



WOOLPERT
ARCHITECTURE | ENGINEERING | GEOSPATIAL

DeKalb County, GA

Transportation Cityworks PLL
Implementation

Statement of Work

November 9, 2023





Revision History

Change Record			
Date	Author	Version	Change Reference
2023.10.26	John Cestnick	1	Revised SOW. First version to be sent to DeKalb
2023.11.09	John Cestnick	2	Revised statement pertaining to extension of schedule past nine months on page 4 and on page 19. Clarified that Woolpert will install Public Access Portal on page 4.



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Project Clarifications and Assumptions

- The County will assemble a Core Team that will participate in all key project tasks.
- The County will assemble a Technical Team that will participate in all key technical project tasks.
- The County will ensure the appropriate staff reviews Woolpert deliverables within the timeframes identified in the project schedule. The County team will review the project schedule and ensure that the County-Led task durations are acceptable prior to baselining the project. The County Project Manager (PM) will ensure all draft deliverable feedback is provided to Woolpert in a single document using track changes and comments.
- The County Project Manager will schedule meeting space and supporting technology peripherals suitable for on-site meetings.
- Remote meetings will be held using Microsoft Teams.
- Microsoft Teams will be used as the project collaboration platform.
- Woolpert will implement a standard online payment processor (PayPal, Authorize.NET, Xpressbillpay) with an existing out of the box integration with Cityworks.
- The Woolpert and County Project Managers will develop mutually acceptable workshop agendas prior to scheduled workshops.
- Approval of the on-site workshop dates will be received from the County three (3) weeks prior to the scheduled task so Woolpert can plan the necessary travel arrangements.
- Any change in County project staff resulting in Woolpert having to repeat already provided services, or to provide support to the new County project staff to integrate them into the project, is defined as additional services not included within this Statement of Work (SOW). Any additional services will need to be properly authorized by the County PM per the contract agreement prior to being performed.
- Any change in Woolpert project staff resulting in Woolpert having to provide support to the new County project staff to integrate them into the project will occur at no-cost to the County.
- The County will be responsible for all software installation services on all Client maintained environments to include (but not limited to) DEV, TEST, UAT, TRAIN, and PROD. However, Woolpert will install Cityworks Public Access Portal.
- Project Management, QA/QC, and Administration fees for Phases 1-3 are based upon a project schedule of seven (7) months. Should the project schedule be extended for more than two (2) months for reasons beyond the control of Woolpert, Woolpert will bill for, and the County will pay, additional project management and administration fee of \$3,870 for each month of schedule delay beyond two (2) months. Billing for a portion of a month will be done on a prorated basis. Any delays caused by Woolpert will not be considered, nor billed to the County.



Phase 1 - Plan and Design

The Plan and Design Phase includes a series of tasks that set the foundation for the Cityworks PLL configuration tasks. The phase starts with a remote **Project Kick-Off Meeting and Software Demonstrations**. Woolpert and will review the scope of work, project plan, as well as Woolpert and County team member roles and responsibilities. Following the Project Kick-Off Meeting, Woolpert will provide **Cityworks PLL Software Demonstrations** to provide the County team with a detailed overview of software functionality that will help inform discussions in subsequent tasks.

Phase 1 concludes with on-site **Business Process Review Workshops**. Woolpert will meet with each County business group to fine-tune each business process workflow during a series of on-site Business Process Review Workshops. Woolpert will prepare baseline “to-be” business process workflows using information gathered from the RFI. The business process workflows will be designed to align with Cityworks PLL functionality and integrations that will be crafted as part of the project implementation.

Task 1.1 Project Kick-Off Meeting and Software Demonstration

After the Notice to Proceed, Woolpert will develop the **Request for Information** (RFI) in preparation for the upcoming tasks. The request for information will cover topics such as application forms, fee schedules, stakeholder list, existing business process workflows, etc. Woolpert will review the County response and use it to inform the software demonstrations and baseline Cityworks PLL configuration. Woolpert and the County PM’s will schedule a remote Project Kickoff Meeting and Software Demonstrations. The **Project Kick-Off Meeting** will address the following topics:

- Woolpert and County project team introductions.
- Project management protocols.
- County team implementation goals and objectives.
- County source documentation necessary to support the project gathered during the RFI gathering processes.
- Project Scope and Project Plan.
- Address any Request for Information questions
- Scope and schedule questions that the County team may have.

Immediately following the Project Kick-Off Meeting, Woolpert will conduct remote Cityworks PLL Demonstrations to introduce the County user community to the core functionality and features of the Cityworks PLL software application. The demonstration will include the Public Access Portal and Respond and cover the entire application lifecycle, starting with online submittal, review, acceptance, plan review, permit issuance, inspections, and closeout. For some, this will be their first exposure to the new Cityworks PLL software. The demonstration will provide an initial overview of the features and functions of the new software using Woolpert’s Cityworks PLL demonstration environment. For the Core and Technical teams, this demonstration will serve as a basis for ongoing software exposure and knowledge transfer that will increase in frequency and complexity as the project progresses through the subsequent phases.

Woolpert Deliverables

- Facilitate a remote Project Kick-Off Meeting
- Provide a remote Cityworks PLL software demonstration

County Responsibilities

- County PM to coordinate and schedule County project staff to be available for both the Project Kick-Off Meeting and software demonstrations.



Assumptions

- Combined, the Kick-Off Meeting and demonstrations should not exceed two hours in duration.

Related Sub-Tasks

Note: Sub-tasks in blue are on-site tasks, sub-tasks in orange are County responsibility, sub-tasks in purple are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
1.1	Project Kick-Off and Software Demonstration
1.1.1	Prepare for Project Kickoff and Software Demonstrations
1.1.2	Prepare and Submit Agenda
1.1.3	Conduct Remote Project Kick-Off and Software Demonstrations

Task 1.2 Business Process Review

The Business Process Reviews are targeted specifically to the County business processes that will be using the Cityworks PLL solution. Woolpert will develop baseline “to-be” business process workflows based on Woolpert’s extensive Cityworks PLL experience that align with the County’s business processes. The objectives of the business process reviews are three-fold: 1) Provide the Woolpert team with a deep understanding of the County business process review workflows, 2) Establish business process workflows in the context of the County’s permitting system goals and objectives as supported by Cityworks PLL technical capabilities, and 3) Prepare inclusive “to-be” business processes that are informed by all participating stakeholders.

Woolpert will conduct on-site **Business Process Review Workshops** so that the Woolpert and County teams can more fully understand the desired “to-be” business process review workflows. Workshop sessions will include all roles and stakeholders that play a role in each business process (e.g., permit technicians, supervisors, inspectors, external reviewers, etc.). Woolpert will develop Cityworks business process workflows to display the execution of work within Cityworks PLL and integrated business system. These workflow diagrams are intended to capture the steps related to the Cityworks PLL software, whether users within Cityworks execute the steps or through integrations. Woolpert will translate the accepted business process review workflows, coupled with the County RFI responses, to create the baseline Cityworks PLL configuration.

Woolpert Deliverables

- Prepare Baseline Business Process Workflows.
- Conduct up to three (3) days of on-site Business Process Review Workshop.
- Prepare and submit Business Process Workflows (draft and final).
- Conduct Remote Draft Business Process Workflow Review Meeting

County Responsibilities

- Participate in the Business Process Review Workshops.
- Review deliverable and provide feedback in a timely manner.

Assumptions

- Woolpert will prepare baseline business process workflows that couple the County RFI response with its recommended business process workflows.
- Business Processes will be limited to those SOW permit cases



- Lane Closure Permit
- Encroachment Permit
- Utility Permit
- Parking Permit

Related Sub-Tasks

Note: Sub-tasks in blue are on-site tasks, sub-tasks in orange are County responsibility, sub-tasks in purple are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
1.2	Business Process Review
1.2.1	Prepare Baseline Business Process Workflows
1.2.2	Prepare and Submit Agenda
1.2.3	Conduct On-Site Business Process Review Workshop
1.2.4	Prepare and Submit Draft Business Process Workflows
1.2.5	Review Draft Business Process Workflows and Provide Feedback (County-Led Task)
1.2.6	Conduct Remote Draft Business Process Workflow Review Meetings
1.2.7	Prepare and Submit Final Business Process Workflows
1.2.8	Review and Approve Final Business Process Workflows (County-Led Task)

Task 1.3 Phase 1 Acceptance and Close

This is the phase exit document that the County PM signs indicating Woolpert has delivered the Phase 1 services in accordance with the Professional Services Contract, Statement of Work, and Project Plan. Phase 2 tasks will not commence until Phase 1 acceptance and closeout.



Phase 2 - Develop

Woolpert will use information gathered during the Plan and Design Phase to configure the Cityworks PLL solution. Using information gathered from the RFI and during the Business Process Review tasks, Woolpert will prepare the **Baseline Configuration and Dashboards**. The configuration and dashboards will be prepared based on Woolpert's extensive Cityworks PLL knowledge, coupled with the County Business Process and RFI response. Following the baseline Cityworks PLL configuration, Woolpert will conduct remote **Cityworks PLL Familiarization Training** for the County team. Woolpert will conduct two rounds of on-site **Configuration Workshops** to fine-tune the final Cityworks PLL configuration in preparation for system deployment. Woolpert will also prepare **Custom Reports and Dashboards** in parallel with Cityworks configuration.

Task 2.1 Configuration

Woolpert will prepare the Baseline Configuration and Dashboards. The configuration and dashboards couple the County's RFI response and to-be business process workflows with Woolpert's extensive Cityworks PLL knowledge to provide the County a comprehensive, streamlined configuration. Cityworks includes a variety of out-of-the-box reporting solutions, including ad-hoc and saved activity and GIS queries. Saved queries can be displayed in Respond Dashboards (e.g., Plan Reviewer Dashboard displaying permit statuses, unassigned reviews, etc.). Woolpert will prepare role-based Respond Dashboards that will be reviewed and updated per County team feedback during each configuration round.

Following the baseline Cityworks PLL configuration, Woolpert will conduct remote Cityworks PLL Familiarization Training with the County team. Woolpert will use the baseline Cityworks PLL configuration to provide a basic overview of Cityworks PLL functionality, terminology, highlight integration touchpoints, review the Cityworks PLL data model, and answer any questions the team may have prior to configuration workshops. Establishing a baseline understanding of Cityworks PLL allows the County team to make better-informed configuration decisions that ultimately will lead to greater change acceptance and a more successful project outcome.

Woolpert will then conduct two rounds of on-site Configuration Workshops to fine-tune the final Cityworks PLL configuration in preparation for custom report development. The County team will review configuration updates in between the configuration rounds. Woolpert will conduct remote Configuration Update Review Meetings to review configuration updates performed based on County team feedback gathered during the configuration workshops.

Woolpert Deliverables

- Prepare baseline Cityworks PLL Configuration and Dashboards.
- Facilitate a remote Cityworks PLL Familiarization Training workshop.
- Conduct two (2) day on-site Cityworks Configuration Workshop (Round One).
- Conduct two (2) day on-site Cityworks Configuration Workshop (Round Two).
- Conduct up to four (4) hours of remote Configuration Review Meetings.

County Responsibilities

- Participate in Configuration Workshops and Remote Review Meetings.
- Review and provide feedback on the configuration by reviewing the configuration in the project Development Environment.
- Provide configuration feedback in a timely manner.
- Core team will engage business groups to disseminate and gather feedback.



Assumptions

- Dashboards are limited to Respond query and dashboard functionality. Custom reports and dashboards are developed in Task 2.2 Report and Dashboard Development.
- User interface revisions are limited to Style app functionality, including field name changes, field order, and field visibility.
- Woolpert will implement the latest version of the Public Access Portal. Configuration updates are limited to the Public Access Admin functionality.
- Woolpert will implement a standard online payment processor (PayPal, Authorize.NET, Xpressbillpay).
- Reconciliation with the County financial system is not included in the statement of work.

Related Sub-Tasks

Note: Sub-tasks in **blue** are on-site tasks, sub-tasks in **orange** are County responsibility, sub-tasks in **purple** are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
2.1	Configuration
2.1.1	Prepare Baseline Configuration and Dashboards
2.1.2	Conduct Remote Cityworks PLL Familiarization Training
2.1.3	Prepare and Submit Agenda
2.1.4	Conduct On-Site Configuration Workshop (Round One)
2.1.5	Perform Configuration Updates Per County Feedback
2.1.6	Conduct Remote Configuration Updates Review Meetings
2.1.7	Review Round One Configuration Updates (County-Led Task)
2.1.8	Prepare and Submit Agenda
2.1.9	Conduct On-Site Configuration Workshop (Round Two)
2.1.10	Perform Configuration Updates Per County Feedback
2.1.11	Conduct Remote Configuration Updates Review Meetings

Task 2.2 Report and Dashboard Development

Woolpert will develop **custom reports and dashboards** in order of highest to lowest priority as defined by the County team. Reports are typically defined as documentation delivered to a customer (e.g., compliance, permit, certificate of occupancy) in electronic or hard copy format. Woolpert will perform the initial baseline report development and conduct a series of iterative remote review working sessions with the County team to refine the reports and dashboards until final acceptance.

Reports are typically developed using Crystal Reports since Cityworks PLL only supports this format for automated delivery (e.g., completion of permit issuance task automatically sends the applicant an email with a PDF copy of the permit). Dashboards, on the other hand, are dynamic, electronic, highly visual tools that are typically used to display organizational Key Performance Indicators (KPIs) (e.g., number of permits issued in last six months, number of plan reviews past due, number of permits waiting on applicant resubmittal, etc.). While most KPIs can be displayed in Cityworks PLL Dashboards, others may require more advanced platforms to aggregate data from multiple data sources and/or to perform more advanced data manipulation. Platforms such as Esri Operations Dashboard, Microsoft PowerBI, and Tableau are a few examples.



Woolpert Deliverables

- Develop Baseline Reports and Dashboards.
- Provide up to a maximum of 67 hours of report / dashboard services

County Responsibilities

- Provide a prioritized list of reports and dashboards in a timely manner.
- Provide custom report and dashboard feedback in a timely manner.
- Participate in the Report and Dashboard Review Working Sessions.
- Review and accept final reports and dashboards in a timely manner.
- Provide Woolpert the necessary licensing to develop custom reports and dashboards.
- Core team will engage business groups to disseminate and gather feedback.

Assumptions

- Reports will be developed using Crystal Reports or Microsoft SQL Server Reporting Services.
- Dashboards will be developed using Esri Operations Dashboard, Microsoft PowerBI, and/or Tableau.
- Reports and dashboards will be developed in order of highest to lowest priority as defined by the County until the allocated budget is exhausted.
- This task is limited and not to exceed \$10,000 of services.

Related Sub-Tasks

Note: Sub-tasks in blue are on-site tasks, sub-tasks in orange are County responsibility, sub-tasks in purple are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
2.2	Report and Dashboard Development
2.2.1	Custom Report Development (Set Fee \$10K)

Task 2.3 Phase 2 Acceptance and Close

This is the phase exit document that the County PM signs indicating Woolpert has delivered the Phase 2 services in accordance with the Professional Service Agreement, Statement of Work, and Project Plan.



Phase 3 - Deployment

Woolpert will lead the County team through a series of system deployment tasks following completion of the Develop phase. The outcome of the Deployment Phase is a fully tested Cityworks PLL solution. The phase places a strong emphasis on an agile approach, providing the County team results in a faster, lighter, and more engaging manner.

The phase begins with the development of the **Test Scenarios**. Woolpert will prepare basic test scenarios that the County Team can use as templated for their business-specific test scenarios that target all elements of the implementation, including, but not limited to, Cityworks PLL configuration, dashboards, and reports. The County team will then take the sample scenarios and build out additional ones for the remaining business process workflows. Woolpert will provide **User Acceptance Testing Training and Testing**, leading an iterative process with the County to validate Cityworks AMS/PLL functionality and integrations. Each business process will be tested, updated, and accepted by the County team in order of highest to lowest priority as determined by the County. **End-User Training** will immediately follow User Acceptance Testing and consist of providing user group-specific training, ranging from system administrators to field users. Go-Live Preparation and Support begins with Cityworks upgrade to the County's Production, Test, and Development environments. Go-Live Support occurs immediately after End-User Training to ensure system administrators and end-users are prepared to embrace the Cityworks PLL solution.

Task 3.1 User Acceptance Testing

The focus of the User Acceptance Testing effort is to thoroughly test the Cityworks PLL configuration, payment integration, and reporting/dashboards to ensure they meet the County business and functional requirements. The County team will prepare Test Scenarios that couple the business process workflows and Cityworks PLL configuration to provide a real-world end-to-end testing experience. Woolpert will provide the County team feedback and support as they prepare the test scenarios. Each Cityworks PLL configuration will be tested, updated, and accepted by the County tester team in order of highest to lowest priority as determined by the County.

Woolpert will prepare a Cutover Plan that will define tasks, start/end dates, as well as what project team members are responsible, accountable, consulted, and informed for each task. Once complete, the Cutover Plan will be tested by Woolpert in the TEST environment. Following the test, the Cutover Plan will be revised as necessary so that the final plan can be delivered to the County.

Woolpert will conduct on-site User Acceptance Testing (UAT) Training and Support. While on-site, Woolpert will revise the configuration as issues are identified. The goal of the on-site UAT will be to have final sign-off on the configuration immediately following UAT.

Woolpert Deliverables

- Review draft Test Scenarios and provide feedback.
- Provide up to 20 hours of remote test scenario development support.
- Prepare and submit Cutover Plan (draft and final).
- Conduct test cutover in TEST environments.
- Provide up to three (3) days of on-site UAT support.

County Responsibilities

- Prepare Test Scenarios.
- Prioritize User Acceptance Testing from highest to lowest priority.
- Work with Woolpert on-site for up to three (3) days performing UAT.
- Review and accept Cityworks configuration following successful defect resolution.



Assumptions

- The County team will prepare the Test Scenarios in a timely manner.
- On-site UAT will be facilitated over three (3) continuous work days.

Related Sub-Tasks

Note: Sub-tasks in **blue** are on-site tasks, sub-tasks in **orange** are County responsibility, sub-tasks in **purple** are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
3.1	User Acceptance Testing
3.1.1	Test Scenarios
3.1.1.1	Prepare and Submit Draft Test Scenarios (County-Led Task)
3.1.1.2	Review Draft Test Scenarios and Provide Feedback
3.1.1.3	Conduct Remote Draft Test Scenarios Plan Review Meeting
3.1.1.4	Prepare Remaining Test Scenarios (County-Led Task)
3.1.1.5	Provide Remote Test Scenario Development Support
3.1.2	Test Cutover
3.1.2.1	Prepare and Submit Draft Cutover Plan
3.1.2.2	Conduct Test Cutover in TEST Environment
3.1.2.3	Update and Submit Final Cutover Plan
3.1.3	User Acceptance Testing
3.1.3.1	Conduct On-Site User Acceptance Testing Training and Support

Task 3.2 End-User Training

Woolpert will conduct End-User Training immediately following User Acceptance Testing. **End-User Training** commences with a daylong **PLL Administrator Training** workshop. The purpose of the workshop is to provide the County-defined system administrators with the requisite knowledge to independently manage the Cityworks PLL solution. Using the Test Scenarios as guides, the Woolpert and County teams will conduct a series of training scenarios based on real-life situations that the County end-users will encounter. These scenarios will incorporate every component of the solution and cover the perspective of various end-users (e.g., administrative staff, plan reviewers, inspectors, customers, etc.) and often interweave various business processes. The scenarios will include the use of each component of the Cityworks PLL solution, including, but not limited to, Cityworks Respond (back-office and field) and PLL Public Access (customer). Other topics covered include, but are not limited to, navigating the GIS map, conducting queries, and creating dashboards. Training materials will consist of standard Cityworks-developed training guides.

Woolpert Deliverables

- Conduct up to three (3) days of on-site End-User Training.

County Responsibilities

- Schedule trainees and training facilities.
- Actively participate in Woolpert-led End-User Training sessions.

Assumptions

- A fully customized set of training guides is not included in the statement of work.



- Woolpert assumes no more than 17 total users.

Related Sub-Tasks

Note: Sub-tasks in blue are on-site tasks, sub-tasks in orange are County responsibility, sub-tasks in purple are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
3.2	End User Training
3.2.1	Prepare and Submit Agenda
3.2.2	Conduct On-Site Cityworks PLL End-User Training

Task 3.3 Go-Live Preparation and Support

Woolpert will begin the **Go-Live Production Cutover** process immediately following end-user training, following the same steps as conducted as part of the test cutover in Task 3.1 User Acceptance Testing. Woolpert and the County will jointly perform Cutover Testing to ensure all content is properly migrated. Woolpert will provide on-site **Go-Live Support** immediately following cutover activities.

Woolpert Deliverables

- Conduct remote Production Cutover and joint testing.
- Conduct three (3) days of on-site Go-Live Support.

County Responsibilities

- Ensure the Woolpert Team has appropriate access to the County Production Environment.
- Ensure the County Core and Technical team members are available and actively participating in Go-Live Week activities.

Assumptions

- Production Cutover occurs immediately after End-User Training.

Related Sub-Tasks

Note: Sub-tasks in blue are on-site tasks, sub-tasks in orange are County responsibility, sub-tasks in purple are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name
3.3	Go Live Preparation and Support
3.3.1	Conduct Production Cutover and Joint Testing
3.3.2	Provide On-Site Go-Live Support

Task 3.4 Phase 3 Acceptance and Close

This is the phase exit document that the County project manager signs indicating Woolpert has delivered the Phase 3 services in accordance with the Provider Agreement, SOW, and Project Plan.



Project Management

Project Management can be the difference in successful and unsuccessful projects. It requires organization, coordination, the ability to prioritize, attention to detail, and the ability to solve challenges as they arise. Keeping projects on schedule, on budget, and within scope focuses the efforts put forth by Woolpert, and the County and is critical to ensuring a successful project outcome. Therefore, to properly manage a project, the following tasks are detailed below to ensure success: Client Notice to Proceed, Project Schedule Coordination, Client Bi-Weekly Meetings, Internal Bi-Weekly Meetings, and Ongoing Project Management.

County Notice to Proceed

When the contract is awarded, Woolpert will require a Notice to Proceed (NTP) from the County. Once the contract is signed and the NTP is received, Woolpert will initiate the project in our financial system and schedule resources. It is critical to complete these elements before the project kick-off meeting. The Woolpert project manager plays a critical role in facilitating pre-project communication so that any questions regarding scope, schedule, or budgets can be managed during the contracting period.

Project Schedule Coordination

Project schedule coordination and management will be performed using Microsoft Project software. Project schedules and tasks will be monitored and adjusted depending on the County priorities and ability to make its staff and facilities available at the appropriate times throughout the project. An updated project schedule delineating resources, scheduled tasks, and completed tasks will be maintained and available to all Woolpert and County project participants. The Woolpert project manager will post monthly project schedule updates in a Microsoft Excel workbook to enable the County project manager to track project progress.

County Bi-weekly Status Meetings

Woolpert will facilitate a regularly occurring bi-weekly status meeting. Woolpert's project manager will participate in regularly scheduled project status meetings with the County project manager and designees to review the project issues, including the following items:

- Activities, action items, and deliverables completed to date.
- Activities, action items, and deliverables in process or scheduled.
- Technical or contractual issues that require corrective action.
- Review issue log and risk register.

Internal Coordination Meetings

Internal coordination meetings among the Woolpert team members with active or upcoming project tasks to ensure consistent communication about progress, schedules, and issues impacting the successful delivery of any task or sub-task. Woolpert's project manager will utilize these meetings to control the resource load throughout the project.

Ongoing Project Management

With all projects, there are administrative tasks that must be performed, such as project collaboration site establishment and maintenance, billing, invoice coordination, and more. Woolpert will provide the following general project management services:

- Coordinate project events with the County project manager and Woolpert team members.
- Author, edit, review, and distribute project documentation and technical reports as required.

- Maintain a secure Microsoft Teams project collaboration website to post project schedule details, in-process tasks, responsible parties, technical documentation, and other project collaboration tools.
- Perform miscellaneous project administration (e.g., arrange travel and internal project updates).
- Anticipate problem areas and propose and facilitate solutions.

Change Control Management

This section defines how changes to the original objectives and/or Woolpert Deliverables defined in this SOW will be handled. Both Woolpert and the County recognize that changes are a normal part of the project life cycle. Woolpert believes that managing change to project scope, cost, and schedule are critical to a project’s success and employs a comprehensive approach to change control. Woolpert’s established change control process is documented below.

Any project team member (County or Woolpert) may initiate a Change Request whenever there is a perceived need for a change that will affect the desired or anticipated outcome of the work or any element of the project. The project team member will use a Change Control Notice (CCN) form as appropriate for the change:

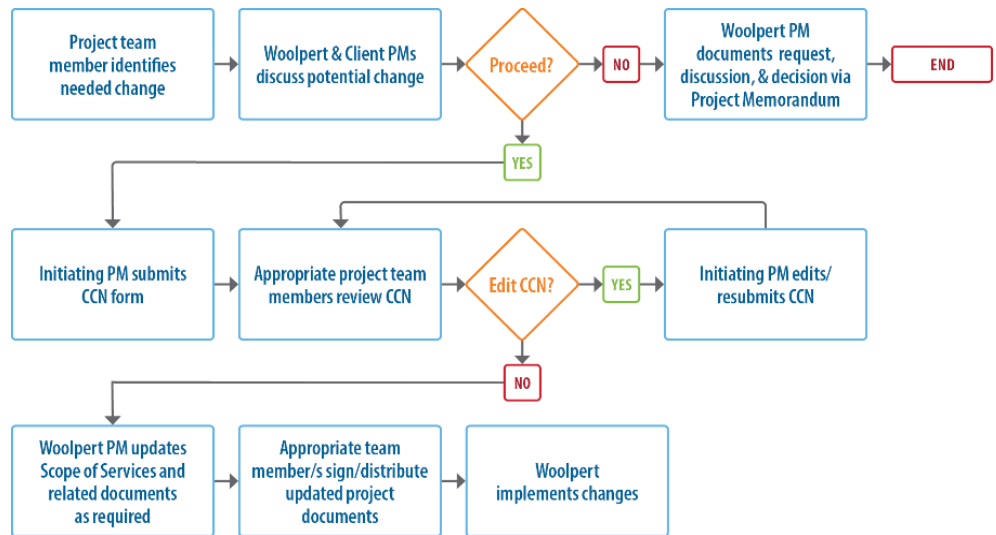


Figure 1. Change Control Process.

- Agreement to a Change Request signifies agreement to a change in overall costs, functionality, time scales, or another identified project impact.
- Changes will be identified and communicated by/to the respective Project Managers by any of the prescribed communication channels. Change Requests may be introduced via verbal conversation or other form of communication but must be supported by the appropriate CCN document.
- All CCNs will be signed by both the County and Woolpert project managers to indicate acceptance of the changes.
- All project participants should understand that time is of the essence when initiating, reviewing, negotiating, and approving Change Requests, as any delays to work in progress caused by a CCN may impact the overall project schedule and budget.

Each Change Control Notice (CCN) will clearly document the following:

- Date.
- Change Control Number.
- CCN Initiated By.
- Original Scope of Services (language from the original scope that is being considered for change).
- Proposed Change (narrative of the proposed change(s) being sought).



- Schedule Impact (details about the impact of the proposed change(s) to the overall project schedule).
- Fee Impact (details on the impact of the proposed change(s) to the project budget).
- Risk Assessment (narrative discussion about the risks the proposed change(s) will introduce to the project and the ways in which said risk will be mitigated).
- Acceptance Signatures (Woolpert and County project managers).



Schedule Summary

Woolpert has carefully curated a detailed project schedule that will successfully deliver the Cityworks PLL solution in **7 months**. Below is a summary of the proposed project schedule. A detailed project schedule can be provided upon request.

WBS	Task Name	Duration (Business)	Month						
			1	2	3	4	5	6	7
	DeKalb County, GA Transportation Cityworks PLL	143 days							
PM	PM Project Management	143 days							
1	Phase 1 Plan and Design	45 days							
1.1	Project Kick-Off and Software Demonstration	5.5 days							
1.2	Business Process Review	40 days							
2	Phase 2 Develop	43 days							
2.1	Configuration	43 days							
2.2	Report and Dashboard Development	15 days							
3	Phase 3 Deployment	51 days							
3.1	User Acceptance Testing	39 days							
3.2	End-User Training	4 days							
3.3	Go-Live Preparation and Support	8 days							

Detailed Project Schedule

Actual dates will be re-baselined depending upon when the Notice To Proceed is received. Sub-tasks in **blue** are on-site tasks, sub-tasks in **orange** are County responsibility, sub-tasks in **purple** are joint remote meetings, and items in black are Woolpert responsibilities.

WBS	Task Name	Start	Finish
	DeKalb County, GA - Transportation Cityworks PLL Implementation	Mon 2/5/24	Thu 8/22/24
1	Phase 1 Plan and Design	Thu 2/8/24	Fri 4/12/24
1.1	Project Kick-Off and Software Demonstration	Thu 2/8/24	Thu 2/15/24
1.1.1	Prepare for Project Kickoff and Software Demonstrations	Mon 2/12/24	Wed 2/14/24
1.1.2	Prepare and Submit Agenda	Thu 2/8/24	Thu 2/8/24
1.1.3	Conduct Remote Project Kick-Off and Software Demonstrations	Thu 2/15/24	Thu 2/15/24
1.2	Business Process Review	Thu 2/15/24	Fri 4/12/24
1.2.1	Prepare Baseline Business Process Workflows	Thu 2/15/24	Thu 2/22/24
1.2.2	Prepare and Submit Agenda	Mon 2/26/24	Tue 2/27/24
1.2.3	Conduct On-Site Business Process Review Workshop	Mon 3/4/24	Fri 3/8/24
1.2.4	Prepare and Submit Draft Business Process Workflows	Fri 3/8/24	Fri 3/15/24
1.2.5	Review Draft Business Process Workflows and Provide Feedback (County-Led Task)	Fri 3/15/24	Fri 3/22/24
1.2.6	Conduct Remote Draft Business Process Workflow Review Meetings	Fri 3/22/24	Fri 3/29/24
1.2.7	Prepare and Submit Final Business Process Workflows	Fri 3/29/24	Fri 4/5/24



WBS	Task Name	Start	Finish
1.2.8	Review and Approve Final Business Process Workflows (County-Led Task)	Fri 4/5/24	Fri 4/12/24
1.3	Acceptance and Close	Fri 4/12/24	Fri 4/12/24
2	Phase 2 Develop	Fri 4/12/24	Wed 6/12/24
2.1	Configuration	Fri 4/12/24	Wed 6/12/24
2.1.1	Prepare Baseline Configuration and Dashboards	Fri 4/12/24	Fri 4/26/24
2.1.2	Conduct Remote Cityworks PLL Familiarization Training	Fri 4/26/24	Tue 4/30/24
2.1.3	Prepare and Submit Agenda	Tue 4/23/24	Wed 4/24/24
2.1.4	Conduct On-Site Configuration Workshop (Round One)	Tue 4/30/24	Fri 5/3/24
2.1.5	Perform Configuration Updates Per County Feedback	Fri 5/3/24	Fri 5/10/24
2.1.6	Conduct Remote Configuration Updates Review Meetings	Fri 5/10/24	Fri 5/17/24
2.1.7	Review Round One Configuration Updates (County-Led Task)	Fri 5/17/24	Fri 5/24/24
2.1.8	Prepare and Submit Agenda	Fri 5/17/24	Mon 5/20/24
2.1.9	Conduct On-Site Configuration Workshop (Round Two)	Fri 5/24/24	Wed 5/29/24
2.1.10	Perform Configuration Updates Per County Feedback	Wed 5/29/24	Wed 6/5/24
2.1.11	Conduct Remote Configuration Updates Review Meetings	Wed 6/5/24	Wed 6/12/24
2.2	Report and Dashboard Development	Fri 5/17/24	Fri 6/7/24
2.2.2	Custom Report Development (Set Fee \$10K)	Fri 5/17/24	Fri 6/7/24
2.3	Acceptance and Close	Wed 6/12/24	Wed 6/12/24
3	Phase 3 Deploy	Wed 6/12/24	Thu 8/22/24
3.1	User Acceptance Testing	Wed 6/12/24	Tue 8/6/24
3.1.1	Test Scenarios	Wed 6/12/24	Mon 7/15/24
3.1.1.1	Prepare and Submit Draft Test Scenarios (County-Led Task)	Wed 6/12/24	Wed 6/19/24
3.1.1.2	Review Draft Test Scenarios and Provide Feedback	Wed 6/19/24	Wed 6/26/24
3.1.1.3	Conduct Remote Draft Test Scenarios Plan Review Meeting	Wed 6/26/24	Mon 7/1/24
3.1.1.4	Prepare Remaining Test Scenarios (County-Led Task)	Mon 7/1/24	Mon 7/15/24
3.1.1.5	Provide Remote Test Scenario Development Support	Mon 7/1/24	Mon 7/15/24
3.1.2	Test Cutover	Mon 7/15/24	Thu 8/1/24
3.1.2.1	Prepare and Submit Draft Cutover Plan	Mon 7/15/24	Mon 7/22/24
3.1.2.2	Conduct Test Cutover in TEST Environment	Mon 7/22/24	Thu 7/25/24
3.1.2.3	Update and Submit Final Cutover Plan	Thu 7/25/24	Thu 8/1/24
3.1.3	User Acceptance Testing	Thu 8/1/24	Tue 8/6/24
3.1.3.1	Conduct On-Site User Acceptance Testing Training and Support	Thu 8/1/24	Tue 8/6/24
3.2	End User Training	Tue 8/6/24	Mon 8/12/24
3.2.1	Prepare and Submit Agenda	Tue 8/6/24	Wed 8/7/24
3.2.2	Conduct On-Site Cityworks PLL End-User Training	Wed 8/7/24	Mon 8/12/24
3.3	Go Live Preparation and Support	Mon 8/12/24	Thu 8/22/24
3.3.1	Conduct Production Cutover and Joint Testing	Mon 8/12/24	Mon 8/19/24
3.3.2	Provide On-Site Go-Live Support	Mon 8/19/24	Thu 8/22/24
3.4	Acceptance and Close	Thu 8/22/24	Thu 8/22/24



Fee Summary

The above defined Statement of Work can be completed for a lump-sum fee of \$180,929. If accepted by DeKalb County, this Statement of Work can be incorporated into an approved and fully executed contract.

DeKalb County, GA - Transportation Cityworks PLL Implementation		\$180,929.00
WBS	Task Description	Fees
PM	Program Management	\$17,462.00
1	Phase 1 - Plan and Design	\$38,009.00
1.1	Project Kick-Off and Software Demonstration	\$2,878.00
1.2	Business Process Review	\$35,131.00
1.3	Acceptance and Close	\$0.00
2	Phase 2 - Develop	\$64,869.00
2.1	Configuration	\$54,869.00
2.2	Report and Dashboard Development	\$10,000.00
2.3	Acceptance and Close	\$0.00
3	Phase 3 - Deployment	\$60,589.00
3.1	User Acceptance Testing	\$33,452.00
3.2	End-User Training	\$15,787.00
3.3	Go-Live Preparation and Support	\$11,350.00
3.4	Acceptance and Close	\$0.00

- **NOTE: Project Management, QA/QC, and Administration fees for Phases 1-3 are based upon a project schedule of seven (7) months. Should the project schedule be extended for more than two (2) months for reasons beyond of the control of Woolpert, Woolpert will bill for, and the County will pay, additional project management and administration fee of \$3,870 for each month of schedule delay beyond two (2) months. Billing for a portion of a month will be done on a prorated basis. Any delays caused by Woolpert will not be considered, nor billed to the County.**