies a number of different users needs and levels of reporting sophistication.	H	Y		
172	Ability for system to have an integrated report writer with the following features:	-	R		The system is seamlessly integrated with three major reporting systems found in government: Oracle, MS Reporting Services and Crystal Reports.
173	Report Writer capability with file organization structure consistent between all application modules	H	Y		See Comment to #172.
174	Integration with all other application modules on the same processor for custom report creation	H	Y		See Comment to #172.
175	Flexible report formatting capabilities	H	Y		See Comment to #172.
176	Mailing list and label generation capability	H	Y		See Comment to #172.
177	Ability to retrieve information from multiple tables / files	H	Y		See Comment to #172.
178	Ability to specify desired subtotal breaks and totaling fields	H	Y		See Comment to #172.
179	Ability to obtain reports in different sort sequences	H	Y		See Comment to #172.
180	Ability to calculate percentages	H	Y		See Comment to #172.
181	Ability to calculate averages	H	Y		See Comment to #172.
182	Ability to make minor alterations to <i>previously</i> defined reports.	H	Y		See Comment to #172.
183	Ability to prepare / print reports from any accounting period and across periods.	H	Y		See Comment to #172.
184	Ability to set up menus of created reports for easy access and printing	M	Y		See Comment to #172.
185	Option available to send report to the screen, a printer, or to a file.	H	Y		See Comment to #172.
186	Ability to select any account or range of accounts in the chart of accounts for inclusion in reports or exclusion	H	Y		See Comment to #172.
187	"Wildcard" and/or "Keyword" capability to allow easy accessing of a range of values when creating reports	H	Y		See Comment to #172.
188	Ability to quickly access a range or set of accounts for report creation by specifying a fund, utility and/or account type	H	Y		See Comment to #172.
189	Sequentially numbered pages on reports	M	Y		See Comment to #172.
190	Shows current date and reports "as of" date	M	Y		See Comment to #172.
191	Data fields include commas, decimal points, dollar signs, +/- signs, etc. and are right or left justified as appropriate	M	Y		See Comment to #172.
192	Ability to select any department (or cost center) or range(s) of departments (or cost centers) for inclusion or exclusion in/from reports	M	Y		See Comment to #172.
193	Ability to "drill down" allowing a user to begin with a summary level screen / online report and inquire on progressively more detailed (i.e., source) transactions.	M	Y		Available in the system but can also be extracted as a report as needed.
194	Ability to provide a simple, easy drill down / drill around – with minimal keystrokes.	H	Y		
195	Ability to output electronically (file) to all governmental entities as required by law.	H	Y		
196	Ability for reports to be scheduled to run (i.e. to PDF).	H	Y		
197	Ability to execute reports with an "as of" date.	H	Y		
198	Ability to allow end users to directly print reports and inquiry screens to printer, without cumbersome use of a "print queue".	H	Y		
199	Ability to allow search criteria on reports to be not-exact matches, partials, or similar.	H	Y		
200	Ability to automatically route reports via a workflow.	H	Y		Use of the inherent system scripting tool would be configured for this and other automation purposes.
201	Ability to print from the Developmental Service Center software screens.	H	Y		Any licensed user of the system within the DSC would have the right to print screens.
202	Ability to provide system-wide search functionality for keyword search, across all master and transaction records, to assist with fulfilling Open Records Requests.	H	Y		Virtually all system fields can be used as search parameters.
203	Ability for system to allow users to perform inquiries and searches by any field available for data entry.	H	Y		
204	Ability to reprint reports, checks, or bills with restart capability when reports, checks, or bills being printed are interrupted.	H	Y		
205	Ability to print all reports to laser printers (in either portrait or landscape format)	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Gen'l & Technical Requirements

4.1 - Gen'l & Technical Requirements					
<i>Objective: To ensure that the application operates consistently and to the technical standards of the City.</i>					
Number	Application Requirements	Priority	Availability	Cost	Comment
206	Ability for system to provide report formats that are developed to maximize data available on a page while still being readable.	H	R		This functionality inherent to third party reporting systems and not the Accela Automation system.
207	Ability to allow formatted output to be matched to printer device characteristics without intervention by the user.	H	Y		
208	Ability to provide utilities for the user to choose delivery of a print job to an appropriate printer.	H	R		Function not inherent to Accela Automation but to the operating system.
209	Ability for a user to specify which printer will print a specific report.	H	Y		
210	Ability to print screen contents (format and data) of each display.	H	Y		
211	Ability to print inquiry and data entry screens directly to a printer from the data entry or inquiry screen.	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Address & Parcel Management

4.2 - Address & Parcel Management					
	Objective: To keep track of every known address, owner and contact information, parcel, and other geographic features within the City, and to synchronize with other City systems which contain parcel and / or location based information				
Number	Application Requirements	Priority	Availability	Cost	Comment
	General Requirements				
1	The following data needs to be captured for each address:	-	NA		
2	Identification number	H	Y		
3	Type of address (i.e. structure, entrance, proposed structure, parcel, other geographical feature, etc.)	H	Y		
4	Property Type (i.e. commercial, office, warehouse, etc.)	H	Y		
5	Water Provider	H	Y		
6	Geographical Area (common reporting areas)	H	Y		
7	Mailing city & zip code	H	Y		
8	Zoning	H	Y		
9	Alert and alert related information (e.g. dangerous building, etc.)	H	Y		
10	Associated PIN's	H	Y		
11	PIN history	L	Y		
12	Occupancy Type	H	Y		
13	Comprehensive plan land use designation	H	Y		
14	County tax designation	H	Y		
15	Multiple other user defined fields	H	Y		
16	The following data needs to be captured for each owner:	-	NA		
17	Owner name, address, phones #'s and email address	H	Y		
18	Owner type (legal or other)	H	Y		
19	Ownership history	H	Y		
20	Alert and alert related information (e.g. violent owner, etc.)	H	Y		
21	The system's address management module has a geocentric interface	M	Y		
22	System's Address Management is a centralized database that is integrated with all other Developmental Service Center module areas proposed which contain parcel, address and / or owner information (please use comments section to identify those which are integrated and those which are not integrated)	H	Y		
23	System's Address Management is a centralized database that is synchronized with City's existing ESRI GIS architecture, meaning it will take the addresses and parcel information from GIS and update the fields in the applicable modules. This would be a one way update (not a replacement).	H	Y		Integration is enabled by the Accela GIS module - the two-way communication interface between Accela Automation and the ESRI GIS system.
24	System's Address Management database is able to be updated only by authorized system users, secured through authentication of login credentials	H	Y		
25	All other system modules which track information related to addresses or other asset ID schemes allow the user to specify the parcel number, address, or asset ID in the transaction / information entered.	H	Y		
26	System provides a central view / portal to access to any information associated with a address or property.	H	Y		
27	System provides multiple user defined table driven assignment of property characteristics	H	Y		
28	System provides ability to configure additional data fields associated with a property/address on an as needed basis.	H	Y		
29	The street index includes address ranges for each street within the City	H	Y		
30	System provides the ability to associate multiple addresses with a parcel	L	Y		
31	System provides the ability to associate multiple parcels with an address	H	Y		
32	System provides the ability to associate multiple zones per address, building, parcel		Y		
33	System provides alerts for addresses and alerts for property owners	H	Y		
34	System provides ability to manage and maintain alert information	H	Y		
35	System provides standard software functionality which integrates alert information from proposed Developmental Service Center modules to central address / owner record	H	Y		

H - High
M - Medium
L - Low

4.2 - Address & Parcel Management					
	Objective: To keep track of every known address, owner and contact information, parcel, and other geographic features within the City, and to synchronize with other City systems which contain parcel and / or location based information				
Number	Application Requirements	Priority	Availability	Cost	Comment
36	System provides standard software functionality to import alert information from external systems	H	M		The system can be customized to develop the needed interface to any third party system where the need exists to import or receive external system data. Certainly Accela Automation can directly import data that exists to define flood plains or historical districts from the City's GIS system through Accela GIS, its interface module designed for two-way communication.
37	System's Address Management function is integrated to all other system modules receiving alerts created in that module and displaying them to the other modules.	H	Y		
38	System provides functionality to support integration between all land based modules such that when an alert is cleared within the sub-module, the alert is removed from Address Management	H	Y		
39	System tracks history of alert activity for property/address alerts and owner alerts	H	Y		
40	System includes standard functionality to attach electronic documents, to addresses, parcels or owners, either natively, or through integration to the external document management system.	H	Y		Documents can be attached to system records or made available for access through an interface to the City's third party document management system.
41	The Address Management module provides standard software functionality to easily allow access to any documents electronically attached (natively or thru integration to the City's document management system) to the parcel, address or owner in the system. A user can view the parcel/address, and easily access any electronic document associated with activities related to that parcel.	H	Y		For documents to be viewed, end user must have the software installed that created the document.
42	System provides inquiry functions that display summary information from other land based modules, including current and historical activities	H	Y		
43	System provides functionality to identify transactional changes (when a new parcel, split/combine of a parcel or address).	M	Y		Transactional changes regarding new parcels, splits, combinations, etc. can be viewed as processes in the Workflow portion of the system.
44	When transactional changes are identified (when a new parcel, split/combine of a parcel or address) the system has the ability to automatically notify various City staff (configurable) of the change.	M	Y		
45	When transactional changes are identified (when a new parcel, split/combine of a parcel or address) the system has the ability to automatically flow this change through the system so that the change only has to be made one time	H	Y		
46	System provides the capability to create a "house account" which represents the parent "building" record for other "apartment" address records	H	Y		
47	System provides functionality to assign multiple contacts (e.g. owner, property manager, tenant, etc.) to each address or parcel, including all relevant contact information (e.g. name, phone, email, mailing address, etc.)	H	Y		
48	System alert function integrates house accounts to other address records, where an alert on a house address places an alert on the (sub) apartment account.	H	Y		Enforced specific business rules through inherent scripting tool.
49	System provides ability to maintain unlimited notes related to a property or address	H	Y		
50	System provides configurable report engine to report on properties or address, by category	H	R		Reporting of this nature is typically accomplished through one of three major third party reporting tools.
51	System maintains historical audit tracking of changes to real properties and/or addresses	M	Y		Historical and audit trail tracking exists in the workflow, fees/cashiering and inspection elements of the system.
52	System also tracks splits and combinations as part of the historical audit tracking of changes to property and/or addresses	M	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Address & Parcel Management

4.2 - Address & Parcel Management					
	Objective: To keep track of every known address, owner and contact information, parcel, and other geographic features within the City, and to synchronize with other City systems which contain parcel and / or location based information				
Number	Application Requirements	Priority	Availability	Cost	Comment
53	System provides reports that lists all known transactional information (activity) on parcel, sorted by any attribute of the parcel or address	M	R		
54	System provides ability to transfer all parcel and/or address information from a temporary parcel identification number and/or address to a permanent number, including all related license, permit and other transactional information	H	Y		
55	System is capable of generating custom exports of select parcel/address records to common file formats	H	Y		
56	System provides ability to maintain occupant / tenant information for a parcel, including name, phone, etc.	M	Y		
57	System provides ability to maintain information regarding multiple occupants for a parcel and/or address	M	Y		
58	System provides ability to maintain occupant history for a parcel and/or address	M	Y		Occupant history can be maintained through user-defined fields created for this specific purpose.
59	The system will support a single customer record that is not duplicated across all modules	H	Y		
60	The system will support a single parcel and/or address record that is not duplicated across all modules	H	Y		
61	Ability to support a standard naming convention for all streets and addresses	H	Y		
62	System tracks parcel and property information in a database accessible via common database tools (e.g. ODBC)	H	Y		
63	System functionality allows for database level audit log / tracking of changes made to the parcel and/or address via the software applications.	M	Y		
64	System is capable of integrating to the City's ESRI GIS platform for spatial display, and query, based on street address or other criteria	H	Y		Accomplished via the Accela GIS interface module.
65	System is capable of integrating to the City's ESRI GIS to synchronize property and/or address information (e.g. parcel, street name, etc.) between systems - software integration environment allows for field level configuration of synchronization FROM City's GIS TO address/parcel database.	H	Y		
66	System provides referential integrity to the parcel/address database at the system database level (i.e. not via the client application)	M	Y		
67	System provides parcel/address database synchronization tools that allow for configurability and mapping to multiple external parcel / address databases by an authorized system administrator	M	Y		
68	System provides reporting features with the parcel/address synchronization tools that show records changed	H	Y		Restricted to those areas which are affected by the System Audit Trail.
69	System provides a configurable scheduling engine with the parcel/address synchronization tools	H	Y		
70	System architecture provides API's for GIS integration to Developmental Service Center Software at any time (please provide specific details in Comments column)	H	Y		GIS integration accomplished as part of the functionality offered by the Accela GIS module.
71	Ability to search records quickly across all modules while responding to customer inquiries.	H	Y		
72	System provides functionality to accommodate parcel and address change requests, which can be entered by system users, and approved by authorized users	H	Y		
73	The system interfaces/integration is user configurable via a graphical tool	M	Y		

H - High
M - Medium
L - Low

4.3 - Permits & Inspections

Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
General Requirements					
1	System provides multi-tiered workflow functionality, allowing supervisors to manage staff assignments and workloads.	H	Y		
2	Community Development Permit & Inspections module is integrated to Planning & Zoning module	H	Y		
3	Workflow and application routing for various approvals, signatures, notifications and email integration.	H	Y		
4	Ability for authorized users to stop the application process across departments and modules if a portion of the permit is declined. Application workflow tools require comments for rejected activity, as well as logs approval and rejections.	H	Y		All aspects of this requirement are satisfied with Accela Automation. The Workflow feature exists under the System Audit Trail for full transparency and accountability to all configured workflow tasks, activities and processes.
5	System provides password secured, web-based customer inquiry of project status and activities.	H	Y		
6	View permits by site, by type, by geography, by address, by department, by owner, by contractor, permit number, or any attribute of the permit.	H	Y		Some of these attributes may need to rely on third party reporting systems to fully portray all needed data.
7	Ability to provide notifications "ticklers" and notify other departments of status changes and activity requests.	H	Y		
8	System provides staff scheduling capabilities, integrated to the City's Outlook calendaring system to increase overall management of the development process.	H	N		The Accela Automation system "leverages" Outlook to push data, such as an inspection appointment, to an Outlook calendar. A further and more tightly connected integration is being considered for a yet unspecified version release.
9	Ability to provide permit compliance tracking and reporting, including scheduling reminders several years into the future to both internal and external parties (i.e. annual fire inspections, TCO, O&M agreement, etc.)	H	Y		This requirement is enabled by the Workflow configuration, by use of the inherent Script Engine and by the user configuration of alerts.
10	Permit work flows can be established and changed by an authorized user, such that the workflow and approval routing is defaulted based on the permit type and does not need to be established for each permit	H	Y		
11	System is capable of being deployed real-time on PDA's, laptops or other remote clients using a thin client option of the software.	H	Y		
12	System is capable of being deployed remotely on PDA's, laptops or other remote clients with synchronization features built in for maintaining database consistency.	H	Y		
13	If remote device loses connectivity the system has the ability to work offline and when a connection is re-established, the data entered offline will be automatically updated	M	Y		No user intervention needed for automatic reconnection once it has been temporarily lost.
14	System provides a web-based constituent interface allowing for secured appropriate access to information such as applications for sidewalk closures, status of permit, notifications of activities, etc.	H	Y		
15	System is integrated to the Misc. Billing and Cash Receipting modules of the system providing the ability to accept customer payments for various permit types, and other City charges, at multiple City designated payment locations	H	Y		In-office cash and other fees due can be paid and received using any payment type. The system web portal, Accela Citizen Access, provides credit, debit and e-payment options online for applicants and other constituents.
16	System provides flexible workflow engine, capable of defining and automating the business processes performed at the City for development services.	H	Y		
17	System provides configurability to change or add processes in the future.	H	Y		
18	System provides automated and / or integrated notification abilities (email, work queues, reminders, etc.).	H	Y		

H - High
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L - Low

4.3 - Permits & Inspections

Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
19	System allows hierarchical relationships between development projects, so that a project may have one or more sub-projects, and may also be a sub-project of another project.	H	Y		
20	System provides ability to easily search on and browse list of activities related to a project.	H	Y		
21	Provide access to Geo-based/Property information containing specific site information upon demand at any point of the system.	H	Y		
22	System displays all development and projects applied for and permits issued against any site during project creation, and at other times upon demand.	H	Y		
23	System provides ability to update site information attributes easily, including bulk refreshes of parcel and parcel owner information and adding new addresses that may be created during the plan review process.	M	Y		
24	System provides ability to maintain detail site information for multiple structures on a parcel.	M	Y		
25	System provides ability to maintain information on the owner, owner's agent(s), design professionals, developer, contractor(s) and occupants, including contact information (e.g. address, phone, email, etc.).	H	Y		
26	System provides inquiry into the detail site data by parcel, address, owner, structure, floor, unit, etc.	H	Y		
27	System provides capabilities to issue permits, violations, and inspections to any of the following level of data; parcel, address, structure, floor, unit, or occupant.	H	Y		
28	Systems inquiry features, allow for sorting of data by time period, or other user defined fields	M	Y		
29	System provides functionality to generate questionnaires and surveys for assessment and improvement and provides Web based customer feedback and response	M	Y		Such documents can be posted on the system web portal for customer access and submission.
30	System maintains a complete audit trails of the activities related to a property.	H	Y		Audit Trail: Available in three main and critical areas of the system: Workflow, Fee and Cashiering, and Inspections. System Audit Trail is not universal.
31	System provides functionality to support a standardized permit numbering which includes a numbering system as well as permit type. Multiple permits can be assigned with the same permit number on a project, each with a separate permit type	M	Y		
32	System provides functionality for internal and external Web-based access to status of conditions, requirements, comments, cases, inspections, and actions available to all stakeholders with defined security access.	H	Y		
33	Additional Permit Functionality				
34	System provides standard functionality to import permits issued from external agencies (e.g. County), and to bill and collect for them, with an additional administrative fee.	M	M		Accela Automation offers extensive abilities in the fee and cashiering element of the system. If the need exists to import any additional information from external City systems and to accomplish the billing and addition of administrative fees to invoices, it is anticipated that an interface would be needed to those external systems. However, if this data can be made directly available to the system internally and without going to external systems, we anticipate that Accela Automation can accomplish all of the needed functionality without any interfaces.
35	Contractor License Management				
36	Accommodates the tracking of contractor licenses, for various (user defined) contractor license types, including the following information	H	Y		
37	Contractor Name	H	Y		
38	Contractor address and contact info	H	Y		
39	Contractor Number	H	Y		

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L - Low

4.3 - Permits & Inspections

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Number	Application Requirements	Priority	Availability	Cost	Comment
40	State Registration	H	Y		
41	State Registration Expiration Date	H	Y		
42	Tax Identification Number	H	Y		
43	State trade license verified	H	Y		
44	Drivers License Number	H	Y		
45	Type of Ownership	M	Y		
46	Status (Active, inactive, etc.)	H	Y		
47	Multiple contact phone numbers (office, home, cell, etc.)	H	Y		
48	Multiple user defined fields	H	Y		
49	Contractor licensing function integrates with other aspects of the Community Development Permit and Inspections module, to enable permit process to confirm valid contractor license prior to permit approval	H	Y		
50	System functionality allows users to update contractor information, directly from a permit, with which that contractor is associated	M	Y		Can be accomplished using the script engine functionality of the system.
51	Pre-project Review / Counseling / Pre-planning Process				
52	System provides ability to define and configure various permit application types.	H	Y		
53	System provides the ability to define a highly configurable checklist of materials and procedures for each type of application for use in screening applications, enforcing procedural discipline, and recording completed steps.	H	Y		
54	System provides the ability to integrate with the Geobase to confirm appropriate zoning for applications submitted based on parcel address.	H	Y		
55	System provides ability to define and configure the input screen (i.e. to the field level) information required based on application types.	M	Y		
56	System provides ability to define and configure which fields are required for various application types.	H	Y		
57	System provides flexible reporting on applications received.	M	Y		
58	System provides ability to note all discussions.	H	Y		
59	System has the ability to track activity and comments without assigning a location	H	Y		
60	Project Application Intake				
61	System allows for entry of site address or parcel number, and automatically assigns the other cross-referenced identifiers into the project.	M	Y		
62	System is integrated to the Master Address / Parcel Management module and has capability to flag a property as suspicious to warn staff before approaching.	H	Y		This flag and other flags can be used to indicate any necessary alert both for end users or field personnel.
63	System provides functionality during address entry to mitigate improper data entry by validating the address against common abbreviation and variations into a standard address name format.	M	Y		
64	System allows one or more parcels to be assigned to a given project.	H	Y		
65	Ability to initiate a project without a location (i.e. annexations, rezoning, etc.)	H	Y		
66	Ability to assign multiple tracking types per application type	M	Y		
67	Upon entry of parcel or site address, system should automatically fill in property-based information common to all applications such as the owner name and address, and land area.	H	Y		
68	System allows projects to be assigned to a spatial entity other than a parcel.	H	Y		
69	System is capable of associating a project to point and line GIS shape file attributes in the City's GIS	H	Y		
70	System provides ability to automatically generate, and allow manual updates to application specific information such as: the filing date, the next available hearing dates for various organizations, and other information required for fee calculations.	M	Y		
71	System can store and manage scanned ePlan attachments and associate multiple documents (including large blueprint size) to a project permit application (e.g., plot/site plans) either natively, or by integrating to the City's document management system	M	Y		The system can store and manage documents related to a case or application type. However, if integration to the City's document management system is the City's preference, this would require a specific interface.

City of Asheville's Development Services Center Software Selection Project
Permits & Inspections

4.3 - Permits & Inspections					
Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
72	System provides a web-based application entry functionality which could be deployed to constituents over the Internet or via a kiosk, which allows for data entry of all application components	H	Y		
73	System allows for web-based application functionality to be deployed, for certain application types, as configured by an authorized user	H	Y		
74	System provides functionality to allow authorized City staff to configure, specify and limit which data fields are available / required for public entry of each permit application type, on the Web project applications portal.	H	Y		Accela Citizen Access is the system's web portal.
75	System provides a Web based portal which includes standard functionality to accept ePlan electronic attachments and associate multiple documents (including large blueprint size) to the project permit application. This functionality is provided either natively, or by integrating to the City's document management system.	H	Y		
76	System stores each email record (date & time stamp; sender; recipient; subject) with drill down capability to the actual email and status	M	Y		In our discussions prior to the submittal of this BAFO, the City agreed that our ability to store the contents of the email would be sufficient to meet the terms of this requirement. We annotate this comment by noting that all system-generated email alerts and notices are in SMTP format and can be configured to be directed to the City's exchange server for distribution and to keep a record of all emails sent.
77	Project Application Review, Approval & Inquiry				
78	System allows assignment of unlimited number of agents, contractor, architect, lawyer, etc. to each project include detail information concerning the agent type, name, address, and phone number.	M	Y		
79	System is capable of tracking and managing unlimited separate internal technical reviews of a project & unlimited potential external reviews.	M	Y		
80	System provides project multiple level (e.g. up to 10) application review routing.	M	Y		The number of configured tasks or activities relative to any project or permit or other application type is unlimited and entirely governed by the City's business rules for the given application or permit type.
81	System provides for project review deadline dates based on user defined schedules, per permit type	M	Y		
82	System provides review response tracking.	H	Y		
83	System provides ability to provide review comments.	H	Y		
84	System provides the user the ability to edit their review comments	H	Y		For comments that have been input into the workflow area of the system, editing is allowed but the original commentary cannot be deleted, only updated as this ensures complete accountability and transparency to all completed tasks. Comments made in other areas not associated with the Workflow are editable.
85	System allow the creation and updating of a hearing calendar on the system for all types of hearings held by reviewing organizations.	H	Y		
86	System provides functionality to establish standard application review schedules and procedures, including a list of reviewing organizations, for each type of application.	M	Y		
87	System provides functionality to allow flexible assignment of project to reviewers based on permit application type.	M	Y		

H - High
M - Medium
L - Low

4.3 - Permits & Inspections

Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
88	System provide email notification of review assignments and details the review schedule	M	Y		Since the system automatically directs the next Workflow-configured task to the new Task Owner, the email may not be needed but the email notification can certainly be configured to be sent accordingly.
89	System is capable of providing management reporting of assignments that are taking longer than assigned time standards.	M	R		This type of reporting would entail use of the selected third party reporting software system.
90	System provides notifications or dashboard on reviews beyond established review deadlines	M	Y		
91	System provides ability to modify application review schedules at any time, including allowing for easy addition and removal of various hearings and reviewing organizations required for each application.	M	Y		
92	System provides permit routing and tracking through multiple stages of actions, hearings, and reviews of each application.	M	Y		
93	System provides free form editing of descriptive variables to a project application.	M	Y		
94	System provides a common repository of review comments.	M	Y		Through the functionality of Standard Comments.
95	System enables application reviewers to record parcel holds or flags against a project, address, contractor, owner, or permit of specific type.	H	Y		
96	System provide easy determination of application status in terms of progress through the process; show existing flags, holds, and other factors affecting status.	H	Y		Application status viewing is easily available for both City end users as well as for all citizens, applicants and other third parties on the web portal.
97	System does not enable work on a step until all reviews are completed and all required approvals are complete prior to next step, as defined by user.	H	Y		
98	System tracks all actions performed on a project into an activity list, showing the user performing the actions, date, time, and type of activity.	M	Y		
99	System provides easy access to application status and pending conditions and requirements to owners, owners' agent, etc.	M	Y		
100	System provides an easy method for authorized users to over-ride holds and conditions placed on this project during development review project.	H	Y		
101	System automatically provides an un-editable timestamp for changes to override holds and conditions placed on a project.	M	Y		
102	System confirms that all routing has been completed for each application before approval is granted.	M	Y		
103	System confirms that all required documentation has been submitted for each application before approval is granted by each application or permit type.	M	Y		While any type of electronic documentation may be appended to a given case, application or permit, the confirmation of whether or not the documentation exists requires human intervention and is not automatically determined by the system.
104	System provides functionality to generate email notifications to the applicant when projects are approved	M	Y		This notification can be fully automated by configuration of the system.
105	System provide functionality for Web access by authorized (password protected) external stakeholders to project status, project conditions, requirements and comments	H	Y		
106	Permitting Process				
107	System is capable of checking for holds, conditions, and open violations and complaints applicable to this address and permit type, through integration to the Master Address / Parcel Management function	H	Y		
108	Allow entry of applicant information. If the applicant is also the owner, provide an easy way to indicate this.	M	Y		

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L - Low

City of Asheville's Development Services Center Software Selection Project
Permits & Inspections

4.3 - Permits & Inspections					
Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
109	Allow easy verification of contractor licenses, license registration, and insurance and provide an easy method to add or update licensing the insurance information.	M	Y		Additionally, the system validates the expiration date of any licenses, registrations, insurance or other time-dependent variables.
110	System provides the ability to verify the various contractor business licenses (contractor, electrician, etc.) with the City	M	Y		
111	System provides ability to enter or update information, which is specific to each permit type, including information required for fee calculation.	M	Y		
112	Provide easy verification that all routing has been completed for each permit type.	M	Y		
113	Provide easy verification that all required documentation has been submitted for each permit type.	M	N		Verification must be performed by end user.
114	Generates permit card and applications on departmental laser printers.	H	Y		
115	Generates inspection card and applications on departmental laser printers.	H	Y		
116	Generates customized correspondence (emails, formal letters, etc.) concerning applications for permits, inspections, plan reviews, violations notices, etc.	H	R		All correspondence requires use of one of three standard third party reporting software systems to which the system has been seamlessly integrated.
117	Provides the capability to restrict issuance of licenses/permits subject to the <u>prior</u> issuance of <u>other</u> permit/licenses.	H	Y		
118	System can maintain, sort, search, retrieve, and report on key information about license/permit holders.	H	R		Reports of this type require use of third party reporting software.
119	System provides functionality to prevent issuance of a permit until routing is complete, all holds are released, and all required documentation has been submitted.	M	Y		
120	System provides functionality to generate email notifications to the applicant when permits are issued	M	Y		
121	Permit authorized users to issue permits by over-riding holds and checks. When modifications are made to records a non-editable timestamp-containing user ID, Date and Time need to be saved.	M	Y		
122	Ability for work to continue on some permits and stopped on others within a project with notification.	H	Y		
123	Ability for authorized users to stop the permitting process across departments and modules for the project before it is finalized.	M	Y		
124	Permitting: Fees & Receipts				
125	System provides configurable fee calculation capabilities based on permit type.	H	Y		
126	System capable of establishing fee groups	H	Y		
127	System capable of assigning multiple individual fees or fee groups to a permit application	H	Y		
128	System capable of allowing for adjustment of fees	H	Y		
129	System includes a fee calculator for "what-ifs" scenarios (e.g. if a customer wants to know how much the fees would be for a project, without entering an application).	M	Y		
130	System allows for additional charges or fee amendments throughout project and permit life.	H	Y		
131	System provide individual project or permit summary of all charges and credits made against it.	H	Y		Fees and cashing functions in the system are under the System Audit Trail.
132	System provides an easy method to generate application, permit and inspection invoices, using pre-determined invoice numbers.	M	Y		
133	System provides a way to register refunds against projects, applications, and permits.	H	Y		As the system uses many GAAP principles, all such refunds are treated as "credits" while payments are treated as "debits".
134	System integrates with an Misc. Billing / Accounts Receivable module for account management purposes.	H	Y		System can integrate with any third party system but such integration will require a specific interface to be developed.
135	System integration provides for easy access to customer outstanding amounts for other services, from the permit module	M	Y		

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L - Low

4.3 - Permits & Inspections					
Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
136	System provides the ability to perform transactions tendering both with a cash register and with an integrated cash register drawer.	M	Y		
137	System accepts payments, provides receipts to customers, and displays relevant information about the transaction and customer through the Cash Receipt module.	H	Y		
138	Maintains accurate records of all license holders and applicants for above.	H	Y		
139	Ability to inquire on all permit jobs/permits pulled for each license/permit holder and applicant over a user-defined time period.	H	Y		
140	Maintains complete audit trails of receipts, payments, late fees, approvals, denials and who performed the transaction.	H	Y		Fees and cashing functions in the system are under the System Audit Trail.
141	Ability to set up user defined tables to determine permit fees and expiration dates based on permit type codes.	H	Y		
142	Authorized user can override fees.	H	Y		
143	Ability to report on customer payment status related to charges in the permitting and inspection processes.	H	Y		
144	Ability to interface with Cash Receipting to update database that a permit was paid for.	H	Y		
145	Compliance: Inspections and Code Enforcement	H			
146	Ability to set up inspection groups so that more than one inspection can be done on the same trip.	H	Y		
147	Maintains dynamic link with MS Word to associate all correspondence with accounts, customers, contractors, or businesses.	M	N		Accela Automation possesses the capacity to link any type of electronically-formatted document (site photos, surveys, plans, etc.) to a given record. We also support RTF format allowing documents generated within Accela Automation to be retrieved and modified within MS Word but there is no dynamic link per se.
148	System provides functionality for managing inspection scheduling.	H	Y		
149	System is capable of tracking and managing inspection results from external organizations (i.e. air quality) thru web based functionality.	M	Y		
150	System provides functionality for Web-based inspection scheduling and includes a communications method for acknowledgements of inspection times.	H	Y		
151	System provides functionality for communication of inspection results (configurable for owner, contractor, etc.) via email communication. Additionally provides link to Web portal for access to complete project profile	M	Y		While email communication with the owner or other party is available, the intended receiver of the email can easily consult the system web portal to view the real-time status of all tasks and processes associated with the permit, inspection, etc.
152	System provides functionality for communication of inspection results via email communication.	M	Y		
153	System provides the ability to set up routine inspections that have to occur in mass (i.e. every two weeks for X number of weeks)	M	Y		
154	Generate standard reports for a specific inspection or property or specific owners with multiple properties.	H	R		All reports of this type must be configured using third party reporting engines.
155	Maintain historical records of findings and actions associated with a given property.	H	Y		
156	System provides Web based functionality to allow inspection requests, and provides functionality to confirm with permit applicant, upon scheduling of inspection	H	Y		
157	System provides means for logging and time stamping electronic inspection requests entered.	H	Y		

4.3 - Permits & Inspections

Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
158	System provides functionality to easily verify the appropriateness of an inspection request in terms of the sequence of inspections for a given project type.	M	Y		Inspection sequence is user-definable and user-configurable such that inspections cannot be scheduled if they are out of the configured sequence.
159	System automatically prepares standard inspection checklist based on type of project and type of inspection.	H	Y		
160	System provides the ability to configure a user defined "expected inspection duration" per inspection type	H	Y		
161	System provides a convenient method for authorized users to schedule a day's inspections and to re-assign inspections through out the day, and integrates to MS Exchange calendar	M	Y		Two of the three listed elements of this requirement are fulfilled. The system is not inherently integrated with MS Exchange.
162	System provides a daily list of inspections for each inspector with drill down capability to view detail	M	Y		
163	System has the ability to auto-assign inspections that are requested on the web without overbooking an inspector	M	Y		
164	System provides a web based quick review of an inspection status of any project	H	Y		
165	System provides a means to establish an inspection schedule based on both recurring and non-recurring dates.	M	Y		
166	Provide notifications to responsible parties, and establish user-defined follow-up inspection program to ensure corrections are made.	H	Y		
167	Allow user to define case types with user-defined sequence of actions and case data for each type.	M	Y		
168	Allow user-defined violation types, user-predefined comments and related free-form text.	H	Y		
169	Allow multiple cases to be associated with a single property.	H	Y		
170	Allow multiple violations to be associated with a single case.	H	Y		
171	Provide for the interface of remote inspection devices, allowing inspectors to enter findings and inquire on project / case information while at the site.	H	Y		These and other extensive field functions can be performed using Accela Mobile Office which is seamlessly integrated into the back-office Accela Automation system.
172	Provide method of preparing agendas and backup documentation for cases reaching Court, Code Enforcement Board or similar authority	M	Y		Under the functionality provided by the system, it is also possible to have all such agendas, documentation, photos, etc. related to case exist entirely electronically deleting the need to print and distribute paper copies for hearings.
173	Ability to record fines on properties generated by code enforcement actions.	M	Y		
174	Provide a method of assigning a case to an inspector for follow-up. Where appropriate, allow demand reports to be run, sorted by inspector.	H	Y		
175	Provide ability to flag parcels with code violations to notify permits functions at permit application entry.	H	Y		
176	Provide a method of establishing fine calculations and identifying a project which has failed multiple inspections	H	Y		The system script engine can be configured for this purpose among others to provide the needed vigilance over the number of failed inspections.
177	Allow unlimited free-form text at the case level, violation level, inspection level, review level, and for reporting findings of boards and meetings.	H	Y		There is a 6,000 character limit to a comment area but no limits as to the number of such comment areas. Additionally, the system supports an unlimited number of documents for attachment to a record.
178	System provides an inspection request management functionality that is integrated to the City's ESRI GIS system, providing automated routing and location information	M	Y		

H - High
M - Medium
L - Low

4.3 - Permits & Inspections					
Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
179	Enter the results and narrative information for daily inspections.	H	Y		
180	Display historical information about each case and inspection by permit type, address, owner, contractor and/or permit number.	H	Y		The system provides many ways of viewing data. In this case, reports may need to be configured if this requirement involves viewing multiple permits according to the categories listed.
181	System provides functionality to capture and track billing information associated with inspections and code enforcement.	M	Y		
182	System provides easy and configurable exports of owner / contact information to external data sources for generation of mailing labels.	H	Y		
183	System can track multiple code enforcement types.	H	Y		
184	Maintains complete audit trails of enforcement action entry, receipts, payments, late fees, approvals, denials and who performed the transaction.	M	Y		
185	Provides "tickler" file notification to ensure timely, efficient follow-up by appropriate City staff for user-defined tasks.	M	Y		
186	System provides functionality to allow for generation of customized correspondence concerning inspections, violations notices, etc.	H	R		In conjunction with a third party reporting software system, this requirement is satisfied.
187	System can maintain, sort, search, retrieve, and report on key information about property (e.g. owner information, builder information, property address, parcel number, permits, inspections, etc.).	H	Y		
188	System provides ability to report on all inspection reports for a project	H	R		
189	System provides tools for users to create custom reports through a report writer using key fields.	H	R		
190	System can automatically determine fees and expiration dates from type codes, based on user-defined tables.	H	Y		
191	System can track multiple user defined enforcement types.	M	Y		
192	System can track inspection and violation data, including:	-	NA		
193	Inspections Type, Date Approved or Rejected, and Comments	H	Y		
194	Violations Type, Date, Action Taken, and Comments	H	Y		
195	Ability to print from the Developmental Service Center software screens.	M	Y		End users have the ability to print any screen on the system they are viewing.
196	Provides the capability to restrict issuance of certificate subject to the prior issuance of other permit/licenses.	M	Y		
197	System can schedule inspections, based on user-defined criteria (e.g., frequency, expiration deadline, number of days from last enforcement action).	H	Y		
198	System automatically prompts action on re-inspections/re-calls.	M	Y		
199	System able to be configured to charge / not charge fees for re-inspection, based on inspection type - with override capabilities	M	Y		
200	System provides functionality to proactively notify the applicant of inspection results, once complete.	H	Y		
201	System provides functionality to allow authorized City staff to configure, specify and limit which data fields are available for public inquiry on the Web inspections portal.	M	Y		
202	Ability for authorized users to transfer or delete results of inspections if it was accidentally entered under the wrong permit number	M	Y		The assignment of security (rights and privileges) may in fact delete many errors that your current systems allow. Inspections can be canceled and have result comments. And then correct Record ID would have Inspection information added via cut and paste from misplaced Inspection comments.

4.3 - Permits & Inspections					
Objective: To implement an efficient administrative process to assure effective regulatory compliance with a minimum burden on those being regulated by providing highly integrated software functionality to enhance organizational foresight, provide transparency, improve timeliness, consistency and quality of service.					
Number	Application Requirements	Priority	Availability	Cost	Comment
203	Ability to print a door tag in the field when an inspection is not approved listing all of the comments made by the inspector	M	Y		Requires advance report to be configured and printed in the field using third party printers which are not included as part of this proposal.
204	Ability to track the number of inspections by type within a user defined date range	H	R		
205	Compliance: Project Closing				
206	System provides functionality to allow for review that all established requirements have been met.	M	Y		
207	System provides functionality for project notes and comments.	M	Y		
208	System provides workflow functionality / routing for internal follow-up items.	M	Y		
209	System provides workflow functionality to automate the communication of unmet requirements.	M	Y		This requirement can be accomplished at every step where the requirements for the permit have not been met and is not necessarily accomplished at the end of the project.
210	System provides tracking of Certificate of Occupancy issuance.	H	Y		
211	System provides functionality to generate notifications of expiration of Certificates of Occupancy, through integration to the Business License module, maintains occupancy data.	H	Y		
212	System integrated with the Licensing function, for release, when Certificate of Occupancy is approved	H	Y		Full licensing capabilities exist within the Accela Automation system.
213	System provides user defined functionality to place a hold on a Certificate of Occupancy.	H	Y		
214	System provides functionality to document conditions of Certificate of Occupancy, and schedules / tracks future inspections to confirm compliance, including recurring inspections	H	Y		
215	System provides functions to proactively notify the applicant and designated City users, when the Certificate of Occupancy is ready / issued.	H	Y		

City of Asheville's Development Services Center Software Selection Project
Planning & Zoning

4.4 - Planning & Zoning

Objective: To implement an efficient process to manage the Planning & Zoning functions of the City					
Number	Application Requirements	Priority	Availability	Cost	Comment
Module Interface Requirements					
1	System integrates with City's ESRI GIS system to associate a P&Z case with a GIS feature and allows for viewing of other GIS layers in context of P&Z case location	H	Y		Integration to ESRI GIS is accomplished seamlessly through the Accela GIS module for two-way communication between both systems.
2	System integrates with central Master Address / Parcel Management function and provides updates, based on the approval status of P&Z project cases	H	Y		Access to parcel/address/owner data can occur as an interface to that third party system or that system information can be downloaded into the Accela Automation system which ever is the preferred option for the City.
3	System integrates to Exchange email system for configurable notifications to staff (e.g. Clerk, Public Works, etc.) during change of project case status (e.g. approval in order to record ordinance)	H	N		Our comment above to Requirement #8 in the Permits and Inspections tab essentially responds to this requirement as well. Changes in project status can be configured to send out automatic and preconfigured emails to any internal or external party. This functionality is inherent in the workflow element of the system. However, we do not integrate to Exchange but leverage the system.
4	System integrates with central Master Address / Parcel Management function for property and address information, and displays any properly alerts	H	Y		
5	System includes standard functionality to attach pictures, electronic documents, including large blueprint size documents, to P&Z project cases, either natively, or through integration to the external document management system.	H	Y		If integration to the City's existing document management system is preferred, a specific interface will need to be developed.
6	System integrates with the Permits, Inspections and Code Enforcement modules	H	Y		
System Functional Requirements					
8	Ability to enter Planning & Zoning (P&Z) project case information including:	-	NA		
9	Case/Project number	H	Y		
10	Applicant name	H	Y		
11	Applicant contact information, including address, phone and email	H	Y		
12	Information for multiple other interested parties, including:	-	NA		
13	Name	M	Y		
14	Contact information, including address, phone and email	M	Y		
15	Relationship to P&Z case (e.g. attorney, contractor, etc.)	M	Y		
16	Property information (parcel ID(s), address, etc.)	H	Y		
17	Owner information (multiple addresses, etc.)	H	Y		
18	Zoning Fees	H	Y		
19	Project Description	H	Y		
20	Ordinances / Resolutions involved in case	H	Y		
21	Publications where case information was published	L	Y		
22	Date(s) that notice(s) was posted	H	Y		
23	Outstanding actions before completion	M	Y		
24	Type, including:	-	NA		
25	Conditional use	H	Y		
26	Re-zoning	H	Y		
27	Plat	H	Y		

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Planning & Zoning

4.4 - Planning & Zoning

Objective: To implement an efficient process to manage the Planning & Zoning functions of the City					
Number	Application Requirements	Priority	Availability	Cost	Comment
28	Variances	H	Y		
29	Unlimited user defined types	H	Y		
30	Status (allowing for user defined statuses - including historical date based tracking)	H	Y		
31	Occupancy type	H	Y		
32	Multiple user defined fields	H	Y		Unlimited user defined fields allowed by the system.
33	System provides online web based interface for constituent entry and tracking of P&Z project information	M	Y		The Accela Citizen Access module is the system's designated web portal which is seamlessly integrated into the back office Accela Automation system. Accela Citizen Access provides constituents many functions without requiring intervention from City staff. This web portal is currently available to more than 50 million people in the U.S.
34	System provides a highly configurable workflow engine that allows for multiple-step routing of P&Z project review, resubmittal functionality and reporting of activities	H	Y		
35	System provides functionality whereby departmental reviewers can provide plan review comments, markup, exhibits and indicate approval / disapproval status, prior to formal case hearings	H	Y		
36	System provides functionality to allow for viewing review comments from other departmental areas	H	Y		
37	System has the ability to have a comment associated with a status (i.e. open, in-process, resolved, etc.)	M	Y		Comments can be added in addition to the configurable disposition terminology that drives the workflow to the next appropriate task owner.
38	System has the ability to designate comments as private/internal vs. public(viewable on the web)	M	Y		
39	System integrates to MS Word to generate letters based on project review	H	Y		
40	System provides tracking of all interim and final approvals, including dates	H	Y		
41	System provides functionality for versioning accommodating plan re-submissions, re-routing and re-review.	H	Y		Versioning can be accomplished through existing utilities provided by Adobe Acrobat. However, we envision that functionality as expressed by this requirement will be met in a future and yet unspecified release of the system. In the interim, Ad hoc tasks can complete this functionality.
42	System provides ability to change project case status to "application withdrawn"	M	Y		
43	System provides functionality to schedule hearings and indicate case results and approval / disapproval status	H	Y		
44	Ability to have multiple address points/parcel/locations attached to one project	H	Y		
45	Ability to have one master project with sub projects in order to track phases or amendments separately	H	Y		
46	Ability to configure the data entry screen differently based on project type	M	Y		
47	Provide method of preparing agendas and backup documentation for projects reaching Tech Review Committee or Council review	M	Y		
48	System provides the ability to quickly view the status of the project at one source point for all users with drill down capabilities	M	Y		
49	Ability to store the base flood elevation and the lowest floor elevation	H	Y		
50	Ability to track and inquire on all of the information on the FEMA form # 81-31 (Elevation Certificate)	H	Y		
51	Ability to track and automatically tally the cost of work done compared to user defined thresholds in special flood hazard areas per building for substantial improvement tracking	H	Y		Use of the inherent system scripting tool would be configured for these "if" then "then" functions and for tabulating costs.

H - High
M - Medium
L - Low

City of Asheville's Development Services Center Software Selection Project
Planning & Zoning

4.4 - Planning & Zoning					
Objective: To implement an efficient process to manage the Planning & Zoning functions of the City					
Number	Application Requirements	Priority	Availability	Cost	Comment
52	Ability to set user defined thresholds for substantial improvements in flood hazard areas so that user is notified when the threshold has been reached	H	Y		The scripting tool would be configured for meeting this requirement.
53	Bond Management				
54	System tracks bond information for various projects requiring permits	M	Y		
55	System allows for tracking and maintenance of bonds	M	Y		
56	Ability to set up a workflow with alerts and approvals for bond management	M	Y		
57	System maintains an audit trail of historical changes to developer bond accounts	M	Y		
58	System tracks bond transactions	M	Y		
59	Ability to track different bond types	H	Y		
60	Ability to track expiration dates of bonds	H	Y		
61	System provides bond statement / analysis for fully approved items	M	Y		
62	Principal Reporting / Inquiry Requirements				
63	System provides flexible reporting of P&Z fees, by type(s), by date(s), or any field in the project/case record	H	R		
64	System provides flexible reporting of P&Z project case profile, including departmental review status	H	Y		
65	System provides a web based P&Z case inquiry feature allowing constituents to inquire on cases and view basic case information	M	Y		This functionality is met by the system web portal, Accela Citizen Access.
66	Ability to select which comments will print on the report by status (i.e. only open comments to print)	M	R		
67	System provides the ability to search by any aspect of a P&Z case, (e.g. parcel ID, request type, property type, status, location, etc.)	H	Y		
68	Ability to print labels within a user defined area/distance of a particular location/parcel	H	Y		Functionality is afforded by system features and its interface to the City's ESRI GIS system through the interface module, Accela GIS.
69	Ability to track the number of flood inquires and elevations certifications submitted	H	R		
70	Ability to submit monthly & annually an inspection report to the NPDES (National Pollutant Discharge Elimination System) based on user defined date range for all inspections dealing with storm water devices.	H	R		
71	Ability to track disturbed acreage and number of plan reviews	H	R		
72	Ability to track the number of flood inquires and elevation certifications submitted	H	R		
73	Ability to report to the state the number of inspections and notice of violations for illicit discharges into the storm water.	H	R		
74	System provides P&Z project case listings with key case information	H	R		Depending on the specific information needed, the system may provide some of this data without the need for the configuration of a report.

H - High
M - Medium
L - Low