

EXHIBIT A: STATEMENT OF WORK

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1. INTRODUCTION

The City of Los Angeles (City) currently utilizes the Supply Management System (SMS) for all procurement and inventory management functions and business processes for all Council-Controlled departments. SMS runs on PeopleSoft Financials v9.0. SMS has been in production operations at the City since 2001.

In 2011, the City partnered with CGI Technologies and Solutions Inc. ("CGI") to implement the Financial Management System (FMS) as the financial system for all Council-Controlled departments. FMS runs on CGI Advantage Financial v3.8. The City has implemented four major modules (functions) of the CGI Advantage Financial application: 1) General Ledger for financial reporting and budgetary controls, 2) Accounts Payable (AP) for the setup and payment of City vendors, 3) Accounts Receivable (AR) for the billing and collection of payments from City customers, and 4) Cost Accounting to track project/grant expenditures used to support the processing of cost reimbursements. The City has also implemented the CGI infoAdvantage reporting system.

The City has decided to replace SMS with the Procurement, Inventory, and Vendor Self Service (VSS) modules of CGI Advantage to fully integrate its procurement and inventory management functions with the Citywide FMS. This new system will be referred to as FMS 2.0: Integrated Financial and Procurement System.

The FMS 2.0 project is comprised of two major sub-projects:

- 1) FMS Upgrade – In order to utilize the latest functionality of the system, the City will upgrade FMS from CGI Advantage Financial v3.8 to v3.10. This sub-project includes upgrading the following components:
 - a. General Ledger
 - b. Accounts Payable
 - c. Accounts Receivable
 - d. Cost Accounting
 - e. infoAdvantage
- 2) SMS Replacement – This sub-project includes replacing existing SMS functionality as well as adding new procurement functionality. This sub-project includes implementing the following components:
 - a. Procurement – Commodities
 - b. Inventory
 - c. Procurement – Service Contracts
 - d. Vendor Self Service
 - i. Financial Inquiry
 - ii. Electronic Invoices
 - e. eProcurement
 - i. PunchOut
 - ii. Electronic Orders
 - iii. Hosted Catalogs

CGI's implementation methodology is comprised of 4 phases:

Envision. The Envision phase develops the blueprint for the implementation of the new FMS 2.0 system. This consisted of two parts: Part 1: Fit-Gap Analysis: Documenting the current business processes, conducting a review of those processes, and perform a fit-gap analysis of the current system processes in CGI Advantage; Part 2: Implementation Assessment: Analyzing new/deferred scope items and developing an Implementation Analysis Document (IAD).

Build. The Build phase includes the construction and preparation of the new system to support the business processes. The objective of the Build phase is to design, configure, integrate, build, and test the new system and business processes.

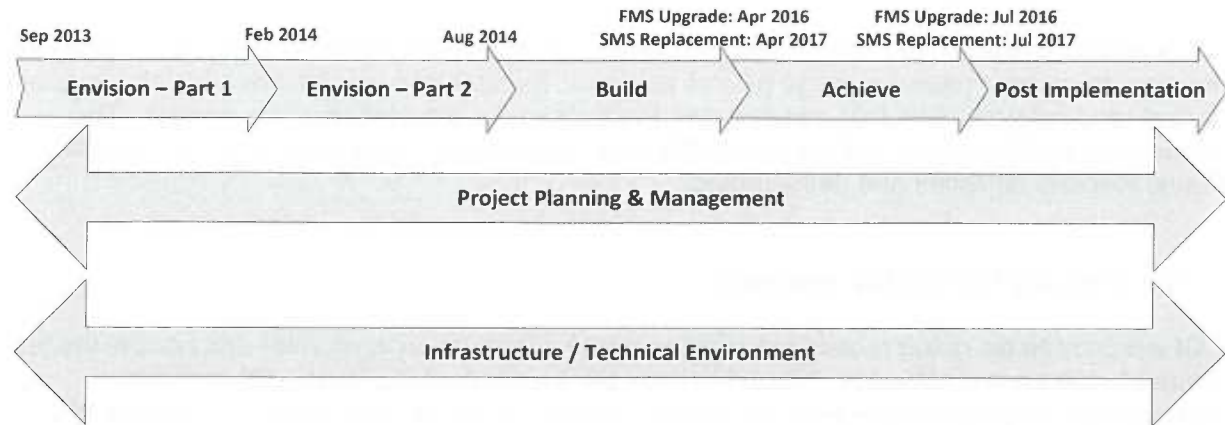
Achieve. The Achieve phase integrates the system components established in the Build phase with the ongoing business and represents system Go-live for production operations.

Post-Implementation. The Post-Implementation phase activities include monitoring performance in production operations and resolving production incidents.

In addition to these phases, there are Project Planning & Management tasks as well as Infrastructure / Technical Environment tasks that span all of the phases and sub-projects.

This methodology provides a guideline for planning and executing the implementation activities, as well as establishing a plan for supporting CGI Advantage in production operations. From October 2013 through August 2014, the City and CGI engaged and completed the Envision Phase. Exhibit 1 summarizes the activities of the CGI Advantage Implementation Methodology.

Exhibit 1 – CGI Advantage Implementation Methodology



Fit-Gap Analysis	Implementation Assessment & New Scope Items to Analyze/Prototype	Design, Develop, Test, and Train	Production Cutover	Post-Implementation
- Hosted Prototyping Environment - Product Overview - Business Process Discovery Sessions - Prototype Key Business Processes - Fit-Gap Analysis - Business Process Based Requirements Traceability Matrix (RTM) - Identify Software Customizations and Business Process Impacts - Technical Assessment	- Hands-on Project Team Training - Additional Prototyping – Procurement / Inventory - FMS Vendor Creation / Maintenance Process and Cleansing Analysis - Prototyping of CGI Advantage Procurement Service Contract Functionality - Impacts to FMS by Implementing Service Contract Functionality Assessment - eProcurement (PunchOut / Hosted Catalogs) - Prototyping - Implementation Assessment	- Establish Technical Environments - Software Installation and Testing - Business Processes and System Configuration - Design and Develop Software Customizations - Design and Develop Interface Software - Design and Develop Data Conversion Software - Integrated System Testing - User Acceptance Testing - Performance Testing - Data Cleansing - Training and Knowledge Transfer - Readiness Assessments	- Mock Data Conversion - Data Cleansing - Cutover Planning - Cutover Rehearsal - Data Conversion and Production Cutover - Commence Production Operations	- Monitor Production Operations - Resolve Production Incidents - Adjust Production Operations Procedures

This SOW specifies the obligations for CGI, and for the City, during the Build, Achieve, and Post-Implementation phases to successfully implement FMS 2.0. The FMS 2.0 project has a Go-Live target of July 2016 for the FMS Upgrade subproject and July 2017 for the SMS Replacement subproject.

The deliverables for CGI and the City are identified in *Exhibit B: Deliverables Definition*. The project tasks and activities shall generally follow the project plan outlined in *Exhibit C: Project Plan*.

2. PROJECT PLANNING AND MANAGEMENT

CGI's project management team will work closely with the City's project management team to develop the project plans, manage project activities, monitor and resolve issues, enforce quality control, and mitigate risks that can threaten the successful completion of the project. The project management team will be responsible for the Ongoing Project Management and Monthly Status Reports activities and deliverables.

2.1 Ongoing Project Management

CGI will provide on-going project management and coordination to monitor and control the tasks related to the project. Weekly status meetings will be conducted with the City project management team to ensure effective communication of the project's status as well as to provide a forum for the identification and discussion of issues and risks. The City will be an active participant in the weekly status meetings, providing updates on City tasks/deliverables, reviewing (action item, issue, and incident) logs and identifying risks.

2.1.1 Monthly Status Reports

CGI will provide a monthly status report to the City that includes:

- Updated Project Plan
- Summary of tasks, work products, and deliverables status
- Risks and Issues

Prior to the submission of this monthly status, the City Project Manager will provide the CGI Project Manager with updates on City tasks and deliverables so that the status report will reflect a joint CGI and City effort.

2.2 Responsibilities: Project Planning and Management

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Planning and Project Management	• Prepare Project Plans • Prepare Status Reports • Facilitate Project Team Meetings • Facilitate Status Meetings • Attend Executive Steering Committee Meetings • Manage Issues and Risks	• Review Project Plans • Provide City-Specific Status Reports • Review Project Status Reports • Attend Status Meetings • Lead Executive Steering Committee Meetings • Select Presented Option for Issue

• Provide Issue Resolutions and Options • Manage day to day CGI tasks	• Resolution • Manage day to day City tasks
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2.3 Deliverables: Project Planning and Management

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-1.1	Monthly Status Report 1 - September 2014
CGI-1.2	Monthly Status Report 2 - October 2014
CGI-1.3	Monthly Status Report 3 - November 2014
CGI-1.4	Monthly Status Report 4 - December 2014
CGI-1.5	Monthly Status Report 5 - January 2015
CGI-1.6	Monthly Status Report 6 - February 2015
CGI-1.7	Monthly Status Report 7 - March 2015
CGI-1.8	Monthly Status Report 8 - April 2015
CGI-1.9	Monthly Status Report 9 - May 2015
CGI-1.10	Monthly Status Report 10 - June 2015
CGI-1.11	Monthly Status Report 11 - July 2015
CGI-1.12	Monthly Status Report 12 - August 2015
CGI-1.13	Monthly Status Report 13 - September 2015
CGI-1.14	Monthly Status Report 14 - October 2015
CGI-1.15	Monthly Status Report 15 - November 2015
CGI-1.16	Monthly Status Report 16 - December 2015
CGI-1.17	Monthly Status Report 17 - January 2016
CGI-1.18	Monthly Status Report 18 - February 2016
CGI-1.19	Monthly Status Report 19 - March 2016
CGI-1.20	Monthly Status Report 20 - April 2016
CGI-1.21	Monthly Status Report 21 - May 2016
CGI-1.22	Monthly Status Report 22 - June 2016
CGI-1.23	Monthly Status Report 23 - July 2016
CGI-1.24	Monthly Status Report 24 - August 2016
CGI-1.25	Monthly Status Report 25 - September 2016
CGI-1.26	Monthly Status Report 26 - October 2016

CGI-1.27	Monthly Status Report 27 - November 2016
CGI-1.28	Monthly Status Report 28 - December 2016
CGI-1.29	Monthly Status Report 29 - January 2017
CGI-1.30	Monthly Status Report 30 - February 2017
CGI-1.31	Monthly Status Report 31 - March 2017
CGI-1.32	Monthly Status Report 32 - April 2017
CGI-1.33	Monthly Status Report 33 - May 2017
CGI-1.34	Monthly Status Report 34 - June 2017
CGI-1.35	Monthly Status Report 35 - July 2017
CGI-1.36	Monthly Status Report 36 - August 2017

City Deliverables:

No deliverables, however, the City will provide status updates to CGI on City related tasks.

2.4 Communication and Change Management

The City will be responsible for all communication and change management activities for the FMS 2.0 Project.

Some recommended activities that the City may consider are:

- Create a communication and change management plan
- Prepare and manage all project communication and change management activities
- Prepare for and lead all department outreach sessions, change readiness assessments, change management interviews/surveys, etc.
- Prepare and lead all vendor outreach sessions and vendor change management

2.4.1 Responsibilities: Communication and Change Management

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Communication and Change Management	• No Support	• Create a communication and change management plan • Prepare and manage all project communication and change management activities • Prepare for and lead all department outreach sessions, change readiness assessments, change management

		interviews/surveys, etc. • Prepare and lead all vendor outreach sessions and vendor change management
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3. INFRASTRUCTURE / TECHNICAL ENVIRONMENT

The City will be responsible to provide/procure hardware and establish the technical infrastructure for all Non-Production and Production environments, including operating system installation and configuration, database instantiation, and network connectivity and configuration. CGI provided the hardware and software specifications and sizing requirements from the Technical Assessment performed during the Envision Phase. These are summarized in *Exhibit I - Technical Architecture*.

Following the establishment of the technical infrastructure, CGI, with the City's assistance, will perform the following system installations:

- **Install the Software for six Non-Production Environments, one Production Staging Environment and one Production Environment** – CGI will install CGI Advantage Financial, Procurement, Inventory and Vendor Self Service v3.10, CGI infoAdvantage v3.10, and 3rd party software required by CGI Advantage for software development, testing, training, and eventual production operations. The City will provide technical resources to assist with the setup of the environment, database, and ongoing technical support.

CGI will provide the following configuration management services for the non-production, production staging and production environments supporting the FMS 2.0 Project:

- Maintain version control over software to be migrated to each environment
- Build software drops for deployment
- Deploy software releases to six (6) non-production environments, one (1) production staging environment, and one (1) production environment
- Work with the City DBAs to establish and schedule appropriate database backups and ensure successful completion, and in coordination with City staff troubleshoot and resolve problems
- Knowledge transfer to City staff for the installation process, configuration of the applications and application deployment procedures
- Knowledge transfer to City staff for all 3rd Party product installation, support, and issue diagnosis and resolution processes / techniques
- Monitor and manage application environments until Go-Live

Until Go-Live, CGI will be responsible for establishment and control of the software components within the environments and the City will be responsible for the establishment and control of the technical components (i.e., hardware, DB and OS) of the environments. After Go-Live, the City will be fully responsible for the maintenance of the technical environments and configuration management tasks.

3.1 Responsibilities: Infrastructure / Technical Environment

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
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Infrastructure / Technical Environment	• Set up non-production environments #1-6, one production staging environment and one production environment • Install CGI Advantage Financial, Procurement, Inventory, and Vendor Self Service software and associated 3rd party software • Provide version control and configuration management for environments until Go-Live • Provide guidance with installation / configuration of hardware • Provide associated documentation	• Procure and provide hardware • Install Hardware / Establish Infrastructure and Network Connectivity • Participate in the initial setup of the environments • Assist with Installation of the CGI Advantage Financial, Procurement, Inventory, and Vendor Self Service Software and additional environments • Assist with version control and configuration management support for environments • Procure and install version control software
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3.2 Deliverables: Infrastructure / Technical Environments

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-2.1	Technical Environment Support 1 - September 2014
CGI-2.2	Technical Environment Support 2 - October 2014
CGI-2.3	Technical Environment Support 3 - November 2014
CGI-2.4	Technical Environment Support 4 - December 2014
CGI-2.5	Technical Environment Support 5 - January 2015
CGI-2.6	Technical Environment Support 6 - February 2015
CGI-2.7	Technical Environment Support 7 - March 2015
CGI-2.8	Technical Environment Support 8 - April 2015
CGI-2.9	Technical Environment Support 9 - May 2015
CGI-2.10	Technical Environment Support 10 - June 2015
CGI-2.11	Technical Environment Support 11 - July 2015
CGI-2.12	Technical Environment Support 12 - August 2015
CGI-2.13	Technical Environment Support 13 - September 2015
CGI-2.14	Technical Environment Support 14 - October 2015
CGI-2.15	Technical Environment Support 15 - November 2015

CGI-2.16	Technical Environment Support 16 - December 2015
CGI-2.17	Technical Environment Support 17 - January 2016
CGI-2.18	Technical Environment Support 18 - February 2016
CGI-2.19	Technical Environment Support 19 - March 2016
CGI-2.20	Technical Environment Support 20 - April 2016
CGI-2.21	Technical Environment Support 21 - May 2016
CGI-2.22	Technical Environment Support 22 - June 2016
CGI-2.23	Technical Environment Support 23 - July 2016
CGI-2.24	Technical Environment Support 24 - August 2016
CGI-2.25	Technical Environment Support 25 - September 2016
CGI-2.26	Technical Environment Support 26 - October 2016
CGI-2.27	Technical Environment Support 27 - November 2016
CGI-2.28	Technical Environment Support 28 - December 2016
CGI-2.29	Technical Environment Support 29 - January 2017
CGI-2.30	Technical Environment Support 30 - February 2017
CGI-2.31	Technical Environment Support 31 - March 2017
CGI-2.32	Technical Environment Support 32 - April 2017
CGI-2.33	Technical Environment Support 33 - May 2017
CGI-2.34	Technical Environment Support 34 - June 2017

City Deliverables:

Deliverable #	Deliverable Name
City-1.1	Provide/Procure Servers - Non-production Environments #1-6
City-1.2	Establish Infrastructure - Non-production Environments #1-6
City-1.3	Provide/Procure Servers – Production Staging
City-1.4	Establish Infrastructure – Production Staging
City-1.5	Provide/Procure Servers - Production
City-1.6	Establish Infrastructure - Production

4. FMS UPGRADE

4.1 BUILD PHASE

The objective of the Build Phase for the FMS Upgrade is to analyze all impacts of upgrading from v3.8 to v3.10, update and test any impacted components, and implement any new functionality available in v3.10 that the City is prepared to implement.

4.1.1 FMS Upgrade – Project Team Training

The Project Team Training for the FMS Upgrade begins by reviewing the CGI Advantage 3.10 Release Notes with the City project team and conducting CGI Advantage Financial 3.10 Familiarization Training. The objective of the Project Team Training is to gain a common understanding of the latest improvements in the CGI Advantage product and identify required software and table setup changes and new functionality the City may consider implementing as part of the FMS Financial 3.10 upgrade. The City and CGI will assess the level of effort to implement the new functionality and determine whether to implement as part of the FMS Financial 3.10 Upgrade subproject, which may require additional City and CGI support.

4.1.1.1 Responsibilities: FMS Upgrade – Project Team Training

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade - Project Team Training	• Set-up Training Environment for product and technical training • Provide baseline Training Material • Deliver Training on CGI Advantage Financial v3.10	• Provide training facilities/scheduling logistics • Read CGI Advantage Financial 3.10 Release Notes • Attend training classes

4.1.1.2 Deliverables: FMS Upgrade – Project Team Training

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-3.1	FMS Upgrade – Project Team Training

City Deliverables:

Deliverable #	Deliverable Name
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City-2.1	Identify the new 3.10 functionality the City wants to implement as part of FMS Upgrade
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4.1.2 Upgrade Analysis

The Upgrade Analysis component for the FMS Upgrade encompasses the analysis of the FMS Financial software components that must be updated for the upgrade to CGI Advantage 3.10. The analysis will be completed for the following software components and tasks:

- Identify Required Updates to Interfaces
- Identify Required Updates to Reports
- Identify Required Updates to Universes
- Identify Required Updates to Adobe Forms
- Identify Required Updates to Nightly Cycle

Using the baseline database upgrade scripts as a reference, CGI will identify the software components that must be updated to support the FMS Financial software upgrade to CGI Advantage 3.10. CGI will provide to the City the list of the FMS Interfaces, Reports, Universes, Adobe Forms, and Nightly Cycle software components that require updates.

Additionally, CGI will perform the following functional related tasks based on the results of the FMS Upgrade Project Team Training:

- Identify Required Updates to Existing Configuration Tables Based on Current Use of FMS Functionality and New Available Functionality

4.1.2.1 Responsibilities: Upgrade Analysis

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Upgrade Analysis	• Identify Required Updates to Interfaces • Identify Required Updates to Reports • Identify Required Updates to Universes • Identify Required Updates to Adobe Forms • Identify Required Updates to Nightly Cycle	• Provide updated documentation for interfaces, reports, universes, adobe forms, and nightly cycle • Assist in analysis

	Identify Required Updates to Existing Configuration Tables Based on Current Use of FMS Functionality and New Available Functionality	
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4.1.2.2 Deliverables: Upgrade Analysis

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-4.1	Upgrade Analysis Document

City Deliverables:

No deliverables, however, the City will actively participate in the Upgrade Analysis by providing updated documentation for and assisting in analysis of interfaces, reports, universes, adobe forms, and nightly cycle.

4.1.3 Code Merge

The Code Merge involves merging the City's specific FMS customizations with the newer version of the CGI Advantage baseline software and testing for defects.

CGI will perform the following tasks:

- Provide data scrubbing scripts
- Merge existing FMS customizations on CGI Advantage version 3.8 with the CGI Advantage 3.10 baseline code
- Conduct shakedown testing
- Walkthrough shakedown testing results to City
- Package codebase and deliver
- Install codebase into non-prod test environments

The City will then be responsible for the following:

- Review data scrubbing scripts, revise based on business/privacy rules, execute, load data, and ship to CGI
- Provide an updated production data copy and current copy of production code (source and runtime)
- Provide testing scenarios and expected results
- Review and approve shakedown testing results

4.1.3.1 Responsibilities: Code Merge

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Code Merge	• Provide data scrubbing scripts • Merge City Advantage 3.8 existing customizations with 3.10 baseline code • Conduct shakedown testing • Walkthrough shakedown testing results to City • Package codebase and deliver • Install codebase into non-prod test environments	• The City will provide an updated production data copy and current copy of production code (source and runtime) • Review data scrubbing scripts, revise based on business/privacy rules, execute, load data, and ship to CGI • Provide testing scenarios and expected results • Review and approve shakedown testing results.

4.1.3.2 Deliverables: Code Merge

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-5.1	Code Merge

City Deliverables:

No deliverables.

4.1.4 FMS Upgrade – Software Configuration Updates

As part of the Build phase, the City will identify the new 3.10 functionality the City wants to implement as part of FMS Upgrade. Once that decision is made, the City and CGI will configure the FMS software to support the new functionality.

The City will take the lead with CGI support to configure the application based on the Upgrade Analysis Document. The City will actively participate and make decisions on data setup.

4.1.4.1 Responsibilities: FMS Upgrade – Software Configuration Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Software Configuration	• Provide guidance to City to apply reference data configurations	• Actively participate and make decisions on reference data setup • Configure Application based on the Upgrade Analysis • Set-up reference tables required for new functionality the City decides to implement • Document Software Configuration decisions

4.1.4.2 Deliverables: FMS Upgrade – Software Configuration Updates

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-6.1	FMS Upgrade – Software Configuration Updates Support - Part 1
CGI-6.2	FMS Upgrade – Software Configuration Updates Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-3.1	Update and Test FMS Upgrade – Software Configuration Updates

4.1.5 FMS Upgrade – Software Updates – Interfaces

The Upgrade Analysis Document will identify the inbound and outbound FMS interfaces that are impacted as part of the upgrade.

It is the City's responsibility to update and test all inbound and outbound interfaces that are impacted to ensure they are functioning as designed in FMS. CGI will support the City in this effort.

4.1.5.1 Responsibilities: FMS Upgrade – Software Updates - Interfaces

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Software Updates – Interfaces	- Clarification on the required updates to Interface Software - Provide development, test, and issue resolution support for updated interfaces - Technical support on the usage of the standard CGI toolsets	Plan, design, development, testing, and issue resolution for all interfaces

4.1.5.2 Deliverables: FMS Upgrade – Software Updates – Interfaces

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-7.1	FMS Upgrade – Interface Software Updates Support - Part 1
CGI-7.2	FMS Upgrade – Interface Software Updates Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-4.1	Develop a FMS Interface Update/Test Plan
City-4.2	Update and Test FMS Inbound and Outbound Interfaces

4.1.6 FMS Upgrade – Software Updates – Reports

The Upgrade Analysis Document will identify the reports and universes that are impacted by the upgrade.

It is the City's responsibility to update and test all reports and universes that are impacted to ensure they are functioning as designed in FMS. CGI will support the City in this effort.

4.1.6.1 Responsibilities: FMS Upgrade – Software Updates – Reports

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade –	Clarification on the required	Plan, design, development,

Software Updates – Reports	updates to Reports Software • Provide development, test, and issue resolution support for updated Reports and Universes • Technical support on the usage of the standard CGI toolsets	testing, and issue resolution for all reports and universes
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4.1.6.2 Deliverables: FMS Upgrade – Software Updates – Reports

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-8.1	FMS Upgrade – Reports Software Updates Support - Part 1
CGI-8.2	FMS Upgrade – Reports Software Updates Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-5.1	Develop a FMS Reports and Universes Update/Test Plan
City-5.2	Update and Test FMS Universes
City-5.3	Update and Test FMS Reports

4.1.7 FMS Upgrade – Software Updates – Forms

As part of the FMS Upgrade, the City will migrate off of Adobe Central Pro to Adobe LiveCycle. CGI will support the City in this effort. CGI will assist with developing the new forms in Adobe LiveCycle and the City will be responsible for testing all forms.

4.1.7.1 Responsibilities: FMS Upgrade – Software Updates – Forms

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Software Updates – Forms	• Installation of Adobe LiveCycle server • Conversion of Adobe Central Pro Forms to Adobe LiveCycle forms • Clarification on the required updates to Forms Software	• Plan, testing, and issue resolution for all adobe forms

	• Provide test support for updated Forms • Technical support on the usage of the standard CGI toolsets	
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4.1.7.2 Deliverables: FMS Upgrade – Software Updates – Forms

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-9.1	FMS Upgrade – Forms Software Updates Support

City Deliverables:

Deliverable #	Deliverable Name
City-6.1	Develop a FMS Forms Test Plan
City-6.2	Test FMS Forms

4.1.8 FMS Upgrade – Software Updates – Database Conversion

CGI shall be primarily responsible for updating and testing the database upgrade scripts to support the conversion of the FMS Advantage Financial databases and FMS Financial Data Warehouse databases from version 3.8 to version 3.10.

4.1.8.1 Responsibilities: FMS Upgrade – Software Updates – Database Conversion

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Software Updates – Database Conversion	• Develop and test consolidated data upgrade scripts (3.8 to 3.10) for application database and datawarehouse • Document Results and Identify Incidents • Resolve Incidents and Re-Test	• Verify and approve the results • Execute and test any manual data conversion updates required as part of the upgrade

4.1.8.2 Deliverables: FMS Upgrade – Software Updates – Database Conversion

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-10.1	FMS Upgrade – Updated and Tested Application Database Upgrade Scripts
CGI-10.2	FMS Upgrade – Updated and Tested DW Database Upgrade Scripts

City Deliverables:

No deliverables.

4.1.9 FMS Upgrade – Software Updates – Nightly Cycle

The Upgrade Analysis Document will identify the nightly cycle components (batch jobs, shell scripts, etc.) that are impacted by the upgrade.

It is the City's responsibility to update and test all nightly cycle components impacted to ensure they are functioning as designed in FMS. CGI will support the City in this effort.

4.1.9.1 Responsibilities: FMS Upgrade – Software Updates – Nightly Cycle

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Software Updates – Nightly Cycle	• Clarification on the required updates to Nightly Cycle • Support the creation of Advantage job parameter files and automation scripts • Review and provided feedback on Control-M setup • Technical support on the usage of the standard CGI toolsets	• Plan, design, development, testing, and issue resolution for all nightly cycle scripts/Control-M • Develop new NC schedules

4.1.9.2 FMS Upgrade – Software Updates – Nightly Cycle Deliverables

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-11.1	FMS Upgrade – Update and Test Nightly Cycle – Support - Part 1
CGI-11.2	FMS Upgrade – Update and Test Nightly Cycle – Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-7.1	Develop a FMS Nightly Cycle Update/Test Plan
City-7.2	Update and Test FMS Nightly Cycle

4.1.10 FMS Upgrade – Security and Workflow Updates

The City will be responsible for all Security and Workflow updates as a result of the upgrade. This includes planning, implementing, and testing any security and workflow updates.

4.1.10.1 Responsibilities: FMS Upgrade – Security and Workflow Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Security and Workflow Updates	No Support	Plan, design, development, testing, and issue resolution for all security and workflow updates

4.1.10.2 Deliverables: FMS Upgrade – Security and Workflow Updates

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No Support.

City Deliverables:

Deliverable #	Deliverable Name
City-8.1	Develop a FMS Security and Workflow Update/Test Plan
City-8.2	Update and Test FMS Security and Workflow

4.1.11 FMS Upgrade – Centralized Repository Updates

The City will be responsible for all updates to the Centralized Repository as a result of the upgrade. This includes planning, implementing, and testing all Centralized Repository updates.

4.1.11.1 Responsibilities: FMS Upgrade – Centralized Repository Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Centralized Repository Updates	No Support	Plan, design, development, testing, and issue resolution for all Centralized Repository updates

4.1.11.2 Deliverables: FMS Upgrade – Centralized Repository Updates

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No Support

City Deliverables:

Deliverable #	Deliverable Name
City-9.1	Develop a FMS Centralized Repository Update/Test Plan
City-9.2	Update and Test FMS Centralized Repository

4.1.12 FMS Upgrade – Integrated System Test (IST)

Integrated System Test (IST) activities focus on end-to-end testing of all system components. These tests are dependent on other project areas, and in particular for the FMS Upgrade, will be driven by updated FMS components as well as ensuring that current FMS processes are not.

IST verifies that the various system sub-components communicate effectively within the integrated system. It also tests the new operations software and cross-system functions in preparation for the User Acceptance Test. The City and CGI project team completes this testing together by using planned test cases and a test database.

The results of tests, both successful and unsuccessful, are recorded and reviewed. Errors discovered during testing are corrected and retested until the programs operate correctly. In addition, procedures are setup for tracking, reporting, and correcting system problems (“incidents”) identified during testing. The Integrated System Test Plan describes the support structure for issue tracking and resolution.

As IST progresses, incidents are reported and tracked, and the software is modified as required. The migration of programs from the test to the development environments and back is monitored so bugs can be corrected. Program fixes are recorded and tracked.

The outcome of this testing is an integrated system which meets design specifications and functional criteria. The testing effort includes the software modifications, interfaces, external systems (as applicable), conversion processes, reports, forms, CGI Advantage software and the documented results of the testing efforts.

4.1.12.1 Responsibilities: FMS Upgrade – Integrated System Test (IST)

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Integrated System Test (IST)	- Define entrance and exit criteria - Develop plan and test scripts - Setup data - Execute Test Scripts - Document Results and Identify Incidents - Resolve Incidents for software developed by CGI and Re-Test software resolutions provided by CGI and City	- Assist with Execution of Test Scripts and Processes - Assist with analysis of test results - Provide input/decisions on incident resolution - Review and approve final test scripts and results - Resolve incidents for software developed by City

4.1.12.2 Deliverables: FMS Upgrade – Integrated System Test (IST)

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-12.1	FMS Upgrade – Integrated System Test – Plan
CGI-12.2	FMS Upgrade – Integrated System Test - Test Scripts
CGI-12.3	FMS Upgrade – Integrated System Test - Test Execution and Results

City Deliverables:

No deliverables.

4.1.13 FMS Upgrade – User Acceptance Test (UAT)

The primary objective of the User Acceptance Test (UAT) for the FMS Upgrade is to verify that the current and new FMS functionality meets the City's business processes. While CGI will assist in this effort, UAT is primarily the responsibility of the City. The City will define the entrance and exit criteria for the user acceptance test. CGI will participate in setting up the UAT environment and data conversion activities needed to conduct the acceptance testing and issue resolution.

The entrance and exit criteria for user acceptance test provide the basis for test development, system verification and user acceptance test sign-off. The User Acceptance Test Plan will include schedules, resources, and test conditions for the UAT. Once the identified test scripts have been developed, data for the test is gathered and prepared, and then the tests are executed. Once UAT is executed and the acceptance criteria are met, the City Project Manager provides formal notice of acceptance.

Successful and unsuccessful test results are recorded and reviewed. Incidents uncovered during testing are evaluated according to priority and classification, and scheduled for resolution. The incidents are evaluated to determine if they must be resolved before testing can proceed, before implementation, or after the system is in production.

Only incidents identified during the acceptance test constituting material deviations from the system design will be corrected. Documented incidents representing a change in scope will be addressed in accordance with the agreed upon change control procedures.

4.1.13.1 Responsibilities: FMS Upgrade – User Acceptance Test (UAT)

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – User Acceptance Test (UAT)	• Provide Support for User testing • Resolve Test Incidents for CGI developed software • Provide support to resolve incident for City developed software	• Define entrance and exit criteria • Develop plan and test scripts • Setup data • Execute Test Scripts • Document Results and Identify Incidents • Log incidents in pre-defined format as directed by CGI • Resolve Incidents and Re-Test for City developed software and Re-Test software resolutions provided by CGI and City

4.1.13.2 Deliverables: FMS Upgrade – User Acceptance Test (UAT)

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-13.1	FMS Upgrade – User Acceptance Test – Support

City Deliverables:

Deliverable #	Deliverable Name
City-10.1	FMS Upgrade – User Acceptance Test – Plan
City-10.2	FMS Upgrade – User Acceptance Test – Test Scripts
City-10.3	FMS Upgrade – User Acceptance Test – Test Execution and Results

4.1.14 FMS Upgrade – Performance Test

The Performance Test measures real world, end-to-end business process completion times; set performance tests for a given operating environment (hardware, software and network configuration), and approximate changes in performance given changes to workload or operating environment. CGI accomplishes these goals through a combination of Load Testing, Stress Testing, and Performance Testing. While these tests are similar and often interchanged, the way the tests are run and the end goals are subtly different. During each test, response times and system resources such as application and database server CPU utilization, memory consumption, throughput, and response times are monitored and recorded to paint a multi-dimensional picture of system performance.

Performance test is executed when the system has been sufficiently stabilized so incidents will not prevent test execution. The performance test is executed for key system components for which throughput are critical. The results of performance tests are recorded and compared to the predicted performance measures.

The objective of performance test is to verify the system performance with the established performance criteria. Other objectives of the performance test are to highlight areas in which performance improvements can be realized, such as at the application level, database level, operating system level, or at the network level, and to lay groundwork for monitoring and tuning performance during production.

If the system requires further refinement and development to meet the performance criteria, steps taken to improve performance are documented. Based on the new system environment, CGI will prepare a set of recommendations for monitoring and tuning the system. System and performance problems identified during testing are tracked, reported, and corrected under the same procedures used for IST. Performance improvements that must be achieved to support the City's requirements for Go-Live will be completed and documented as part of the Performance Test Results.

4.1.14.1 Responsibilities: FMS Upgrade – Performance Test

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Performance Test	• Define entrance and exit criteria • Develop plan and test scripts • Setup data • Execute Test Scripts • Document Results and Identify Incidents • Resolve Incidents and Re-Test	• Setup Test Environment • Assist with Execution of Test Scripts and Processes • Assist with analysis of test results • Review and approve final scripts and test results

4.1.14.2 Deliverables: FMS Upgrade – Performance Test

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-14.1	FMS Upgrade – Performance Test – Plan
CGI-14.2	FMS Upgrade – Performance Test – Test Scripts
CGI-14.3	FMS Upgrade – Performance Test – Test Execution and Results

City Deliverables:

No deliverables.

4.1.15 FMS Upgrade – End User Training Updates

The End User Training Updates tasks for the FMS Upgrade includes updating existing FMS training manuals based on new functionality or user interface changes introduced with the upgrade. The City will own all related tasks with no CGI support. The City will determine the level of training that they want to conduct for their end users.

4.1.15.1 Responsibilities: FMS Upgrade – End User Training Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI	City Responsibilities
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	Responsibilities	
FMS Upgrade – End User Training Updates	No Support	- Update training plan and training materials - Coordinate/plan logistics for all City training attendees - Conduct FMS Upgrade End User Training

4.1.15.2 Deliverables: FMS Upgrade – End User Training Updates

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No deliverables.

City Deliverables:

Deliverable #	Deliverable Name
City-11.1	Updated FMS Training Plan
City-11.2	Updated FMS Training Materials
City-11.3	Conduct FMS End User Training

4.1.16 FMS Upgrade – Policy and Procedures Updates

The City will own all Policy and Procedures Updates tasks for the FMS Upgrade. This includes updating existing FMS policy and procedure documents based on new functionality or user interface changes introduced with the upgrade.

4.1.16.1 Responsibilities: FMS Upgrade – Policy and Procedures Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Policy and Procedures Updates	No Support	- Update FMS Policy and Procedures - Test Policy and Procedures to ensure applicability in upgraded environments

4.1.16.2 Deliverables: FMS Upgrade – Policy and Procedures Updates

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No deliverables.

City Deliverables:

Deliverable #	Deliverable Name
City-12.1	Updated FMS Policy and Procedures
City-12.2	Updated Nightly Cycle Master Schedule Documentation

4.1.17 FMS Upgrade – Help Desk Updates

The City will lead all Help Desk Updates task for the FMS Upgrade. This includes identifying, updating, and testing all FMS operations and help desk documentation that requires updates based on new functionality or changes as a result of the upgrade.

4.1.17.1 Responsibilities: FMS Upgrade – Help Desk Updates

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Help Desk Updates	No Support	- Identify FMS Operations and Help Desk Documentation that requires updates - Update and Test FMS Operations and Help Desk Documentation

4.1.17.2 Deliverables: FMS Upgrade – Help Desk Updates

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No deliverables.

City Deliverables:

Deliverable #	Deliverable Name
City-13.1	Update and Test FMS Operations and Help Desk Documentation

4.1.18 FMS Upgrade – Readiness Assessment

To assist the City in its efforts to prepare for the FMS Upgrade, CGI will develop an Operational/Technical Readiness Checklist to gauge the readiness of the City's support team. The City will lead the assessment with CGI support.

- **Operational/Technical Readiness Checklist.** CGI will develop an operational/technical readiness checklist and will support efforts by the City to assess whether City operational staff is ready to operate the system, and whether the operational processes and post-implementation support structure are defined and appropriately staffed. An important milestone in assessing operational readiness is whether all critical software issues have been resolved and whether there are outstanding issues related to operations and maintenance. The checklist will include readiness checkpoints for monitoring preparations, system back-up and recovery procedures, technical infrastructure, connectivity and workstation checks, interfaces, reports and queries.

The City will be fully responsible for the Implementation/End-User Readiness Checklist and Assessment.

- **Implementation/End-User Readiness Checklist.** CGI will also develop an Implementation/End-User Readiness Checklist and again support efforts by the City to assess its implementation readiness and to identify mitigation strategies to address areas where readiness may be at risk. The Implementation/End-User Readiness Checklist will assess the readiness of City staff to perform their job using CGI Advantage and will identify whether follow-up training and/or further clarifications of updated procedures are required. The checklist will include readiness checkpoints for published updated policies and procedures and City Help Desk infrastructure, and will identify whether additional communication about the implementation of updated procedures is required.

Prior to going live, City and CGI must discuss any areas of concern raised by both users and management staff and identify and implement the strategies for addressing these concerns.

4.1.18.1 Responsibilities: FMS Upgrade – Readiness Assessment

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Readiness Assessment	• Develop FMS Upgrade Operational/Technical Readiness Checklist • Support FMS Upgrade Operational/Technical Readiness Assessment	• Conduct FMS Upgrade Operational/Technical Readiness Assessment • Develop FMS Upgrade Implementation/End User Readiness Checklist • Conduct FMS Upgrade Implementation/End User Readiness Assessment

4.1.18.2 Deliverables: FMS Upgrade – Readiness Assessment

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-15.1	FMS Upgrade Operational/Technical Readiness Checklist
CGI-15.2	FMS Upgrade Operational/Technical Readiness Assessment – Support

City Deliverables:

Deliverable #	Deliverable Name
City-14.1	FMS Upgrade Operational/Technical Readiness Assessment
City-15.1	FMS Upgrade Implementation/End User Readiness Checklist
City-15.2	FMS Upgrade Conduct FMS Implementation/End User Readiness Assessment

4.2 ACHIEVE PHASE

The primary objective of the Achieve Phase for the FMS Upgrade is to integrate the components updated in the Build Phase into the rest of the organization's ongoing business. The Achieve Phase encompasses production cutover preparation and system implementation activities required to enable the City to begin production operations.

4.2.1 FMS Upgrade – Production Cutover

The Production Cutover Script lays out detailed steps for making the updated system operational. It specifies how the system cutover will be accomplished, lists tasks to be completed, and identifies roles and responsibilities and contingencies/fallback strategies. Because the City operations team primarily responsible for the cutover must buy into the plan, CGI recommends key members of the City's team be actively involved in the preparation and approval of the plan. The City will assist CGI in the development of the Production Cutover Script.

4.2.1.1 Responsibilities: FMS Upgrade – Production Cutover

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Production Cutover	• Develop Cutover Plan/Script • Conduct Production Cutover Rehearsal	• Assist in development of Cutover Plan/Script • Provide support/participate in production cutover rehearsal

	• Perform Production Cutover	• Jointly perform Production Cutover • Provide data conversion verification and updates • Oversee hand-off of operations to City
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4.2.1.2 Deliverables: FMS Upgrade – Production Cutover

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-16.1	FMS Upgrade – Production Cutover

City Deliverables:

No deliverables.

4.3 POST IMPLEMENTATION PHASE

The objective of the Post Implementation Phase is to provide support by CGI for the upgraded FMS system.

4.3.1 FMS Upgrade – Post Implementation Support

CGI shall provide three (3) months of on-site functional support and three (3) months of on-site technical support. Post implementation support includes system monitoring, issue resolution and knowledge transfer.

4.3.1.1 Staffing: FMS Upgrade – Post Implementation Support

CGI shall provide three (3) months of on-site functional post-implementation support and three (3) months of on-site technical post-implementation support.

The numbers of full time equivalent staff that will provide the on-site post implementation support are identified below:

July 2016	August 2016	September 2016
1 Technical 1 Functional	1 Technical 1 Functional	1 Technical 1 Functional

4.3.1.2 Responsibilities: FMS Upgrade – Post Implementation Support

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
FMS Upgrade – Post Implementation Support	• Monitor Production Operations • Resolve Issues or Incidents • Knowledge Transfer	• Monitor Production Operations • Resolve Issues or Incidents

4.3.1.3 Deliverables: FMS Upgrade – Post Implementation Support

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-17.1	FMS Upgrade – Post Implementation Support – Month 1
CGI-17.2	FMS Upgrade – Post Implementation Support – Month 2
CGI-17.3	FMS Upgrade – Post Implementation Support – Month 3

City Deliverables:

No deliverables, however, the City will be fully responsible for production operations.

5. SMS REPLACEMENT

The SMS Replacement sub-project includes replacing existing SMS functionality as well as adding new procurement functionality. This sub-project includes the following functional area tracks:

- Procurement – Commodities
- Inventory
- Procurement – Service Contracts
- Vendor Self Service

5.1 BUILD PHASE

The objective of the Build Phase is to design, configure, integrate, create, and test the solution and transition components. At the end of the Build Phase, the City will be ready to migrate to and operate the new system, business processes, and work settings.

The Build Phase includes the following major work categories:

- Project Team Training
- Software Configuration
- Software Modifications
- Interfaces / Integration
- Department / External System Interfaces
- Data Conversion
- Data Cleansing
- Reports
- Forms
- Security and Workflow
- Nightly Cycle
- Integrated System Testing (IST)
- User Acceptance Testing (UAT)
- Performance Testing
- End-User Training
- Policies and Procedures
- Help Desk
- Readiness Assessment

5.1.1 Project Team Training

CGI will provide project team training for the City SMEs actively involved in the Build phase of the project. The project team training will be broken into two parts:

- **Product Training** – Training on CGI Advantage v3.10 for product setup and maintenance for Security and Workflow.
- **Technical Training** – Training on infoAdvantage v3.10 for reports development and maintenance as well as training on Adobe forms for forms development and maintenance.

CGI will work with the City to schedule the appropriate City staff and timing of training sessions. Project Team Training will familiarize key City team members with baseline functionality.

5.1.1.1 Product Training

The Product Training will focus on core concepts of the CGI Advantage system functionality to facilitate an understanding of key business processes and scenarios.

CGI will provide the baseline CGI Advantage training materials and conduct instructor led training. Up to fifteen (15) City SMEs will attend and be granted access to the materials and environment in order to complete the course.

CGI will provide product training for the following areas:

- Security Configuration
- Workflow Configuration and Processes

CGI Advantage product training is a prerequisite for City staff participating in the Security and Workflow activities.

Exhibit 2 provides descriptions for the Product Training.

Exhibit 2 – Product Training: Course Descriptions

Course Name	Description
Security Configuration	Configuration course for the project team and security administrator. Focuses on the Security Model and its interrelated components, user setup and maintenance, and on security control features and mechanisms. Instructor Facilitated with hands-on practice in a live baseline-training environment.
Workflow Configuration and Processes	Configuration course for the project team. Focus on Approval Workflow Process; Roles and Approvers; Approval Conditions, Comments and e-mail Setup; Approval Setup and Controls; Workflow Management, Tracking and Special Actions. Instructor Facilitated with hands-on practice in a live baseline training environment.

5.1.1.2 Technical Training

The focus of Technical Training will be to prepare the City to develop and maintain Adobe Forms and infoAdvantage reports.

CGI will work with the City to develop the training curriculum and final training schedule. CGI will provide onsite training using baseline materials for up to fifteen (15) City attendees.

CGI will provide technical training for the following areas:

- Forms Administration – Adobe
- infoAdvantage – Overview and Report Methodology
- infoAdvantage – Web Intelligence
- infoAdvantage – Kernel Universes
- infoAdvantage - Budgeting Universe
- infoAdvantage - General Accounting
- infoAdvantage - Document Catalog and Chaining
- infoAdvantage - Accounts Payable Universe
- infoAdvantage – Procurement Universe
- infoAdvantage – Inventory Universe

Technical Training is a prerequisite for City staff participating in building City Developed Reports and City Developed Forms.

Exhibit 3 provides descriptions for the Technical Training.

Exhibit 3 – Technical Training: Course Descriptions

Course Name	Description
Forms Administration – Adobe	Technical practicum focuses on helping participants understand and use Adobe tools to customize or develop and deploy forms. Topics include Adobe Output Designer Overview; Customize a Form; Create a New Form; Adobe Server Overview; Output Parameters Setup (existing forms) and Output Devices. This is an Instructor Facilitated session with hands-on exercises.
infoAdvantage Overview and Report Methodology	Introduction to infoAdvantage and using it to build new reports and view existing reports. Focus of this session is on an introduction to the Data Layer, the Presentation Layer, the functionality of the delivered universes, and good report design methodology with infoAdvantage. Users will be introduced to the recommended design templates and the details that must be known to create standard reports. This is an Instructor Facilitated session with hands-on exercises.
infoAdvantage– Web Intelligence	Introduction to infoAdvantage and using it to build new and view existing reports. Focuses on Navigation, Review Viewing, and Report Creation. Advanced topics within this class focuses on creating complex Reports, Report formatting, Report Calculations. This is an Instructor Facilitated session with hands-on exercises.

Course Name	Description
infoAdvantage – Kernel Universes	Intermediate-level workshop designed to focus on classes and dimensions that make up the Kernel Universes in infoAdvantage. Included in this course is a discussion (no hands on) of the Budget vs. Actual Measures, Chart of Accounts, Commodity, Commodity References, Document Catalog, Geographic Location, Accounting Journal, Procurement Reference Info, Time and Vendor Kernel Universes. Required Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage - Budgeting Universe	Intermediate-level workshop designed to focus on business scenarios and report development for the Budget vs. Actual Universe, Budget Execution, and Pending Amounts Universes. Required Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage - General Accounting	Intermediate-level workshop designed to focus on business scenarios and report development for the General Accounting, Accounting Summary, Charge Documents, General Accounting Documents, and Journal Voucher Documents Universes. Required Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage - Document Catalog and Chaining	Intermediate-level workshop designed to focus on business scenarios and report development for the Document Catalog and Document Chaining Universes. Required Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage - Accounts Payable Universe	Intermediate-level workshop designed to focus on business scenarios and report development for the Accounts Payable and PR and Encumbrance Aging Universes. Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage – Procurement Universe	Intermediate-level workshop designed to focus on business scenarios and report development for the Requisition, Solicitation, Awards, Post-Awards, Procurement Card, Procurement Folder, Matching Status and Commodity Journal Universes. Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.
infoAdvantage – Inventory Universe	Intermediate-level workshop designed to focus on business scenarios and report development for the Inventory Universe. Pre-requisites for this course are the infoAdvantage Overview class, infoAdvantage WebI, and Kernel Universe Training.

5.1.1.3 Responsibilities: Project Team Training

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI	City Responsibilities
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	Responsibilities	
Project Team Training	• Set-up Training Environment for product training • Develop Training Materials • Deliver Product Training on CGI Advantage • Deliver Technical Training on CGI Advantage	• Provide training facilities/scheduling logistics • Attend training classes

5.1.1.4 Deliverables: Project Team Training

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-18.1	Product Training
CGI-18.2	Technical Training

City Deliverables:

No deliverables, however, the City will actively attend and complete the Project Team Training.

5.1.2 Software Configuration

One of the primary task areas in the Build Phase is the initial configuration of the CGI Advantage software to support the City's business processes. Configuring the baseline software is a joint effort of the City and CGI project team.

CGI will lead the effort by configuring the CGI Advantage application based on the Fit-Gap Analysis drafted during the Envision phase. The City will actively participate and make decisions on data setup.

The key functional areas involved in Software Configuration are:

- Procurement – Commodities
- Inventory
- Procurement – Service Contracts
- Vendor Self Service

The Software Configuration tasks will run in parallel and will be dependent on some Data Conversion tasks.

5.1.2.1 Responsibilities: Software Configuration

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Software Configuration	• Provide guidance to City to apply reference data configurations, workflow rules, and chart of accounts • Configure Application based on the Fit-Gap Analysis drafted during the Envision phase • Set-up reference tables • Document Software Configuration decisions	• Actively participate and make decisions on reference data setup • Review and approve any reference table setup

5.1.2.2 Deliverables: Software Configuration

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-19.1	Software Configuration - Part 1
CGI-19.2	Software Configuration - Part 2
CGI-19.3	Software Configuration - Part 3

City Deliverables:

No deliverables, however, the City will actively participate in Software Configuration by making decisions on setup and gaining the knowledge transfer to maintain the tables post Go-Live.

5.1.3 Software Modifications

During the Envision phase, the Software Modification Strategy documented the scope of the modifications to be implemented, development assumptions, dependencies, and modification development groupings and schedule. Refer to *Exhibit E: Software Modifications* for additional details on the scope of software modifications included in the FMS 2.0 Project.

The CGI Advantage software modifications will be developed with software development tools included in the CGI Advantage product offering. CGI will also create procedures for applying the software modifications during the subsequent software releases and train City staff in

applying the software modifications. One of the goals of the project is to minimize the custom software modifications so as not to adversely affect the City's ability to take advantage of the periodic software upgrades provided by CGI.

Design, development and system testing of the software modifications are the responsibility of the CGI system development and functional teams. Specific test cases and key criteria for test success are developed for each modification as part of the system design. This activity includes migrating the software, organizing the test process, conducting the test, monitoring the testing activity, reporting system errors, fixing and retesting system problems, and reviewing the final results of the test with the City.

5.1.3.1 Responsibilities: Software Modifications

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Software Modifications	• Prepare Concept Papers • Prepare Software Modification Designs • Develop and Test Customized Software • Resolve Incidents and Re-Test	• Define business and technical requirements for software modifications • Actively participate in design sessions and reviews • Provide test cases • Review and approve concept paper, software design and test results

5.1.3.2 Deliverables: Software Modifications

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-20.1	Software Modifications - Concept Papers - Group 1
CGI-20.2	Software Modifications - Concept Papers - Group 2
CGI-20.3	Software Modifications - Concept Papers - Group 3
CGI-20.4	Software Modifications - Concept Papers - Group 4
CGI-20.5	Software Modifications - Functional Designs - Group 1
CGI-20.6	Software Modifications - Functional Designs - Group 2
CGI-20.7	Software Modifications - Functional Designs - Group 3
CGI-20.8	Software Modifications - Functional Designs - Group 4

CGI-20.9	Software Modifications - Development and System Test Results - Group 1
CGI-20.10	Software Modifications - Development and System Test Results - Group 2
CGI-20.11	Software Modifications - Development and System Test Results - Group 3
CGI-20.12	Software Modifications - Development and System Test Results - Group 4

City Deliverables:

No deliverables.

5.1.4 Interfaces / Integration

The Interface / Integration Strategy developed during the Envision Phase will be executed during the Build Phase; system interfaces will be designed, developed and tested. The interface design and development tasks will be a joint effort between the City and CGI.

CGI will be responsible for the following tasks:

- Develop detailed designs for each interface
- Develop interface software
- Test the interfaces and document the results

The Interface / Integration tasks will be broken into Inbound and Outbound groups. Refer to *Exhibit F: Interfaces* for additional details on the scope of interfaces included in the FMS 2.0 Project.

5.1.4.1 Responsibilities: Interfaces / Integration

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Interfaces / Integration	• Design, develop, and system test interfaces / integration based on the Interface / Integration Strategy drafted during the Envision phase • Document Results and Identify Incidents • Resolve Incidents and Re-Test	• Provide business requirements for interfaces / integration • Participate in Interface/Integration Design and Development • Provide Input of Interfaces / Integration System Test Cases • Review and Approve Design and Test Results

5.1.4.2 Deliverables: Interfaces / Integration

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-21.1	Inbound Interfaces – Designs
CGI-21.2	Inbound Interfaces – Development and System Test Results
CGI-21.3	Outbound Interfaces – Designs - Group 1
CGI-21.4	Outbound Interfaces – Designs - Group 2
CGI-21.5	Outbound Interfaces – Designs - Group 3
CGI-21.6	Outbound Interfaces – Development and System Test Results - Group 1
CGI-21.7	Outbound Interfaces – Development and System Test Results - Group 2
CGI-21.8	Outbound Interfaces – Development and System Test Results - Group 3

City Deliverables:

No deliverables, however, the City will actively participate in the Interface/Integration decision making process during the design creation as well as review system test results. The City will also participate in knowledge transfer in order to maintain the interfaces post Go-Live.

5.1.5 Department / External System Interfaces

As part of the implementation, the external interfacing systems may need to be updated in order to send the appropriate inbound and outbound data to the FMS 2.0 system. The City will lead this effort with CGI support.

The City project team will prepare for and conduct department outreach sessions to communicate the interfacing standards, designs, and timeframes for development and testing. The City departments will be responsible for mapping their system fields to the FMS 2.0 interface designs, creating any designs for updates required to their external systems, developing the interfaces in accordance with the FMS 2.0 standards, and providing various rounds of inbound and outbound test data.

Refer to *Exhibit F: Interfaces* for additional details on the external systems that will be interfacing as part of the FMS 2.0 Project.

5.1.5.1 Responsibilities: Department / External System Interfaces

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
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Department / External System Interfaces	• Provide product guidance on designs, testing, and issue resolution	• City owns design, development, and testing of any changes to department systems needed to extract necessary information in order to provide the necessary CGI Advantage functionality • City is responsible for preparing for and conducting department outreach meetings and coordinating all testing activities
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5.1.5.2 Deliverables: Department / External System Interfaces

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-22.1	Department / External System Interface Development – Support - Part 1
CGI-22.2	Department / External System Interface Development – Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-16.1	Department / External System Interface Development – Inbound Interfaces – Designs
City-16.2	Department / External System Interface Development – Inbound Interfaces – Development and Unit Testing
City-16.3	Department / External System Interface Development – Inbound Interfaces – System Testing
City-16.4	Department / External System Interface Development – Outbound Interfaces – Designs
City-16.5	Department / External System Interface Development – Outbound Interfaces – Development and Unit Testing
City-16.6	Department / External System Interface Development – Outbound Interfaces – System Testing

5.1.6 Data Conversion

The Conversion Strategy created in the Envision Phase will be executed as part of the Build Phase. The Conversion Strategy identifies the data sources, targets and data volumes, assesses the quality of existing data to be converted and documents the process to convert the data to CGI Advantage. The City's familiarity with the current SMS data sources and their structures will be required in assessing and cleansing the source data in preparation for the conversion effort.

As part of this process, CGI will be responsible for the following tasks:

- Develop detailed data conversion designs
- Develop data conversion software
- Test the conversion software and document the results

As it is not best practice to convert all legacy system data, the City may have requirements to report off or access historical legacy data. The City will be fully responsible to develop a strategy for historical access to the legacy data.

Refer to *Exhibit G: Conversions* for details on the scope of data conversion included in the FMS 2.0 Project.

5.1.6.1 Responsibilities: Data Conversion

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Data Conversion	• Design, develop, and system test the CGI responsible data conversion software based on the Data Conversion Strategy drafted during the Envision phase • Resolve Incidents and Re-Test	• Assist with Conversion Design • Review and Approve Design and Test Results • Provide data for conversion per the formats requested by CGI • Develop a strategy for accessing historical legacy data from the legacy system

5.1.6.2 Deliverables: Data Conversion

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-23.1	Data Conversion – Designs - Group 1
CGI-23.2	Data Conversion – Designs - Group 2
CGI-23.3	Data Conversion – Designs - Group 3
CGI-23.4	Data Conversion – Designs - Group 4
CGI-23.5	Data Conversion – Designs - Group 5
CGI-23.6	Data Conversion – Development and System Test Results - Group 1

CGI-23.7	Data Conversion – Development and System Test Results - Group 2
CGI-23.8	Data Conversion – Development and System Test Results - Group 3
CGI-23.9	Data Conversion – Development and System Test Results - Group 4
CGI-23.10	Data Conversion – Development and System Test Results - Group 5

City Deliverables:

Deliverable #	Deliverable Name
City-16.7	Develop a Strategy for Accessing Historical Legacy Data
City-16.8	Develop and Test Solution for Accessing Historical Legacy Data

5.1.7 Data Cleansing / Data Extract

Data Preparation and Conversion are critical to the successful implementation of CGI Advantage. The frequency and severity of incidents during early production can be greatly reduced by assigning a high priority to conversion and data quality improvement activities throughout the project. CGI's data cleansing methodology emphasizes the importance of data preparation - which includes both data quality assessment and data cleanup, as a separate but integrated step in CGI's approach to data conversion. Clean, useful, and accurate data translates directly to a smoother transition to CGI Advantage.

The City is responsible for extracting data out of SMS in the formats requested by CGI. The City will need to plan, design, develop and test data conversion extract software. The City will also be responsible for identifying data cleansing issues and taking corrective actions to cleanse the data within SMS. CGI will support the City in this effort.

5.1.7.1 Responsibilities: Data Cleansing / Data Extract

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Data Cleansing / Data Extract	- Assisting City staff in preparing information and worksheets to facilitate data cleansing - Assisting City staff in testing and reviewing data cleansing issues and identifying corrective actions	- Provide data for conversion per the formats requested by CGI - Plan, design, develop, and test data conversion extract software from legacy systems - Identify data cleansing issues and take corrective actions to cleanse data

5.1.7.2 Deliverables: Data Cleansing / Data Extract

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-24.1	Data Cleansing/Data Extract– Support - Part 1
CGI-24.2	Data Cleansing/Data Extract– Support - Part 2
CGI-24.3	Data Cleansing/Data Extract– Support - Part 3
CGI-24.4	Data Cleansing/Data Extract– Support - Part 4
CGI-24.5	Data Cleansing/Data Extract– Support - Part 5

City Deliverables:

Deliverable #	Deliverable Name
City-17.1	Data Extract - Software Design
City-17.2	Data Extract - Software Development and System Test Results
City-17.3	Data Cleansing – Plan and Procedures
City-17.4	Data Cleansing – Cleanse Data and Resolve Issues

5.1.8 Reports

Reports will be a joint effort between CGI and the City. One of the first tasks will be to finalize identification and assignment of development responsibility for Reports between CGI and the City. Refer to *Exhibit H: Reports and Forms* for details on the scope of reports included in the FMS 2.0 Project.

Reports will be developed using the infoAdvantage suite of tools. The City SMEs that are assigned for City-developed reports will be required to attend Technical Training.

5.1.8.1 Responsibilities: Reports

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
CGI-developed Reports	- Set-up the infoAdvantage Reporting Universe required to support report development - Develop detailed design for each report - Develop reports utilizing	- Provide business requirements for reports - Provide business input on system test scripts - Review and approve designs and

	infoAdvantage reporting tools suite • Test the reports and document the results	system test results
City-developed Reports	• Provide general guidance to the City staff for completing the analysis and development of the City responsible reports (as requested)	• Design, Develop, and Test reports utilizing the infoAdvantage reporting tools suite

5.1.8.2 Deliverables: Reports

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-25.1	Reports – Designs - Group 1
CGI-25.2	Reports – Designs - Group 2
CGI-25.3	Reports - Development and System Test Results - Group 1
CGI-25.4	Reports - Development and System Test Results - Group 2

City Deliverables:

Deliverable #	Deliverable Name
City-18.1	Reports - Designs – City-developed
City-18.2	Reports - Development and System Test Results – City-developed

5.1.9 Forms

Forms will be a joint effort between CGI and the City. One of the first tasks will be to finalize identification and assignment of development responsibility for Forms between CGI and the City. Refer to *Exhibit H: Reports and Forms* for details on the scope of reports included in the FMS 2.0 Project.

Forms will be developed using the Adobe Forms suite of tools. The City SMEs that are assigned for City-developed reports will be required to attend Technical Training.

5.1.9.1 Responsibilities: Forms

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI	City Responsibilities
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	Responsibilities	
CGI-developed Forms	- Set-up the Adobe Forms server required to support forms development - Develop detailed design for each form - Develop reports utilizing Adobe Forms tools suite - Test the forms and document the results	- Provide business requirements for forms - Provide business input on system test scripts - Review and approve designs and system test results
City-developed Forms	Provide general guidance to the City staff for completing the analysis and development of the City responsible forms (as requested)	Design, Develop, and Test forms utilizing the Adobe Forms tools suite

5.1.9.2 Deliverables: Forms

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-26.1	Forms - Designs - Group 1
CGI-26.2	Forms - Designs - Group 2
CGI-26.3	Forms - Development and System Test Results - Group 1
CGI-26.4	Forms - Development and System Test Results - Group 2

City Deliverables:

Deliverable #	Deliverable Name
City-19.1	Forms - Designs - City Developed
City-19.2	Forms - Development and System Test Results - City Developed

5.1.10 Security and Workflow

The City will be responsible for planning, designing, configuring, and testing Security and Workflow within the FMS 2.0 system. CGI will provide 1 FTE for 6 months to support the City in this effort.

The Security and Workflow Test Plan will define the specific goals of the test, the components of CGI Advantage security and workflow to be tested, the test cases and expected results, and the roles and responsibilities of the City and CGI staff required for conducting the test. Security and

workflow testing will be performed by the City and CGI to validate that the security setup is able to restrict unauthorized entry into the system or unauthorized use of features or functions of the system according to the City's security requirements and that workflow has been configured to support the City's approval and workflow rules.

5.1.10.1 Responsibilities: Security and Workflow

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Security and Workflow	Assist City staff with Security and Workflow Plan, Setup, and Testing	- Set-up security and workflow - Prepare Security & Workflow Test Plan - Execute Security & Workflow Test Scripts - Document Results and Incidents - Resolve Incidents and Re-Test - Coordinate and establish Citywide security access for users - Load Security and Workflow Rules in production environment

5.1.10.2 Deliverables: Security and Workflow

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-27.1	Security and Workflow – Support - Month 1
CGI-27.2	Security and Workflow – Support - Month 2
CGI-27.3	Security and Workflow – Support - Month 3
CGI-27.4	Security and Workflow – Support - Month 4
CGI-27.5	Security and Workflow – Support - Month 5
CGI-27.6	Security and Workflow – Support - Month 6

City Deliverables:

Deliverable #	Deliverable Name
City-20.1	Security and Workflow – Plan
City-20.2	Security and Workflow - Setup Design
City-20.3	Security and Workflow - Setup Configured
City-20.4	Security and Workflow - Test Plan
City-20.5	Security and Workflow - Test Scripts
City-20.6	Security and Workflow - Test Execution and Results

5.1.11 Nightly Cycle

As part of the FMS 2.0 project, the existing FMS nightly cycle will be modified to add new batch jobs and to process new interfaces as part of the implementation of CGI Advantage Procurement, Inventory, and Vendor Self Service.

The City will be responsible for planning, designing, developing, testing, and resolving issues for all nightly cycle scripts and Control-M changes. CGI will support the City in this effort by providing product guidance on the new CGI Advantage batch jobs.

5.1.11.1 Responsibilities: Nightly Cycle

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Nightly Cycle	• Clarification on the required updates to Nightly Cycle • Support the creation of Advantage job parameter files and automation scripts • Technical support on the usage of the standard CGI toolsets	• Plan, design, development, testing, and issue resolution for all nightly cycle scripts/Control-M • Update Nightly Cycle procedures

5.1.11.2 Deliverables: Nightly Cycle

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
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CGI-28.1	Nightly Cycle – Support - Part 1
CGI-28.2	Nightly Cycle – Support - Part 2

City Deliverables:

Deliverable #	Deliverable Name
City-21.1	Nightly Cycle – Plan
City-21.2	Nightly Cycle - Setup Design
City-21.3	Nightly Cycle - Setup Configured
City-21.4	Nightly Cycle - Test Plan
City-21.5	Nightly Cycle - Test Scripts
City-21.6	Nightly Cycle - Test Execution and Results
City-21.7	Nightly Cycle - Procedures

5.1.12 Centralized Repository

As part of the FMS 2.0 project, the existing FMS Centralized Repository will be modified to add new data views to support the implementation of CGI Advantage Procurement, Inventory, and Vendor Self Service.

The City will be responsible for planning, designing, developing, testing, and resolving issues for all Centralized Repository changes.

5.1.12.1 Responsibilities: Centralized Repository

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Centralized Repository	No Support	- Plan, design, development, testing, and issue resolution for all Centralized Repository - Update Centralized Repository procedures

5.1.12.2 Deliverables: Centralized Repository

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No CGI deliverables.

City Deliverables:

Deliverable #	Deliverable Name
City-21.8	Centralized Repository – Design, Developed, Tested, and Updated Procedures

5.1.13 Integrated System Test (IST)

Integrated System Test (IST) activities focus on end-to-end testing of all system components. These tests are dependent on other project areas, and in particular, will be driven by updated business processes, Conversion, and Interface / Integration activities.

IST verifies that the various system sub-components communicate effectively within the integrated system. It also tests the new operations software and cross-system functions in preparation for the User Acceptance Test. The City and CGI project team completes this testing together by using planned test cases and a test database.

The results of tests, both successful and unsuccessful, are recorded and reviewed. Errors discovered during testing are corrected and retested until the programs operate correctly. In addition, procedures are setup for tracking, reporting, and correcting system problems ("incidents") identified during testing. The Integrated System Test Plan describes the support structure for issue tracking and resolution.

As IST progresses, incidents are reported and tracked, and the software is modified as required. The migration of programs from the test to the development environments and back is monitored so bugs can be corrected. Program fixes are recorded and tracked.

The outcome of this testing is an integrated system which meets design specifications and functional criteria. The testing effort includes the software modifications, interfaces, external systems (as applicable), conversion processes, reports, forms, CGI Advantage software and the documented results of the testing efforts.

5.1.13.1 Responsibilities: Integrated System Test

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Integrated System Test (IST)	• Define formal acceptance criteria • Develop plan and test scripts • Setup data • Execute Test Scripts • Document Results and Identify Incidents	• Assist with Execution of Test Scripts and Processes • Assist with analysis of test results • Provide input/decisions on incident resolution • Resolve Incidents for software developed by City

	Resolve Incidents for software developed by CGI and Re-Test software resolutions provided by CGI and City	Review and approve final test scripts and test results
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5.1.13.2 Deliverables: Integrated System Test

Below is a listing of all CGI and City deliverables for Integrated System Test. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-29.1	Integrated System Test – Plan
CGI-29.2	Integrated System Test - Test Scripts
CGI-29.3	Integrated System Test - Test Execution and Results

City Deliverables:

No deliverables, however, the City will be active in reviewing the IST Plan, Scripts, Results and incidents discovered during IST.

5.1.14 User Acceptance Test (UAT)

The primary objective of the User Acceptance Test (UAT) is to verify that the new system meets the requirements to meet the City's business processes and to verify the conversion process. While CGI will assist in this effort, UAT is primarily the responsibility of the City. The City will define the entrance and exit criteria for the user acceptance test. CGI will participate in setting up the UAT environment, training, and data conversion activities needed to conduct the acceptance testing and issue resolution.

The entrance and exit criteria for user acceptance test provide the basis for test development, system verification and user acceptance test sign-off. The User Acceptance Test Plan will include schedules, resources, and test conditions for the UAT. Once the identified test scripts have been developed, data for the test is gathered and prepared, and then the tests are executed. Once UAT is executed and the acceptance criteria are met, the City Project Manager provides formal notice of acceptance.

Successful and unsuccessful test results are recorded and reviewed. Incidents uncovered during testing are evaluated according to priority and classification, and scheduled for resolution. The incidents are evaluated to determine if they must be resolved before testing can proceed, before implementation, or after the system is in production.

Only incidents identified during the acceptance test constituting material deviations from the system design will be corrected. Documented incidents representing a change in scope will be addressed in accordance with the agreed upon change control procedures.

5.1.14.1 Responsibilities: User Acceptance Test

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
User Acceptance Test (UAT)	• Provide Support for User Acceptance Testing • Resolve Incidents for software developed by CGI • Provide support to resolve incident for City developed software	• Define formal acceptance criteria • Develop plan and test scripts • Setup data • Execute Test Scripts • Document Results and Identify Incidents • Log incidents in pre-defined format as directed by CGI • Resolve Incidents for software developed by City and Re-Test software resolutions provided by CGI and City

5.1.14.2 Deliverables: User Acceptance Test

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-30.1	User Acceptance Test - Support - Month 1
CGI-30.2	User Acceptance Test - Support - Month 2
CGI-30.3	User Acceptance Test - Support - Month 3
CGI-30.4	User Acceptance Test - Support - Month 4
CGI-30.5	User Acceptance Test - Support - Month 5
CGI-30.6	User Acceptance Test - Support - Month 6
CGI-30.7	User Acceptance Test - Support - Month 7
CGI-30.8	User Acceptance Test - Support - Month 8
CGI-30.9	User Acceptance Test - Support - Month 9

City Deliverables:

Deliverable #	Deliverable Name
City-22.1	User Acceptance Test – Plan

City-22.2	User Acceptance Test - Test Scripts
City-22.3	User Acceptance Test - Test Execution and Results

5.1.15 Performance Test

The Performance Test measures real world, end-to-end business process completion times; set performance tests for a given operating environment (hardware, software and network configuration), and approximate changes in performance given changes to workload or operating environment. CGI accomplishes these goals through a combination of Load Testing, Stress Testing, and Performance Testing. While these tests are similar and often interchanged, the way the tests are run and the end goals are subtly different. During each test, response times and system resources such as application and database server CPU utilization, memory consumption, throughput, and response times are monitored and recorded to paint a multi-dimensional picture of system performance.

Performance Test is executed when the system has been sufficiently stabilized so incidents will not prevent test execution. The performance test is executed for key system components for which throughput are critical. The results of performance tests are recorded and compared to the predicted performance measures.

The objective of Performance Test is to verify the system performance with the established performance criteria. Other objectives of the performance test are to highlight areas in which performance improvements can be realized, such as at the application level, database level, operating system level, or at the network level, and to lay groundwork for monitoring and tuning performance during production.

If the system requires further refinement and development to meet the performance criteria, steps taken to improve performance are documented. Based on the new system environment, CGI will prepare a set of recommendations for monitoring and tuning the system. System and performance problems identified during testing are tracked, reported, and corrected under the same procedures used for IST. Performance improvements that must be achieved to support the City's requirements for Go-Live will be completed and documented as part of the Performance Test Results.

5.1.15.1 Responsibilities: Performance Test

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Performance Test	- Define formal acceptance criteria - Develop plan and test scripts - Setup data - Execute Test Scripts - Document Results and Identify	- Setup Environment - Assist with Execution of Test Scripts and Processes - Assist with analysis of test results - Provide input/decisions on incident

	Incidents Resolve Incidents and Re-Test	resolution Review and approve scripts and final test results
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5.1.15.2 Deliverables: Performance Test

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-31.1	Performance Test - Plan
CGI-31.2	Performance Test - Test Scripts
CGI-31.3	Performance Test - Test Execution and Results

City Deliverables:

No deliverables, however, the City will be active in reviewing the Performance Test Plan, Scripts, Results and incidents discovered during Performance Test.

5.1.16 End-User Training

End-User training is a component in CGI's Advantage learning program supporting the City's identified system audiences. CGI anticipates the user community audiences to be inquiry users, professional users, power users, and report developers. Early in the Build Phase, CGI will work with the City team to understand the user community's needs based on how they will use CGI Advantage. Together the City and CGI review assumptions, preferences and challenges, refine audience sizes, identify any sub audiences, and determine the logistics of training delivery.

CGI offers the end user community customized curricula and customized learning tools based on roles. Joint decisions made regarding the learning program and CGI and the City's respective roles and responsibilities are outlined in an End-User Training Plan deliverable.

Based on the requirements defined in the End-User Training Plan, CGI team members will develop customized content using CGI templates and design modular, instruction that accommodates various learning styles, incorporates effective interactivity, and promotes student learning.

CGI will provide training for City trainers (Train-the-Trainer Training) with the objective that the City trainers provide end-user training. CGI will provide a comprehensive training program for up to four (4) City trainers.

The City trainers will then conduct End-User Training with the support of CGI.

5.1.16.1 Responsibilities: End User Training

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
End User Training	• Develop Training Plan • Develop Training Materials • Deliver Train-the-Trainer Training • Conduct Train-the-Trainer Training • Support City-led End-User Training Conduct up to 2400 hours of End-User Training	• Assist with Training Plan • Conduct End User Training • Review and Approve Training Materials • Attend Training Sessions • Provide Training facilities • Training scheduling/enrollment

5.1.16.2 Deliverables: End User Training

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-32.1	End-User Training Plan
CGI-32.2	End-User Training Materials
CGI-32.3	Train-the-Trainer Training
CGI-32.4	End-User Training Support
CGI-32.5	Conduct End-User Training

City Deliverables:

Deliverable #	Deliverable Name
City-23.1	Conduct End-User Training

5.1.17 Policies and Procedures

The implementation of CGI Advantage will necessitate updates to existing City Policies and Procedures. The responsibility for making these updates shall remain with the City.

5.1.17.1 Responsibilities: Policies and Procedures

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Policies and Procedures	No Support	Identify all policy and procedures that need to be developed/updated

5.1.17.2 Deliverables: Policies and Procedures

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

No CGI deliverables.

City Deliverables:

Deliverable #	Deliverable Name
City-24.1	Policies and Procedures Plan
City-24.2	Policies and Procedures Development

5.1.18 Help Desk

CGI recommends that the City set up and staff a Help Desk to assist end-users in the use of CGI's Advantage and will support the City's efforts to define a support model that integrates with the existing FMS support standards, including leveraging the existing SOS ticketing system. CGI will assist with the creation of operations and help desk documentation and will provide guidance on the City's interaction with the Advantage Support Center (ASC) for standard maintenance software issues.

5.1.18.1 Responsibilities: Help Desk

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Help Desk	- Support/guide City on CGI Advantage related operations/help desk components - Assist with creation of operations and help desk documentation	- Define operations/support model (Level 1 vs. 2 vs. 3; functional support vs. technical support) - Determine change request process

	• Provide guidance on how to use/interact with the Advantage Support Center (ASC) for standard maintenance software issues	• Establish a hotline/issue submission/tracking process • Develop operations and help desk documentation
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5.1.18.2 Deliverables: Help Desk

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-33.1	Operations and Help Desk Documentation - Support

City Deliverables:

Deliverable #	Deliverable Name
City-25.1	Develop Operations and Help Desk Support Documentation
City-25.2	Develop and Implement SOS Standard Ticketing Policies
City-25.3	Establish Help Desk

5.1.19 Readiness Assessment

To assist the City in its efforts to prepare for the implementation of CGI Advantage, CGI will develop a pair of Readiness Assessment Checklists to gauge the readiness of the City's technical, support team and the End-Users.

- **Operational/Technical Readiness Checklist.** CGI will develop an operational/technical readiness checklist and will support efforts by the City to assess whether City operational staff is ready to operate the system, and whether the operational processes and post-implementation support structure are defined and appropriately staffed. An important milestone in assessing operational readiness is whether all critical software issues have been resolved and whether there are outstanding issues related to operations and maintenance. The checklist will include readiness checkpoints for monitoring preparations, system back-up and recovery procedures, technical infrastructure, connectivity and workstation checks, interfaces, reports and queries.
- **Implementation/End-User Readiness Checklist.** CGI will also develop an Implementation/End-User Readiness Checklist and again support efforts by the City to assess its implementation readiness and to identify mitigation strategies to address areas where readiness may be at risk. The Implementation/End-User Readiness Checklist will assess the readiness of City staff to perform their job using CGI Advantage and will identify whether follow-up training and/or further clarifications of updated procedures are required. The checklist will include readiness checkpoints for published updated policies and

procedures and City Help Desk infrastructure, and will identify whether additional communication about the implementation of updated procedures is required.

Prior to going live, City and CGI must discuss any areas of concern raised by both users and management staff and identify and implement the strategies for addressing these concerns.

5.1.19.1 Responsibilities: Readiness Assessment

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Readiness Assessment	• Develop Operational/Technical Readiness Checklist • Support Operational/Technical Readiness Assessment • Develop Implementation/End-User Readiness Checklist • Support Implementation/End-User Readiness Assessment	• Conduct Operational/Technical Readiness – Assessment • Conduct Implementation/End-User Readiness – Assessment

5.1.19.2 Deliverables: Readiness Assessment

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-34.1	Operational / Technical Readiness Assessment - Checklist
CGI-34.2	Operational / Technical Readiness Assessment - Support
CGI-34.3	Implementation / End-User Readiness Assessment – Checklist
CGI-34.4	Implementation / End-User Readiness Assessment – Support

City Deliverables:

Deliverable #	Deliverable Name
City-26.1	Conduct Operational / Technical Readiness Assessment
City-27.1	Conduct Implementation / End-User Readiness Assessment

5.2 ACHIEVE PHASE

The primary objective of the Achieve Phase is to integrate the components built in the Build Phase into the rest of the organization's ongoing business. The Achieve Phase encompasses production cutover preparation and system implementation activities required to enable the City to begin production operations. The Production Cutover Script lays out detailed steps for making the new system operational. It specifies how the system cutover will be accomplished, lists tasks to be completed, and identifies roles and responsibilities and contingencies/fallback strategies. Because the City operations team primarily responsible for the cutover must buy into the plan, CGI recommends key members of the City's team be actively involved in the preparation and approval of the plan. The City will assist CGI in the development of the Production Cutover Script.

The Achieve Phase includes following activities:

- Mock Data Conversion
- Production Cutover

5.2.1 Mock Data Conversion

A "mock conversion" is where a production-like environment is established in a test region and conversion processes are executed as a "dress rehearsal" for the actual production data conversion. The verification approach will entail converting production data for a pre-defined processing day and comparing the results of processing the converted data by the new system against the historical production reports/files for the same processing day. Results from the mock conversion can be used to identify additional considerations for manual conversion, adjust the data verification criteria and process, finalize the Production Conversion Plan, and execute the steps on the plan

5.2.1.1 Responsibilities: Mock Data Conversion

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Mock Data Conversion	• Perform Mock Data Conversion • Identify Gaps or Incidents • Resolve Incidents	• Assist with Mock Data Conversion • Identify Gaps or Incidents • Verify converted data correct • Correct converted data, as applicable

5.2.1.2 Deliverables: Mock Data Conversion

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-35.1	Mock Data Conversion

City Deliverables:

No deliverables, however, the City will be actively involved in the Mock Data Conversion.

5.2.2 Production Cutover

This component of system implementation includes the development of the Production Cutover Script and the execution of activities in the final script. Final preparations of the production computing environment, software migrations, application configuration and verification for production operations will be performed. CGI, with the City's assistance, will be responsible for performing all activities for production cutover. While the actual tasks to be completed must be based on the procedures and strategies outlined in the Production Cutover Script, CGI anticipates the following types of tasks will be completed during the cutover:

- **Migration** of CGI Advantage software, data, reports, interfaces, and conversion processes to the production environment
- **Execution** of the cutover to the new production environment, following procedures specified in the Production Cutover Script
- **Preparation** of the City teams for development support, system administration support, third-party/vendor support, and help desk (user) support
- **Transfer** of responsibility for support and maintenance of the new system from the City and CGI project management team to the City's operations management

In addition to the production cutover activities for migrating to the new system, steps must be taken to decommission the legacy SMS system. These steps include taking a backup of the legacy system, making any necessary changes to the legacy system procedures, disabling update access to SMS to prevent usage of the system and communicating the close-out of the legacy system to the users. The City will be responsible for the planning and execution of the close-out activities for the legacy SMS system, including any needed communication for the system close-out activities throughout the system implementation lifecycle. CGI will assist the City in planning for the legacy system shut down within the production cut over script.

5.2.2.1 Responsibilities: Production Cutover

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Production Cutover	• Develop Cutover Plan/Script • Conduct Production Cutover Rehearsal • Perform Production Cutover	• Assist in development of Cutover Plan/Script • Provide support/participate in production cutover rehearsal • Jointly perform Production Cutover • Provide data conversion verification and updates • Oversee hand-off of operations to City

5.2.3 Deliverables: Production Cutover

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-36.1	Production Cutover

City Deliverables:

No deliverables, however, the City will be actively involved in the Production Cutover activities.

5.3 POST IMPLEMENTATION PHASE

The objective of the Post Implementation Phase is to provide support by CGI for the FMS 2.0 operations; this support includes three (3) months of on-site functional support and three (3) months of on-site technical support. Post implementation support includes system monitoring, issue resolution and knowledge transfer.

5.3.1 Post Implementation Support

CGI shall provide on-site post implementation support after the implementation of the FMS 2.0 Project. In general, the on-site CGI post implementation support team will be engaged in the following activities during the on-site post implementation period:

- **Production Operations Monitoring** – Support for system assurance monitoring, system and database tuning, and work with the City to stabilize the operations of the new system in the production environment;
- **Production Incidents Resolution** – Support for the resolution of reported end user incidents, resolution of reported operations-related incidents, and coordination of incident resolution with CGI Advantage Support Center. The City will participate in this process by assisting in the prioritization of incidents and defining severity levels;
- **Post-Implementation Training** – Support for facilitating knowledge transfer from CGI staff to City functional and technical staff and support for the delivery of refresher training to the FMS 2.0 end user community; and
- **Transition to CGI Advantage Support Center** – Support for transition from the on-site post-implementation support team to the CGI Advantage Support Center. The CGI Advantage Support Center will provide the long-term post implementation support services.

5.3.1.1 Staffing: Post Implementation Support

CGI shall provide two (2) FTEs for six (6) months of on-site functional post-implementation support followed by one (1) FTE for six (6) months of on-site functional post-implementation support. CGI will also provide two (2) FTEs for twelve (12) months of on-site technical post-implementation support; one of the technical FTEs will have infoAdvantage experience.

The numbers of full time equivalent staff that will provide the on-site post implementation support are identified below:

Jul 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018
2 Tech 2 Func	2 Tech 2 Func	2 Tech 2 Func	2 Tech 2 Func	2 Tech 2 Func	2 Tech 2 Func	2 Tech 1 Func	2 Tech 1 Func	2 Tech 1 Func	2 Tech 1 Func	2 Tech 1 Func	2 Tech 1 Func

5.3.1.1.1 Responsibilities: Post Implementation Support

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Post Implementation Support	• Monitor Production Operations • Resolve Issues or Incidents • Knowledge Transfer	• Monitor Production Operations • Resolve Issues or Incidents

5.3.1.2 Post Implementation Deliverables

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-37.1	Post Implementation Support – Month 1
CGI-37.2	Post Implementation Support – Month 2
CGI-37.3	Post Implementation Support – Month 3
CGI-37.4	Post Implementation Support – Month 4
CGI-37.5	Post Implementation Support – Month 5
CGI-37.6	Post Implementation Support – Month 6
CGI-37.7	Post Implementation Support – Month 7
CGI-37.8	Post Implementation Support – Month 8
CGI-37.9	Post Implementation Support – Month 9
CGI-37.10	Post Implementation Support – Month 10
CGI-37.11	Post Implementation Support – Month 11
CGI-37.12	Post Implementation Support – Month 12

City Deliverables:

No deliverables, however, the City will be fully responsible for production operations.

5.4 Year End Support

The first year end close will occur after the FMS 2.0 system has been in production operations for a year. The current FMS year end close procedures and jobs will need to be analyzed and updated to support the new Procurement and Inventory processes that have been added as part of the SMS Replacement. The City will lead all year end activities and CGI will provide support.

5.4.1 Staffing: Year End Support

CGI shall provide four (4) months of on-site functional support.

The numbers of full time equivalent staff that will provide the on-site support are identified below:

March 2017	April 2017	May 2017	June 2017
1 Functional	1 Functional	1 Functional	1 Functional

5.4.1.1 Responsibilities: Year End Support

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Year End Support	• Table Setup • Batch Process Setup and Testing • Reports Execution and Verification • Results Reviewed and Issues Resolved	• Lead all year end activities • Review and approve year end closing results

5.4.2 Deliverables: Year End Support

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-38.1	Year End Support – Month 1
CGI-38.2	Year End Support – Month 2
CGI-38.3	Year End Support – Month 3
CGI-38.4	Year End Support – Month 4

City Deliverables:

No deliverables, however, the City will be fully responsible for year end closing.

5.5 CAFR Support

With the latest release of v3.10 of CGI Advantage, there is new functionality to support the development of the Comprehensive Annual Financial Report (CAFR). The City will lead all CAFR related activities with support from CGI in setting up and testing the new CAFR functionality.

As part of the first month of support, CGI will also conduct classes on the CAFR component of CGI Advantage 3.10.

5.5.1 Staffing: CAFR Support

CGI shall provide four (4) months of on-site functional support.

The numbers of full time equivalent staff that will provide the on-site support are identified below:

October 2016	November 2016	December 2016	January 2017
1 Functional	1 Functional	1 Functional	1 Functional

5.5.1.1 Responsibilities: CAFR Support

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
CAFR Support	• Provide baseline CAFR Training Material • Deliver Training on baseline CAFR CGI Advantage Financial v3.10 functionality • Assistance with data extracts and testing • Assistance with setup in the CAFR functionality in CGI Advantage	• Attend training classes • Lead all CAFR activities, including all report design/development • Review and approve year CAFR results

5.5.2 Deliverables: CAFR Support

Below is a listing of all CGI and City deliverables. See *Exhibit B: Deliverables Definition* for descriptions of each deliverable.

CGI Deliverables:

Deliverable #	Deliverable Name
CGI-39.1	CAFR Support – Month 1
CGI-39.2	CAFR Support – Month 2
CGI-39.3	CAFR Support – Month 3
CGI-39.4	CAFR Support – Month 4

City Deliverables:

No deliverables, however, the City will be fully responsible for the CAFR.