ENTERPRISE PERMITTING & LAND MANAGEMENT SOFTWARE

CITY OF GAINESVILLE, FL
RFP NO. DODX-180049-GD

JANAURY 31, 2018

Contact:

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January 30, 2018

City of Gainesville, FL

Procurement Division
200 East University Avenue
Room 339
Gainesville, FL 32601

RE: Enterprise Permitting & Land Management Software – RFP No. DODX-180049-GD

Dear Gayle Dykeman & Members of the Selection Committee:

Timmons Group along with our software teaming partner Azteca Systems, Inc. (Azteca) makers of Cityworks, and our local teaming partner Jones Edmunds, Associates (JEA) are pleased to submit our proposal to meet the requirements as outlined in the referenced Request for Proposal to the Department of Doing. For over 20 years, Timmons Group has provided a wide variety of Computerized Permitting and Licensing software as well as Computerized Maintenance Management Software (CMMS), Enterprise Asset Management, IT, and award-winning GIS services to local government, utilities, municipal, federal, and private clients. Our team encompasses Cityworks Server PLL the leading GIS-Centric Permit, Licensing and Land (PLL) and CMMS & Asset Management (AMS) System on the market, which allows for extensive combined capabilities, software tools, local support and depth of experience required to form a solid foundation for the success of this project. As Gainesville already has procured the Cityworks Server PLL product our proposal will not require core software procurement. This provides a resource saving opportunity to Gainesville. The City of Gainesville as well as Gainesville Utilities are already utilizing Cityworks Server AMS for asset management and computerized maintenance management activities. Therefore, the integrated workflows between the Cityworks Server AMS product to the Cityworks Server PLL product can be leveraged to create and expand upon the capabilities of a true enterprise suite of tools and approach that will take advantage of technology already belonging to the City of Gainesville.

We believe that *Cityworks® Server PLL* combined with the Timmons Group PLL Portal meets all of your requirements both now and with any future expansion. We have included an in-depth description of our approach, which has led to successful implementations across the United States. Additionally, *Timmons Group is unique as it is one of three of Cityworks solution providers that is both a Platinum Implementation Partner and a Strategic Development Partner*. Our public facing *Timmons Group PLL Portal* extends the functionality of Cityworks PLL to a true public portal for permits, inspections, etc. The *Timmons Group PLL Portal* is built directly upon Cityworks PLL and allows our clients to utilize the functionality of our proposed solution in a public facing website. We are offering the *Timmons Group PLL Portal* as the key to meeting your overarching goal of deploying an intuitively designed citizen, industry & business serving system.

Timmons Group brings a rich pool of people, knowledge, and expertise to this project through multiple years of experience in implementing community development solutions. In an iterative and collaborative process, Timmons Group will build a roadmap, engage experienced professionals, and execute a well-planned approach for your implementation, integration to other systems and assist you with conversion from legacy systems. Be assured that the team leaders and staff identified for this project have successfully completed projects of similar size and scope for a variety of public and private clients throughout the country. Michael Edwards, PMP, is our proposed Project Manager. He has led multiple Cityworks implementation and integration projects, including working with cities, counties and public utility districts in the eastern U.S., including several Cityworks PLL implementations.

Timmons Group is committed to providing the City of Gainesville with the resources needed to achieve your goals and the priority to complete each task on schedule and within budget. Our dedicated staff will provide you with consistent, responsive service. We have established a strong team, based on similar projects, client success and certification status.

Our team will provide the City of Gainesville:
- An unsurpassed ability to deliver sound solutions to all phases of your program – Key team members dedicated to your project offer an impressive level of professional experience and knowledge for delivering services to your full range of associated services.
- A full understanding of your program requirements and a project team committed to exceeding your highest expectations through the development of sound and innovative technical solutions. We invite you to review our Proposal, while keeping the following points in mind:
  - Timmons Group is a *Cityworks® Platinum Implementation Partner*, with our project team comprised of experienced subject matter experts who have worked together on multiple successful work management and compliance projects specific to Cityworks® AMS. *We were recently awarded our 63rd Cityworks project.*
  - Timmons Group is a Cityworks® Strategic Development partner with intimate experience with all of Cityworks® API's and experience in leveraging them for custom integrations and mobile deployments for iOS, Android, Surface or Windows tablets or smartphones.
  - We have detailed and offered our public facing *Timmons Group PLL Portal* as the key enhancement to Cityworks Server PLL. The *Timmons Group PLL Portal* allows our clients to extend traditional counter, phone based or kiosk services to a web based tool. Thus expediting your public service offerings and offering your citizens, industry and businesses a true iteratively designed tool to expedite your service offerings.
  - A team with institutional knowledge needed to see the project assignments through…all the way through. We will leverage our "lessons learned" on recently completed similar projects to your full advantage. We have integrated Cityworks with numerous other systems ranging from financial, to billing, to mobile technologies.
  - Comprehensive training program that will involve City of Gainesville employees through all phases of the project.
  - A team which prides themselves with delivering innovative solutions that exceeds our clients' expectations. Each team member is empowered to do what it takes to make sure your projects are successful endeavors for you and your stakeholders.

A partnership with Timmons Group offers the City of Gainesville and the Department of Doing a significant number of benefits. From initial system planning and design activities all the way through implementation and deployment, you will have direct access to industry-leading engineering, planning, GIS, and information technology professionals and "best-of-breed" Permitting, Licensing and CMMS enterprise asset management services. We distinguish ourselves through our training program that starts at project kickoff and doesn't end until well past project completion.

Timmons Group greatly appreciates this opportunity to present our submittal and we are confident that our team represents the best overall value to the City of Gainesville. If you have any questions or require any additional information, please feel free to contact Lou Garcia at 443.904.3897.

Sincerely,

Louis Garcia, PMP
Project Director

Ron Butcher, GISP
Principal in Charge

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2. TECHNICAL PROPOSAL

SOLUTION IMPLEMENTATION APPROACH

The Cityworks Server PLL solution, that the City of Gainesville (City) already owns is capable of performing all of the core technical requirements desired by the Department of Doing. When combined with the Timmons PLL Portal our proposed solution will meet all of the technical requirements desired. The Timmons Group PLL Portal will be the public facing "gateway" to your goal of creating a human-centered design approach with a robust graphical user interface. This system designed around the platform concept of an enterprise approach will serve as the public face of the Department of Doing and will allow citizens, industry and businesses to interact with the City in a intuitively designed solution completely online, either via a website or through mobile device apps that are downloaded at the Google Play Store or Apple's iTunes. Citizens will be able to apply for, submit payment, submit and respond to design drawing comments, track permit and license status as well as schedule inspections and receive approvals, permits and licenses all online.

However, this does not indicate, nor is it true, that simply by leveraging existing software owned by the City and adding the Timmons Group PLL Portal and mobile tools, that you will be performing Permitting & Land Management to the level you desire; or achiever your goal of streamlining via limiting your workflows, nor will you become more effective at performing all of the various tasks associated with the desired level of service. You will require a broad review of your business processes and business rules so they can be "re-engineered for efficiency and also to best leverage the technologies available via a true enterprise approach.

Timmons Group proposes to work with the City to analyze and develop revised work flows that can leverage Cityworks to meet your service goals. It will also be our goal to work with the City to streamline workflows by combining them, eliminate out of date practices, etc. It will be our intent to utilize these processes and to "tweak" them as necessary to include industry best practices and to fully and effectively utilize the full capabilities of Cityworks Server PLL, the Timmons Group PLL Portal and other City owned enterprise platform systems such as Cityworks Server AMS. Our initial business process analysis provides our implementation team with a detailed look into the everyday processes marshaled by City staff. A primary objective of this task is for our implementation team to review and understand how the City conducts business and manages its Permitting & Land Management. The ultimate goal is to provide knowledge to support and enable our implementation team to properly address the technological impacts of the Cityworks Server PLL deployment and the City in order to understand the technological impacts and the non-technological impacts related to revised business processes and workflows. This proposed approach follows the Design Thinking process as utilized and pioneered by IDEO and others within the Community Development practice. As detailed below our approach considers not only the "cold" scientific approach to software design and configuration but also we take the time and effort to understand the emotional context of the workflow and it's effect to the City's clients. Our approach is consider the resolution of issues outside of professional design practice, such as in business and social contexts.

Realizing this vision, however, will be difficult. It will require change – new behaviors and new skills. It will also require a solid foundation of well-defined business processes and solution requirements. But before any supporting IT tools can be configured, there must be clarity on the organization's core processes: the workflows for key steps and sub-steps, and what data must be collected at which points to inform which decisions. By analyzing business processes in a structured way, one streamlines the technology and data needs and, perhaps more importantly, one can identify tangible improvement areas for quick wins.

Engaging Timmons Group as a partner on your Enterprise Permitting & Land Management System will yield the results you demand. Many years of important lessons learned will be available to you and your stakeholders throughout the life of your program. Regarding group specific consulting, Timmons Group brings not only geospatial and information technology professionals to assist with the implementation of the Cityworks Server PLL solution, but also subject matter experts in the fields of community development, permitting & licensing. You will have the opportunity to work with our

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planning, engineering, geospatial, and technology subject matter experts who will share over a century of combined ideas and solutions with you in support of your greater mission. These resources will be available to the project team to assist with best practices as Cityworks is configured uniquely to each Functional Group and Cityworks is configured around each Functional Groups re-designed business processes and workflows. These subject matter experts will review the proposed configuration workflows for best practices and address the "do they make sense" questions, prior to Timmons Group reviewing the proposed work flows for City approval.

The City, no doubt, faces a critical turning point under the pressure of increased expectations by your clients, ever improving technology, self-desired improvement and financial pressures. Staff must manage your workflows, collect and analyze information, and provide long-term value to the public. Under this project you have the opportunity to leverage data and technology in new ways and to leverage processes and analytic techniques. Beyond the immediate process efficiency gains, your Permitting & Land Management program can help affect real cultural change within the organization. Positions once dedicated to reactive processes can evolve into positions focused on proactive processes, analytics and structuring controlled 'experiments' in a quest for more investment. Truly, you have an exciting opportunity.

Based on our experience in leading Community Development organization transformations and the related implementation of Cityworks Server PLL, we believe you need a very specific type of partner. You need a team of advisors who are familiar with core management processes and workflows, yet able to translate business requirements into technology specifications that make sense for Gainesville. You need seasoned professionals with a **bias for action and pragmatism** as opposed to academic purity. You need organizational change experts who know how to connect with the front line as well as the executive suite, to ensure there is top-down support and real momentum for the journey. We would suggest that you also need partners who think holistically, from permitting application operations to technology to the supporting areas across the City, in order to ensure that your plan and Cityworks Server PLL are configured for long-term success.

Timmons Group has developed a collaborative project approach that will provide the best overall solution to City. Our approach for each major Task is centered on three major program components: Project Management, Core Software Configuration, Data Conversion, Department (Functional Group) Specific Implementations and replacement/integration of/to various existing systems. Successful implementation of Cityworks as a core technology for the City's Enterprise Permitting & Land Development System requires a thorough understanding of the individual processes and information management applications used throughout the organization. An appropriate level of planning and strategizing is required to ensure the end-users' needs are identified, understood, and designed for prior to implementation.

As previously stated, the success or failure of Cityworks implementations is most often not attributable to the technology components, but rather to managing the implementation of the software solution and the organization's ability/inability to effectively achieve the change associated with the implementation. We will partner with Gainesville in developing a strong body of users throughout the implementation process. The widespread adoption that is often anticipated by the project stakeholders during the planning and development of enterprise systems can quickly wane shortly after implementation if the change process is not effectively managed.

The failure to adequately train and support new users is often a cause for immediate and permanent resistance to the adoption of the system. *Incorporating a strong training and coaching program is an effective change management tool* and appropriate budget allocations should be made and adhered to throughout the system implementation and adoption life-cycles. In addition, Gainesville would be well-served by identifying and empowering staff responsible for the daily operations and administration of the system. This individual (or individuals) should have a broad understanding of the varied services each department provides, the technique in which services are delivered, and the manner of how Cityworks solution supports the delivery of each service. The responsibilities will also include the coordination of various support mechanisms available to each end user for the assistance for expanding the user's knowledge of not just their role within the asset management program, but also in a broader context of the overall importance of the enterprise work management program to the organization.

Project Delivery Expertise:
Timmons Group is committed to providing Gainesville with the resources needed to achieve your goals and the priority to complete each task on schedule and within budget. Our dedicated staff will provide you with consistent, responsive service. We have established a strong team, based on similar projects, client success and certification status. Our team will provide Gainesville:

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- An unsurpassed ability to deliver sound solutions to all phases of your program – Key team members dedicated to your project offer an impressive level of professional experience and knowledge for delivering services to your full range of associated services.

- Our technical solution, Cityworks Server PLL meets all of your criteria, including:
    o Citizen facing
    o Interface to the City payment system
    o Issue permits/entitlement and licenses
    o Enable customers to schedule inspections
    o Mobile-enabled
    o Provides Reporting, Benchmarking & Dashboards
    o ArcGIS Services are the source for spatial data
    o Parcel based

- A proven deployment approach to collecting community development data that ensures useable systems delivered on time and within your established budget. This is accomplished by our implementation approach that has been honed over our 15 years of experience in being a Cityworks business partner as well as our 60+ Cityworks projects:
    o We utilize a modified Agile approach methodology whereby we work iteratively with you by "running sprints". These occur in 1 or 2 week periods during which you will see results every 1 to 2 weeks, you will be a part of the design process of the configuration of Cityworks.
    o This approach allows your end users to be a key component in configuring Cityworks around your desired business processes and workflows
    o By doing this your end-user community "accepts" the software during the design process, it's not just placed in front of them at the testing or training stage. By the time we get to testing and training they will be well versed in the look and feel of Cityworks and they will have already "bought into" the change as they helped to design the change they will be using.
    o Our implementation approach detailed within the Implementation Plan section below follows a logical methodology whereby we work with you to design Cityworks, we work with you to integrate Cityworks to your desired enterprise solutions, we offer full and complete testing and Go Live as well as on-going support.

- A full understanding of your program requirements and a project team committed to exceeding your highest expectations through the development of sound and innovative technical solutions. We invite you to review our Proposal, while keeping the following points in mind:
    o Timmons Group has been an Esri Business Partner for 23 years. We are currently a silver-level partner whose clients have won many awards including the Esri Special Achievement Award (SAG) in GIS. We have been recognized as the Esri Washington D.C. Region Foundation Partner and Business Partner of the Year for our innovative implementation of various GIS and Geospatial solutions for our numerous clients.
    o Timmons Group is a Cityworks® Platinum Implementation Partner, *with over 60 Cityworks projects to date*, with our project team comprised of experienced subject matter experts who have worked together on multiple successful work management and compliance projects specific to Cityworks® AMS for close to two decades.
    o Timmons Group is a Cityworks® Strategic Development partner with intimate experience with all of Cityworks® API's and experience in leveraging them for custom integrations and mobile deployments for iOS, Android, Surface or Windows tablet or smartphones.
    o Over 100+ dedicated Timmons Group GIS, IT and database analysis experts to analyze your existing environment and assist in making improvements to meet new Esri and Azteca software requirements.
    o A project team led by a Project Director of Timmons Group, with PMP certification, as well as extensive experience delivering a wide range of local government, public works, and utility solutions to a variety of clients.
    o An experienced CMMS and Cityworks implementation Project Manager of Timmons Group, with PMP Certification, as well as extensive experience delivering a wide range of local government, public works, and utility solutions to a variety of clients, including Permitting & Land management functional groups; as well as experience in integrating Cityworks PLL to financial system sand to electronic plan review systems.

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- o A team with institutional knowledge needed to see the project assignments through…all the way through. We will leverage our "lessons learned" on recently completed similar projects to your full advantage. We have integrated Cityworks with numerous other systems ranging from financial, to billing, to mobile technologies, to electronic plan review.
- o Comprehensive training program that will involve Gainesville employees through all phases of the project.
- o A team which prides themselves with delivering innovative solutions that exceeds our clients' expectations. Each team member is empowered to do what it takes to make sure your projects are successful endeavors for you and your stakeholders.

This project will be serviced via resources located in our corporate headquarters in Richmond, VA, local resources provided by JEA out of their Gainesville, FL office as well as various other Timmons Group offices across the United States.

Gainesville is ready to begin implementation of the Azteca Cityworks Server PLL to organize, manage and track its Permitting & land Management activities. Successful implementation of the Cityworks Server PLL solution as a core technology for Gainesville Enterprise Permitting & System requires a thorough understanding of all the individual processes and business intelligence applications embraced throughout the organization. By utilizing the Timmons Group proven phased implementation approach we will be able to design a solution capable of delivering the desired functional goals, while providing the returns-on-investment upon which the project has been justified and its successes will be measured.

> **Successful program management requires a high degree of commitment to both operational and fiscal results; an acceptance of accountability for conformance to project requirements; and the people skills needed to forge a synergistic chemistry between diverse stakeholders**

All Project Team members selected for this engagement have recent significant experience in the planning, design, and implementation of multiple enterprise Cityworks projects of varying depths and complexities. However, our experience indicates that these competencies alone do not automatically translate into successful projects. Rather, the key to project success is the proper utilization of available resources within the framework of a well-managed project plan that completely addresses each of the following processes:

- INITIATION – project authorizations and expectations
- PLANNING – project definitions, objectives, deliverables, and analysis of alternatives
- EXECUTION – coordination of resources, quality control, delivery of products and services
- CONTROLLING – monitoring and measuring to identify variances and initiate corrective actions
- CLOSING – acceptance of project results and deliverables

With our Project Manager serving as the hub of our team, and the conduit of communications between our subject matter experts and the City Core Team, we propose to utilize the following management tools in order to programmatically and proactively manage the proposed project to a successful end.

Our Approach to Project Management

Timmons Group specializes in delivering Community Development solutions for our clients. We have accumulated years of experience and lessons-learned that have shaped our project management and implementation approach. Our project manager will be responsible for:

- Facilitating meetings between the Timmons Group team and Gainesville project stakeholders;
- Preparing for, and conducting, all on-site and on-line meetings;
- Reporting risks and impediments to the team as issues arise and maintaining a risk registry on our web-based project portal;
- Maintaining the project work plan and project schedule;
- Managing change; and
- Monitoring and reporting project performance.

Project Management Plan (PMP)

The PMP integrates and consolidates all of the subsidiary management plans from the planning process, including:

- Scope management plan (including the change
- Schedule management plan
- Cost management plan
- Quality management plan

- Human resource plan
- Communications management plan
- Risk management plan
- Procurement management plan

Mutually agreed-upon project baselines are established for schedule, cost and scope. These baselines are combined into a performance measurement baseline against which integrated performance can be measured throughout project execution. Our Project Manager will develop and deliver a PMP outlining the tasks, schedule, deliverables/milestones, communication plan and the associated resources (internal/external) necessary for the project to be successful.

Project Tracking and Reporting

Timmons Group will maintain procedures throughout the project for tracking and reporting progress. We will establish a dedicated, secure online project portal that provides centralized, on-demand access to project documents and status. Our approach to project management is very "hands-on" and will support constant communication to minimize project risk, remove impediments to progress, and to ensure that we are delivering the best possible solution.

Standard project management documents that will be posted to the project portal include: status reports (MS Word), current and past versions of the project work plan (MS Project), key project decision log, risk register and a task/action item log. Monthly we will provide Gainesville with a project status report that documents the activities performed during the previous month. At a minimum the report shall address the following:

- Status of all tasks
  - Deliverable status
  - Configuration status
  - Forecasted Deliverable status for the next reporting period
- Resource status for the project, including staff utilization
- Schedule status for the project including task status, milestones completed, phases completed, schedule trends and schedule summary
- Comparison of actual percent complete versus scheduled for the work breakdown structure
- Issues, risks and resource constraints which are affecting or could affect progress including proposed or actual resolution
- Proposed changes to the project work plan, reasons for the changes, and approval/disapproval determination for any proposed changes
- Updated detailed project work plan with approved changes highlighted
- Key decisions (technical and administrative);
- Open action items;
- Schedule update;
- Financial update; and
- Project performance measurements.

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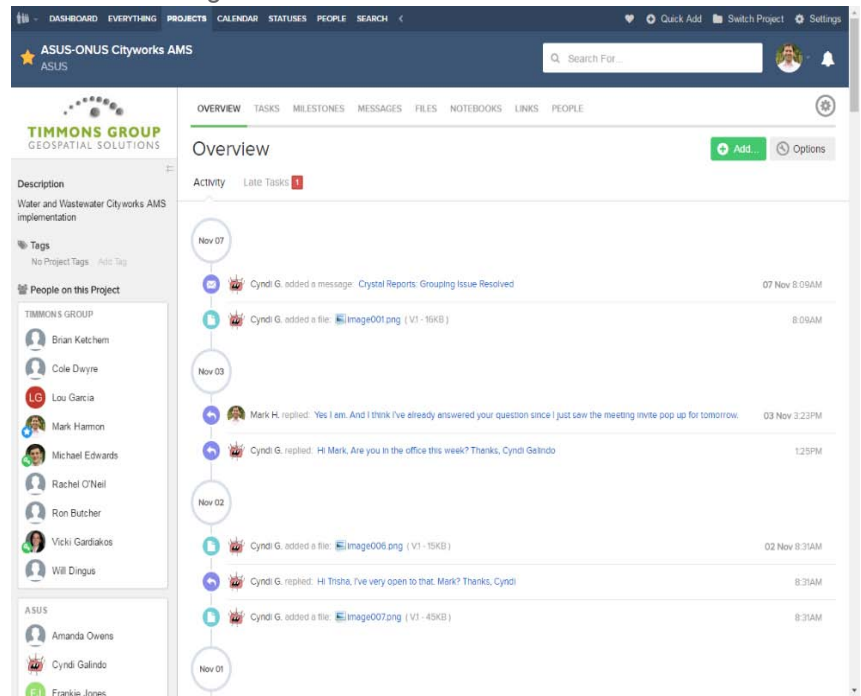
Questions and Issue Tracking

Timmons Group recognizes that communication between Gainesville and our project team must follow a standard flow, if the project is to succeed. We will assume the primary role of controlling communication between our project team members as well as Gainesville employees. Should issues arise during the course of the project, we will log and track issues and key decisions (administrative and technical), questions, and action items in order to ensure that the decisions made during the communications are appropriate and that all resolutions are documented. The project tracking log will be maintained on the project portal.

Project Title: Gainesville Cityworks PLL Implementation
Client: City of Gainesville, Department of Doing

Name	Organization	Role	Phone #	e-mail	Responsibilities
Lou Garcia	Timmons Group	Project Director	443-904-3897	louis.garcia@timmons.com	Contract/Program Oversight/ Client Management
Ron Butcher, PMP	Timmons Group	Principal in Charge	804- 200-6971	ron.butcher@timmons.com	Program Oversight
Michael Edwards, GISP	Timmons Group	Project Manager	804-433-2994	Michael.Edwards@timmons.com	Daily/Weekly Contact, Project Communication, Scope, Schedule, and Budget Management
Mark Harmon	Timmons Group	Cityworks Senior Solutions Architect and Software Engineer	804-200-6961	mark.harmon@timmons.com	Technical leadership for Asset Management Implementation
Kyle Kojan	Timmons Group	AMS Analyst	804-433-2988	kyle.kojan@timmons.com	Asset Management Engineer
TBD	Gainesville	Project Manager	xxx-xxx-xxxx	TBD	Daily/Weekly Contact, Project Communication, Project Management
TBD	Gainesville	Sr. Project Stakeholder	xxx-xxx-xxxx	TBD	Project Oversight
TBD	Gainesville	?	xxx-xxx-xxxx	TBD	Project Sponsor

The goals of Timmons Group's communication plan are to ensure that the project objectives are clearly articulated and met, that tasks are completed on schedule, issues are identified and promptly resolved, and that project status is continuously communicated to the Gainesville core team. The communication plan addresses the primary aspects of project communication, including:

- What is being communicated
- To whom it is to be communicated

- How it is to be communicated (e.g. in-person, e-mail, call, etc.)
- When it is to be communicated

Timmons Group will employ a proactive approach to project communication, consisting of the components more fully defined below, to ensure the proper and efficient utilization of resources and the timely delivery of products and services within the framework of the project Scope of Work.

Scope Management Plan

Understanding that issues will arise during the project that may require changes to the agreed-upon scope of work, a proactive method of identification and management of these issues must be utilized. Timmons Group uses a Change Control Process that is illustrated in the following process flow diagram:
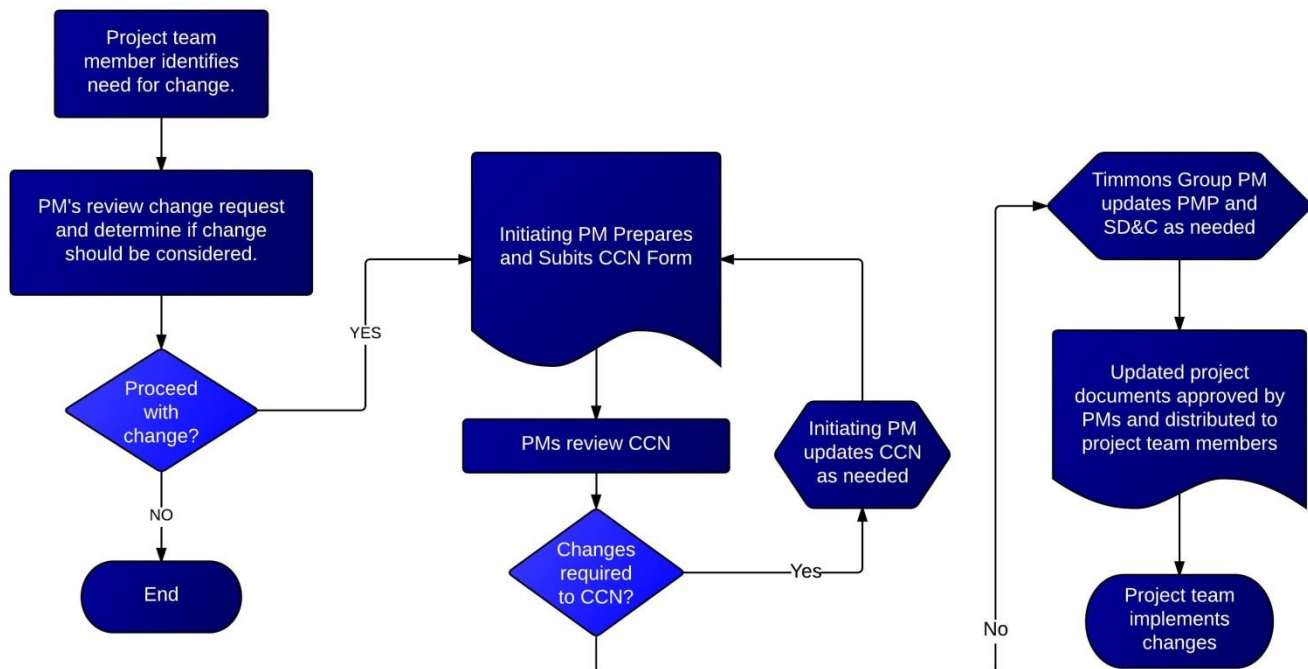
Final project costs are established through the development of a detailed Scope of Work – *one that establishes what products and services will be delivered as well as those that will not be provided as part of the established fee*. A level of open and honest communication among all stakeholders is required such that system functionality can be balanced with available funding, and appropriate and reasonable expectations set. Once these elements have been addressed, cost control becomes a multi-tiered effort involving effective project management, clear communication among stakeholders (especially the Project Managers), schedule management, and quality control. To protect both parties, client and consultant, a Change Control Process must be developed and adhered to throughout all phases of the project.

Any modifications or deviations from the agreed upon Scope of Work, including system functionality, service delivery, technical documentation, or project schedule or budget will be subject to CHANGE CONTROL procedures:

Any project team member 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 should use a CHANGE CONTROL NOTICE (CCN) form as appropriate for the change:
1. Agreement to a CHANGE REQUEST signifies agreement to a change in overall costs, functionality, time scales, or other identified project impact.
2. 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.

3. All _**CCN**_'s will be signed by both the Timmons Group and Gainesville Project Manager(s) to indicate acceptance of the changes.
4. 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.

The CCN template proposed for this project is presented on the following page. A complete library of CCN documents will be developed and archived for team reference as the project progresses.

Schedule Management Plan

Timmons Group utilizes Microsoft Project to track all tasks, milestones and dependencies of our enterprise asset management projects. The change control process is the same as the process outlined in Scope Management Plan. The schedule is reviewed at project progress meetings and any changes are agreed upon by the project team (which includes Gainesville stakeholders).

Risk Management

Risk Management is managed via project progress meeting and communicated via a shared document that identifies the risk, color codes the risk based upon several criteria and specifies a mitigation strategy. The Risk Register is included within the project progress report that will be provided to the project upon an agreed upon interval.

Risk Register:

Sample Timmons Group Risk Register:

IV. Risk management status:

#	Potential Risk	Priority	Control Measures	Status
1	Group 1 Configuration	High	Timmons has placed work plan for resource dedication into action for reaching/sustaining project schedule	In process
2	Group 1 data conversion	High	Timmons has placed work plan for resource dedication into action for reaching/sustaining project schedule	In process
3	Group 1 reports	High	Timmons has placed work plan for resource dedication into action for reaching/sustaining project schedule	In process
4	811 Data Import Tool	Medium	Timmons has placed work plan for resource dedication into action for reaching/sustaining project schedule	In process
5	Training	High	Week of Oct. 16 & Oct. 23rd needs confirmation by Metro	In process
6	Group 1 Go live	High	Items 1-5 must occur by due date to meet this date. Timmons PM & Metro PM to work to make sure these items occur as necessary	In process
7	Group 2 configuration	Low	LOE for group 2 is low	

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Quality Management

Timmons Group utilizes two strategies to ensure quality and acceptance of our deliverables. The processes are as follows:

Quality Assurance Plan:

Quality Control on a Timmons Group Cityworks implementation project is on-going throughout the life of the project. In addition to formal items such as a Project Management Plan, Testing Plan and an Acceptance Plan and Acceptance Certification, we employ several quality control measures throughout the life of the project. We have assigned a Project Director to this project. In this role the Project Director will act as the Senior Technical Reviewer for all project deliverables. Specific quality control procedures include internal review meeting between the Project Director and the project team as well as a formal change control process to deal with project changes.

Timmons Group has clear and defined roles for the Quality Control responsibilities of all staff members. Because all staff levels of the project team are involved in delivering quality service to our clients, each employee is given the necessary training and orientation to perform a specific task. Prior to being assigned to a specific Quality Control responsibility, staff members must meet minimum qualifications and must be approved by the Principal in Charge. Timmons Group has an established program for project Quality Control that is incorporated into our contract management process. Our primary means of building quality into every phase of each project is through the use of assigned senior technical reviewers (STR) and periodic QA reviews at the program level. Our reputation is built on the execution of existing work and products. Timmons Group has an excellent track record of providing high-quality services to public agencies, as demonstrated by our strong past performance ratings.

During each gate check, whether internal or client guided, the project technical lead will review the Cityworks implementation using the System Design and Configuration plan as the base line for the system implementation before delivery of any project deliverable.
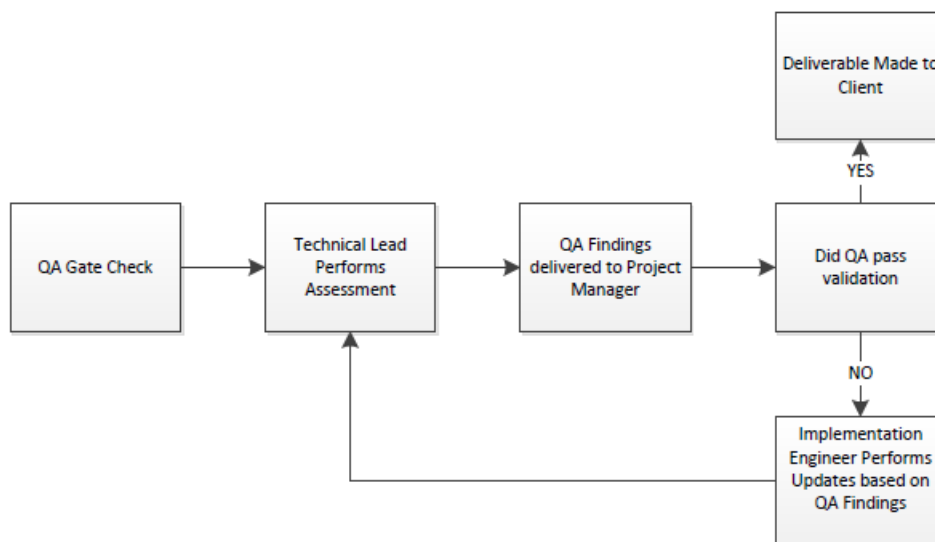
Acceptance Procedures:

Certain project deliverables and milestones will be subject to a process of review and acceptance. The process will involve the Project Managers from both Gainesville and Timmons Group signing a User Acceptance document to indicate that products and services were delivered in accordance with the Project Plan. A fully executed User Acceptance document shall serve as authorization for Timmons Group to continue on to subsequent project tasks. Failure on Gainesville's part to complete milestone acceptance in a timely manner may cause delays in initiation of subsequent tasks.

The process for documentation deliverables is detailed in the following workflow:
1) Timmons Group will submit a Preliminary Draft of the project deliverable which will consist of a basic document template or outline for Gainesville Review.

2) Gainesville will review and provide acceptance of the Preliminary Draft format within 10 days.
3) Timmons Group will deliver the draft deliverable by the scheduled due date.
4) Gainesville will review the deliverable and provide feedback.
5) Timmons Group will deliver the final version for Gainesville formal acceptance.

In some cases, where appropriate, the document deliverable will be updated throughout project and redelivered prior to Go-Live.

Communication Management

The goals of Timmons Group's communication plan are to ensure that the project objectives are clearly articulated and met, that tasks are completed on schedule, issues are identified and promptly resolved, and that project status is continuously communicated to the Gainesville core team. The communication plan addresses the primary aspects of project communication, including:

- What is being communicated
- To whom it is to be communicated
- How it is to be communicated (e.g. in-person, e-mail, call, etc.)
- When it is to be communicated

Timmons Group will employ a proactive approach to project communication, consisting of the components more fully defined below, to ensure the proper and efficient utilization of resources and the timely delivery of products and services within the framework of the project Scope of Work.

Bi-Weekly Status Call and Minutes – Timmons Group's Project Manager will prepare an agenda for and conduct a bi-weekly status call related to the specific work-in-progress of the project team. The Project Manager shall record and report via meeting notes the results and action items required. Bi-Weekly Status Calls are scheduled for the __ and ___ _____ of each month at _____ PM Central time.

Monthly Status Reports – Timmons Group's Project Manager will prepare monthly status reports using the template presented on the following page. Every other (roughly) bi-weekly status report shall be delivered to the Gainesville core team with each month's invoice. Bi-weekly status reports will also be archived online for additional, on-demand access. Monthly Status Reports are due within the fourth full week of the month, prior to the bi-weekly status call on the _____.

Ad-Hoc Meetings – As is required throughout the duration of the project, additional meetings may be called by either Project Manager to address personnel, scheduling, technical, or other project issues. These meetings will typically be held via teleconference. Project team members will participate in these meetings as necessary. The Timmons Group Project Manager will document the meetings and distribute a summary to all project team members via email.

The dates for project calls, meeting and reports will also be maintained on the project calendar, which will be available online for easy, on-demand access.

Project Report

Project Name:	
Project Client:	
Project Number:	
Report Name:	
Report Date:	
Report Author:	
Report Distribution:	

Executive Summary:

What we accomplished in the last month:

1.

2.

Deliverable	First Revision Status	Second Revision Status

What we plan to accomplish in the next month:

1.

2.

Summary of anticipated and approved changes in project scope/schedule/budget:

•

Status of schedule and deliverables:

Deliverable	Current Forecast	Actual	Status	Signoff

Risk management status:

#	Potential Risk	Priority	Control Measures	Status
		High		
		Moderate		
		Low		

Business Process Change Management

The failure to adequately train and support new users is often a cause for immediate and permanent resistance to the adoption of the system. ***Incorporating a strong training and coaching program is an effective change management tool*** and appropriate budget allocations should be made and adhered to throughout the system implementation and adoption life-cycles. In addition, Gainesville would be well-served by identifying and empowering staff responsible for the daily operations and administration of the system. This individual (or individuals) should have a broad understanding of the varied services each department provides, the technique in which services are delivered, and the manner of how Cityworks solution supports the delivery of each service. The responsibilities will also include the coordination of various support mechanisms available to each end user for the assistance for expanding the user's knowledge of not just their role within the asset management program, but also in a broader context of the overall importance of the enterprise work management program to the organization.

Timmons Group has proposed within our scope of services to lead a series of workshops. These workshops will be preceded by a review of all pertinent materials by Timmons Group resources. The purpose of the workshops will be to validate the (or any) documentation provided by Gainesville. After validating and documenting the existing processes, Timmons Group will seek to edit/change these existing workflows and processes to:
1) Leverage Cityworks technology
2) Leverage asset management and industry best practices
3) Hold workflows and processes to the current wherever possible and feasible

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These workshops are designed to establish and assess the Business Requirements, User Requirements, and Functional Requirements that must be considered when developing the Software Design and Configuration Plan (SD&C) as well as to design the Cityworks configuration and database necessary for implementation, the integrations and data conversion.

For the first 30 minutes of the workshop our implementation team will conduct a brief software knowledge transfer session. The session will give the workshop attendees an opportunity to review and understand the software, potential impacts and changes in their daily business processes, and the purpose of adopting the new tools. It has been our experience that successful adoption of Cityworks is supported by continued, repeated exposure of the software during the workshops and review meetings. We strongly believe that all levels of end users of the system need representation within these meetings. When end users participate from the beginning in the design (configuration) of the tools they ultimately will be expected to use, their acceptance and adoption rates soar. They will understand the need for the sequencing of the workflows they will be expected to participate in once in production as well as they tools (Cityworks) they will be expected to use. This goes a long way in creating the necessary end user buy-in for the success of the project.

During the workshops, our implementation team will analyze the various technological, operational, and organizational elements of Gainesville business. This will be an essential procedure in order to ensure the planned Cityworks implementation and expected system interfaces are capable of delivering the feature-rich data needed to support the numerous complex operations and maintenance activities undertaken by the various departments. We understand that Gainesville has already documented some of your workflows and that our effort will concentrate around ensuring Cityworks is utilized to its full potential and that we consider/review with Gainesville potential workflow edits as well as to document for the first time other workflows, to accomplish this.

In support of these efforts, our implementation team will analyze with each Functional Group the following critical elements:

- **Business Drivers** – The core functions that will benefit from the implementation of the Cityworks solution. These may include inventory, custom billing, time tracking, engineering planning and design, construction inspection and administration, operations and maintenance, inspections, regulatory compliance, customer service, disaster preparedness and emergency response, executive decision processes, etc.
- **Workflows** – Current departmental/Functional Group (internal and external) business processes and work flows that will either contribute to, or be replaced by, the planned Cityworks implementation. Key workflows that should be analyzed include, but are not limited to, inventory / data capture and maintenance, data distribution, data consumption, system planning and analysis, customer inquiry, reporting, etc.
- **Systems and Applications** – Information technology and process automation tools currently deployed and maintained by the City or Functional Group should be investigated and analyzed in terms of their ability to support the increased network traffic, data loads, and application maintenance requirements introduced by the planned Cityworks program. Additionally, existing business applications such as network modeling, mobile computing, customer relationship management, etc., should be investigated to determine the best manner by which to integrate with the planned Cityworks system.
- **Data** – Existing data sets (spatial and tabular) and reports maintained for the purpose of supporting the daily operation and maintenance of the departments and their associated processes must be inventoried and analyzed for the purpose of supporting the development of any required data conversion/migration/development plans.
- **Best Practices** – Established asset management best practices, as they relate to the City or Functional Group's current operational mandates, contrasted with where the various departments currently fall within the spectrum, should be established and benchmarked for the purpose of establishing the required system implementation path needed to guide Gainesville to its ultimate Cityworks deployment and adoption goals and objectives.

These core elements will provide our implementation team and Gainesville with an understanding of the needs and challenges the departments will face as they move to implement Cityworks. The initial business process analysis provides our implementation team with a detailed look into the everyday processes marshaled by Gainesville staff. A primary objective of this task is for our implementation team to review and understand how Gainesville conducts business and manages Permits and Land Management. The ultimate goal is to provide knowledge to support and enable our implementation team to properly address the technological impacts of the system deployment and Gainesville in order to understand the technological impacts and the non-technological impacts related to business processes and workflows.

The RFP has asked us to provide not only a cost for the proposed changes but also to document the recommended changes. Timmons Group has implemented Cityworks numerous times and has found our iterative approach to be the most successful. It is impossible at this time to provide edited workflows for Gainesville to review.

Organizational Change Management

Within our processes Timmons Group will analyze the existing staff assigned to manage and utilize our proposed solution and corresponding work flows and business processes. We utilize the approach outlined below:

1. Clearly define the change and align it to business goals.
It might seem obvious but many organizations miss this first vital step. During the workshops outlined within our scope of services Timmons Group will lead Gainesville through this part of the change management process. We will seek to understand your business goals, business rules and merge these into your "to-be" workflows that will be our guide for the configuration of Cityworks. It's one thing to articulate the change required and entirely another to conduct a critical review against organizational objectives and performance goals to ensure the change will carry Gainesville in the right direction strategically, financially, and ethically. This step can also assist Gainesville in determining the value of the change, which will quantify the effort and inputs that will be invested.

Key questions:
• What do we need to change?
• Why is this change required?

2. Determine impacts and those affected.
Once we know exactly what Gainesville wishes/needs to achieve and why, we will seek to understand the impacts of the change at various organizational levels. We will review the effect on each business unit/functional group and how it cascades through the organizational structure to the individual. This information will start to form the blueprint for our training plan, so that we can mitigate the impacts of the proposed changes.

Key questions:
• What are the impacts of the change?
• Who will the change affect the most?
• How will the change be received?

3. Develop a communication strategy.
Although all end users should be included within the decisions and design of the proposed changes, the first two steps will have highlighted those employees that the Cityworks implementation team needs to absolutely communicate the change to. Timmons Group will communicate the proposed changes via a review of the proposed workflows via a MS Visio diagram that will be reviewed with the appropriate stakeholders.

Key questions:
• How will the change be communicated?
• How will feedback be managed?

4. Provide effective training.
With the change message out in the open, it will become important that the Cityworks implementation team communicate to the end users that they will receive training, structured or informal, to teach the skills and knowledge required to operate efficiently as the change is rolled out. This will form the basis for the development of our Training Plan.

Key questions:
• What behaviors and skills are required to achieve business results?
• What training delivery methods will be most effective?

5. Implement a support structure.
Providing a support structure is essential to assist employees to emotionally and practically adjust to the change and to build proficiency of behaviors and technical skills needed to achieve the desired business results. To help employees adjust to changes to how a role is performed, we highly recommend that all roles receive representation in the initial workshops.

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Key questions:
• Where is support most required?
• What types of support will be most effective?

6. Measure the change process.
Throughout the change management process, a structure will be put in place to measure the business impact of the changes and ensure that continued reinforcement opportunities exist to build proficiencies. This will be done via the delivery of the existing workflows as well as the delivery of the proposed workflows and a review of the proposed workflows with stakeholders.

Key questions:
• Did the change assist in achieving business goals?
• Was the change management process successful?

Business Process Mapping/Analysis Plans

Timmons Group approach to Business Process Mapping/Analysis is to hold a series of workshops designed to not only allow our team to understand your workflows so that Cityworks can be configured correctly, but also serves as a review for City staff of these workflows. Our configuration team will conduct three (3) separate five (5) day workshops (15 days total) to begin the process of documenting the details of each case identified to be built in PLL, and then to review these with the City. The workshops act as a discovery process to identify all of the components that are required to configure each case in PLL. Workshops sessions are typically broken down by division or workgroup to discuss cases handled by each group. Sometimes a representative from each division may need to be present for cases that have workflow tasks that span multiple workgroups.

Each workshop session begins with a brief software demonstration of Cityworks Server PLL to help familiarize participants with the core components and functionality of the software. The demonstration will give the workshop attendees an opportunity to review and understand the software, potential impacts and changes in their daily business processes, and the purpose of adopting these tool sets. It has been our experience that successful adoption of Cityworks is increased through repeated exposure of the software during the workshops.

During the workshops our configuration team will analyze the various technological, operational, and organizational elements of City's business for the purpose of ensuring the planned Cityworks implementation and expected system integrations are capable of delivering the feature-rich data needed to support the numerous complex operations and activities undertaken by the various departments. In support of these efforts, our configuration team will analyze with City the following critical elements:

- Workflows & Tasks – Identify the current tasks and decisions that are involved with the workflow for each PLL case. The implementation team will identify points of possible improvement in existing workflows and discuss how current business processes may change or be modified to fit within the Cityworks application. The workflow review will identify each task within the workflow, all of the possible outcomes for each task, and the party responsible for completing tasks. Task results can trigger changes in case status, dictate path that the workflow follows, and send email notifications.
- Data Requirements – Review of the current application forms, requirements for submittal, checklists, violation lists, contractor lists, and other data that needs to be tracked and recorded as part of a case. Existing documents are reviewed on-site and the configuration team will discuss with the City how various items will fit into the Cityworks system. This will help give the City some insight on what their data will look like in Cityworks.
- Fee Calculations – Identify the fees associated with each case and the information used to calculate the fees. The fee schedule is reviewed to ensure both parties understand all fees involved and how they are calculated and when they are assessed. This includes fees for application submittal, permits, and violations.
- Reports/Printing/Notifications – Reports, printing needs, and notification requirements are identified and documented during the review of the case workflows. The system will be configured to meet reporting requirements. Items like permit cards, notification letters, and notice of violations are also documented as these items will need to be developed as custom Crystal Reports that can be printed. Email notifications are also identified to be included in the configuration.
- Systems and Applications – Information technology and process automation tools currently deployed and maintained by City should be investigated and analyzed in terms of their ability to support the increased network traffic, data

loads, and application maintenance requirements introduced by the planned Cityworks program. Additionally, existing business applications such as network modeling, mobile computing, customer relationship management, etc., should be investigated to determine the best manner by which to integrate with the planned Cityworks system.

- Data – Existing data sets (spatial and tabular) maintained for the purpose of supporting the daily operation and maintenance of the departments and their associated processes must be inventoried and analyzed for the purpose of supporting the development of any required data conversion/migration/development plans.
- Best Practices – Established permitting and code enforcement best practices, as they relate to City's current operational mandates, contrasted with where the various departments currently fall within the spectrum, should be established and benchmarked for the purpose of establishing the required system implementation path needed to guide City to its ultimate Cityworks deployment and adoption goals and objectives.

These core elements are the major components that will provide our configuration team and City an understanding of the needs and challenges the departments will face as they move to implement Cityworks. The initial business process analysis provides our configuration team with a detailed look into the everyday processes marshaled by City staff. A primary objective of this task is for our configuration team to review and understand how City conducts business and manages its processes. The ultimate goal is to provide knowledge to support and enable our configuration team to properly address the technological impacts of the system deployment and City to understand the technological impacts and the non- technological impacts related to business processes and workflows.

This is an iterative process so for every workshop there will be a review and modifications made as identified in the project plan.

We have reviewed the goals and desires of Gainesville based upon the RFP, the addendums, additional information and discussions with Cityworks representatives. Based upon this we have summarized these goals and desires in the tables found below where these have been listed and we have commented upon our delivery plans, our expertise and/or the methodology of delivery:

Project Objectives	
High-level Functionality Requirements	**Proposed solution**
Responsive design features	Cityworks is designed with built-in apps (Office, Tablet, and others) and apps built outside of the platform (including Respond, Public Access, and mobile apps for iOS and Android), which provide the end user with an optimized office or mobile experience using various devices. Office contains full PLL functionality and is designed for a desktop environment while Tablet enables PLL management on mobile laptops and tablets. Both apps utilize a JavaScript map that displays on a separate browser tab. Cityworks PLL streamlines and automates permit, licensing, and land management processes while working with Cityworks AMS and Esri GIS. This allows you to view permit, license, and land data in the same application as work orders, service requests, and GIS asset data. Cityworks PLL and AMS records can also be linked together, which allows organizations to capitalize on the major applications of the Cityworks platform.
Interfaces to City payment platforms	Cityworks is built using open standards and technology; storing data in an open, published format utilizing standard commercial SQL databases, such as Oracle and Microsoft SQL Server. The open-standards design of Cityworks is the key to developing applications and reports that enhance each individual system and interface with your critical business systems. These interfaces may be created in-house or by a third-party contractor working for your organization.
Issuing permits	Cityworks Server PLL is a GIS-centric community development software product that enables agencies to track *permits*, planning and development applications, form the initial call or application via the Timmons PLL Portal through the complete process of departmental plan reviews, issuance, fees, inspections, planning commission meetings, abatement, hearings, etc....
Ability to route inspections	Add locations to the map to generate a route for navigation.

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Project Objectives	
Mobile enabled	Cityworks has several PLL applications designed for use in the field: Tablet for PLL, Respond, Public Access, and mobile native apps for iOS and Android. Each has an interface different from the others, and are suited for the user, purpose, and device
Integration with other systems	Cityworks is built using open standards and technology; storing data in an open, published format utilizing standard commercial SQL databases, such as Oracle and Microsoft SQL Server. The open-standards design of Cityworks is the key to developing applications and reports that enhance each individual system and interface with your critical business systems. These interfaces may be created in-house or by a third-party contractor working for your organization.
Migration of legacy data	Existing data sets (spatial and tabular) and reports maintained for the purpose of supporting the daily operation and maintenance of the departments and their associated processes must be inventoried and analyzed for the purpose of supporting the development of any required data conversion/migration/development plans.
Ability to edit permit types	Users can edit workflows by adding or deleting tasks for each permit or case as needed. Users can edit permits in this fashion.
Benchmarking capabilities	Cityworks Server PLL managers are able to track performance parameters, thus allowing benchmark levels of service to be established and compared.

Minimum Requirements	Proposed solution	
1. Citizen Facing a. The system will have a robust, intuitive citizen portal		Meets
2. Interface to City payment system a. Connection to end-to-end automated payment system		Meets
3. Issue permits/entitlement and licenses, each with its own individual workflow		Meets

4. Enables customers to schedule inspections
     a. Enables customers to schedule building inspections via mobile enabled devices and links with voice recognition for phone requests for inspections
     b. Enables customers to select whether the inspection is in the AM or PM
     c. Sends customers and email to confirm a scheduled inspection
		Meets

5. Mobile-enabled
     a. End-to-end mobile device enabled for internal and external users
     b. Application, scheduling, tracking and payment for customers
     c. Management, reporting and tracking for staff
		Meets

6. Reporting, benchmarking & Dashboard
     a. Includes reporting capabilities, benchmarking tools and dashboard
     b. Easily create customized reports
		Meets

7. ArcGIS Services are source of spatial data
     a. ArcGIS Services published by the Property Appraiser, e911 and the City will be the source of spatial data
     b. Ex. Zoning, homestead exemption status, jurisdiction, flood zone context area, historic preservation context area, wellfield context area land use designation, Enterprise zones, CRA districts, Parking zones, Parcels, e911 addresses
		Meets

8. Parcel based
     a. All data has unique parcel number as unique ID
     b. Ability to link to previous parcel number
		Meets

Additional desired features		**Proposed solution**
1. Migrate legacy data into convention a. All data from Innoprise, BDE & eWacker in a searchable format is migrated to new database		Meets, see scope of services

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Project Objectives	
2. Route inspections using GPS a. Locate and view entitlements, violations and inspections using GIS/GPS	Meets via an integration
3. Enables customers to search for past entitlements a. On-line search for previous entitlements on a property (i.e. building permits, land use & zoning, lot splits, etc.)	Meets
4. Integrated a. Seamless integration with other systems (i.e. ProjectDox, Open Text, Synovia, ArcGIS, SeeClickFix, telephone recognition software)	Meets, see scope of services
5. Mobile app a. Public facing app to do all building and planning business	Meets

Upon receiving a Notice to Proceed, we will commence with implementing Cityworks Server PLL to meet the requirements enumerated above.

PROPOSED CONVERSION AND IMPLEMENTATION PLAN

Engaging Timmons Group as a partner on your Enterprise Permitting and Land Management Software project will yield the results you demand. Many years of important lessons learned will be available to you and your stakeholders throughout the life of your program. Regarding group specific consulting, Timmons Group brings not only geospatial and information technology professionals to assist with the implementation of the proposed Cityworks Server PLL solution, but also subject matter experts in the fields of community development, planning, zoning, permitting and inspections. You will have the opportunity to work with our planning, engineering, geospatial, and technology subject matter experts who will share over a century of combined ideas and solutions with you in support of your greater mission. These resources will be available to the project team to assist with best practices as Cityworks is modified and configured to each goal of the improvement program. These subject matter experts will review the proposed configuration workflows for best practices and address the "do they make sense" questions, prior to Timmons Group reviewing the proposed work flows for City of Gainesville approval.

As previously stated, the success or failure of Cityworks implementations is most often not attributable to the technology components, but rather to managing the implementation of the software solution and the organization's ability/inability to effectively achieve the change associated with the implementation. We will partner with The City in developing a strong body of users and a better execution of workflows around the PLL technology throughout the project. The widespread adoption that is often anticipated by the project stakeholders during the planning and development of enterprise systems can quickly wane shortly after implementation if the change process is not effectively managed.

The failure to adequately train and support new users is often a cause for immediate and permanent resistance to the adoption of the system. ***Incorporating a strong training and coaching program is an effective change management tool*** and appropriate budget allocations should be made and adhered to throughout the system implementation and adoption life-cycles. In addition, The City would be well-served by identifying and empowering staff responsible for the daily operations and administration of the system. This individual (or individuals) should have a broad understanding of the varied services each department provides, the technique in which services are delivered, and the manner of how Cityworks solution supports the delivery of each service. The responsibilities will also include the coordination of various support mechanisms available to each end user for the assistance for expanding the user's knowledge of not just their role within the asset management program, but also in a broader context of the overall importance of the enterprise work management program to the organization.

The City of Gainesville is about to embark upon an important implementation project that will present many challenges that will need to be analyzed, understood, managed and overcome in order to ensure delivery of successful Cityworks PLL implementation that is capable of delivering the functional requirements while providing the returns-on-investment upon which the program has been justified and its successes will be measured. As Timmons Group has implemented Cityworks PLL numerous times we have developed a robust Cityworks project approach for Gainesville that will help to ensure the City success. Timmons Group is prepared to assist The City of Gainesville with this exciting, ambitious, and important endeavor.

The Timmons Group approach to Cityworks® Server PLL implementation and configuration is to work interactively with the City of Gainesville (City), to identify and rank the workflows and interactively model the processes in PLL. Through this effort City staff, who are designated to manage and maintain PLL, will participate in the development process and learn the nuances of building the workflows, templates, and cases. A comprehensive training program that is focused on creation, maintenance, and administration of PLL using City specific workflows created with City staff will be pursued. Our team has found this process to be cost effective and ensures our clients are comfortable in taking ownership of their PLL environment. At a minimum the configuration will include the following for the Building and Construction Permit and Inspection process:

• Planning and Zoning	• Site Plan Review
• Fee Calculation	• Permits
• Building Plan Review	• Inspections
• Code Enforcement	• Licensing

The implementation team will facilitate a series of onsite workshops with identified Cityworks users for the purpose of establishing the necessary understanding of individual responsibilities, work processes, regulatory stressors, etc. We also understand that an integration with ProjectDox, OpenText, Synovia, Esri ArcGIS, SeeClickFix and telephone voice recognition software is desired. By gathering and analyzing the end user requirements, the implementation team will best prepare us to implement the City's solution such that the individual user requirements are able to be met in the context of the City's over-arching strategies.

Task 1: Project Management

All Project Team members selected for this engagement have recent significant experience in the planning, design, and implementation of multiple Cityworks AMS and PLL projects of varying depths and complexities. However, our experience indicates that these competencies alone do not automatically translate into successful projects. Rather, the key to project success is the proper utilization of available resources within the framework of a well-managed project plan that completely addresses each of the following processes:

- **INITIATION –** project authorizations and expectations
- **PLANNING –** project definitions, objectives, deliverables, and analysis of alternatives
- **EXECUTION –** coordination of resources, quality control, delivery of products and services
- **CONTROLLING –** monitoring and measuring to identify variances and initiate corrective actions
- **CLOSING –** acceptance of project results and deliverables

With our Program Director and Project Manager serving as the hub of our team, and the conduit of communications between our subject matter experts, third party vendors and The City of Gainesville stakeholders, we propose to utilize the following management tools in order to programmatically and proactively manage the proposed engagement to a successful end. Timmons Group will provide the following Project Management services throughout the duration of the Contract:

- Review, analyze, and consult upon City of Gainesville current business processes communicated by staff.
- Develop, in cooperation with The City of Gainesville Project Manager, a Project Plan and Schedule
- Proactively manage and update the Project Plan and Schedule, as required, throughout the duration of the Project. The Project Plan and Schedule modifications will be facilitated upon common agreement between The City of Gainesville and Timmons Group in accordance with the Change Control Notice process.
- Coordinate project events with City of Gainesville Project Manager and Timmons Group Team members
- Author, edit, review, and distribute project documentation and technical reports, as required
- Facilitate in-process review meetings with City of Gainesville Project Manager and end-users as scheduled, and appropriate, throughout the duration of the project
- Anticipate problem areas and propose and facilitate solutions (i.e. risk management)

The goal of this phase is to develop an initial Project Management Plan (PMP) document, and to accomplish the initial data gathering prior to the kickoff meeting. This task "primes the pump" for the kickoff and configuration workshops and ensures there will be no IT related bottlenecks related to hardware or software purchases.

Our team utilizes a formal Project Management Plan (PMP) process for documenting, tracking and communicating the key elements of a project, which include: Project scope, schedule, work plan (including staff, stakeholders and other resources), budget, communication plan, definition of project goals and critical success factors, definition of team member roles and responsibilities, project assumptions, change management and risk management. The purpose of the PMP is to

ensure that the project objectives are clearly articulated and met, that tasks are completed on schedule, issues are identified and resolved promptly, and that project status is continuously communicated to project team members. Our Project Manager will draft a PMP for an initial review by the City's Project Manager and other staff during the kickoff meeting.

City Responsibility – The City project manager/team will review the Project Management Plan and ensure it meets the City's requirements**.** The City project team is typically comprised of the following roles:
- City Project Manager
- A Code Enforcement Officer
- A City Planner or The Planning & Zoning Coordinator
- A Building Inspector
- A Permit Technician
- A Business Licensing Clerk
- A GIS Analyst

Deliverables – Project Management Plan that will be managed over the life of the project.
Assumptions – The City will review all documentation in a timely manner.

Task 2: Project Kick-off Meeting
Project team members and participating City staff will participate in a Project Kickoff Meeting to be held for the purpose of introducing the project participants, to establish the roles and responsibilities of all Project Participants, validate City goals and objectives, establish the lines of communication to be employed throughout the duration of the project, and to answer any questions City staff may have.

City Responsibility – City stakeholders will attend the project kickoff meeting.
Deliverables – Project presentation and meeting minutes.
Assumptions – The City will provide a conference room appropriately sized for the number of participants.

Task 3: IT/GIS Systems Workshop
Our configuration team will meet with the City project management and IT staff to discuss and define the hardware and technical requirements for the Cityworks PLL implementation. We understand that the PLL software will be installed in and operate on the existing Cityworks AMS platform implemented previously by Timmons Group. During this meeting various system architectures and minimum requirements will be explored to find the best fit for the City. The goal is to ensure hardware is in place prior to initial software configuration.

Our Team will document the Core System Design Plan components required to support the Cityworks PLL implementation. The Core System Plan is developed in preparation for the configuration and implementation of the Cityworks PLL System. This plan will include the following:
- Review of current Cityworks AMS test and production platform
- Network Requirements
- Hardware Requirements
- Peripheral Requirements
- Software Applications
- GIS data in support of Cityworks PLL

City Responsibilities - The City is responsible to have IT & GIS staff present for the IT System Webinar that are knowledgeable on the current City infrastructure and any planned modifications during the life of the project.
Deliverables – Core System plan for Hardware, Software, network configuration and GIS requirements for Cityworks PLL
Assumptions – The City will purchase Cityworks® Server PLL API, Timmons Group PLL Portal and Timmons Group PLL Mobile Tools. The City will review all documentation in a timely manner.

Task 4: Data Gathering
The goal of this task is to meet with City departments and gather critical information that will be later loaded into the PLL environment. Data that will be gathered includes:
- Identify Database and Domain Administrators

- Identify PLL Administrator
- Identify PLL Users
- Select PLL Login Security Model
- Define ArcGIS Services
- Identify Email Settings for PLL
- Identify Contractors
- Permit Application Forms
- Reports and Printed Forms (permit cards, certificates of occupancy, violation notices, etc.)
- Code Violation List
- Building Corrections List
- Frequent Applicants

The RFP has listed the following permit types (not limited to):

Planning Permits (the City has a goal of reducing this list by 50%):
1. First Step Meeting
2. Nonconforming Use Permit
3. Administrative modification
4. Ad Valorem tax exemption
5. Alcoholic Beverage License Review
6. Amendments to Development Review Plan-Board Review
7. Amendments to Development Review Plan-Staff Review
8. Appeal of Decision of CPB or DRB
9. Appeal of Administrative Decision
10. Certificate of Appropriateness
11. Commercial Tree Removal
12. Concept Review
13. Design Plat
14. Doggie Dining Permit
15. Environmental Study Review
16. Final Development Plan
17. Final Plat
18. Intermediate Development Plan
19. Land Use Amendment
20. Lot Split
21. Major Development Plan
22. Minor Development Plan
23. Minor Subdivision
24. Minor Traffic Study
25. Major Traffic Study
26. Planned Development
27. Portable On Demand Storage Seasonal Permit
28. Rezoning
29. Roadway
30. Sidewalk Café
31. Single lot Replat
32. Special Use Permit
33. Street Vacation
34. Text Change
35. Traffic Study
36. Variance
37. Wellfield Special Use Permit
38. Zoning Compliance Permit
39. Zoning Map Change
40. Zoning Verification Letter
41. TMPA

Sunset Permit Types: Permit types that have been sunset are mentioned because they may need to be migrated to the new system to retain historical data.

1. Alcoholic Beverage Sales-Temp Outdoor
2. Environ Chg/Alter/Presence/Location Resources
3. Environmental Regl Natural and Archaeological
4. Environmental Regl Sinkholes/Listed Species
5. Family Daycare Home Permit
6. Heritage Overlay Dist Penalty Req Work Prior
7. Heritage Overlay District Review Regl Work Items
8. Heritage Overlay Petition Rezoning
9. Heritage Overlay Petition Text Change
10. Historic Rezoning/Text Amendment
11. Minor Development Plan II
12. Special Events Permit (Food Trucks)
13. Special Exception
14. Verification of Signatures on Petition
15. Banner
16. Converted Project
17. Plan Board Miscellaneous
18. Pleasant Street Stabilization

Building Permits Current permit-types (It is the City's goal to reduce this list by 50%):

1. Accessory Structure Commercial
2. Accessory Structure Residential
3. Addition 1 and 2 family
4. Additional Fees
5. Awning
6. Board & Seal
7. Building Permit (no fee)
8. Building Shell
9. Bus Shelter
10. Change of Face/Sign
11. Change of Use No Construction
12. Change of Use With Construction
13. Commercial Addition
14. Commercial New
15. Commercial New 4 Stores or More
16. Commercial Pool Remodel
17. Commercial Remodel
18. Communication Towers
19. Cooking Oil Recovery
20. Coolers/Freezers
21. Copies of Public Record
22. Curb Cut
23. Demolition Commercial
24. Demolition Commercial Interior
25. Demolition No-Fee
26. Demolition Residential
27. Demolition Residential Interior
28. Duplicate Inspection Card
29. Duplicate Plans "lost"
30. Duplicate Plans "provided"
31. Electrical Addition
32. Electrical Addition 1 and 2 Family
33. Electrical Cell Tower Equipment
34. Electrical for Sign

35. Electrical New Apartments
36. Electrical New Commercial >23,000
37. Electrical Pools
38. Electrical Pools 1 and 2 Family
39. Electrical Remodel
40. Electrical Remodel 1 and 2 Family
41. Electrical Service Repair/Upgrade
42. Electrical Solar (Rebate)
43. Electrical Solar F.I.T. Residential
44. Electrical Solar F.I.T.
45. Electrical Solar Residential (Rebate)
46. Electrical Temp Pole
47. Electrical Temp Pole Residential
48. Electrical Wiring
49. Electrical Wiring 1 and 2 Family
50. Facility Maintenance Permit
51. Fire Alarm
52. Fire Sprinkler
53. Fire Sprinkler 10 Heads or Less
54. Fire Suppression
55. Fire Underground
56. Fireworks Tent
57. Foundation Only
58. Foundation Repair
59. Foundation Repair 1 and 2 Family
60. Fuel Tank Install/Remove
61. Gas New Commercial > $23,000
62. Gas Piping
63. Gas Piping 1 and 2 Family
64. Gas Water Heater
65. Gas Water Heater 1 and 2 Family
66. Generator Installation
67. Hood
68. Hood Suppression
69. Hood Suppression 1 and 2 Family
70. House Moving
71. In-building Emergency Radio
72. Interior Buildout New
73. Journeyman Testing
74. License Renewal
75. Life Safety Permit
76. Lightning Protection
77. Masonry Wall
78. Mechanical Addition
79. Mechanical Change Out
80. Mechanical Change Out 1 & 2 Family
81. Mechanical New Apartments
82. Mechanical New Commercial > $23,000
83. Mechanical Remodel (excludes Hoods and Coolers)
84. Mechanical Vents
85. Medical Gas
86. Mobile Home Set Up
87. Modular Building
88. Murals /Decorative Features
89. New Aluminum Structures
90. New Apartments
91. New Apartments-Additional Buildings

92. New Residential Dwelling
93. New Residential Dwelling Green
94. Occupancy
95. Outdoor Café
96. Paving
97. Plan Search
98. Plumbing
99. Plumbing 1 and 2 Family
100. Plumbing Addition
101. Plumbing New Apartments
102. Plumbing New Commercial > $23,000
103. Plumbing Remodel
104. Plumbing Remodel 1 and 2 Family
105. Plumbing Repipe
106. Plumbing Sewer
107. Plumbing Water Heater
108. Pollutant Remediation
109. Pre Plan New Construction
110. Pre Plan Remodel
111. Property Search
112. Remodel 1 and 2 Family
113. Reroof
114. Reroof Shingles
115. Revisions to Plans
116. SB 1752 2 Year Permit Extension
117. SB 360 2 Year Permit Extension
118. SB 7207 2 Year Permit Extension
119. Shed-Manufactured
120. Sidewalk Cafes
121. Sign Electrical
122. Sign Face-Change
123. Sign Non-Electrical
124. Site Work
125. Site Work No Fee
126. Soil Remediation
127. Solar Panels 1 and 2 Family
128. Solar Panels Commercial
129. Solar Pool Heating
130. Solar Water Heating
131. Special Insp Fees1/2
132. Special Insp Fees Full
133. Spray Booth
134. Storage Building
135. Swimming Pool Repair
136. Swimming Pools
137. Tenant Buildout
138. Tent Permit
139. Tent Permit OTC 30x30 or Less
140. Tree Removal-Parks & Recreation
141. Vending Booth

Sunset Permit Types: Permit types that have been sunset are mentioned because they may need to be migrated to the new system to retain historical data:

1. Accessory Dwelling Unit
2. Annual Sidewalk Agreement
3. Clean Agent
4. Clearing and Grubbing

5. Customer Service Calls
6. HB 7207 2 Year Permit Extension
7. HB-503 2 Year Permit Extension
8. Letter of Reciprocation
9. Pre Plan School Board
10. Temporary Sales Structure

City Responsibility - City staff will be available to assist with obtaining all information identified during the data gathering process.
Deliverables -
- Systems Configuration Document (details which servers will be utilized by Cityworks and what software and the versions that will be installed on each server along with GIS services to be utilized for the Cityworks map)
- The City to provide a PLL user list along with employee details (login name, email address, title, and department/division)
- The City to provide list of contractors
- The City to provide a list of Code Violations

Assumptions -
- Esri ArcGIS Server installed and configured
- Necessary hardware and ancillary software available

Task 5: Identify, Prioritize, Define, Workflow, Report, & Data Migration

The goal of this task is to identify and prioritize the permit types (listed in Task 4) and workflows based on complexity, commonality, and impact on the City consisting of Building, Electrical, Plumbing, Mechanical, Fire Sprinkler, Roofing, Demolition, Signs, Home Occupation and land Disturbance. Our configuration team has found that a number of workflows are similar so our approach is to interactively develop the most complex workflows and train City staff in the process of maintaining and building future workflows.

- Workshop to identify and prioritize workflows & reports
- Introduction to PLL and security roles

City Responsibility – Key City staff will participate in the requirements definition and workshops.
Deliverables-
- Prioritize list of City Workflows based on Department
- City will provide documentation on existing workflows
- Workflow documentation (existing)

Assumptions -
- Documentation on workflows will be provided prior to system design
- Samples of reports will be provided by City
- Necessary City staff will attend and participate in meetings and workshops

System Design

The goal of this phase is to design and build workflows through a series of onsite workshops along with analyzing existing data to be migrated from legacy system and high-level modeling (in Visio) of system interfaces for development.

Task 6: PLL Workflow Workshops

Our configuration team will conduct two separate five (5) day workshops to begin the process of documenting the details of each case identified to be built in PLL. The workshops act as a discovery process to identify all of the components that are required to configure each case in PLL. Workshops sessions are typically broken down by division or workgroup to discuss cases handled by each group. Sometimes a representative from each division may need to be present for cases that have workflow tasks that span multiple workgroups.

Each workshop session begins with a brief software demonstration of Cityworks Server PLL to help familiarize participants with the core components and functionality of the software. The demonstration will give the workshop attendees an opportunity to review and understand the software, potential impacts and changes in their daily business processes, and

the purpose of adopting these tool sets. It has been our experience that successful adoption of Cityworks is increased through repeated exposure of the software during the workshops.

During the workshops our configuration team will analyze the various technological, operational, and organizational elements of City's business for the purpose of ensuring the planned Cityworks implementation and expected system integrations are capable of delivering the feature-rich data needed to support the numerous complex operations and activities undertaken by the various departments. In support of these efforts, our configuration team will analyze with City the following critical elements:

- Workflows & Tasks – Identify the current tasks and decisions that are involved with the workflow for each PLL case. The implementation team will identify points of possible improvement in existing workflows and discuss how current business processes may change or be modified to fit within the Cityworks application. The workflow review will identify each task within the workflow, all of the possible outcomes for each task, and the party responsible for completing tasks. Task results can trigger changes in case status, dictate path that the workflow follows, and send email notifications.
- Data Requirements – Review of the current application forms, requirements for submittal, checklists, violation lists, contractor lists, and other data that needs to be tracked and recorded as part of a case. Existing documents are reviewed on-site and the configuration team will discuss with the City how various items will fit into the Cityworks system. This will help give the City some insight on what their data will look like in Cityworks.
- Fee Calculations – Identify the fees associated with each case and the information used to calculate the fees. The fee schedule is reviewed to ensure both parties understand all fees involved and how they are calculated and when they are assessed. This includes fees for application submittal, permits, and violations.
- Reports/Printing/Notifications – Reports, printing needs, and notification requirements are identified and documented during the review of the case workflows. The system will be configured to meet reporting requirements. Items like permit cards, notification letters, and notice of violations are also documented as these items will need to be developed as custom Crystal Reports that can be printed. Email notifications are also identified to be included in the configuration.
- Systems and Applications – Information technology and process automation tools currently deployed and maintained by City should be investigated and analyzed in terms of their ability to support the increased network traffic, data loads, and application maintenance requirements introduced by the planned Cityworks program. Additionally, existing business applications such as network modeling, mobile computing, customer relationship management, etc., should be investigated to determine the best manner by which to integrate with the planned Cityworks system.
- Data – Existing data sets (spatial and tabular) maintained for the purpose of supporting the daily operation and maintenance of the departments and their associated processes must be inventoried and analyzed for the purpose of supporting the development of any required data conversion/migration/development plans.
- Best Practices – Established permitting and code enforcement best practices, as they relate to City's current operational mandates, contrasted with where the various departments currently fall within the spectrum, should be established and benchmarked for the purpose of establishing the required system implementation path needed to guide City to its ultimate Cityworks deployment and adoption goals and objectives.

These core elements are the major components that will provide our configuration team and City an understanding of the needs and challenges the departments will face as they move to implement Cityworks. The initial business process analysis provides our configuration team with a detailed look into the everyday processes marshaled by City staff. A primary objective of this task is for our configuration team to review and understand how City conducts business and manages its processes. The ultimate goal is to provide knowledge to support and enable our configuration team to properly address the technological impacts of the system deployment and City to understand the technological impacts and the non- technological impacts related to business processes and workflows.

This is an iterative process so for every workshop there will be a review and modifications made as identified in the project plan.

> *City Responsibility* – Aid Timmons configuration team's Project Manager in developing a comprehensive agenda based on department and key staff. Participate in workshops and review SD&C Plan drafts. Provide data and discuss workflows identified in the workshops.
> *Deliverables* – Workshop meeting minutes, workflow models, and high-level integration/interface document that are all part of the PLL SD&C Plan.
> *Assumptions* – City will provide a conference room appropriately sized for the number of participants. Critical City staff will attend workshops and defined by the configuration workshop agenda.

Task 7: System Design and Configuration (SD&C) Plan

Once all of the required information about the PLL case date and workflows are gathered and analyzed our configuration team will work together to analyze and document the current status of the primary components of the business process. The SD&C will also fully define the integration of the enumerated integrations.

- *Case Data and Workflows and Fees* – This is the core of the PLL system. During the workshops detailed information will be documented that includes workflows, fees, case data, users, contracts, etc.
- *Enterprise Interface/Integrations* – Define high level interface/integration requirements and model within Visio for interface/integration with the City's enterprise systems to include ProjectDox, Open text, Synovia, ArcGIS, SeeClickFix and telephone recognition software

During the PLL configuration workshops, our implementation team will develop the workflows of the new system with the workshop participants. The recommended changes will strive to enhance the efficiency of required tasks and follow industry best practices, as well as to enhance the satisfaction of the citizens/businesses being served. The resulting Software Design and Configuration plan will be the floor plan for the configuration of PLL and will document the "to-be" workflows.

> *City Responsibility –* Review of SD&C Plan drafts within five (5) business days.
> *Deliverables –* SD&C Plan drafts.
> *Assumptions –* City will review all documentation in a timely manner.

System Development

The goal of this phase is to configure Cityworks (based on the System Design and Configuration Plan) and deploy on the City's server for review prior to final implementation. All interfaces identified and agreed upon would occur during this phase.

Task 8: Cityworks PLL Database Configuration

The configuration team will take the information gathered and documented and configure the Cityworks database. This task will take place at Timmons Group's office within our Cloud environment. The configuration of Cityworks will be based on the Cityworks Configuration Document and the SD&C Plan developed from the onsite workshops.

Services for this task will include, but are not limited to:

Users/Employees	Departments/Divisions
Case Templates	Case Types/Subtypes
Status Codes	Tasks/Workflows
Checklists	Case Data
Fee Setup	Violations Library
Conditions	Flags
Contractors	People

> *City Responsibility –* City will continue to review and comment on Cityworks environment.
> *Deliverables –* Updated Cityworks Configuration Document and SD&C Plan.
> *Assumptions –* Cityworks configuration will implemented in Timmons Group cloud environment. Key City staff will have full access to this environment for training and review.

Task 9: Configuration Review Meetings

The configuration team will conduct multiple (see schedule) in person and webinar review workshops (of the Cityworks configuration to gather feedback from City departments. Review workshops will be held in 4 hour intervals and will cover the admin configuration, workflows, fees, and integrations.

City Responsibility – Attend configuration review meetings.
Deliverables – Configuration meeting minutes and updated Cityworks Configuration Document and SD&C Plan.
Assumptions – City will ensure attendance by staff and provide review comments in a timely manner.

Task 10: Report Development

The goal of this task is to spend four (4) weeks configuring reports in support of the estimated 40 reports that will be required. References in RFP addendums have been made to over 100 existing reports, however we have based our estimated scope upon this number being reduced to 40. If more reports are required this effort can be added at the Timmons flat hourly rate. An additional one (1) week will be used for additional print items that include permit cards, CO's, and notice of violations as examples. These reports will be developed offsite in Crystal Reports.

Cityworks bases reporting on saved searches of the database. Cityworks also utilizes Crystal Reports to build report templates that can then be run against these saved searches. Every field within the Cityworks database is "searchable" so the ability to create reports against Cityworks data is practically limitless. Cityworks provides nearly 900 report templates for easy download. These can be edited and run against your database. In addition Cityworks now has Cityworks Analytics which allows you, via PowerPivot tables to link MS-Excel directly to the Cityworks database thus allowing you to create filtered and organized view into the data.

Cityworks Analytics allows organizations to quickly create detailed reports using the information in their database. These powerful reports are used to graphically analyze the organization's performance. This out-of-the-box product comes with several reports that are already created—you just need to setup the connection to your own database so that the reports reflect your organization's information.
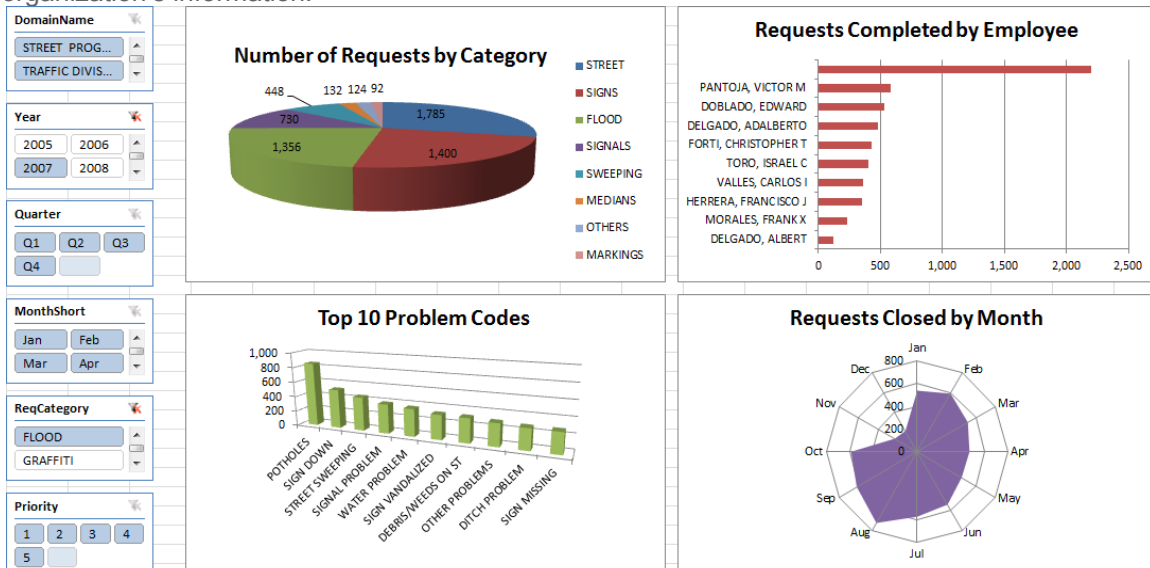
Cityworks Analytics
Cityworks AMS includes the ability for users to incorporate individualized reports, queries, charts, map displays, and other web parts into the user's inbox. This allows users to incorporate related data and information that are not core components of Cityworks, but may be directly related to a particular user's needs.

In addition, the Cityworks User Interface (UI) can be customized utilizing changes to XML or HTML files, and by incorporating stored procedures. Moreover, customization can be accomplished using Layout Manager UI rendering tools developed for Cityworks AMS/PLL. Users interact with the Layout Manager through specifically formatted XML files. Each time a page loads, Layout Manager reads the files and then interprets them to dynamically create the UI. Documentation and optional training classes are available to help the users understand how to customize the UI.

Over the years our team has developed hundreds of custom reports for our clients. Cityworks has also provided several standard reports and has a customer driven report data repository on their www.mycityworks.com support website. During

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our workshops and review meetings with each Functional Group, we will identify the reports that are critical to your operations and leverage existing reports when it makes sense or create new reports as necessary. Additionally, Cityworks contains ad-hoc search and report tools to query Cityworks data. Nearly every field in Cityworks is searchable, allowing for comprehensive data reporting. Ad-hoc reports can be sorted and grouped by field into multiple descriptive displays. Ad-hoc results can be exported to Microsoft Office products (Access, Excel, Word) or other products for further analysis or presentation. Reports can be shared among enterprise users, departments and divisions. Cityworks includes search and reporting by geography which is accessed through the fully integrated GIS interface. Searching by feature, feature type, map page, tile numbers, or any other data element is readily available as defined in the GIS. Our implementation team will use a four step approach to meet your immediate reporting needs and ensuring they will be self-sufficient to create your own reports in the future.

1. **Catalog Existing Reports –** Our configuration team will work with The City of Gainesville to identify and catalog and prioritize all reports and do a gap analysis between what is in our existing repository (as well as Cityworks) versus what will be created from scratch. From this we will work with Gainesville to reduce the number of required reports.
2. **Create Identified Reports** – Our implementation team has experience creating both Crystal and SQL reports and will develop and modify reports as necessary.
3. **Ad-Hoc and Crystal Server Report Training** – Our implementation team will train the designated client report writers on a) how to best leverage the MyCityworks.com website, b) developing Ad-Hoc reports, and c) the process of developing additional Crystal reports. This will be as part of the Admin training.
4. **Report Training Support –** Our implementation team will train The City of Gainesville staff on creating reports for Cityworks as well as support hours for creating additional reports after Go Live.

   City Responsibility – City will review and comment on reports developed for this task.
   Deliverables – Crystal reports in PLL
   Assumptions – Reports will be developed in Crystal format. Reports to be developed by Timmons Group will not exceed 40 reports.

Task 11: Develop Testing and Acceptance Plan

The configuration team will work with City to develop and administer a Testing and Acceptance Plan. Testing and Acceptance Plan objectives shall remain consistent with the application functionality detailed in the System Design and Configuration Plan (consisting of the workflows laid out during the configuration workshops). The Testing and Acceptance Plan shall address, in sufficient detail (as collectively deemed by City and the configuration team) the elements required to support the City's testing of the Cityworks software functionality and database configuration, security matrix, documentation of application performance issues/errors experienced during the testing, documentation of the resolutions to noted issues/errors, and certification and acceptance of the final deliverable database configuration and software functionality. Additionally the testing would also include the movement of data and workflows between Cityworks Server AMS and PLL as laid out in the configuration workshops.

The test server and final production server environments will be measured against the results of the testing performed in accordance with this Testing and Acceptance Plan, and it is the baseline to which the scoped projects tasks will adhere. The Testing and Acceptance Plan shall be subject to the review and acceptance as to its reasonableness for its intended effort, which is defined herein as the ability to support the logical and thorough testing of the Cityworks application functionality, platform stability, and database configurations.

Upon completion of development of the Testing and Acceptance Plan, the Team shall submit said plan to the City for review and approval. It is important for City staff review the draft plan for technical accuracy and completeness. Our configuration team will update the Draft Testing and Acceptance Plan, incorporating the City's comments and re-submit said plan as Final.

   City Responsibility – Assist in development and review of the Testing and Acceptance Plan
   Deliverables –Testing and Acceptance Plan drafts and final.
   Assumptions – City will review all documentation in a timely manner.

Task 12: Migrate the Cityworks PLL Environment

Our configuration team will work with City IT staff to configure the Cityworks PLL software at the City's facilities and migrate the Cityworks configuration from the Timmons Group cloud (test) environment. Our configuration team will work directly with the City's Project Manager to verify that all core system components (servers, clients, RDBMS, networking devices, and supporting software programs) are installed and appropriately configured. Our configuration staff will be onsite to facilitate Cityworks software installation, set-up, and configuration.

> *City Responsibility* – Software and hardware for Cityworks installation and configuration. Software should already be setup from prior AMS project so task will be on running scripts for PLL configuration.
> *Deliverables* – Cityworks configuration files migrated from the Timmons Group cloud (test) environment.
> *Assumptions* – City IT will ensure that software, hardware, and network connectivity meets Cityworks implementation specifications and specified in the Core System Design Plan. City IT staff will be available to assist our configuration team during Cityworks installation.

Task 13: System Integration

Gainesville has identified 6 (six) existing systems as being desired to be integrated with and our recommended solution, Cityworks Server PLL. The integrations being ProjectDox, Opentext, Synovia, ArcGIS, SeeClickFix and CGI Advantage. The concept of the enterprise system is to create interface points for systems to share appropriate information with other systems. Our team has extensive experience configuring software and systems leveraging Cityworks API's that include Service Request, Work Order, Inspections and Metrics, Cityworks SDK, and existing interfaces for numerous customer billing, electronic plan review, Financial, Fleet Management, Billing, AVL, UDF, leak detection, etc. systems.

Timmons Group has developed and utilizes a Modified Agile methodology to successfully implement many heterogeneous systems integrations/interfaces. Our methodology is comprised of five (5) primary steps. These steps are a result of our experience with business systems integration and help to ensure a smooth and reliable project lifecycle and production outcome.

The steps include Planning, Build, Training, Production Deployment, and Post Production System Review. These steps ensure that we include everyone and every system of record in the development of detailed requirements for the design of the interface(s). Once the interfaces are developed, a rigorous testing plan will be executed. Upon successful completion of this User Acceptance Testing (UAT), the interfaces are ready for deployment. However, prior to the final production deployment, user training is performed for those impacted directly by the project.

In order to achieve your goals while keeping integration efforts within reason, Timmons Group utilizes a Modified Agile methodology to successfully implement heterogeneous systems integrations/interfaces with Cityworks. We prefer this methodology because we feel it strikes the appropriate balance between developing an integration that is well designed, considers the best technology for achieving the implementation and is fair in regard to the level of effort to both our clients and to ourselves. Our methodology is comprised of five (5) primary steps. These steps are a result of our experience with business systems integration and this methodology helps to ensure a smooth and reliable project lifecycle and production outcome. The steps include Planning, Build, Training, Production Deployment, and Post Production System Review.

- **Planning** – Our planning is comprised of a workshop(s) where we engage our clients and iteratively work through the reasons for the integration, what data needs to flow back and forth (or sometimes in one direction), and how best from a technical perspective of how to achieve this integration (developing requirements). We will then develop to these requirements, use cases/stories and design the necessary workflows that depict the transfer of data between systems. The workshop will typically result in the need to engage the target system vendor, either to procure items such as a database design/schema diagram up to and including engaging their assistance in designing and developing the integration itself. Some of this vendor interaction may have already been established for items such as CCTV, Pavement Management, etc. via a formal or informal business relationship with Cityworks. If it has not, our proposal will reflect the appropriate level of effort required in our estimation to achieving the necessary planning required to move to the next step, building the integration.

- **Build** – In the Build phase of our integration process we will develop sprints that are approximately 1 to 2 weeks in duration that iteratively reflect the use cases/stories and methodology developed during the previous Planning step. During these sprints our team will develop a *potentially deliverable component* of the integration. This may be something as basic as moving one data item back and forth successfully. Working within this accelerated timeframe, the team will be able to build only the most essential functionality. This methodology encourages the integration team (including client stakeholders) to prioritize the most essential features, focus on short-term goals, and gives our clients a tangible, empirically based view of progress. Because each integration may require multiple sprints, each iteration of work builds on the previous (incremental), often replacing/discarding some of the previous work as more is learned (iterative). During sprint execution the team develops code and automated tests simultaneously using techniques such as Test Driven Development (TDD), pair programming and continuous integration. Utilizing an Agile approach minimizes handoffs and phases as well as testing. Because the testing of the integration is integrated within our development methodology we need only provide formal testing in regards to an overall system and integration test within the development environment. Once the interfaces are developed, a testing plan will be executed. Upon successful completion of this User Acceptance Testing (UAT), the interfaces are ready for deployment. However, prior to the final production deployment, user training is performed for those impacted directly by the project.

- **Training** – Our team then works with the appropriate stakeholders to train them both at the end user level and also to train one or more stakeholders in how the integration was developed and the management requirements to keep the integration working correctly.

- **Production Deployment** – After the integration has been developed (and tested throughout the development) we move on to deploying the integration into your production environment.

- **Post Production System Review** – Once the integration is in production we will work as a team with our client stakeholders to verify that the integration was successful against the requirements defined during the Planning step. Any identified problems will be addressed and corrected.

Gainesville has requested the creation of interfaces between Cityworks Server PLL and the following:

No.	System	Description	Data	Technology	Interface
			Systems for Integration		
1	Esri ArcGIS v.10.4	Geographic Information System	Parcels, Streets, Infrastructure, images, etc.	MS-SQL Server and Web Services	Network – this integration is inherent to Cityworks
2	ProjectDox v.8.6	Electronic Plan Review (ePlan) solution	Submitted drawings (plans)	MS-SQL Server API's and Web Services	Cityworks API's and/or Avolve API's and or web services
3	OpenText	Telephone voice recognition software		MS-SQL Server API's and Web Services	
4	CGI-Advantage	Financial System	internal and external funding sources and fiscal and multi-year budgets	MS-SQL Server API's and Web Services	Cityworks API's and/or CGI's API's and or web services
5	Synovia	AVL System	Coordinates of City fleet resources	SQL Server; ArcGIS	Custom-built database views between Enterprise Geodatabase & Synovia SQL Database
6	SeeClickFix	communication tool and work management system	Service Requests and data back to public	MS-SQL Server and Web Services	Cityworks Service Request API

The concept of the enterprise system is to create interface points for users to share appropriate information with other users, without having the overhead of all the software packages for each application. Our team has extensive experience configuring software and systems leveraging Cityworks API's that include Service Request, Work Order, Inspections and Metrics API's, Cityworks SDK, and existing interfaces for Granite XP and MicroPaver. A good example is our iOS based Cityworks Mobility Application that interfaces with Cityworks software through the Cityworks Work Order and Service Request API's. Following is our Teams approach for Gainesville's integrations:

1) **GIS (Esri)** – There is no integration necessary as Cityworks® Server AMS directly read/write to the Esri geodatabase. Our team also expects a minimal amount of manipulation to the existing District geodatabase as the RFP states they will be doing the data manipulation work from various sources into Esri.

2) **ProjectDox -** Timmons Group has integrated with a number of Electronic Plan review systems such as Project Dox and OnBase EPR. The configuration workshops will identify the workflows, business process, business rules and inspection triggers and communication conduits between the two softwares, and will work with Cityworks PLL API. The Timmons Group team proposes to use a Service-Oriented Architecture (SOA) approach to integrate Cityworks with the existing ProjectDox application. Utilizing this approach services talk directly to other services and exchange data based on a loosely coupled concept. A set of orchestration tools connect the services and monitor the data exchanges.

    a) We will design and deliver the integration to perform and or address the following:
        i. Use Timmons Group PLL Portal to submit plans
        ii. Access plan review process via Timmons PLL Portal
        iii. Address comments, revise plans, etc. via the integration
    b) Deliverables
        i. One up to 8 hour in duration, on-site workshop during Planning step per the ProjectDox integration
        ii. 8 hours of remote meeting time to refine Planning step requirements per the ProjectDox integration

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      iii. Integration design document, one per ProjectDox integration
      iv. Necessary sprints required to develop the integration per ProjectDox integration
      v. User Acceptance Testing plan reflective of Planning step requirements per ProjectDox integration
      vi. End user training per ProjectDox integration
      vii. Integration management training per ProjectDox integration
      viii. Deployment to production environment per ProjectDox integration
      ix. Post production review/mitigation per ProjectDox integration

  c) Assumptions
      i. All development work to occur within client provided development environment unless specifically deemed otherwise
      ii. Client to broker communication, design efforts, etc. with target integration software system (non Cityworks side)
      iii. The Integration Design developed during the Planning step will have 1 (one) 5 business day in duration review period by the client
      iv. Client will sign off on integration requirements at the conclusion of the Planning step
      v. User Acceptance Testing will be reflective of the agreed upon Planning step documentation
      vi. End user training will be reflective of the user requirements as defined by the Planning step only
      vii. Integration management training will be limited to the knowledge necessary to ensure the proper configuration of the designed integration, not for programming, executing modifications, etc.
      viii. Post Production review mitigation will be limited to
        1. Those items within direct control by the Timmons Group
        2. Those items reflective of a failure to achieve the agreed upon requirements as defined by the Planning

3) **OpenText -** Timmons Group has integrated multiple voice recognition software packages with a number of Cityworks implementation clients. The configuration workshops will identify the necessary data linkages between OpenText and Cityworks. The focus of the configuration workshops will be to identify what data is to be integrated with Cityworks Cases. It is anticipated these interactions can be accomplished via Cityworks API's, however if this is not possible we can look into alternative methodology. The requirements and development to make this integration possible will be determined during the initial workshops
  a. We will design and deliver the integration to perform and or address the following:
      i. Integration per the workshops discovery
  b. Deliverables
      i. One up to 8 hour in duration, on-site workshop during Planning step per the integration
      ii. One up to 8 hours in duration, WebX based workshop during Planning step
      iii. 16 hours of remote meeting time to refine Planning step requirements
      iv. Integration design document
      v. Necessary sprints required to develop the integration
      vi. User Acceptance Testing plan reflective of Planning step requirements
      vii. End user training (4 hours via WebX)
      viii. Integration management training (4 hours via WebX)
      ix. Deployment to production environment
      x. Post production review/mitigation
  c. Assumptions
      i. All development work to occur within client provided development environment unless specifically deemed otherwise
      ii. Client to broker communication, design efforts, etc. with target integration software system (non Cityworks side)
      iii. The Integration Design developed during the Planning step will have 1 (one) 5 business day in duration review period by the client
      iv. Client will sign off on integration requirements at the conclusion of the Planning step
      v. User Acceptance Testing will be reflective of the agreed upon Planning step documentation
      vi. End user training will be reflective of the user requirements as defined by the Planning step only
      vii. Integration management training will be limited to the knowledge necessary to ensure the proper configuration of the designed integration, not for programming, executing modifications, etc.
      viii. Post Production review mitigation will be limited to
        1. Those items within direct control by the Timmons Group

2. Those items reflective of a failure to achieve the agreed upon requirements as defied by the Planning step

4) **CGI Advantage** - Timmons Group has worked extensively with a number of financial and ERP software's ability to integrate data with the Cityworks environment. The configuration workshops will identify the communication conduits between the two software's either through API/Web Services and/or database triggers. The methodology to be utilized for the design and execution of the integration is detailed above. Below is an example of the interface between Cityworks and MUNIS Financials that Timmons developed for the City of Alpharetta:

a. We will design and deliver the integration to perform and or address the following:
    i. Integration per the workshops discovery
b. Deliverables
    i. One up to 8 hour in duration, on-site workshop during Planning step per the integration
    ii. One up to 8 hours in duration, WebX based workshop during Planning step
    iii. 16 hours of remote meeting time to refine Planning step requirements
    iv. Integration design document
    v. Necessary sprints required to develop the integration
    vi. User Acceptance Testing plan reflective of Planning step requirements
    vii. End user training (4 hours via WebX)
    viii. Integration management training (4 hours via WebX)
    ix. Deployment to production environment
    x. Post production review/mitigation
c. Assumptions
    i. All development work to occur within client provided development environment unless specifically deemed otherwise
    ii. Client to broker communication, design efforts, etc. with target integration software system (non Cityworks side)
    iii. The Integration Design developed during the Planning step will have 1 (one) 5 business day in duration review period by the client
    iv. Client will sign off on integration requirements at the conclusion of the Planning step
    v. User Acceptance Testing will be reflective of the agreed upon Planning step documentation
    vi. End user training will be reflective of the user requirements as defined by the Planning step only
    vii. Integration management training will be limited to the knowledge necessary to ensure the proper configuration of the designed integration, not for programming, executing modifications, etc.
    viii. Post Production review mitigation will be limited to
        1. Those items within direct control by the Timmons Group
        2. Those items reflective of a failure to achieve the agreed upon requirements as defied by the Planning step

5) **Synovia -** Timmons Group has worked with numerous AVL systems in the past. The Cityworks API's will be utilized to pull the appropriate information from Synovia and send this information into Cityworks where it will

be utilized to create map services. If the API is not an option we have integrated other AVL systems via database triggers.

   a) We will design and deliver the integration to perform and or address the following:
      ▪ Update a layer in GIS that is fed into Cityworks to show Synovia activities as points on a Map Cross Reference Key: CIS issues a unique identifier for each vehicle asset.
      ▪ New Service: will require interface with Service Suite to open a form to complete when new service installation is performed. The form will interface the tables and fields of CMMS and Service Suite to allow Gainesville to complete the form and update each system's database.
      ▪ Work Request: Initiate work requests for customer complaints.
   b) Deliverables
      i. One up to 8 hour in duration, on-site workshop during Planning step per the integration
      ii. One up to 8 hours in duration, WebX based workshop during Planning step
      iii. 16 hours of remote meeting time to refine Planning step requirements
      iv. Integration design document
      v. Necessary sprints required to develop the integration
      vi. User Acceptance Testing plan reflective of Planning step requirements
      vii. End user training (4 hours via WebX)
      viii. Integration management training (4 hours via WebX)
      ix. Deployment to production environment
      x. Post production review/mitigation
   c) Assumptions
      i. All development work to occur within client provided development environment unless specifically deemed otherwise
      ii. Client to broker communication, design efforts, etc. with target integration software system (non Cityworks side)
      iii. The Integration Design developed during the Planning step will have 1 (one) 5 business day in duration review period by the client
      iv. Client will sign off on integration requirements at the conclusion of the Planning step
      v. User Acceptance Testing will be reflective of the agreed upon Planning step documentation
      vi. End user training will be reflective of the user requirements as defined by the Planning step only
      vii. Integration management training will be limited to the knowledge necessary to ensure the proper configuration of the designed integration, not for programming, executing modifications, etc.
      viii. Post Production review mitigation will be limited to
         1. Those items within direct control by the Timmons Group
         2. Those items reflective of a failure to achieve the agreed upon requirements as defied by the Planning step

6) **SeeClickFix** - Timmons Group has integrated SeeClickFix with other Cityworks implementations. We will take desired information, gathered from workshops to develop specific user functional needs/requirements, from SeeclickFix and develop the integration to display the desired information on a Map in Cityworks as well as to bring over pertinent data and/or to return pertinent data to the SeeClickFix application. This integration will utilize developed SQL code and ESRI geoprocessing tools to import delimited point values:
   a) We will design and deliver the integration to perform and or address the functional requirements developed in the user workshops
      i. Service Request data received from the In-house CRM will auto populate the necessary data fields within Cityworks service request templates
   b) Deliverables
      i. One up to 16 hour in duration, on-site workshop during Planning step per the integration
      ii. One up to 16 hours in duration, WebX based workshop during Planning step
      iii. 16 hours of remote meeting time to refine Planning step requirements
      iv. Integration design document
      v. Necessary sprints required to develop the integration
      vi. User Acceptance Testing plan reflective of Planning step requirements

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      vii.   End user training (4 hours via WebX)
      viii.   Integration management training (4 hours via WebX)
      ix.   Deployment to production environment
      x.   Post production review/mitigation

   c) Assumptions
      i.   All development work to occur within client provided development environment unless specifically deemed otherwise
      ii.   Client to broker communication, design efforts, etc. with target integration software system (non Cityworks side)
      iii.   The Integration Design developed during the Planning step will have 1 (one) 5 business day in duration review period by the client
      iv.   Client will sign off on integration requirements at the conclusion of the Planning step
      v.   User Acceptance Testing will be reflective of the agreed upon Planning step documentation
      vi.   End user training will be reflective of the user requirements as defined by the Planning step only
      vii.   Integration management training will be limited to the knowledge necessary to ensure the proper configuration of the designed integration, not for programming, executing modifications, etc.
      viii.   Post Production review mitigation will be limited to
          1. Those items within direct control by the Timmons Group
          2. Those items reflective of a failure to achieve the agreed upon requirements as defied by the Planning step

The following JavaScript Object Notation (JSON) web services are available for the Cityworks platform:

Attachments	Entity	Preferences
Authentication	Equipment	Public Access
Bookmark	Equipment Cost	Reading
Case Asset	Event Layers	Recent Activity
Case Child Object	Fee Setup	Relates
Case Task Comments	General	Search
Case Task Results	GIS Search	Security
Crew	Holiday	Service Request
Condition	In Box	Storeroom
Codes	Inspection	Tasks
Contractor	Labor Cost	Types
Customer Call	Material	Work Order
Employee	Material Cost	Work Order Template

The following APIs are available for the Cityworks platform:

Citizen Engagement	Metrics	Work Order, Extended
Document Management	Service Request	
Inspections	Work Order, Basic	

A Software Development Kit (SDK) is also available to download and install. It contains some sample DLLS to use to make coding easier if developing in .NET. The JSON web services do not support Windows Authentication. A second site, running Forms Authentication, can be used for the web services if Windows Authentication also needs to run for the main Server site.

Task 14: Legacy Data Migration

The City has asked for a data migration process be defined. Inherent to that process is establishing a strategy to deal with the data that is being managed in what will become a legacy system. (It is assumed Cityworks will take the place of the

legacy system and/or legacy data will need to be placed within Cityworks). This task specifically addresses the datasets and systems that could be slated for conversion into the proposed Cityworks solution.

Data Migration Approach
The legacy datasets and systems targeted for possible conversion likely span multiple database schemas, database versions and possibly even database formats, which implies that each will be handled in a unique way. While this is true in many ways, the fundamental approach to successfully migrating data from one system to the other is, in fact, the same.

Coordination
As is evident by this proposal, the migration effort typically is just one facet of the system implementation and it is our recommendation that it not be undertaken independently. The reason for this is because it is much easier to define possible new locations for legacy data when the core system is being designed. The danger of converting data "down the road" is that there may not be a readily apparent place for data to be migrated to, thus necessitating a core system design change. However, if the City finds it necessary to perform a data migration in a future phase the schema targets should be considered within this scope of services so that the future data migration has a higher chance of not only being successful, but also requiring less effort (cost). The foundation of the proposed Cityworks solution needs to be in place in order for the data migration to be performed, but even then the conversion may drive specific configuration items and changes. Coordination and communication between the project team members will be an ongoing element of the conversion process that starts with project kickoff and terminates with a successful migration of all data into the production environment.
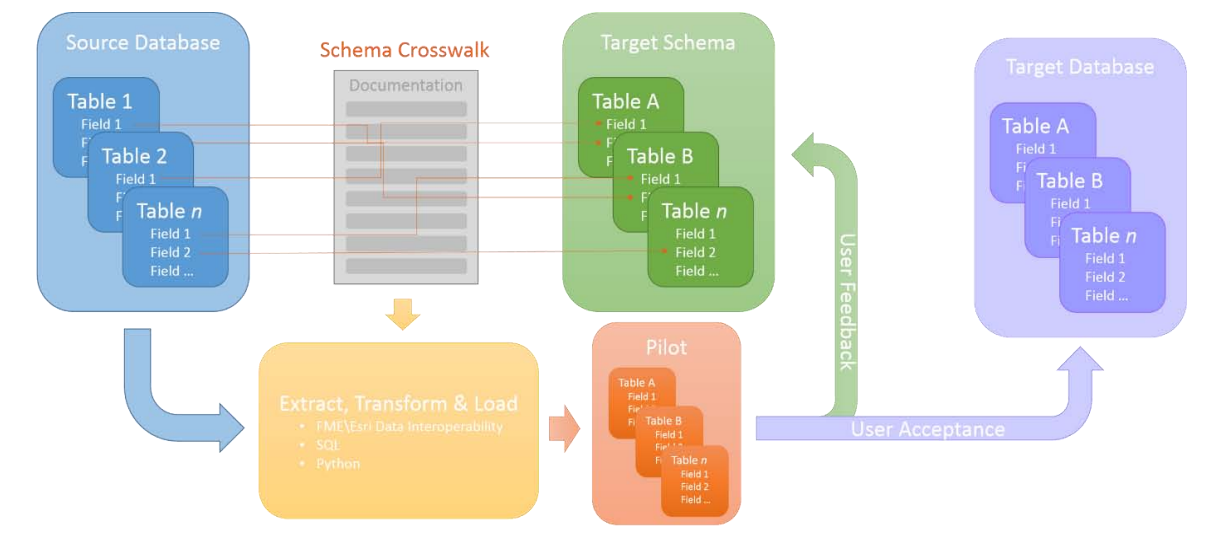
Orientation Workshop
The conversion process of each legacy system will include a workshop wherein the proposed project team will meet with appropriate City staff to review the specific implementations. The discussions will allow the project team to gain an understanding of how the applications are being used, what data has been recorded. At the same time, details associated with the data required as part of the conversion process will be reviewed, documented and approved. During the workshops, the project team will also initiate the process of gaining access to the underlying database and will work with City staff to gather any available documentation (i.e., system specifications, entity relationship diagrams, etc.) specific to the software and specific versions being reviewed. This information will help to streamline the subsequent navigation and interpretation that will be necessary to perform the migration.

Database Schema Crosswalk
Perhaps the most critical task in a data conversion effort is performing a crosswalk of the source and target schemas to identify and document how various objects between the two systems are related, resulting in a documented "data map" that will guide the migration process. While some of the source systems are well known commercial software packages, the software companies do not typically make database diagrams and workflows publicly available. Data structure even within commercial systems can vary across versions and, more importantly, each implementation can be setup differently based on workflow or data requirements. More data and custom solutions may have an even wider range or completely unknown schema. As such, the discussions and documentation resulting from the workshops will be critical to the

completion of a highly detailed system crosswalk. Throughout the process, additional City input or clarification may be solicited as needed and is vital to ensuring that the resulting data mapping will reflect an accurate foundation for all subsequent activities.

Translation Scripting
Following the schema crosswalks, the project team will develop a series of processes to facilitate the actual migration of the source system data into Cityworks. Depending on the complexity and volume of the source data, the process may be a mix of manual and a scripted solution, but will be established in a manner to ensure repeatability. The scripted solutions will be tailored to each specific data conversion effort and may range from native SQL Server scripts to third party migration tools, but will ultimately follow a pattern referred to as extract, transform and load (ETL). The ETL approach is common within the GIS industry, but applies much more generically to moving data between systems. The ETL process will be designed as a one-time process that will result in data migrated into a development Cityworks database.

NOTE: (1) The project team will be performing a data translation, but will not be completing any data generation as part of this process. (2) While the scripts are being developed and data is being translated into development, City departments can use the source systems as always. At the time the data is ready for production conversion, the source systems will need to be taken offline or transitioned into a read only state.

Multi-Staged Execution
Once the scripts are developed, the project team will test our methodology through a 3 stage process. This process is designed so that after the first data migration run (Draft) we will meet with the City to review the data, note issues and errors, edit our scrips and process, and then repeat the process. The 3 stages will be:
1) *Draft Data Migration*
2) *Pre-Final Data Migration*
3) *Final Data Migration*

Although the details underlying each conversion may vary substantially, automation is assumed based on the volume indicated by the City within the RFP. As part of the process, the project team will be analyzing and evaluating the output to identify potential anomalies that are not sufficiently systematic to be detected or trapped by the scripts. The approach to addressing those anomalies will be documented and discussed with the City.

Validation & Quality Control
With the conversion process completed against a subset of the data, the project team will perform a series of validation and quality control processes to verify a successful migration. This task will largely focus on back-end analytics that compare data in both the source and target systems, but will also consist of front-end testing prior to release to the City for testing. Results from this quality control process will be documented and shared with the City.

Acceptance Testing
In contrast with the validation and quality control phase, which is based on a review by the project team, the acceptance testing phase offers City staff the opportunity to review the data within the context of the proposed Cityworks system in contrast with the information contained in the source systems. The acceptance testing places more emphasis on the front-end testing, wherein users will interact with, interrogate and visualize data through the Cityworks interface. Feedback will be incorporated into a revision process that will guide modifications to the scripts and processes that initially drove the conversion.
Upon completion of the testing process and acceptance by the City, the project team will prepare for the production conversion, which will coincide with the release of the proposed system and the retirement of the legacy solutions.

Production Conversion
The production conversion effort will encompass the migration of the full data sets from each of the source systems into Cityworks. The processes established through the crosswalk and encapsulated in the refined translation scripts will be executed as part of the production release management process. The conversion team will coordinate with the City to transition the source systems into a static state to ensure that no further data entry occurs that could result in data loss. The automated aspects of the conversion will be applied followed by any documented manual processes that are required to address data anomalies. The production conversion will wrap-up with a coordinated, but truncated, validation sufficient to verify a successful data migration. Based on the preceding step-wise approach with multiple points of quality control and an ongoing feedback loop, the final conversion process is anticipated to adhere to the expectations of the project team and the City and will result in a more consolidated system with centralized access to a wealth of historic information.

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Finalize Configuration and Go-live

The goal of this phase is to finalize the City's Cityworks PLL configuration, train users on the use and administration of the system and data, conduct acceptance testing prior to Go-live.

Task 15: Onsite Training

During each onsite meeting (kickoff, workshops, configuration review, etc.) our configuration team consistently exposes City staff to Cityworks PLL that includes the Inbox, Case Data, and Case Workflows within the software. This does not replace but augments the training performed after final configuration. Onsite training will consist of two (2) one week blocks of training that includes both Administration and User training specific the departments involved with this project. Our configuration team, in conjunction with the City's Project Manager and key stake holders, will devise a training plan specific to your environment and data. A pro-active training plan will ensure that City staff are equipped to undertake the system utilization and maintenance tasks immediately upon receipt of the system.

The training plan will include:
• Product training curriculum descriptions
• Listing of Instructors
• Training Materials
• Schedule

It is assumed that the City will provide the training facility including computers and a high-resolution computer screen projector. Coming into training, the users will need to possess basic functional knowledge of Personal Computers and Windows.

SYSTEM ADMINISTRATOR

HEAVY USER

SQL / CRYSTAL REPORT CREATOR

ROUTINE USER

AD HOC REPORT CREATOR

CASUAL USER
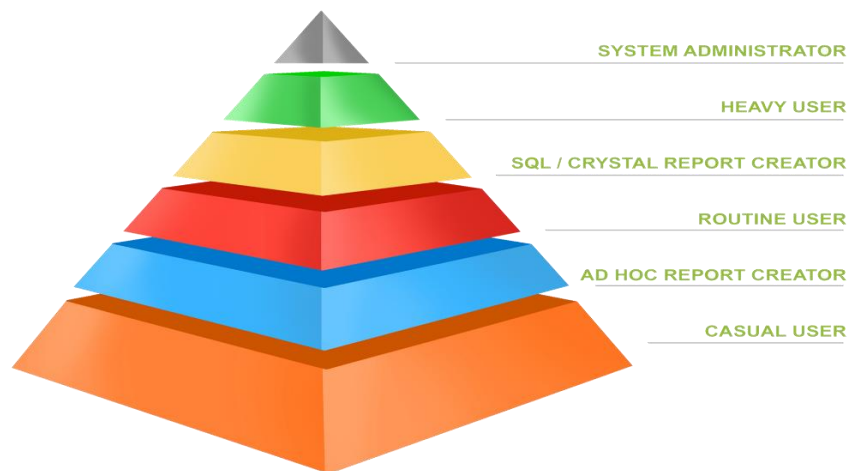
Cityworks Server PLL Training				
Training Module	**Course Description**	**Duration**	**User Group Level**	**Course Prerequisites**
Introduction to Cityworks	Cityworks® Introduction. Course is designed to give an overview of Cityworks functionality from an end user's point of view. Users will learn basic operations within ArcMap, the Cityworks toolbar and functions, along with the creation of Service Requests and Event Layers.	Ongoing during Workshops and Configuration Reviews	Casual Group Users	N/A
Cityworks Report Creating and Writing	Cityworks® Reporting with SQL. Expose students to the Cityworks Report Engine to produce concise summary reports including Ad Hoc Reports, Predefined Reports, and Budget Reports. Cover SQL Reports basics; becoming familiar with the tool bars and basic functionality. Students will work hands-on to create basic SQL reports.	4 hours each class	Ad Hoc Report Creator and SQL Report Writer	N/A

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Permits	Cityworks® Permitting The course will cover user management, permit/case/license template configuration, workflow setup, fee configuration, custom case data fields, and basic reporting using Crystal Reports. Throughout the course, training staff will share example workflows and data from existing clients, as well as best business practices in Cityworks PLL configuration.	8 hours each class	Routine and Heavy Users	Intro to Cityworks
Designer and System Administration	Cityworks® Designer and System Administration Covers system and database administration issues such as software installation, user accounts, security, code table creation, Case templates, inspection templates, code enforcement templates, table creation, and permits. Includes a review for GIS personnel as well; covers items needed to successfully manage the setup and maintenance of the GIS for Cityworks® use.	16 hours each class	System Administrators	ArcGIS & Intro to Cityworks

City Responsibility – City Project Manager will assist our configuration team in the creation of a comprehensive training plan that meets the City's needs with minimal disruption of daily operations.
Deliverables – Training Plan and Training Documentation.
Assumptions – City will provide a conference or training room appropriately sized for the number of participants. The City will ensure attendance by identified staff. All City staff attending training should have basic functional knowledge of computers and the windows operating system.

Task 16: Acceptance Testing

Prior to Go-live there will be a thirty (30) day acceptance testing period. During this period the City will test the Cityworks implementation against the SD&C documentation and identify issues and opportunities and submit to the Timmons Group project management site. The Testing and Acceptance Plan will frame and guide the City through the testing process. Desired changes or modifications to the system functionality that fall outside of the SD&C plan will not be addressed at this time.

From kickoff through development Timmons Group will hold a series of meetings used to go over requirements and development goals. Timmons Group will methodically release functionality to the City for testing so that requirements are constantly being met with immediate feedback. All Cityworks licenses include activations for production, training and testing environments. Furthermore, we are proposing the Cityworks Enterprise License to the City of Gainesville which includes unlimited deployments of Cityworks for all City of Gainesville departments. City IT staff are responsible for creating replicated testing and training environments for end users using RDBMS tools for creating copies or replicated environments. City staff will be trained on how to install and manage Cityworks environments for testing, training and production. The diagram below provides details of the Timmons Group internal software source control and testing processes, including alpha and beta testing.
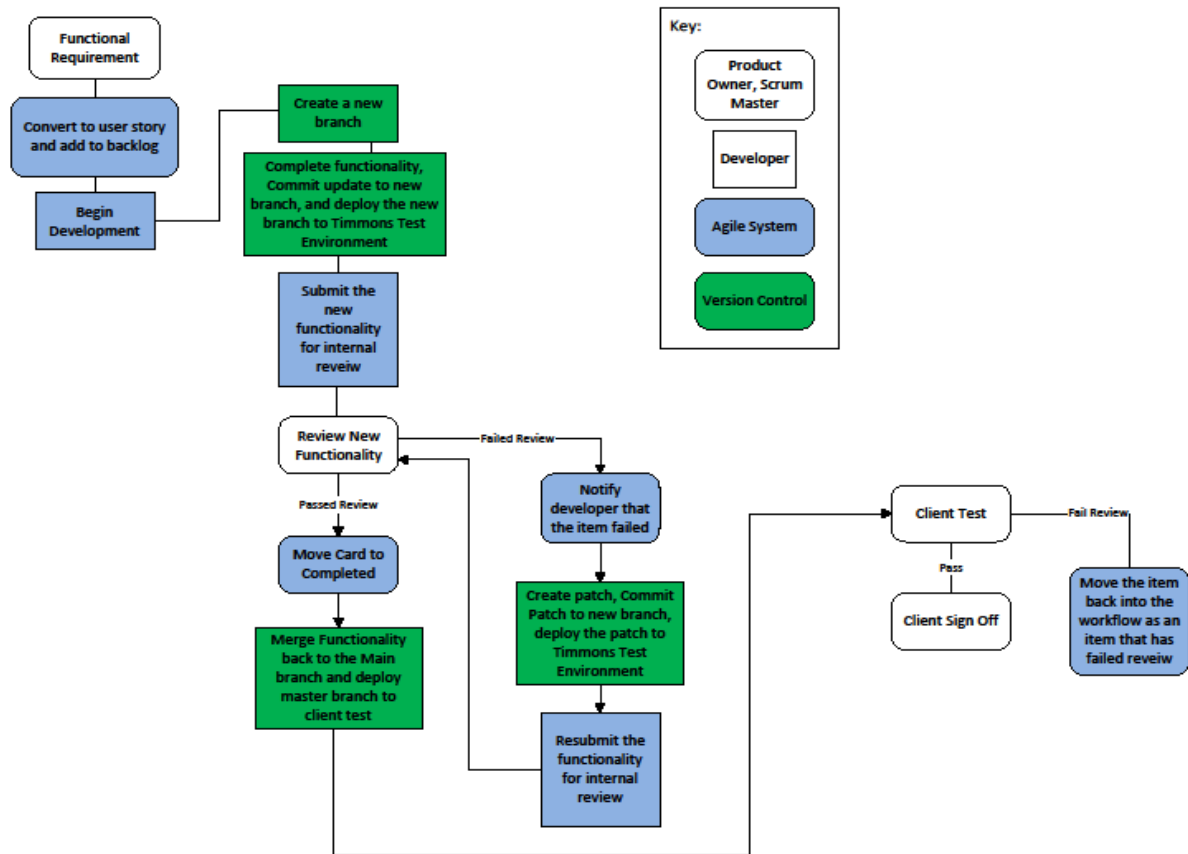
System Testing

Organizations implementing web applications have a high level of responsibility to assure a desirable user experience. This responsibility includes a test environment that investigates potential browsers, extensions, and security levels. Some organizations have existing browser standards based on different criteria. These organizations may find end user experience and productivity improvements by re-evaluating browser selection based on Cityworks Server testing. If desired, Azteca Systems, Inc. can provide additional direction in the browser testing process. Chrome, Firefox , Internet Explorer. Cityworks is tested against listed browsers by both testing staff and automated testing tools. Testing scenarios ensure rendering and system features function correctly in the browsers listed.

Integration Testing

Upon the successful completion of System Testing the next logical step is to perform Integration testing. This testing is designed to take individual units and test them in combination and as a group. The purpose of this level of testing is to expose faults in the interaction between integrated units.

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Stress/performance testing

The test server and final production server environments will be measured against the results of the testing performed in accordance with a Testing and Acceptance Plan, and it is the baseline to which the scoped projects tasks will adhere. The Testing and Acceptance Plan shall be subject to the review and acceptance as to its reasonableness for its intended effort, which is defined herein as the ability to support the logical and thorough testing of the Cityworks application functionality, platform stability, and database configurations.

User Acceptance Testing (UAT)

Comprehensive training is provided to testing staff at the start of the System Acceptance Testing period. Timmons Group recommends that a Core Team of users be established for the Cityworks implementation before configuration workshops. The Core Team should be comprised of the subject matter experts needed for each department (e.g., a building inspector, building plans reviewer, an associate planner, a code officer, etc.). The Core Team receives training at the beginning of the System Acceptance period and is responsible for user testing of the system and its associated migration data. Once the system acceptance period is over, End User Training will complete training on the remainder of Cityworks users prior to Go-Live.

System Testing

Integration Testing

Stress/Perfromance Testing

User Acceptance Testing

> *City Responsibility –* City Project Manager will work with staff to implement the Testing and Acceptance Plan.
> *Deliverables –* Testing Plan, results, and modifications.
> *Assumptions –* City will be prepared to work through the Testing and Acceptance Plan and complete within a thirty (30) day period.
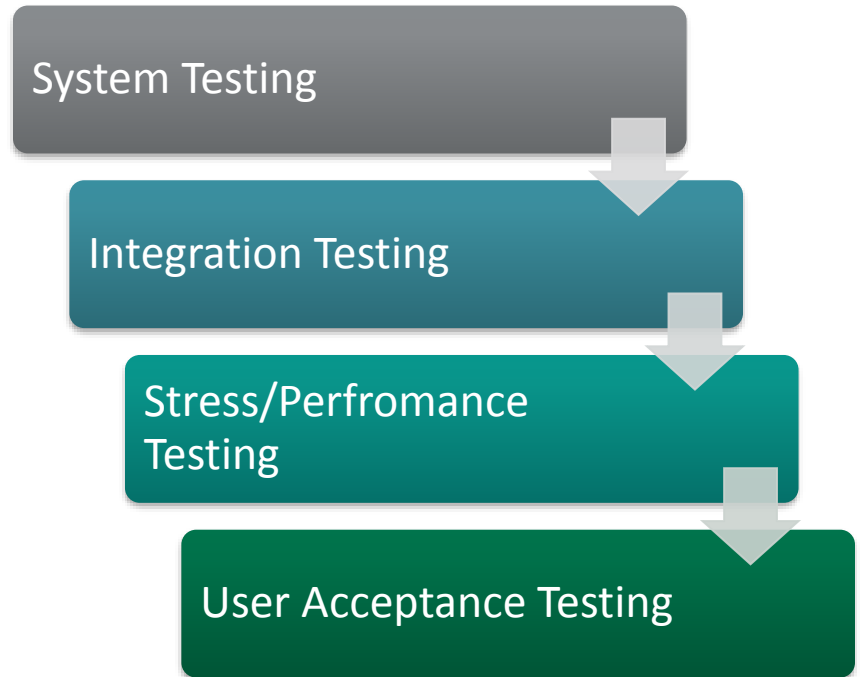
Task 17: Final Product Configuration

Our implementation team will conduct the final product configuration based on the System Design and Configuration Plan and Testing and results of the acceptance testing. Our configuration team will provide documentation for the key aspects of this project and Cityworks components. Proposed documentation is summarized below:

- **Cityworks configuration document** – Early on our configuration team with the City's input developed a Cityworks Configuration document that is maintained through the life of the project
- **Project Management Plan** – Our Team developed and maintained a project plan that included the scope of project services (and any changes), budget, schedule, risk management and communication approach.
- **Cityworks® Server PLL Software** – Azteca provides standard documentation for the latest product release. Separate documentation is provided for system administration and end users.
- **System Design and Configuration (SD&C) Plan** – Timmons Group will provide a copy of the plan resulting from the review, analysis and documentation of the organization and its current workflows, data sets, IT system and applications, system interface needs, output requirements, and public access and service request needs.
- **Training Materials** – Timmons Group will provide a copy of the training plan and all training documents used during casual user, routine user, heavy user, ad-hoc reporting, management, and system administrator training. Timmons Group will also provide a User Guide for public portal users.
- **Testing and Acceptance Plan** – Timmons Group will prepare and deliver a copy of the test plan and test results report to be used for system certification and acceptance by the City.

> *City Responsibility* – Acceptance of documentation.
> *Deliverables* – All project documentation developed to date.
> *Assumptions –* City will receive all documentation in digital format.

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Task 18: Go-live and Project Close-out

Having successfully completed all system upgrades, testing/acceptance procedures, production environment initialization, and Go-live preparation tasks specified above, the system is deemed prepared for Go-live. At such time that end-user access has been configured/re-directed to the newly initialized production environment, the system is deemed to be in "Live" status. The City of Auburn Cityworks users will now be executing Permitting, Building Inspection, and Code Enforcement tasks in a live configured Cityworks production environment. After five (5) days of initialization of the Production Environment, the City shall generate a certificate signifying the Cityworks application functionality and database configuration is operational in a "Live" Production capacity. The City Project Manager shall sign said "Go-live Certificate" and submit it to Timmons Group.

> *City Responsibility –* Provide configuration team with a certificate of "Live" production capacity.
> *Deliverables* – Last minute configuration and document modifications.
> *Assumptions –* Work through the Timmons Group Help Desk to resolve and issues.

Task 19: Implement Timmons Group PLL Portal

The Timmons Group Public Facing Portal for Cityworks® Server PLL is focused on enhancing contractor and citizen access to permits and inspections through a custom web portal. This capability includes the application of, management of, and scheduling of permits utilizing a public facing website. Additionally the portal plugs into numerous point of sale and payment management systems including PayPal and JetPay.

The delivery of the Timmons Group PLL Portal is detailed below:

Task 19a: Cityworks Database and Timmons Cityworks PLL Portal Configuration
The configuration team will take the requirements identified in Appendix B and configure the Cityworks database and Timmons Group PLL Portal. This task will take place in the City of Gainesville Test environment.

Task 19b: Configuration Review Meetings
The configuration team will conduct a four (4) hour review workshop to provide a review of the Timmons Group Cityworks PLL Public Portal configuration to gather feedback from City of Gainesville departments. Review workshops will cover the Administrator configuration and Portal functionality to ensure implementation covers all functionality as defined in Appendix B.

Task 19c: Develop Testing and Acceptance Plan
The configuration team will work with City of Gainesville to develop and administer a Testing and Acceptance Plan. Testing and Acceptance Plan objectives shall remain consistent with the application functionality as detailed in Appendix B. The Testing and Acceptance Plan shall address, in sufficient detail (as collectively deemed by City of Gainesville and the configuration team) the elements required to support City of Gainesville's testing of the Timmons Cityworks PLL Public Portal software functionality and database configuration.

The test server and final production server environments will be measured against the results of the testing performed in accordance with this Testing and Acceptance Plan, and it is the baseline to which the scoped projects tasks will adhere. The Testing and Acceptance Plan shall be subject to the review and acceptance as to its reasonableness for its intended effort, which is defined herein as the ability to support the logical and thorough testing of the Timmons Group Cityworks PLL Public Portal application functionality, platform stability, and database configurations.

Upon completion of development of the Testing and Acceptance Plan, the Team shall submit said plan to City of Gainesville for review and approval. It is important that City of Gainesville staff review the draft plan for technical accuracy and completeness. The Team will update the Draft Testing and Acceptance Plan, incorporating City of Gainesville comments and re-submit said plan as Final.

Task 19d: Final Product Configuration
Our Team will conduct the final product configuration based on comments and results of the Acceptance testing phase.

Task 19e: Go Live and Project Close Out
Having successfully completed all system upgrades, testing/acceptance procedures, production environment initialization, and Go Live preparation tasks specified above, the system is deemed prepared for Go Live. At such time that end-user access has been configured/re-directed to the newly initialized production environment, the system is deemed to be in

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"Live" status. The City of Gainesville Cityworks users will now be executing Permitting, Building Inspection, and Code Enforcement tasks in a live configured Cityworks production environment. After five (5) days of initialization of the Production Environment, the City of Gainesville shall generate a certificate signifying the Cityworks application functionality and database configuration is operational in a "Live" production capacity. The City of Gainesville Project Manager shall sign said "Go-Live Certificate" and submit it to Timmons Group.

> *Deliverables* – Timmons Group PLL Portal configuration reflective of system configuration, 1 year maintenance included.
> *Assumptions –* Cityworks PLL API purchase required to allow PLL Portal functionality.

PROJECT SCHEDULE

The proposed schedule is extremely aggressive for a project of this scope and complexity and will require shorter than desired review and testing periods. The Timmons Group team has the resources necessary to complete this project within the City's desired schedule. Any deviation to the review periods, return of comments and/or data required, or scheduling of meetings, conference calls, etc. with various City resources will cause schedule adjustments to be required.

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ID	Task Name	Duration	Start	Finish	Predecessor
1	**City of Gainesville - Implementation of Permits, Licensing and Land (PL**	**216.5 days**	**Mon 3/26/18**	**Tue 1/22/19**	
2	**Phase: Software License and PMP**	**11 days**	**Mon 3/26/18**	**Mon 4/9/18**	
3	Written Notice to Proceed	0 days	Mon 3/26/18	Mon 3/26/18	
4	IT System Webinar	0.5 days	Mon 3/26/18	Mon 3/26/18	3
5	Configuration Document Webinar	0.5 days	Mon 3/26/18	Mon 3/26/18	4
6	(City) Initial Data Gathering	10 days	Tue 3/27/18	Mon 4/9/18	5
7	Install Cityworks Server PLL (Remote)	5 days	Tue 3/27/18	Mon 4/2/18	5
8	Project Management Plan	10 days	Tue 3/27/18	Mon 4/9/18	5
9	**Phase: Kickoff and Configuration Workshops**	**65.5 days**	**Tue 4/10/18**	**Tue 7/10/18**	
10	Project Kickoff Meeting	0.5 days	Tue 4/10/18	Tue 4/10/18	8
11	**Cityworks Workshops and User Training**	**35 days**	**Tue 4/10/18**	**Tue 5/29/18**	
12	Workshop 1: Cityworks Overview, PLL Workflows, & Integration	5 days	Tue 4/10/18	Tue 4/17/18	10
13	Workshop 2: - Workflows, Integrations	5 days	Tue 5/1/18	Tue 5/8/18	12FS+10 da
14	Workshop 3: - Workflows, Integrations	5 days	Tue 5/22/18	Tue 5/29/18	12FS+25 da
15	System Design & Configuration Plan	45 days	Tue 5/8/18	Tue 7/10/18	13
16	**Phase: Cityworks Configuration**	**95 days?**	**Tue 7/10/18**	**Tue 11/20/18**	**15**
17	**Cityworks Configuration**	**5 days**	**Tue 7/10/18**	**Tue 7/17/18**	
19	**Cityworks Database Configuration**	**60 days**	**Tue 7/10/18**	**Tue 10/2/18**	
20	Workshop 1: Configuration	30 days	Tue 7/10/18	Tue 8/21/18	15
21	Workshop 2: Configuration	45 days	Tue 7/10/18	Tue 9/11/18	15
22	Workshop 3: Configuration	60 days	Tue 7/10/18	Tue 10/2/18	15
23	**Configuration Review Webinar (or in-person)**	**35 days**	**Tue 8/21/18**	**Tue 10/9/18**	
24	Workshop 1 : Configuration Review	5 days	Tue 8/21/18	Tue 8/28/18	20
25	Workshop 2: Configuration Review	5 days	Tue 9/11/18	Tue 9/18/18	21
26	Workshop 3: Configuration Review	5 days	Tue 10/2/18	Tue 10/9/18	22
27	**Install Cityworks Server**	**25 days**	**Tue 9/18/18**	**Tue 10/23/18**	
28	Finalize Configuration	15 days	Tue 9/18/18	Tue 10/9/18	25
29	Install Cityworks Server	10 days	Tue 10/9/18	Tue 10/23/18	28
30	Develop Testing & Acceptance Plan	30 days	Tue 10/9/18	Tue 11/20/18	28
31	**Ad-Hoc & Sql Report Training**	**25 days**	**Tue 10/9/18**	**Mon 11/12/18**	**28**
36	**Phase: Finalize Configuration and Go Live**	**65 days**	**Tue 10/23/18**	**Tue 1/22/19**	**29**
37	**Onsite Training**	**25 days**	**Tue 10/23/18**	**Tue 11/27/18**	
38	Develop Training Plan	10 days	Tue 10/23/18	Tue 11/6/18	28
39	Client Acceptance of Plan	5 days	Tue 11/6/18	Tue 11/13/18	38
40	**Onsite Training**	**10 days**	**Tue 11/13/18**	**Tue 11/27/18**	
41	Cityworks Training (Routine)	5 days	Tue 11/13/18	Tue 11/20/18	39
42	Cityworks Training (Heavy)	3.5 days	Tue 11/20/18	Fri 11/23/18	41
43	Cityworks Training (System Admin)	1.5 days	Mon 11/26/18	Tue 11/27/18	42
44	Acceptance Testing	30 days	Tue 11/20/18	Tue 1/1/19	30
45	Final Product Configuration	10 days	Tue 1/1/19	Tue 1/15/19	44
46	Go Live and Project Close Out	5 days	Tue 1/15/19	Tue 1/22/19	45
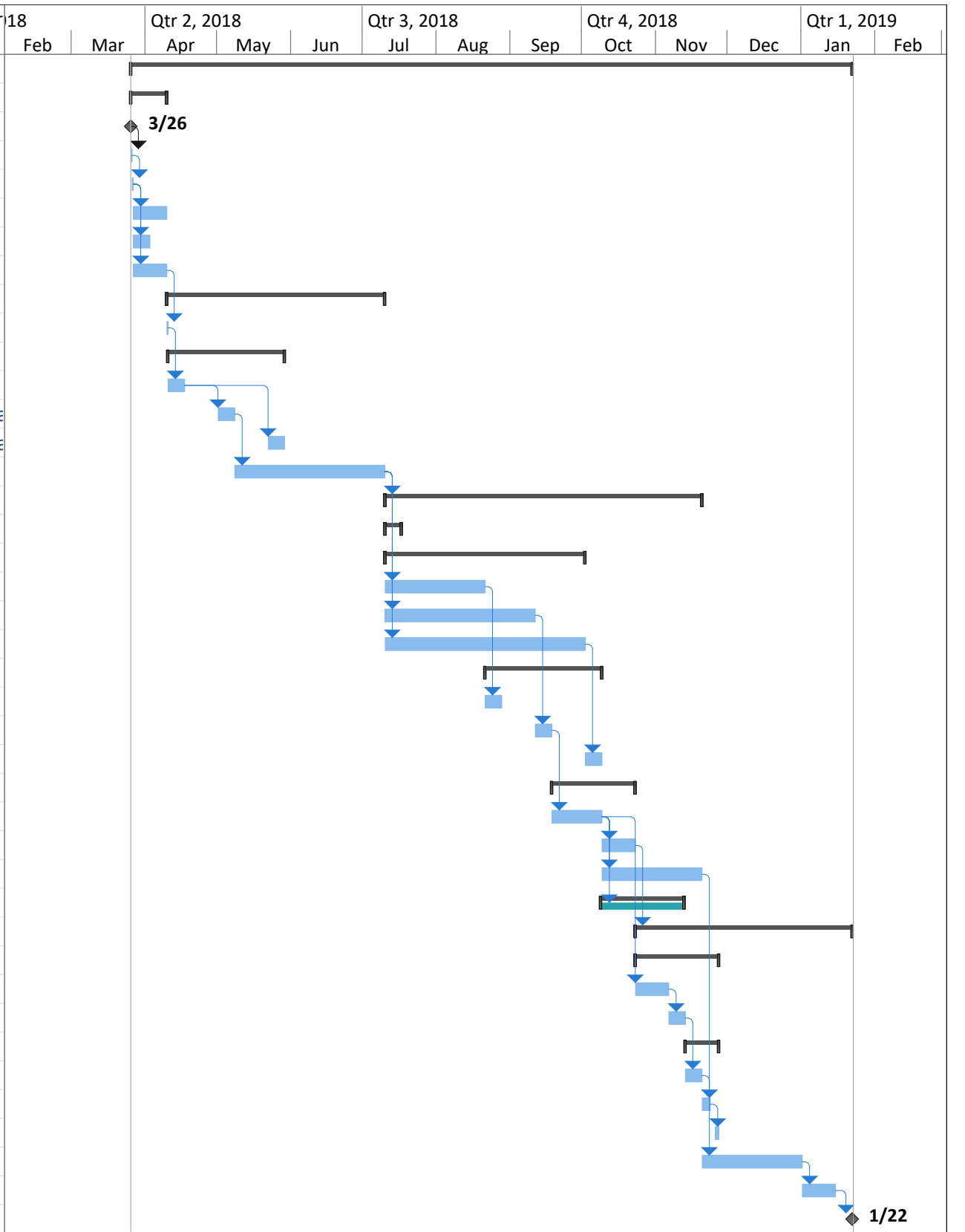
City of Gainesville, FL
Enterprise Permitting & Land Mangement
Software, Proposed Schedule

Legend:
- Task
- Split
- Milestone
- Summary
- Project Summary
- External Tasks
- External Milestone
- Inactive Milestone
- Inactive Summary
- Inactive Task
- Manual Task
- Duration-only
- Manual Summary Rollup
- Manual Summary
- Start-only
- Finish-only
- Deadline
- Progress
- Manual Progress

SOFTWARE TECHNICAL CAPABILITIES – CITYWORKS SERVER PLL

Permits, Licensing, and Land (PLL)

Cityworks PLL streamlines and automates permit, licensing, and land management processes while working with Cityworks AMS and Esri GIS. This allows you to view permit, license, and land data in the same application as work orders, service requests, and GIS asset data. Cityworks PLL and AMS records can also be linked together, which allows organizations to capitalize on the major applications of the Cityworks platform.

Cityworks allows agencies to track permits, planning and development, engineering processes, business and regulatory processes, and code enforcement cases from inception to completion. GIS features can be tracked and may include parcels, street segments, intersections, addresses, or any other defined GIS feature classes.

Most permits and applications span an array of departments, including building, planning, and engineering. Cityworks enables agencies to share and access information easily and efficiently, streamlining the application and review process across departments, and delivering substantially higher levels of customer service for contractors and citizens.

Cityworks tracks all addresses, personnel, conditions, tasks, inspections, corrections, fees, and payments for any given permit types, which can include:

- Building
- Electrical
- Mechanical
- Plumbing
- Demolition
- Right-of-way
- Utility cut
- Fire and zoning

PLL streamlines and automates work processes, including:

- Application routing
- Plan review
- Fee calculations and collection
- Licensing renewals
- Workflow and tasks
- Inspections
- Management signoff and tracking
- Reporting

Cityworks is designed with built-in apps (Office, Tablet, and others) and apps built outside of the platform (including Respond, Public Access, and mobile apps for iOS and Android), which provide the end user with an optimized office or mobile experience using various devices. Office contains full PLL functionality and is designed for a desktop environment while Tablet enables PLL management on mobile laptops and tablets. Both apps utilize a JavaScript map that displays on a separate browser tab.

Office for PLL—Summary tab

Permit, License, and Case Management

Cityworks gives jurisdictions direct control over their business processes. The basic structure of Cityworks PLL is highly adaptable and can be tailored to each organization's needs. The installation process takes the basic PLL package and molds it to meet the unique structure and needs of the organization. It can be configured to allow access by multiple departments within an organization, such as the legal department, encouraging coordination on code enforcement cases; or public utilities, allowing cooperation in the construction of water and sewer lines in new subdivisions.

Cases track transactional data required for community development and regulation processes, and can be configured to provide flexible business management. Automatic notifications can be used to alert users, departments, and divisions when their task in the workflow is ready to begin.

Additional methods are provided for accessing, searching, and editing case, task, and payment information. These include:

- Case utility
- Payment manager
- Payment utility
- Task manager
- Task utility

Functions are also available to create associated records:

- Link/relate to existing cases
- Create related child case
- Create related work order
- Create related service request

Customized templates help manage the required data for a specific process. As many or as few templates as necessary can be designed to streamline the development process. Basic functional forms are available which can be adapted to serve the organization's needs.

For example, if a residential building permit needs the Inspection Request form and the final subdivision plat doesn't, their templates are configured accordingly. Likewise, code enforcement cases need the Violations form; pre-development concept plans don't. Each template is assigned only those forms relative to that process.

Cityworks PLL core functions appear as tabs on the permit, license, or case document and contains panels listing appropriate data. These include:

Address	Flags*	Payment
Condition*	Inspection request	People*
Contractor	Instrument	Related documents
Data group*	Licenses	Summary
Deposit*	Main	Violations
Fees*	Notes	Workflow*

* Can include default data

Map Interface

The web GIS-centric approach to Cityworks reduces the amount of land-data duplication common across city departments. The GIS is the source for land data in Cityworks. Users identify any asset and view information on parcels, zoning, surrounding areas, etc., so long as that layer is available in the GIS. All permits and cases associated with features or X,Y coordinates can be queried and displayed on the map. Combining Cityworks items spatially with the detail of the GIS results in spatial reports that quickly provide the information an organization needs for decision making.

Using map tools enables users to locate addresses, select features, create activities (permits, service requests, work orders, and inspections), determine route navigation, as well as perform other map-related functions. Active work orders, inspections, service requests, and cases are symbolized in the GIS map view, allowing for an intuitive summary of activities.

The map interface includes a Tools menu, with favorite menu items anchored to the top of the map. Clicking the menu item opens that toolset. Favorite tools can be set and organized in Designer. Your favorites are remembered each time you work with the map and are saved in the database so they will be maintained across different browsers and devices.
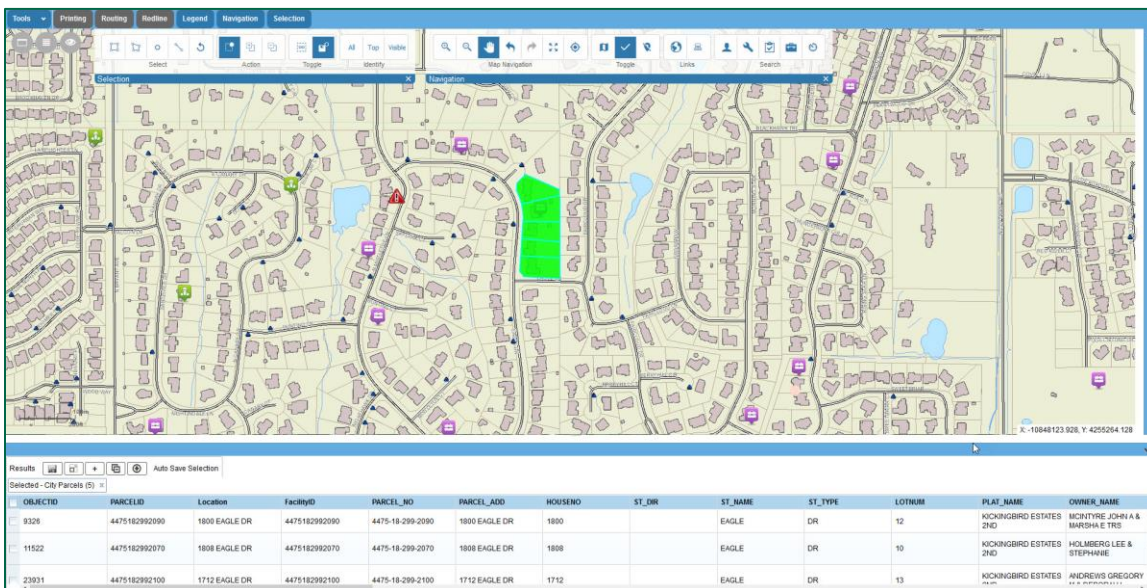
Office for PLL—Map example of events and selection

Map tools functionality:

- **Base Maps**—Change the base map.
- **Bookmarks**—Store frequently visited map extents.
- **Create Activity**—Enables creation of permits, service requests, inspections, and work orders from the map.
- **Data View**—View and modify records and attributes of features. Display, move, and edit events. View geodatabase attachments.
- **Editor**—Edit the map.
- **Heat Maps**—Display groupings of event layers on the map.
- **Layer Search**—Select features from a map layer or search for and select work activities.
- **Legend**—Manage event layers, set selectable layers, adjust asset visibility, control the transparency, and zoom out to the full extent of the layer.
- **Locate**—Locate work history in a specific location.
- **Measure**—Measure distance, location, or area on the map.
- **Navigation**— Navigate the map.
- **Printing**—Print the map.
- **Redline**—Draw on the map using a variety of graphics. Drawings can then be attached to service requests, work orders, or inspections.
- **Routing**—Add locations to the map to generate a route for navigation.
- **Selection**—Select assets on the map.

Workflow

The workflow consists of tasks associated to a case. Users can efficiently update all tasks assigned to cases from one place, moving the cases to completion. Workflow tasks can consist of Review, Inspection, and Hearing task types. Workflow functions include the ability to view, add, organize, and update tasks for a permit or case and move the permit or case through plan reviews, issuance, inspections, meetings, hearings, and so forth. Workflow tasks are assigned to templates by default; however, users can edit the workflow by adding or deleting tasks for each permit or case as needed.
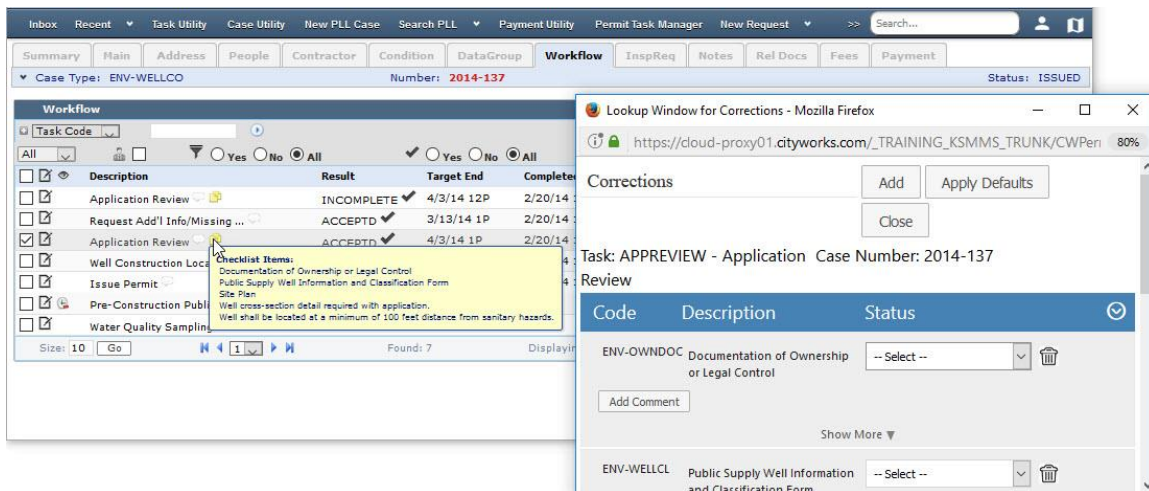
Tablet for PLL—Workflow tasks, checklist popup, and corrections lookup window

The workflow is affected by actions performed on each task. For example:

- Close the permit or case
- Update the status of the permit or case

—

- Insert a new task or group of tasks

Additional task functionality includes:

- Attached checklists containing inspection steps, corrections, etc.
  - These are required to be completed to complete the task
  - Each checklist item can be marked with appropriate codes and comments
- Notification emails sent when tasks become available, are assigned, or are completed
- Inbox setup for tasks
- Inspection tasks:
  - Can be scheduled, canceled, rescheduled, or reassigned
  - Corrections can be defined for checklist items
  - From the Inspection Request tab, inspections can be added to the list of tasks in the workflow
- Hearing tasks:
  - Can be scheduled, canceled, or rescheduled
  - Can be automatically scheduled if the hearing schedule is tracked in PLL
  - Fields are available to store comments, time accounting, and corrections

Office for PLL—Edit task

Case Utility

Case Utility provides an alternative method to access and edit case data listed in the workflow. Searches can be performed to find an existing case or a group of cases to update.

Case Utility		
Number		Tag
Type	🔍	Type Description
Sub Type	🔍	Sub Type Description
Project Code	WILSON HOME 🔍	Project Description Wilson Homes Subdivision
Status	--Select--	Accepted Date From: 📅 To: 📅
PublicAccess Cases	☐	

Search Clear

Select a Case to Update

☐	Type	Sub Type	Tag	Number	Status
☐	R-1FAM		3818 CREEK BANK DR	R2011-44	ISSUED
☐	R-1FAM		1308 WOOD WAY	R2011-45	ISSUED
☐	R-1FAM		2105 BRIDGEVIEW BLVD	R2011-57	ISSUED
☐	R-1FAM		1949 BRADFORD WAY	R2011-59	ISSUED
☐	R-1FAM		1712 ROCKY MOUNTAIN WAY	R2011-61	ISSUED
☐	R-1FAM		613 HOLLY HILL RD	R2011-69	ISSUED
☐	R-1FAM		1617 ROCKY MOUNTAIN WAY	R2011-70	ISSUED
☐	R-1FAM			R2011-85	COMPLETED
☐	R-1FAM		808 BLAKE CT	R2011-99	ISSUED
☐	R-1FAM		1713 GEETA RD	R2011-111	ISSUED

Size: 10 Go |◀ ◀ 1 ▶ ▶| Found: 14   Displaying: 1 to 10

○ Case Renumber	
New Case Type	🔍
New Sub Type	🔍
New Case Number	○ Use Next In Sequence
	○ Other
	○ None
○ Change Case Status To	--Select--
○ Remove Parent/Child Relationships	
○ Delete Case And Associated Data	

Submit Cancel

Tablet for PLL—Case Utility

Payment Manager

Payment Manager is an alternative method to access unpaid fees, deposits, or payment receipts found on a case. Payment Manager can be accessed when making a payment from the **Payment panel (Summary or Payment tab)**. These search forms can be used to find a case or a group of cases by searching for unpaid fees, deposits, or payment receipts. Payments can be made with fees or applying deposit fees.

Tablet for PLL—Search for payments in Payment Manager

Tablet for PLL—Search for receipts in Payment Manager

Payment Utility

Payment Utility is an alternative method to access payments related to a case. This tool can be used to find an existing case or a group of cases by identifying an associated payment.

Office for PLL—Payment Utility

Task Manager

Task Manager provides an alternative method to accessing and updating tasks listed in the workflow. Cases or groups of cases can be searched by date range, available/complete options, and task type (inspection, review, and hearing). The resultant tasks can be updated with corrections, comments, and time accounting. The case document can also be opened using this function, taking you to that case's summary.

Office for PLL—Task Manager

Task Utility

Task Utility is an alternative method to access and edit information listed in the workflow. Cases or groups of cases can be searched by a variety of fields. Cases matching the search criteria are displayed, as well as their associated tasks. Options are available to delete or re-open a task, delete the associated time accounting, or delete notes for those tasks.

Office for PLL—Task Utility

Licenses

Cityworks tracks new licenses, renewals, fees, follow-up inspections, and related processes. A typical business license in Cityworks uses the same functions as other items in the system with the exception that it is "flagged" as a business license.

Cityworks can handle licensing for various business and professional trade activities, which can include:

- Business licensing
- Trade licensing
- Health permits
- Fire permits
- Parking permits

Office for PLL—Business license example

License functionality:

- Business licenses can have "sub-licenses" that expire on the same date as the primary business license. The sub-licenses have associated fees that are added and removed with the sub-license.
- Licenses can expire on a given date, on a rolling year basis, or on a specific month or day.
- Users can manually change the license status to renewal, or the system can perform this action automatically.
- Historic licenses and year-to-year renewals for a given business are stored in the audit log.

Inspections

Inspections in Cityworks are handled as tasks and can be scheduled, canceled, rescheduled, or reassigned. Sub-inspections are handled as task corrections defining inspection steps or checklists.

Cityworks supports a variety of inspections related to the issuance of permits or code compliance:

- Permits issued by the city, such as:
  - Building permit
  - Street cut permit
  - Food establishment inspections related to a fire operational permit
  - Construction and post construction site inspections
- Code compliance inspections unrelated to current permits, such as:
  - Housing code violations
  - Tall weeds
- Recurring inspections such as those related to businesses or food establishments

Office for PLL—Inspection request and edit panel

An inspection calendar is available through the workflow panel to display and schedule inspections. Display parameters include dates, times, inspector, and inspection description and code. Inspections can be scheduled using drag-and-drop selection of the task code onto the calendar. This function also includes an appointment interface allowing users to enter or modify the appointment details.

Address

The location data is displayed on each case. Cityworks is integrated with Esri GIS, relying on the geodatabase as the source for all land-related items on a given parcel. The parcel feature class is one of the primary feature classes utilized by Cityworks to track planning, permitting, and case activities. However, any GIS feature can be attached to a permit or case.

Default items such as the address, parcel ID, and X,Y coordinates are imported into the permit. The on-demand information from the map can easily be viewed and searched from within the application.

Tablet for PLL—Address example and edit panel

Contractors

Cityworks stores and maintains information about contractors who do business with the organization. Contractor registrations or licenses can be tracked using a variety of data and contractor accounts.

Office for PLL—Contractor example and edit panel

Condition

Conditions are used to track additional requirements as part of the case permit. A restriction can be put on the case if conditions are not met. For example, the permit cannot be issued until conditions are met, or a planning commission may approve an action item with conditions.

Conditions work outside of the workflow. While the workflow is typically used to track the tasks and workload of an organization's employees, conditions are often used to track extra tasks the applicant must complete to satisfy specific concerns, requirements, etc. Conditions can restrict case status changes to control phases of a project. For example, conditions A and B must be completed prior to issuing a permit, and conditions C and D must be completed prior to closing a permit.

Tablet for PLL—Condition examples

Data Groups

Data Groups are used to collect information about the permit or case. Several data type formats are supported, including number, date, text box, comment box, yes/no, list of values, and predefined values.

Office for PLL—Data group example

Deposit

Applicants may be required to make a deposit, and those deposits can be tracked as part of the permit or case. Deposits can then be applied to any fees related to the permit or case. This panel lists deposits associated with a case. Functions are available to add, edit, view, and refund deposits.

Tablet for PLL—Deposit example with edit panel

Fees

Fees can be collected as part of the case or permit. You can edit or waive existing fees, or add new fees. The fee engine can be used to calculate even the most complex fee structures, including custom-built fees. Out of the box, Cityworks includes:

- Flat fees
- Incremental fees
- Variable fees
- Linear fees
- Percentage fees
- Minimum fees
- Custom fees

Office for PLL—Fees example with edit panel

Each fee code is assigned a type and then calculated as defined by the user and assigned to a template by default. Information in case data fields can be linked to a fee code for use in the calculation. Fee codes may include account numbers and can be overwritten by those with proper permission, be waived, or be assigned an effective date for the fee schedule.

A fee may be linked to violations whereby the fee is automatically associated and added to the fee structure for the case when a violation is issued. If the violation is deleted, the fee will be removed if no payment has been made.

Flags

Flags act as messages that scroll across the top of a permit as soon as it opens. They can also restrict the progress of a permit until the flag is completed. This means no one can schedule inspections, update tasks, take payments, and so on, until the flag requirements have been completed.
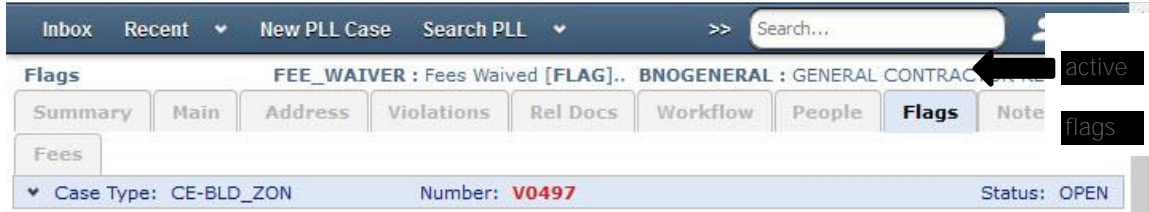
Tablet for PLL—Flags display

Instruments

Financial instruments used for development and construction projects can be tracked as part of a case. This can include bonds, letters of credit, and so on. The release of moneys based on work completed or a fixed value for a project can be tracked and deducted from the total financial amount.
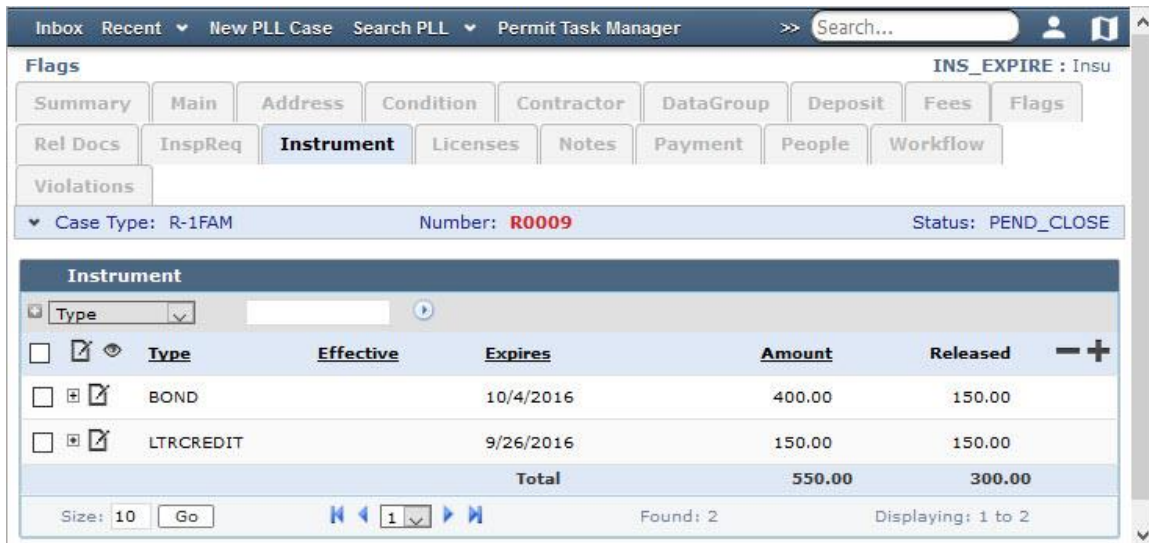
Tablet for PLL—Instrument example

Notes

Notes can be added to each permit. A predefined list of notes is provided for easy reference and data entry, or users may create custom notes as well.

Payment

Cityworks has a built-in cashiering tool designed to manage financial transactions, and does not store the personal information (such as credit card or account numbers) of individuals paying fees. Cityworks records the fact a payment has been made. Running credit cards, charging accounts, etc., is handled outside the system.

Functions are available to view receipts, view payments, edit the deposit, refund a payment, and add a new payment.

Tablet for PLL—Payment panel

People

The people associated with each permit or case are stored by user-defined roles. These roles can include applicant, contact, business owner, engineer, contractor, and so on.

Office for PLL—People panel

Related Documents

Any file types can be attached to a case, and they are stored in the database or other network location.

Office for PLL—Related documents example

Summary

The Summary displays all the information related to a case and contains the tools necessary to complete the case.

Office for PLL—Summary tab

Violations

Cityworks tracks violation types and municipal code excerpts for each violation. The Violations panel identifies the fee code, violation legal description, details of how the violation can be resolved, issuing employee, and date. **A fee may be linked to violations and automatically associated to a fee for the case.**

Office for PLL—Violations example with edit panel

Cityworks in the Field

By sharing authoritative data with employees, customers, and others, the Cityworks platform encourages usage from outside the office environment, providing a system of engagement. Developed as an open platform using apps and cloud technology, users can access maps, view pertinent data, and create and update records from mobile devices.

Cityworks has several PLL applications designed for use in the field: Tablet for PLL, Respond, Public Access, and mobile native apps for iOS and Android. Each has an interface different from the others, and are suited for the user, purpose, and device.

Tablet for PLL is a core application built into the Cityworks platform. It offers full case management functionality and allows users to operate Cityworks in a mobile setting, such as on a tablet at a job site, and requires a constant network connection. Tablet uses a JavaScript map that opens in a separate browser tab.

Cityworks Respond is an optional app which focuses on Office-based functionality in a mobile setting, such as on a tablet at a job site. Respond uses a JavaScript-based map that opens in a separate browser tab to maximize screen space. Respond enables mobile users to display, create, and edit service requests, work orders, inspections, and cases.

Respond requires a constant network connection, and is designed to maintain continuous, real-time updates, and create and manage aspects of Cityworks from a remote location.
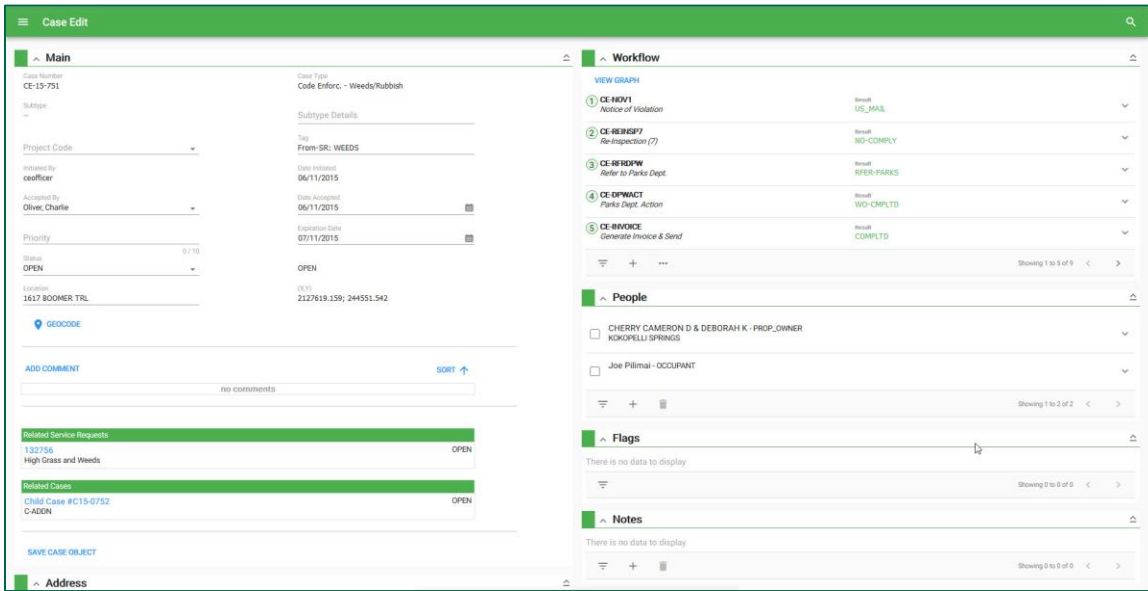
Respond—Case edit

Mobile native apps for iOS and Android are optional products which allow Cityworks to be used in a disconnected environment. These apps allow users to create work orders and inspections, and edit service requests, work orders, inspections, and cases. Users can also view work activities on the map as well as add comments to work activities or mark them as completed. Assets or tasks associated with work orders and cases can also be viewed and completed.

These mobile apps can also open cases in Office or Tablet if those applications are being used. The iOS app can open cases in Collector for ArcGIS, which requires Cityworks Single Sign-on, Portal for ArcGIS or ArcGIS Online, and a web map.

Android app—Map

TIMMONS GROUP
GEOSPATIAL SOLUTIONS
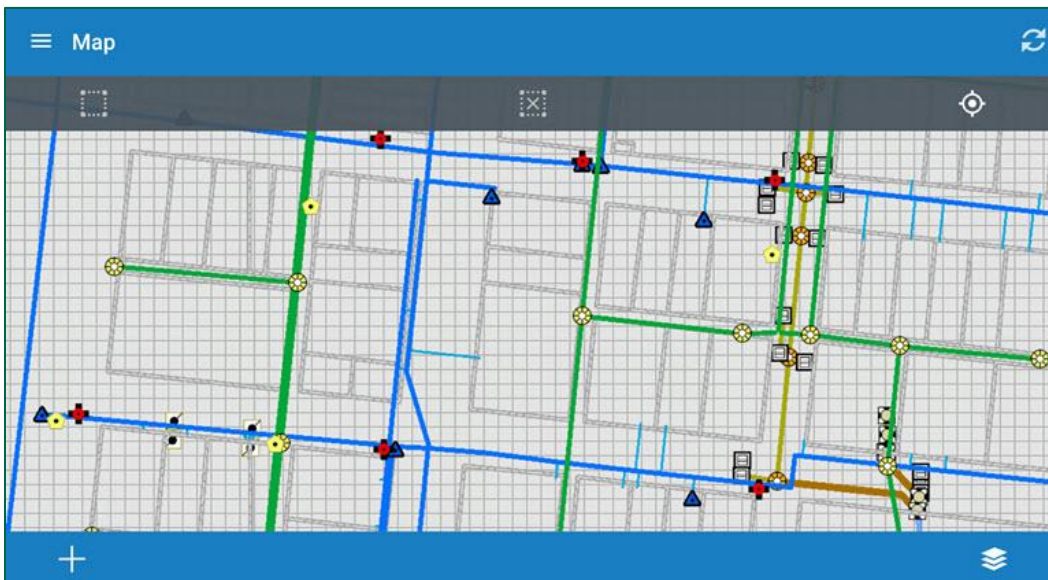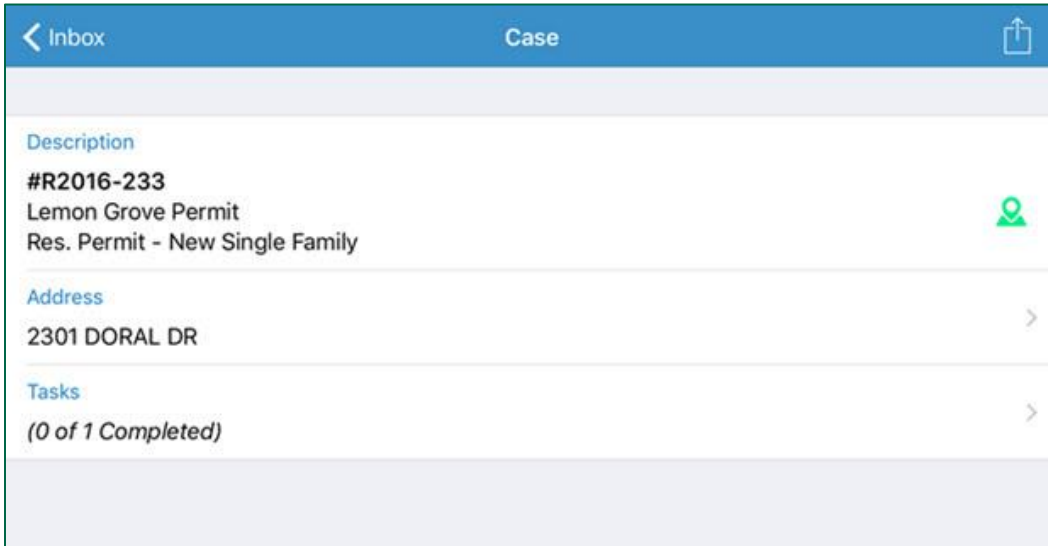
iOS app—Case example

Public Access is an optional app which is the citizen portal to Cityworks PLL. It allows citizens and contractors to apply for and track the progress of permits and licenses, request inspections, and pay fees.

Frequent users can apply for a registered login, making searches more efficient. Others may log in as a guest. Users may access their account information, open the user menu, view both submitted and incomplete applications, and begin a new application.
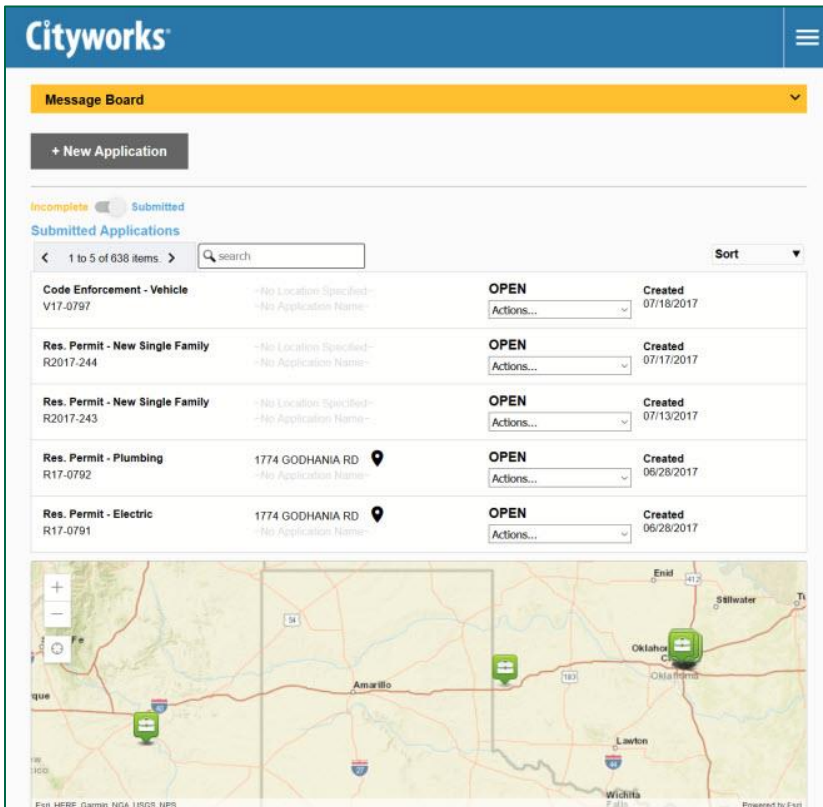
Public Access—Home page example

Searches and Reporting

Cityworks includes extensive search capabilities which are used to look up histories, records, and other items. Apart from standard ad-hoc searches, Cityworks allows users to search by field or by multiple fields; nearly every field in the database is linked to the search tool. Search results can be exported to Microsoft Excel and saved as a document. Frequently used search criteria may be saved to a user's profile and added to his or her inbox, or added to the map as an event layer. Cityworks also lets users search the GIS directly, allowing them to find and view permits attached to specific assets.

The search panel is organized into tabs of searchable fields. Users can also select desired display fields and sort the search results by a specific field with descending order option. Search criteria can be entered onto any of the tabs prior to performing the search.

Tablet for PLL—Search engine

In addition to the ad-hoc search engine described above, Cityworks is integrated with Crystal Reports for detailed reporting:

- Reports are uploaded to the system for immediate access.
- Reports can be defined for each template to facilitate printing documents associated with each permit or case.

The Cityworks e-URL add-on enables sharing of maps created through case, inspection, service request, and work order searches. This application generates a URL (web address) that can be used to display an event layer on another map outside of Cityworks.

Administration and Security

PLL Admin is the interface which provides all the controls, settings, and security whereby PLL can be configured, organized, and maintained.

Tablet for PLL—PLL admin users & organizations example

Major functions include:

- **Users & Organizations**—Create new or update information for existing organizations. Create profiles for those that create case types and templates. This includes management of group security settings for PLL functions.

  The system controls users' access to various functions via security roles. The system's security controls can restrict a user's ability to add, delete, view, or edit items from any Cityworks forms. Security can define administrator privileges on the security roles, limit those who can create specific permits types, and control who can update certain tasks.

- **Template Setup**—Configure new and edit existing case templates, which include basic information, default settings, available controls, and required items.

- **Tasks & Inspections**—Create new or edit existing tasks, workflows, discipline/trade personnel, and define time accounting codes and hearing types.

- **Checklist Setup**—Create checklists including status codes, status groups, line items, and overall checklist setup, with the ability to edit, expire, or delete checklists.

- **Fees & Case Data Menu**—Create and organize case data specific to builders, owners, and others related to specific data groups, which can be used to calculate fees. New fees can be created, modified, expired, or deleted.

A variety of fee types are supported, including: flat, incremental, variable, linear, minimum, percentage, and custom. Deposits can be configured, allowing clients to make advance payments on a case while giving them flexibility to apply the deposit to various other fees. Sub-licenses can be created, approved, tracked, and expired. Each sub-license will have an associated fee. Tender types defining payment options can be created, edited, expired, or deleted,

- Additional Template Items—Tools to define violation codes, instruments, limiting conditions, flags, predefined notes, projects, and business license types and categories.

- People & Contractors—Organize and track people and contractors used in maintenance, contracting, land development, and more. This allows PLL users to quickly fill in people and contractor information associated to a case.

- Notifications—Configuration for automatic email notifications to specific people triggered by an event in the process workflow (status changes, violations, task completion, and others).

- Public Access Setup—Configuration of the Public Access website, including: external users, home page, message boards, incomplete applications, and approved logins.

- System Tools—Contains the following tools: audit, import to a table, accessing and editing system table settings, modifying case panel headings, expiring cases, license renewal and expiration. In addition, preference controls include: grid sizing, audit tracing, fee rounding, attachments location, case data parallel processing, settings for creating new cases, and controls for Public Access.

- Land Setup Menu—Contains all the tools to track and manage land information. Land information is not kept in the GIS, but is vitally important to the operation of the GIS and Cityworks.

Customization

Cityworks allows users to incorporate individualized reports, queries, map displays, and other web parts into their inboxes. This allows users to include peripherally-related data and information that are not core components of Cityworks, but may be directly related to a user's needs.

In addition, the User Interface (UI) can be customized by employing changes to XML or HTML files, and incorporating stored procedures. Moreover, customization can be accomplished using Layout Manager UI-rendering tools. Users interact with the Layout Manager through specifically formatted XML files. Each time a page loads, Layout Manager reads the files and then interprets them to dynamically create the UI. Documentation and training classes are available to help users understand how to customize the UI.
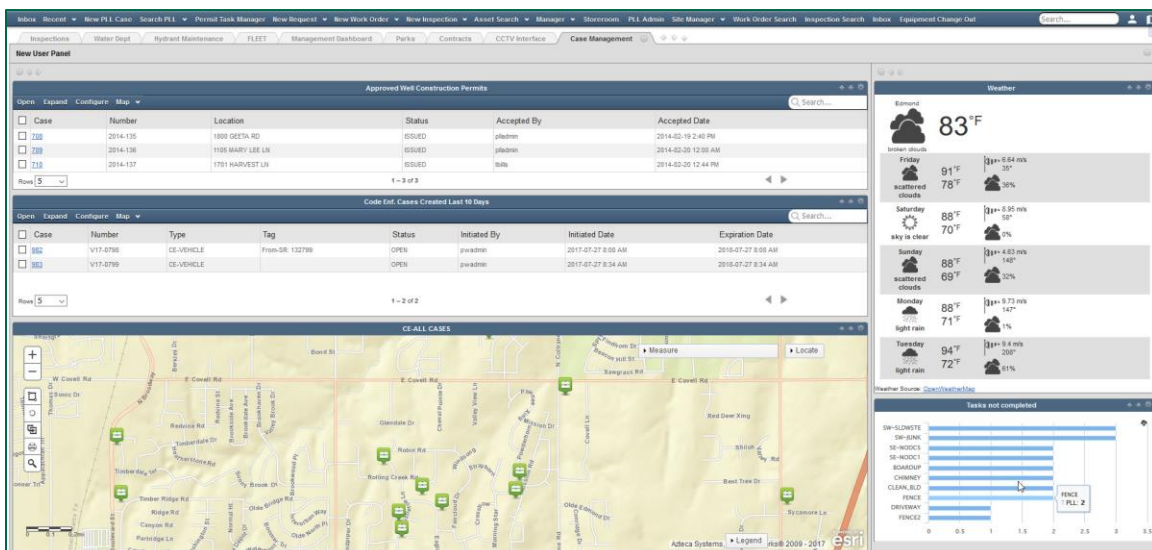
Office for PLL—Inbox example

Interface with Other Systems

Cityworks is built using open standards and technology; storing data in an open, published format utilizing standard commercial SQL databases, such as Oracle and Microsoft SQL Server. The open-standards design of Cityworks is the key to developing applications and reports that enhance each individual system and interface with your critical business systems. These interfaces may be created in-house or by a third-party contractor working for your organization.

Cityworks customers are free to use the Cityworks data structures to build interfaces to other databases, such as customer information systems, financial information systems, human resource management systems, fleet management systems, and other related business applications. Several customer sites have even created their own applications to access their data. Our licensing policy does not prohibit this in any way. We believe in and fully support "open systems" and "open standards."

Application Programming Interfaces (APIs) extend the Cityworks platform to third-party applications. These APIs expose specific functionality as well as data, allowing Cityworks to interact with other systems. APIs are licensed separately and require configuration.

The Cityworks data model and structure is documented for internal or neutral third-party consultant use. Azteca Systems requires the client acknowledge that copyright law protects the Cityworks data structures wherein the data is stored. However, the client is always the owner of data entered or stored in Cityworks or generated by Cityworks.

Access to and utilization of the data in Cityworks is unencumbered for the client's internal usage for the following purposes:

- Data conversion and data migration into or out of Cityworks
- Internal application development for add-ons to Cityworks or for an application that is complementary to Cityworks, whereas the application is not a reverse engineering of Cityworks
- The development and maintenance interface from Cityworks to citizen web pages for information and service request systems. The licensee has access to the complete documentation of all Cityworks data structures.

Clients may utilize the services of a third-party vendor to support Cityworks for the above items. However, the third-party vendor cannot be a direct competitor of Azteca Systems, and the third-party vendor must execute a Non-Disclosure Agreement with Azteca Systems. Azteca Systems has an extensive network of authorized implementation partners, each having an impressive track record of successful implementations and integrations.

Technical Support

Telephone support is provided as follows:
- Normal business hours 8:00 am – 5:00 pm MT
- Help Desk is available weekdays excluding holidays. The project manager is available for handling critical problems during after-hour periods.
- Phone numbers: (801) 523-2751, (888) 523-2751

Online and dialup support is provided as follows:
- Normal Business Hours 8:00 am – 5:00 pm MT
- Weekdays excluding holidays.
- Internet support utilizes GoToMeeting or GoToAssist software. An internet browser connected to the system is required.
- VPN, dialup, and web access requires secure access to the system.

Website support is offered as follows:
- www.cityworks.com (general information includes links to support sites, news releases, event listings, partner information, contact info, etc.)
- www.mycityworks.com (registered user support site; includes documentation, support files, white papers, knowledgebase of bugs/solutions, user forum, "ideas" enhancement suggestions, software downloads, Crystal Reports samples, etc.)

Documentation:
- Online help can be accessed from within the Cityworks Server AMS and Server PLL environment or downloaded from the secure www.mycityworks.com website.
- The periodical Cityworks InPrint newsletter is published twice per year, and posted on the www.cityworks.com website.
- Data diagrams are available to clients on the www.mycityworks.com website.

User Groups:
- Cityworks regional user group meetings are held periodically at client sites or at our new branch offices located in West Bend, WI and DeSoto, TX.
- Except for 2009, a Cityworks Users Conference has been held annually in Utah since 2001. We look forward to the next conference scheduled for May 8-11, 2018 in downtown Salt Lake City.
- Cityworks forums are available through the www.mycityworks.com website.

In addition, should the need arise, Timmons Group can provide support and or additional services at a flat rate of $150 per hour (plus any needed travel expenses) for support tasks and/or additional implementation, integration, consulting, training, and data conversion services.

Azteca provides ongoing software updates, documentation and technical support as part of the license fees paid by the City of Norman. Therefore, the City of Norman should contact Azteca directly regarding ongoing system support issues. One of the most important aspects of software is the timeliness of user support. Azteca's goal is to have the very best customer support in the industry. They recognize that if a user cannot use the software to their fullest expectation, then it doesn't matter how great the software might be. They answer all questions as quickly as possible. If a question is due to a software problem that causes the software to not function as designed, the programming staff's number one priority becomes the resolution of the problem.

SOFTWARE TECHNICAL CAPABILITIES – TIMMONS GROUP PLL PORTAL & MOBILE

Timmons Group Public Facing Portal for Cityworks® Server PLL

The Timmons Group PLL Portal is a public facing portal for Cityworks that leverages Cityworks Server PLL, PLL Extended API's, and is customized to meet the specific business needs of a locality. Successful implementation of the Public Portal as a core technology for the City's Enterprise Permitting, Licensing and Land use gives citizens the ability to apply for permits, pay fees, schedule inspections, etc. This capability includes the application of, management of, and scheduling of permits utilizing a public facing website. Additionally, the portal plugs into numerous point of sale and payment management systems including PayPal and JetPay. The PLL Portal, dubbed buildIT for the implementation at Winston-Salem, NC, is a map-based solution that offers two levels of access: Guest and Contractor. Guest access allows users to search for permits, view permit status, and make online payments. In addition to these features, Contractor access allows licensed contractors to apply for trade permits and schedule inspections directly through buildIT. At Brookhaven, GA we have integrated the portal to OnBase's Electronic Plan Review thus allowing citizens and contractors to submit and track plan the plan review process through the portal.
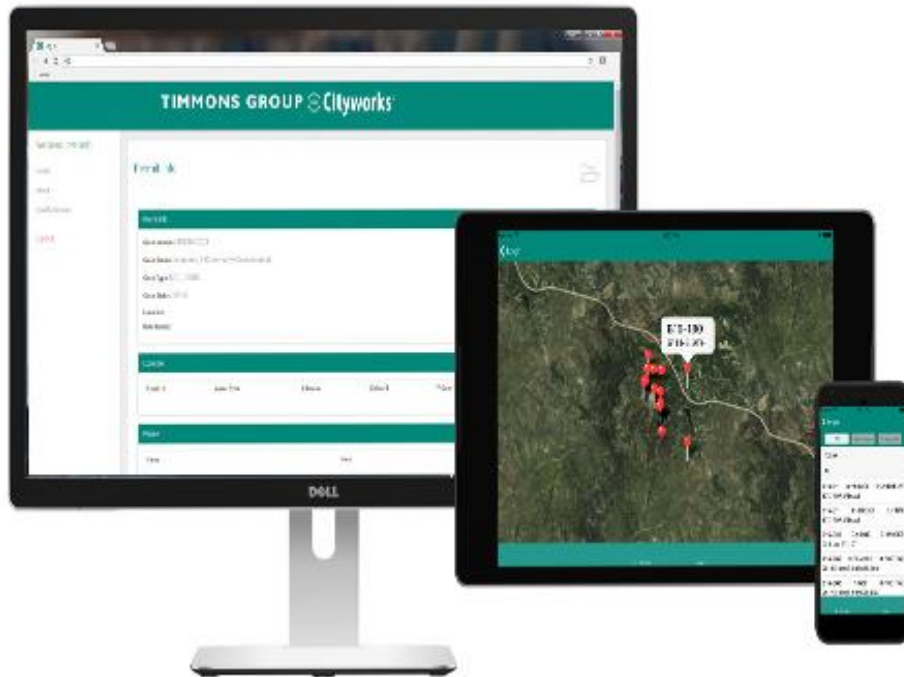
The functions listed below are standard "out of the box" features of the Timmons Group PLL Portal. However based on its extremely flexible design modifications and or enhancements can be readily added to the core product to meet diverse needs and requirements.

Searching
- Search Permit by Case Number
- Search Permit by Name
- Search Permit by Location
- Search Permit by Type

Payments
- Make a payment against your permit as soon as its accepted
- Make payments against new fees assigned based on workflow actions

Printing
- Print Crystal Reports
- Limit printing based on locality's business rules

Applying for Permits
- Select your address from a map
- Verify what case type you can apply for based on your business rules
- Make case data required

Scheduling
- Schedule from a list of your available inspections
- Leave comments for the inspector
- Cancel or change inspection time
- Build your own scheduling rules

Timmons Group Mobile Tools for Cityworks® Server PLL

The Timmons Group mobile app for Cityworks PLL allows users to create new cases and complete inspections in the field and have it immediately available in Cityworks. The user can select an address or parcel, select a case or permit, fill in required information, add pictures and submit to Cityworks all in a few simple clicks. Once the user has submitted the case or permit, they can come back to the app and complete available inspections in the field by assigning a result code, adding pictures and submitting comments.
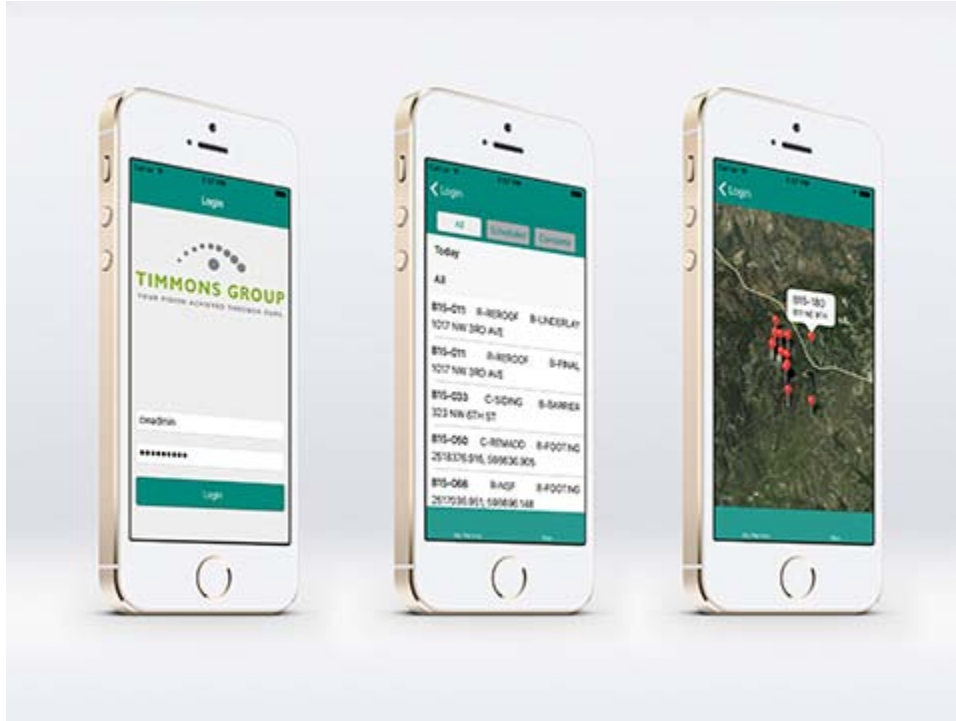
3. PRICE PROPOSAL

Timmons Group Proposed Costs		
City of Gainesville, FL – Enterprise Permitting & Land Management Software		
Implementation		$ 689,960.00
Sub-contractor costs		$ 75,450.00
Expenses		$ 20,295.00
Training		$ 54,265.00
Expenses		$ 4,510.00
Maintenance		$ -
Maintenance is included within current Cityworks PLL ELA already owned by City of Gainesville		
Hosting (see below)		$ 26,200.00
Software		
Timmons PLL Portal		$ 30,000.00
Timmons PLL Mobile Tools		$ 22,500.00
Grand Total		$ 923,180.00

Hosting Options:

Timmons Group's "Full Service Cloud" option for hosting is targeted for organizations who have the desire to offload their server infrastructure, operations, database and web server management to the cloud. This option is best for Customers who want Timmons Group to handle all of the operational aspects of running their solution. Networks, servers, virtual machines, storage, operating systems, maintenance, and security: Timmons Group will provide everything your organization needs to focus on your business rather than the infrastructure behind your solution. This option is most similar to a SaaS or Software as a Service offering.

Benefits
- Offload the work of running a scalable, secure solution so your staff can focus on your organizations mission critical goals
- Free up your organizational bandwidth normally needed support the necessary infrastructure in-house, year round
- Avoid large upfront costs on infrastructure and software licensing.

What we Provide
- Our architecture and design meets or exceeds industry standards and best practices and we only use data centers that offer SOC2 Security Compliance
- We perform regular maintenance on all infrastructure to ensure the latest patches and updates are installed
- Infrastructure Monitoring

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- Secure Private cloud
- Includes backups for the entire solution (nightly backups retained for 2 weeks)
- Includes Basic SysOps (DNS, Domain Name, SSL Certificates)
- A virtual environment to match Cityworks requirements

Contract Terms
- Fixed Fee
- Annual Agreements

Cityworks Cloud Hosting Options

Cityworks Cloud Startup
- **Up to 25 Users** - $9,600 annually
- 160 GB of storage for Cityworks and 160 GB storage for the Cityworks database on SQL Server Web Edition
- 160 GB of storage for Cityworks and 160 GB storage for the Cityworks database on SQL Server Web Edition
- Provides flexibility to scale vertically
- Basic infrastructure provisioning

Cityworks Cloud Pro
- **26 – 50 Users** - $14,400 annually
- 250 GB of storage for Cityworks and 250 GB storage for the Cityworks database on SQL Server Web Edition
- Expanded infrastructure provisioning

Cityworks Cloud Pro XL
- **51 – 100 Users** - $26,200 annually
- 320 GB of storage for Cityworks and 320 GB storage for the Cityworks database on SQL Server Web Edition
- Robust infrastructure provisioning

City Works Cloud Enterprise
- **>100 Users** – pricing is variable based on final solution components
- Customized cloud offering tailored to meet your needs. We can provide options for:
  - Hosted ArcGIS Enterprise
  - Ability to scale horizontally and vertically
  - Site to site VPNs
  - Multiple availability zones
  - Dedicated bandwidth

4. QUALIFICATIONS

COMPANY PROFILES

Timmons Group, Inc - Prime

Timmons Group is a multi-disciplined engineering and technology firm recognized for nearly twenty years as one of Engineering News Record's (ENR) Top 500 Design Firms in the country. We provide civil engineering, environmental, geotechnical, GIS/geospatial technology, landscape architecture and surveying services to a diverse client base. Founded in 1953, we are a well-established firm with a pioneering spirit. Decades of experience allow us to lead our industry with an unwavering commitment to forward thinking, innovative design and complete solutions that help our clients be successful. Inspired by your vision, our client service teams solve your challenges in imaginative, cost-effective and constructible ways. As a 500+ person professional services consulting firm with nearly 2,000 clients, our extensive experience in technology, engineering, planning, and surveying enables us to design and implement innovative solutions to solve our clients' varied challenges.

As Timmons Group celebrates our next sixty years, we are extremely proud of the legacy we have established in solving the many challenges our clients have entrusted to us. However, we are not resting on our many accomplishments of the past; but rather, we are focusing on building our culture as community leaders and responsible corporate citizens, focused on understanding your specific challenges and helping you to realize your vision.

Timmons Group, which has established itself as one of the most sought after EAM consulting groups in the United States, is excited about working side-by-side with you and your staff to develop a technological legacy that you, your organization, and all of your stakeholders will be proud. Our unique view of your project is one of the distinguishing traits that sets Timmons Group apart from other Cityworks asset management consultants. We do not view these projects as simply a software installation and configuration job. Rather, we view Cityworks as an integral piece of your over-riding enterprise CMMS/asset management strategies and the foundation upon which countless additional work tasks will rely upon for the feature-rich content needed to support your organization's varied daily operational, regulatory, and customer service challenges. We look forward to sharing our ideas and solutions for this project.

Timmons Group History

Founded in **1953**
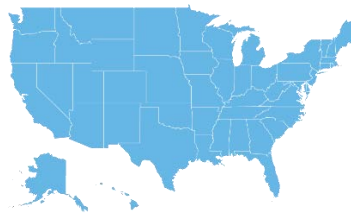
100+
Dedicated Geospatial staff

64 *Years in business*

Experience in **34** *states*

500+
Total Staff

Where We Are

18
Nationwide offices

- Baltimore, MD
- Portland, OR
- Richmond, VA (3 offices)
- Ashburn, VA
- Asheville, NC
- Austin, TX
- Charlotte, NC
- Charlottesville, VA

- Golden, CO
- Greensboro, NC
- Hampton Roads, VA
- Jefferson City, MO
- Miami, FL
- Raleigh, NC
- Staunton, VA

A map of our Cityworks implementations appears on the following page.

★ **Timmons Group Office Locations**

1 Garland, TX	17 Montgomery County, OH
2 Otay Water District, CA	18 Waterford Charter Township, MI
3 Alpharetta, GA	19 Altoona City Authority, PA
4 Naperville, IL	20 Raleigh, NC
5 Fayetteville, NC	21 Allegheny County, PA
6 Hamilton County, TN	22 Chicago, IL
7 Skagit County PUD #1, WA	23 City of Winston-Salem, NC
8 Auburn, AL	24 Watsonville, CA
9 Lafayette Consolidated Govt, LA	25 Morro Bay, CA
10 Herndon, VA	26 Carpinteria Valley Water District, CA
11 Richmond, VA	27 Shafter, CA
12 Alexandria, VA	28 Alcoa, TN
13 Jackson, MS	29 Goochland County, VA
14 Washington DOT, DC	30 Petersburg, VA
15 Colonie, NY	31 Henderson, KY
16 Newport News, VA	32 SeaTac, WA

33 Sammamish, WA	49 Macon Water, GA
34 Weston, FL	50 Mid Peninsula Regional Open Space, CA
35 Seattle, WA	51 American States Utility Service
36 Grand Rapids, MN	52 Asheville, NC
37 Upper St. Clair, PA	53 Brookhaven, GA
38 Tallahassee, FL	54 Frederick Water, VA
39 Sugarland, TX	55 Montgomery County, MD
40 Bartow County, GA	56 Manatee County, FL
41 North Miami Beach, FL	57 Florida Keys Aqueduct Authority, FL
42 Grey Forest Utilities, TX	58 St. Johns County, FL
43 Herriman, UT	59 Madison, WI
44 Milwaukie, OR	60 City of Bonney Lake, WA
45 Harrisonburg, VA	61 City of Renton, WA
46 Lebanon, OH	62 Forsyth County, GA
47 MetroConnects, SC	63 Yelm, WA
48 Las Gallinas Valley Sanitary District, CA	

Cityworks – Azteca Systems – Software Developer

Cityworks is a powerful, flexible, and affordable Enterprise Asset Management, permitting, and licensing solution. Designed to take advantage of a Geographic Information System (GIS), Cityworks is built exclusively on top of Esri's leading GIS technology. With Cityworks, you can inventory assets; issue and track service requests and work orders; manage customer needs; and create and track permits, licenses, planning applications, engineering approvals, and code enforcement cases from beginning to completion. Cityworks AMS (Asset Management Solution) can be used alongside Cityworks PLL (Permits, Licensing, and Land), or they can be used independently. Each organization can utilize a common spatial data platform to manage assets (infrastructure) in the field and in the warehouse, and generate applicable information to support day-to-day business needs and regulatory compliance. With proven technology from Azteca Systems, Cityworks is scalable, easy-to-use, and based on open technology.

Company History

Founded in 1986, Azteca Systems has more than 600 customers throughout the United States and around the world, ranging from single-user sites to installations servicing millions of people and multiple disciplines. These clients include public works agencies, large and small communities, airports, water/wastewater utility districts, energy companies, and other organizations involved with the care and operation of capital assets infrastructure.

A recognized industry leader, Azteca Systems is the creator of Cityworks, Web GIS-centric public Asset Management and permits, licensing, and land solutions. The Cityworks approach is innovative and unique, distinguishing itself from a cadre of legacy systems by leveraging the inherent value and investment of GIS data.

Azteca Systems began as a consulting firm focused on delivering cartographic mapping support to U.S. federal agencies. Earning a solid reputation in the application of GIS, the company has sought to help public works agencies understand and implement GIS in their organizations. As a result, Azteca Systems' attention was turned toward the management and care of assets and infrastructure. In 1996, the company released the first iteration of Cityworks, pioneering a new approach to asset management.

Organization

Cityworks is a full-service company—a financially strong and closely held corporation. Focused on the development of GIS-centric software applications, Azteca Systems is also capable of providing complete implementation, integration, data conversion, and process review services, as well as re-engineering, education, and ongoing maintenance for Cityworks and Cityworks customers.

Headquartered in Sandy, Utah—a suburban community in the southern Salt Lake City metropolitan area—the majority of staff is located in the main office. Corporate administration, finance and accounting, product development, enterprise solutions, client relations, customer support, sales, and marketing are housed in the main office. Regional offices are located in Wisconsin and Texas, housing customer support, sales, and marketing personnel. Additional offices are located in Oregon, Colorado, Missouri, Indiana, Florida, North Carolina, Virginia, and New York.

Cityworks is staffed with a comprehensive group of professionals capable of development, implementation, support, and marketing of Cityworks. Cityworks currently has 95 employees divided into seven functional divisions:

- The **Administration** division consists of office management, human resources, and legal counsel.
- The **Finance and Accounting** division manages all aspects of company finances and accounting.
- The **Sales and Marketing** division is responsible for new client contact and existing client care. Sales personnel are present at marketing events, industry conferences, and related events, and host seminars and workshops. Cityworks often shares space with Esri at major conferences. Cityworks promotes it's products and services with in-house staff and through a variety of media and collateral. This division produces a semi-annual *InPrint* trade magazine and distributes press releases and announcements. This division also manages the Cityworks business partner program, which consists of three categories of partners: implementation partners, strategic development partners, and international business development partners.
- The **Enterprise Solutions** division includes teams for implementation and project management, documentation, and educational services. Implementation services are provided by trained and experienced project managers, with support from other team members and partners as needed. Azteca Systems performs a good share of new customer implementations, using both web-enabled tools and on-site efforts. Training is often offered by the

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Enterprise Solutions division as a part of the overall implementation, and typically includes both administration and end-user classes using the client's data. A significant portion of new customer implementations is performed by our authorized implementation partners, all of which are trained to successfully implement and support Cityworks. Optional education is offered one to two times per month at Azteca Systems' state-of-the-art training facility in Sandy, Utah. Training is also regularly scheduled at our regional offices located in Wisconsin and Texas. Alternatively, web interactive training is available; user, implementation, and administration training is offered on a regular basis. Documentation is developed for all Cityworks products. Cityworks documents are available in several forms: online help, administrator and end-user manuals, training manuals, software update guides, help videos, diagrams, and more. Documentation can be accessed through the www.mycityworks.com customer support website or online through the Office, Field, Respond, and other apps.

- The **Products and Development** division is responsible for software programming, testing, and research and development. This includes programming of core products, add-ons, enhancements, and software fixes. A team of software testers rigorously tests the software during development and before release. When bugs are discovered, they are verified, documented, assigned to developers, and scheduled for the next relevant minor release or service pack, or major release in the development cycle.
- The **Client Relations** division is responsible for sustaining and nurturing client accounts. Account managers carefully monitor Cityworks clients, their accounts, their needs, problems, and successes, inform them of software changes, and troubleshoot problems and offer solutions. If conflicts are encountered, account managers work closely with the client, project managers, technical analysts, and others involved with the account.
- The **Customer Support** division is responsible for customer support and software distribution. This division is staffed with full time technicians that address inquiries by telephone, fax, email, and online chat. Technical support is provided using interactive web-enabled tools. This division maintains the secure client and partner support website (www.mycityworks.com).

Jones Edmunds Associates – Subcontractor – Cityworks Configuration / Integrations Support

Jones Edmunds is a Florida-based, multi-disciplinary engineering corporation that has been providing quality consulting services to public and private entities in Florida since 1974. With more than 130 engineers, scientists, technicians, and support staff serving clients from *seven offices in Gainesville (headquarters)*, Jacksonville, Titusville, Tampa, Winter Haven, Sarasota, and West Palm Beach, Jones Edmunds has outstanding qualifications in a wide range of Civil/Environmental, Utilities-Infrastructure, and Water Resources engineering projects and continuing contracts. Years of solving problems with integrity have built a legacy of exceeding client's expectations. *For over 15 years, Jones Edmunds has been providing asset management system implementation services to utility and public works clients from their first Cityworks implementations with Gainesville Regional Utilities in 2002 to current work in St. Johns County and the City of Gainesville.* Every project is injected with a unique mix of science-based resourcefulness and environmentally-conscious creativity that has established Jones Edmunds as one of the Top 25 design firms in the Southeast U.S.

SOLUTIONS TEAM

Project Team Resources

The following pages introduce the key staff members Timmons Group proposes to deploy the Cityworks Server PLL solution with The City of Gainesville. Each of these individuals offers significant experience in the design, implementation and maintenance of the permitting and licensing focused enterprise Cityworks environment. Backing each of these individuals up is a deep bench of highly skilled support staff that are entirely focused on the delivery of Cityworks and Esri GIS solutions.

Principal in Charge
Ronald R. Butcher, MBA, GISP

Project Manager
Michael Edwards, PMP

Project Director
Louis Garcia, PMP

Workshops/Business Processes
Lauren Sullivan
Andy Fox
Kyle Kojan
Will Dingus

Cityworks Configuration
Mark Harmon
Stuart Frankfort
Kyle Kojan
Will Dingus
Bill Millinor, (JEA)
Alan Foley, (JEA)
Brian Rosenfeld, (JEA)

Integrations
Brian Ketchum
River Stallings
Zhiqiang Zhu
Bill Millinor, (JEA)
Alan Foley, (JEA)
Brian Rosenfeld, (JEA)

Enterprise Architecture
Rachel O'Neill
Thomas Davis
Nate Tate

GIS
Andy Fox, PhD, PMP
Courtney Moore, GISP
Jennifer Kennedy

Public Portal/Mobile Tools
River Stallings
Zhiqiang Zhu
Dakota Talley

Staff Resources

System Designers

Office Data Developers

Client Support Technicians

System Integrators

Programmers

Field Data Collectors

Trainers

Engineering Services

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Project Director and Main Proposal Contact
Lou Garcia, PMP | Telephone: 443.904.3897 | E-mail: louis.garcia@timmons.com
As Project Director, Lou will work alongside Michael (Project Manager) to ensure all tasks and expectations are met by Timmons Group. Lou will also be responsible for the management of resources and overseeing finances to ensure the project progresses on time and under budget. He has over 27 years of experience authoring and managing numerous project management plans, needs analyses, strategic plans, and implementation plans for Asset Management and Geospatial Technology products and services. His extensive experience and knowledge base will be influential to our team.

Project Manager
Michael Edwards, PMP | Telephone: 804.433.2994 | E-mail: michael.edwards@timmons.com
Our Project Manager assigned for this project is Michael Edwards. Upon award, he will be responsible for the day to day communications with Gainesville, coordination of activities relating to the installation and implementation team and will ensure successful accomplishment of the scope of work – all within the contract budget and project schedule. Michael has over 5 years' experience with Cityworks, GIS, project management, staff management of GIS technicians, workflow development, process and procedure development, database development, data processing and programming, transportation network mapping and editing. Michael has project managed several other successful Cityworks PLL implementations.

Additional Key Personnel
Ron Butcher, MBA, GISP, Principal in Charge Ron's background in the development and implementation of asset management projects affords us added depth and the ability to leverage his additional real world experiences in all of our consulting efforts. Ron will serve as the Principal in Charge for this project. He will be responsible for overseeing all technical aspects of the Gainesville engagement to ensure the development and delivery of an enterprise solution focused on Gainesville project goals and objectives.

Lauren Sullivan, Workshops/Business Processes Phase Leader Lauren is currently a Senior Analyst and Project Manager for Timmons Group. She has over 5 years of experience with all facets of software integration services. Her strong background involves a focus on GIS-related development and relational database management for numerous applications. Lauren will work to ensure all tasks related to configuration as well as training are successfully completed. Her capabilities include: GIS systems planning and design, specification design and development, project implementation coordination, GIS training and end user support. Lauren and her team of application developers, analysts and database managers will ensure a tight integration between the planned Cityworks solution to all other Gainesville applications.

Andy Fox, Workshops/Business Processes Andy is a senior technical project consultant and project manager in Timmons Group's geospatial services group. He is the company's lead consultant for needs assessments and strategic planning. As such, he is responsible for designing and deploying integrated information management solutions that utilize a wide range of technologies and information types. He has extensive experience in information systems specification and operations that manage critical information for state, federal and local governments.

Kyle Kojan, Workshops/Business Processes / Cityworks Configuration Kyle is a GIS technician at Timmons Group. He is experienced with data development, data analysis, GIS mapping, and project deliverable quality control based on defined parameters. He has extensive knowledge of Cityworks Server PLL. His skills include working with and understanding Microsoft Office 2010 (Word, Excel, PowerPoint, Access), SQL Server and Oracle, Crystal Reports, ESRI ArcGIS (ArcDesktop 9.3.1/ 10.x), and is able to work with ArcSDE Versioned Editing. Kyle has the extensive knowledge needed to fulfill the requests of any project and has shown to be a valuable asset to our Cityworks PLL implementation team.

Will Dingus, Workshops/Business Processes / Cityworks Configuration Will is a GIS technician at Timmons Group. He is experienced with GIS mapping, data development, data analysis, and project deliverable quality control based on defined parameters. He has full knowledge of Mulituser environments including ArcSDE. His skills include working and understanding the Microsoft Office 2010 (Word, Excel, PowerPoint, Access), ESRI ArcGIS (ArcDesktop 9.3.1/ 10.x) is able to work with ArcSDE Versioned Editing. Will has the extensive knowledge needed to fulfill the requests of any project and has shown to be valuable on our GIS team.

Mark Harmon, Cityworks Configuration, Mark has experience with managing multiple projects, staff management of GIS technicians, workflow development, process and procedure development, database development, data processing and programming, GIS mapping, transportation network mapping and editing. Many of the projects managed within his 12 years of experience were for the implementation of similar CMMS/Asset Management systems for clients similar to the City of Gainesville.

Stuart Frankfort, Cityworks Configuration Stuart a GIS Technician in Timmons Group's Geospatial Solutions Group. He performs tasks related to mapping, data development, data analysis, and project deliverable quality control based on defined parameters. Stuart has worked on digitizing and maintaining spatial databases of DOT information for multiple states; as well as documented procedures and validated data for accuracy and completeness.

Brian Ketchum, Integrations Brian is an AMS Analyst, responsible for configuration and implementation of Cityworks Server AMS software. He will be responsible for ensuring client satisfaction and assisting with the data process for implementations.

River Stallings, Integrations / Public Portal/Mobile Tools River is an Applications Developer at Timmons Group. He is experienced with software development including web, desktop, and console applications, server deployment, data analysis, unit testing, and database development. His skills include C#, PHP, Ruby, JavaScript, JQuery, CSS 3, HTML 5, Bootstrap, .Net, MVC, UX design, ESRI JavaScript API, Google Maps API, PublicStuff API, Cityworks API, and SQL and Oracle database scripting. River has the extensive knowledge needed to fulfill the requests of any project and has shown to be valuable on our development team.

Zhiqiang Zhu, Integrations / Public Portal/Mobile Tools Zhiqiang is a GIS applications developer at Timmons Group. He has a diverse background in design and coding development in GIS-based projects and as full-stack .Net developer on desktop and web-based projects using hybrid programming languages (C#, JavaScript, T-SQL & PL/SQL) in Agile and Scrum / Kanban environment with TDD and SOLID as best practices. He communicates effectively with clients and product manager to prioritize deliverables. He is flexible in roles and always ready to help others to ultimately achieve team goals. Zhiqiang learns new technologies quickly to adapt new requirements while delivering quality work product on time.

Rachel O'Neil, Enterprise Architecture Rachel is a Senior Software Architect on the Timmons Group Geospatial Services Team. She has two decades of geospatial architecture, programming, and system integration experience. Her diverse technical skill set includes enterprise systems implementation, control automation, relational database design, web programming, GIS programming, systems security auditing, hardware/software integration for GPS systems, mobile computing, requirements engineering and leading large software development projects and teams.

Thomas Davis, Enterprise Architecture Thomas supports the virtualized infrastructure for both external clients and Timmons Group. Before coming to Timmons Group, Thomas worked with the Virginia Farm Bureau and participated in an infrastructure redesign and overhaul. Thomas is experienced in ArcGIS Server, the administration of virtualized Windows and Linux systems, systems design, and network security, with a specific focus on designing infrastructure to support custom Timmons Group and client-created applications on AWS.

Nate Tate, Enterprise Architecture Nate is an experienced Solutions Support team leader who has worked on numerous projects with local and state agencies throughout the US developing various applications for improvement in work processes. His work on these projects aid in the on-line management of a number of current processes as well as consolidated data capture and management. Responsible for assisting the Senior Web developer with developing a mobile solution for VDOF that integrates GPS functionality, allowing staff to use ESRI's ArcGIS Server and ArcGIS Mobile software. Nate has experience in building a centralized, web-based enterprise information system that integrates GIS functionality with land management activities allowing for temporal tracking of land resources, management activities, land inventory, planning and goals and objectives reporting.

Courtney Moore, GIS Courtney is Project Manager on Timmons Group's Geospatial Services Team. She is responsible for the daily management and resourcing of a wide variety of GIS projects. Courtney also has extensive GIS technical experience which she leverages through guiding GIS development projects. This includes: Python applications and scripts, the design and production of maps, the maintenance of GIS databases and related FGDC-compliant metadata, and development of geoprocessing models and scripts to automate routine and repetitive tasks. Additionally, Courtney is a recognized industry expert on Esri's Production Mapping Suite and Parcel Fabric technologies.

Jennifer Kennedy, GIS Jennifer is a GIS Analyst on the Timmons Group Geospatial Services Team. Her experience focuses on data analysis and workflow design to support data validation and maintain data health. Her project experience includes: data conversion, mapping, and implementation of quality control and workflow tools from Esri's Production Mapping suite. In addition, Jennifer has conducted several training seminars on Esri tools such as Esri's Data Reviewer and Task Assistant Manager, and she regularly provides training for clients on these topics.

Bill A. Millinor, MS, GISP Bill has extensive experience managing our Cityworks projects. From the initial work flow evaluations to the system architecture, training, and integration, he is well-versed in technically advising and managing our Cityworks implementations. He has successfully managed a wide range of Cityworks projects for clients throughout the state including cities (Gainesville, Sanford, and Kissimmee), counties (Sumter and St. Johns), and utilities (Destin Water Users and Brunswick-Glynn County Water and Sewer District). Bill has worked for Jones Edmunds for the past 10+ years, primarily managing our AMS- and GIS-related projects. Before this, he taught advanced GIS courses at North Carolina State University (NCSU) for 5 years and was a visiting lecturer for 2 years at the University of North Carolina at Chapel Hill where he taught GIS and GPS in the Geology Department.

Mark Nelson, PE Mark has extensive experience directing our Cityworks- and GIS-related projects. From the initial work flow evaluations to the system architecture, training, and integration, he is well-versed in directing our Cityworks implementations. He has been involved in every Cityworks-related project that Jones Edmunds has performed. Mark has worked for Jones Edmunds for the past 20+ years, primarily directing and managing our AMS and GIS related efforts. He also has experience in the areas of water resources management. He has formal training in Esri, Erdas, Miner & Miner, and Trimble products. He has experience in GIS applications, development, and management. He has also taught GIS and engineering courses at the University of Florida's Civil Engineering Department as an adjunct professor.

Lou Garcia, PMP | Project Director, Timmons Group

Education
BS, Geography and Environmental Planning, Towson University, 1999

Experience
27 Years

Certifications
Project Management Professional (PMP), Project Management Institute; March 2009
Cityworks AMS Server; June 2012
Miller-Hieman Business Development Training; December 2005
Staff Management Training; August 2005
Spatial Database Standards for Infrastructure and the Environment 2.5 ; (SDSFIE) March 2005
Mapping Grade GPS Training; December 2004
Trimble Survey Grade GPS Training; November 2004
Project Management Training, American Management Association; March 2001

Lou Garcia is a Senior Project Manager with over 27 years of experience in Consulting and Project Management of Enterprise Asset Management, GIS, engineering, and surveying projects. He has experience at the technical consultant leadership level in applying analytical processes to the planning, design, acquisition, and implementation of new and improved business processes, GIS tools, productivity tools, and services. He has authored and managed numerous project management plans, work plans, needs analyses, strategic plans, and implementation plans for Asset Management and Geospatial Technology products and services.

Select Project Experience

- Cityworks Server AMS & PLL Software Implementation, City of Alpharetta, GA
- Cityworks Server AMS and PLL Software Implementation, Winston-Salem, NC
- Cityworks PLL Integration, St. Johns County, FL
- Cityworks PLL Integration, Brookhaven, GA
- Cityworks Server AMS Software Implementation, Bartow County, GA
- Cityworks Server AMS Software Implementation, City of North Miami Beach, FL
- Cityworks Server AMS Software Migration from Cityworks AMS Desktop, City of Lebanon, OH
- Asset Management and Work Order Management Strategic and Implementation Plan, Altoona Water Authority, Altoona, PA*
- Enterprise Asset Management Strategic Plan & Cityworks Implementation; DOT/DPW, City of Baltimore, MD*
- Cityworks Enterprise Asset Management Implementation; City of Salisbury, MD*
- Asset Management Plan & Cityworks Implementation, Rhode Island Broadband Mapping & Rhode Island Emergency Management Agency (RIEMA), Statewide, RI*
- Enterprise GIS Needs Analysis and Strategic Plan; Talbot County, MD*

*Projects completed prior to joining Timmons Group

Ron Butcher, Jr., GISP, MBA | Principal in Charge

Education
MBA, Management Information Systems, University of Dayton, 2000
BS, Computer Science, Magna Cum Laude, Park University, 1994

Experience
18 Years

Certifications
GIS Professional (GISP)
GIS Surveyor (GISS), South Carolina

Ron is an accomplished Senior Manager with 18 years of success developing, integrating and aligning technologies to meet customer business needs and achieve corporate goals and objectives. Results-oriented director with effective balance of long-range vision and realistic pragmatism; highly adept at devising new strategies, tools and services that provide superior results at minimal cost. He is an inspirational and collaborative leader with a talent for building successful, long-term relationships with customers, forging consensus between stakeholders with various priorities, and developing cohesive, high-performance teams ready to meet any challenge.

Ron leads our team of subject matter experts focused on the delivery of Enterprise Asset Management (EAM) solutions required to solve the complex asset management challenges for our water, wastewater, stormwater, gas, electric and public works clients. He has significant Cityworks EAM implementation and system integration for utility customers throughout the United States.

Select Project Experience

- Cityworks Server AMS and PLL Software Implementation, City of Fayetteville, NC
- Cityworks Server PLL Implementation, Herndon, VA
- Cityworks Server PLL Implementation, Auburn, AL
- Cityworks Server PLL Implementation, Brookhaven, GA
- Cityworks Server PLL Implementation, Tallahassee, FL
- Cityworks Server AMS and PLL Software Implementation, Winston-Salem, NC
- Cityworks Server AMS Software Implementation, City of Naperville, IL
- Cityworks Server AMS Software Implementation, Hamilton County, TN
- Enterprise Work Management System, City of Alpharetta, GA
- Cityworks EAMS, Department of Public Utilities, Auburn, AL
- Cityworks EAMS, Lafayette Consolidated Government, LA
- Cityworks Computerized Maintenance Management System, Department of Public Utilities, Richmond, VA
- Cityworks EAMS Support, Department of Public Works and Environmental Services, Alexandria, VA

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

Michael Edwards | Project Manager, Timmons Group

Education
BA, Public and Urban Affairs, Virginia Tech, 2011
MS, Urban Regional Planning, Virginia Commonwealth University, 2013

Experience
5 Years

Michael Edwards is a Project Manager of Timmons Asset Management Group. He started his GIS training as a research intern in 2011 for the City of Richmond Anti-Poverty Commission. He is a successful leader and project manager, also specializing in operations management, and strategic management for large-scale enterprise GIS, IT software development, and engineering programs. Michael has successfully managed several AMS and PLL Cityworks implementations. His experience ranges from administrative duties to delivering geospatial analysis and mapping for various government entities. At Timmons Group, he works in a multi-person GIS data conversion team developing spatial data and utilizing the ArcGIS Desktop in a multi-user Versioned environment. He has played a big role in Timmons Group's GIS team from the management and research stage to the delivery and implementation of GIS data systems.

Select Project Experience

- Cityworks Server AMS and PLL Software Implementation, City of Fayetteville, NC
- Cityworks Server AMS and PLL Software Implementation, Winston-Salem, NC
- Cityworks PLL Integration, St. Johns County, FL
- Cityworks PLL Integration, Brookhaven, GA
- Cityworks PLL Integration, Auburn, AL
- Cityworks Server Implementation (PLL), Tallahassee, FL
- Cityworks Server Implementation (AMS), Bartow County, GA
- Cityworks Server Implementation (AMS), Lebanon, OH
- Timmons PLL Portal, Product Development Manager
- Cityworks® Server AMS, Asset Management System Implementation, Garland, TX
- Skagit County Cityworks Enterprise Asset Management System Implementation, Redmond, WA
- Milwaukie Cityworks Implementation, Milwaukie, OR
- Cityworks Data Conversion, City of Herriman, UT
- Cityworks Enterprise Asset Management System Implementation, Alpharetta, GA
- Cityworks AMS Implementation, Goochland County, VA

Lauren Sullivan | Workshops/Business Processes

Education
BA, Geography and Environmental Studies, University of California, Los Angeles, 2010

Experience
5 Years

Lauren Sullivan is currently a Senior Analyst and Project Manager for Timmons Group. She has over 5 years of experience with all facets of software integration services. Her strong background involves a focus on GIS-related development and relational database management for numerous applications. Lauren's specialties includes ArcGIS, Microsoft SQL Server, Python, HTML5, CSS3, Javascript, .NET, product integration, local government, electric and gas, community development, asset management, software, spatial analysis, and research.

Select Project Experience

- Cityworks Enterprise Asset Management System Implementation (PLL), Auburn, AL
- Cityworks Enterprise Asset Management System Implementation (AMS/PLL), Upper St. Clair, PA
- Cityworks Enterprise Asset Management System Implementation (AMS/PLL), Winston-Salem, NC
- Cityworks Server Implementation (PLL), Tallahassee, FL
- Cityworks Server AMS & PLL Software Implementation, City of Akron, OH*
- Cityworks Server AMS Software Implementation, San Diego Gas & Electric, CA*
- Cityworks Server PLL Software Implementation, City of Vista, CA*

*Projects complete prior to joining Timmons Group

Andy Fox, PhD, PMP | Workshops/Business Processes / GIS

Education
BA, Geological Sciences, SUNY Geneseo, 1985
MA, Geological Sciences, University of Canterbury (New Zealand), 1987
Doctor of Philosophy, Geological Sciences, Cornell University, 1993

Experience
25 Years

Certifications
Project Management Professional (PMP), Project Management Institute

Andy is a senior technical project consultant and project manager in Timmons Group's geospatial services group. He is the company's lead consultant for needs assessments and strategic planning. As such, he is responsible for designing and deploying integrated information management solutions that utilize a wide range of technologies and information types. He has extensive experience in information systems specification and operations that manage critical information for state, federal and local governments.

Select Project Experience
- Cityworks® Enterprise Asset Management System Implementation, Alpharetta, GA
- Naperville Cityworks Server AMS Implementation, Naperville, IL
- CRAC ArcGIS Online Support, Richmond, VA
- CRAC GIS Expansion Services, Richmond, VA
- Fort Bragg IRCS Tool Re-Write and Deploy, Fayetteville, NC
- Nevada Department of Wildlife CDMS RoadMap, Reno, NV
- Orange Co RoadMap Phase II, Orange County, VA

Kyle Kojan | Workshops/Business Processes / Cityworks Configuration

Education
BS, Environmental Studies, Virginia Commonwealth University, 2015

Experience
2 Years

Kyle Kojan is a GIS technician at Timmons Group. He is experienced with data development, data analysis, GIS mapping, and project deliverable quality control based on defined parameters. He has extensive knowledge of Cityworks Server PLL. His skills include working with and understanding Microsoft Office 2010 (Word, Excel, PowerPoint, Access), SQL Server and Oracle, Crystal Reports, ESRI ArcGIS (ArcDesktop 9.3.1/ 10.x), and is able to work with ArcSDE Versioned Editing. Kyle has the extensive knowledge needed to fulfill the requests of any project and has shown to be a valuable asset to our Cityworks PLL implementation team.

Representative Project Experience

- Cityworks AMS Implementation, Bartow County, GA
- Cityworks Server PLL Software Implementation, City of Winston-Salem, NC
- Cityworks Server PLL Software Implementation, Auburn, AL
- Cityworks Server PLL Software Implementation, Brookhaven, GA
- Cityworks Server PLL Software Implementation, Tallahassee, FL
- Cityworks Enterprise Asset Management System Implementation (AMS/ PLL), Upper St. Clair, PA
- Cityworks Enterprise Asset Management System Implementation (AMS), City of Gainesville, VA

Will Dingus | Workshops/Business Processes / Cityworks Configuration

Education
BS, Geography and History, Emory & Henry College, 2013

Experience
5 Years

Will is experienced with GIS mapping, data development, data analysis, and project deliverable quality control based on defined parameters. He has full knowledge of Mulituser environments including ArcSDE. His skills include working and understanding the Microsoft Office 2010 (Word, Excel, PowerPoint, Access), ESRI ArcGIS (ArcDesktop 9.3.1/ 10.x) is able to work with ArcSDE Versioned Editing.

Select Project Experience
- Enterprise Asset Management System Implementation, Alpharetta, GA
- Enterprise Asset Management System Implementation, North Miami Beach, FL
- Enterprise Asset Management System Implementation, Bartow County, GA
- Enterprise Asset Management System Implementation, Harrisonburg, VA
- Enterprise Asset Management System Implementation, Weston, FL

Mark Harmon | Cityworks Configuration

Education
BS, Geographical Sciences, James Madison University, 2003

Experience
15 Years

Mark offers considerable experience in Cityworks consulting and enterprise system design gained through work with water utilities, State and local governments and private industry. His capabilities include: GIS systems planning and design, specification design and development, project implementation coordination, GIS training and end user support. Mark will support our efforts by ensuring our geodatabase design and development efforts are compatible with your existing GIS/IT architecture.

Select Project Experience

- Cityworks Server PLL Software Implementation, Auburn, AL
- Cityworks Server AMS & PLL Software Implementation, Fayetteville, NC
- Cityworks Server AMS & PLL Software Implementation, Otay Water District, CA
- Cityworks Server AMS Software Implementation, North Miami Beach, FL
- Cityworks Server PLL Software Implementation, Tallahassee, FL
- Cityworks Server PLL Software Implementation, Herndon, VA
- Cityworks Enterprise Asset Management System Implementation (AMS/ PLL), Upper St. Clair, PA
- Cityworks Server AMS & PLL Software Implementation, Winston-Salem, NC
- Enterprise Work Management System, City of Alpharetta, GA

Stuart Frankfort | Cityworks Configuration

Education
BA, Geology, Washington and Lee University, 2008

Experience
5 Years

Stuart a GIS Technician in Timmons Group's Geospatial Solutions Group. He performs tasks related to mapping, data development, data analysis, and project deliverable quality control based on defined parameters. Stuart has worked on digitizing and maintaining spatial databases of DOT information for multiple states; as well as documented procedures and validated data for accuracy and completeness.

Select Project Experience
- City of Asheville Cityworks AMS, Asheville, NC
- City of Brookhaven PLL Implementation, Brookhaven, GA
- City of Morro Bay Cityworks AMS & PLL Implementation, Morro Bay, CA
- North Miami Beach Cityworks AMS Implement, North Miami Beach, FL

Brian Ketchum | Integrations

Education
BS, Geography, Virginia Tech, 2014

Experience
4 Years

Brian Ketchum is an AMS Analyst, responsible for configuration and implementation of Cityworks Server AMS software. He will be responsible for ensuring client satisfaction and assisting with the data process for implementations.

Representative Project Experience

- Cityworks Enterprise Asset Management System Implementation (AMS), City of Gainesville, VA
- GIS Data Model & Conversion, City of Milwaukie, OR
- Cityworks Enterprise Asset Management System Implementation (AMS & PLL), City of Morro Bay, CA
- Cityworks Implementation, Grand Rapids, MN
- Cityworks Server Implementation (PLL), Tallahassee, FL
- Cityworks Enterprise Asset Management System Implementation (AMS/ PLL), Upper St. Clair, PA
- Cityworks Enterprise Asset Management System Implementation (AMS) North Miami Beach, FL
- Cityworks Data Conversion, City of Herriman, UT
- Cityworks Server AMS and PLL Software Implementation, City of Fayetteville, NC
- Cityworks Asset Management System Implementation, Garland, TX
- Cityworks Enterprise Asset Management System Implementation, Alpharetta, GA
- Cityworks AMS Implementation, Goochland County, VA
- Cityworks Enterprise Asset Management System Implementation, Redmond, WA

River Stallings | Integrations / Public Portal/Mobile Tools

Education
BS, Computer Information Systems, ITT Technical Institute, 2011

Timmons Group

Experience
1 Year

River Stallings is an Application Developer, responsible for development and implementation of the Cityworks-related integrations and software. He will be responsible for the development aspects if the implementation.

Representative Project Experience

- Cityworks-Timmons Public Portal Design and Development, City of Tallahassee, FL
- Cityworks-Timmons Public Portal Design and Development, City of Winston-Salem, NC
- Cityworks-Publicstuff Integration (AMS), City of Sugar Land, TX
- Cityworks-Sungard Integration (AMS), City of Sugar Land, TX
- Cityworks-SCADA Integration (AMS), City of Garland, TX
- Cityworks Customization Development (PLL), City of Fayetteville, NC

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

Zhiqiang Zhu | Integrations / Public Portal/Mobile Tools

Education
BS, Computer Science, South China University of Technology, 2008
MS, Computer Science, Colorado State University, 2011

Experience
6 Years

Zhiqiang is a GIS applications developer at Timmons Group. He has diverse background in design and coding development in GIS-based projects and as full-stack .Net developer on desktop and web-based projects using hybrid programming languages (C#, JavaScript, T-SQL & PL/SQL) in Agile and Scrum / Kanban environment with TDD and SOLID as best practices. He communicates effectively with clients and product manager to prioritize deliverables. He is flexible in roles and always ready to help others to ultimately achieve team goals. Zhiqiang learns new technologies quickly to adapt new requirements while delivering quality work product on time.

Select Project Experience
- Implementation of Cityworks Permits, Licensing and Land (PLL) software, Auburn, AL
- Cityworks PLL Public Portal, Fayetteville, NC
- Tallahassee PLL Portal Modifications, Tallahassee, FL
- Winston-Salem Cityworks AMS/PLL Implementation, Winston-Salem, NC

Rachel O'Neil | Enterprise Architecture

Education
BS, Forestry & Engineering, University of Toronto, 1996
BA, Business Administration and Information Technology, Southern Alberta Institute of Technology, 2004
MS, Athabasca University, 2009

Experience
22 Years

Rachel is a Senior Software Architect on the Timmons Group Geospatial Services Team. She has two decades of geospatial architecture, programming, and system integration experience. Her diverse technical skill set includes enterprise systems implementation, control automation, relational database design, web programming, GIS programming, systems security auditing, hardware/software integration for GPS systems, mobile computing, requirements engineering and leading large software development projects and teams.

Select Project Experience

- Cityworks AMS PW Implementation, Auburn, AL
- Cityworks AMS Implementation, Weston, FL
- Fayetteville Cityworks PLL Public Web Portal, Fayetteville, NC
- Cityworks PLL Implementation, Tallahassee, FL
- Cityworks PLL & AMS Implementation, Winston-Salem, NC

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

Thomas Davis | Enterprise Architecture

Education
BA, History, James Madison University, 2013

Experience
6 Years

Rachel is a Senior Software Architect on the Timmons Group Geospatial Services Team. She has two decades of geospatial architecture, programming, and system integration experience. Her diverse technical skill set includes enterprise systems implementation, control automation, relational database design, web programming, GIS programming, systems security auditing, hardware/software integration for GPS systems, mobile computing, requirements engineering and leading large software development projects and teams.

Select Project Experience

- City of Morro Bay Cityworks AMS & PLL Implementation, Morro Bay, CA
- Upper St Clair Cityworks AMS PLL Implementation, Alleghany County, PA
- MWA Cityworks GIS Environment Analysis, Macon County, GA
- Skagit PUD GIS & Cityworks Upgrade, Skagit County, WA
- Forsyth Co AMS Implementation, Forsyth County, GA
- City of Fayetteville Cityworks/GIS Support and Maintenance, Fayetteville, NC

Nate Tate | Enterprise Architecture

Education
BS, Computer Science, Virginia Commonwealth University

Experience
11 Years

Nate is an experienced Solutions Support team leader who has worked on numerous projects with local and state agencies throughout the US developing various applications for improvement in work processes. His work on these projects aid in the on-line management of a number of current processes as well as consolidated data capture and management. Responsible for assisting the Senior Web developer with developing a mobile solution for VDOF that integrates GPS functionality, allowing staff to use ESRI's ArcGIS Server and ArcGIS Mobile software. Nate has experience in building a centralized, web-based enterprise information system that integrates GIS functionality with land management activities allowing for temporal tracking of land resources, management activities, land inventory, planning and goals and objectives reporting.

Select Project Experience

- City of Petersburg Cityworks AMS Department of Engineering, Petersburg, VA
- PTB GIS Entprise Managed Cloud Srvcs Hosting, Port Tampa Bay, FL
- Winston-Salem GIS Cayenta Integration, Winston-Salem, NC

Courtney Moore, GISP, PMP | GIS

Education
BS, Geographic Information Science, Louisiana Tech University, 2010

Experience
7 Years

Courtney is Project Manager in Timmons Group's Geospatial Solutions department. She performs a multitude of tasks related to the design, development, implementation and maintenance of systems, software, GIS, RS, GPS and data integration solutions. She is responsible for the development of Python applications and scripts, the design and production of maps and automated procedures and the maintenance of GIS databases and related FGDC-compliant metadata.

Select Project Experience
- Dominion GIS Survey - Fort Hood, Fort Hood, TX
- Amelia County GIS Data Create & Verify, Amelia County, VA
- Charlottesville Parcel Layer Geo Updates, Charlottesville, VA
- City of Fayetteville Access EGIS Data, Fayetteville, NC
- City of Fredericksburg Data Development, Fredericksburg, VA

Jennifer Kennedy | GIS

Education
BA, Fine Arts, Carnegie Mellon University, College of Fine Arts, 2009

Experience
8 Years

Jennifer is a GIS Analyst on the Timmons Group Geospatial Services Team. Her experience focuses on data analysis and workflow design to support data validation and maintain data health. Her project experience includes: data conversion, mapping, and implementation of quality control and workflow tools from Esri's Production Mapping suite. In addition, Jennifer has conducted several training seminars on Esri tools such as Esri's Data Reviewer and Task Assistant Manager, and she regularly provides training for clients on these topics.

Select Project Experience

- Otay Water District Cityworks Implementation, Spring Valley, CA
- St. Johns County Workflow/Data Quality Tools, St. Johns County, FL
- Cityworks® Enterprise Asset Management System Upgrade, Chattanooga, TN
- City of Jackson RL Update/Support, Jackson County, MS

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

Bill A. Millinor, MS, GISP | Cityworks Configuration

Education
MS, Natural Resource Management-Spatial Information Systems, North Carolina State University, 2000
BS, Forest Resources and Conservation, University of Florida, 1995

Experience
19 Years

Bill has extensive experience managing our Cityworks projects. From the initial work flow evaluations to the system architecture, training, and integration, he is well-versed in technically advising and managing our Cityworks implementations. He has successfully managed a wide range of Cityworks projects for clients throughout the state including cities (Gainesville, Sanford, and Kissimmee), counties (Sumter and St. Johns), and utilities (Destin Water Users and Brunswick-Glynn County Water and Sewer District). Bill has worked for Jones Edmunds for the past 10+ years, primarily managing our AMS- and GIS-related projects. Before this, he taught advanced GIS courses at North Carolina State University (NCSU) for 5 years and was a visiting lecturer for 2 years at the University of North Carolina at Chapel Hill where he taught GIS and GPS in the Geology Department.

Select Project Experience

- CMMS-Public Works, City of Gainesville, FL
- Cityworks Server Upgrade, Gainesville Regional Utilities (GRU) , FL
- Cityworks Implementation, Alachua County
- Cityworks Implementation, City of Deland

Mark Nelson, PE | Cityworks Configuration

Education
ME, Civil Engineering, University of Florida, 1995
BS, Civil Engineering, University of Florida, 1992

Experience
8 Years

Mark has extensive experience directing our Cityworks- and GIS-related projects. From the initial work flow evaluations to the system architecture, training, and integration, he is well-versed in directing our Cityworks implementations. He has been involved in every Cityworks-related project that Jones Edmunds has performed. Mark has worked for Jones Edmunds for the past 20+ years, primarily directing and managing our AMS and GIS related efforts. He also has experience in the areas of water resources management. He has formal training in Esri, Erdas, Miner & Miner, and Trimble products. He has experience in GIS applications, development, and management. He has also taught GIS and engineering courses at the University of Florida's Civil Engineering Department as an adjunct professor.

Select Project Experience

- CMMS-Public Works, City of Gainesville, FL
- Cityworks Implementation, Alachua County
- Cityworks Implementation, City of Deland
- Cityworks Server Implementation, Sumter County
- Cityworks for Plants Division - Phase III, St. Johns County

Alan Foley, PE | Cityworks Configuration

Education
ME, Environmental Engineering, University of Florida, 2002
BS, Environmental Engineering, University of Florida, 1996

Experience
8 Years

Alan is a Senior Project Manager at Jones Edmunds who is especially effective and experienced with managing our larger, more complicated Cityworks implementations. He is currently leading our Cityworks implementations for the City of Tallahassee, City of St. Augustine, and the latest phase for St. Johns County Utility for Engineering and CIPs. Alan is a PSMJ-certified Project Manager, having attended their 2-day boot camp, designed specifically for A/E/C Project Managers.

Select Project Experience

- CMMS-Public Works, City of Gainesville, FL
- Cityworks Server Upgrade, Gainesville Regional Utilities (GRU) , FL
- Cityworks for Plants, St. Johns County, FL
- Asset Management Work and Data Analytics, St. Johns County, FL
- Cityworks Server Migration, City of St. Augustine, FL

Brian Rosenfeld, MS, GISP | Cityworks Configuration

Education
MS, Natural Resources Management, North Carolina State University, 2004
BS, Forest Resources Management, University of Florida, 2001

Experience
8 Years

Brian is a GIS Analyst/Project Manager at Jones Edmunds. Mr. Rosenfeld's experience includes managing field data collection for numerous projects, geodatabase design, GIS implementation, performing imagery and GIS data analysis, as well as aerial photo interpretation and GPS mapping. He is also experienced in setting up enterprise GIS systems including Esri ArcGIS Server and related applications, Cityworks Web Application setup and management, as well as designing geodatabases for use in field data collection for infrastructure-related projects. Previous experience includes having identified and evaluated native ground cover; inventoried threatened, endangered, and invasive species on public and private lands; planned and conducted timber inventories on public lands; and mapped roads, trails, and infrastructure in environmentally sensitive areas of Florida's State Parks and Forests, National Forests, and National Wildlife Refuges.

Select Project Experience

- CMMS-Public Works, City of Gainesville, FL
- Cityworks Server Upgrade, Gainesville Regional Utilities (GRU) , FL
- Cityworks Implementation, Alachua County
- Cityworks Implementation, City of Deland
- Cityworks Server Implementation, Sumter County

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

FINANCIAL STABILITY

A copy of our most recent financial statements appears in Appendix C.

REFERENCES & PROJECT EXPERIENCE

Cityworks® PLL Portal | Winston-Salem, NC
Contact: Tony Walters| Tel. 336.747.7031| Email: tonywa@cityofws.org
Project Dates: Implementation completed in 2017; Maintenance is ongoing

Project Description: Timmons Group provided the implementation of a new customized PLL as well as a new customized PLL portal for the City of Winston-Salem. The implementation replaced the City's previous system, Hansen 7, as it was becoming outdated, inefficient, and unable to perform vital features the growing community needed. The new PLL portal included the deployment of Cityworks Server 2014 SP5, with Esri ArcGIS Server 10.2as. By implementing Cityworks, the City will have direct control over their business processes, be completely customizable based on specific needs, and will allow ease of coordination between several vital city departments.

Implementation of Cityworks® Permits, Licensing and Land (PLL) | Auburn, AL
Contact: Christopher Graff | Tel. 334.501.7207| Email: cgraff@auburnalabama.org
Project Dates: Implementation completed in 2016; Maintenance is ongoing

Project Description: The City of Auburn, Alabama, contracted with Timmons Group to provide professional services in the implementation of Azteca System's Cityworks Permits, Licensing and Land (PLL) software module and to manage the implementation process for use in the City of Auburn construction permitting processes.

Cityworks® AMS & PLL Implementation | City of Alpharetta, GA
Contact: Pete Sewczwicz | Tel. 678.297.6052 | Email: psewczwicz@alpharetta.ga.us
Project Dates: Implementation completed in 2013 Maintenance is ongoing

Project Description: The City of Alpharetta contracted Timmons Group for implementation of an Enterprise Asset Management System and Permitting System utilizing Azteca Cityworks software. The project will provide the City a fully-integrated system to meet its growing Work Management and Compliance needs. Departments included Streets, Stormdrains, Permitting & Licensing.

Cityworks® Enterprise AMS & PLL Implementation | City of Fayetteville, NC
Contact: Joe Vittorelli | Tel. 910.433.1863 | Email: jvittorelli@ci.fay.nc.us
Project Dates: Implementation completed in 2016; Maintenance is ongoing

Project Description: The City of Fayetteville, NC contracted with Timmons Group for implementation of an Enterprise Asset Management System (EAMS) and Permitting solution. Through extensive evaluation the City chose Azteca Cityworks Server AMS (Asset Management System) and Azteca's Cityworks Server PLL (Permits, Licensing, and Land) as their asset management and permitting platforms.

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

TIMMONS GROUP PLL PUBLIC PORTAL AND INTEGRATION | City of Tallahassee, FL
Contact: Jim Van Riper | Tel. (850) 694-2878| Email: jim.vanriper@talgov.com
Project Dates: Implementation completed in 2017; Maintenance is ongoing

Project Description: The City of Tallahassee, FL contracted with Timmons Group for the implementation of a public portal for Cityworks PLL. Leveraging our custom PLL portal, Timmons Group worked with Tallahassee to identify additional requirements and design a public portal that worked seamlessly with Cityworks while also meeting their unique requirements.

The project provided the City with a fully-integrated public portal. This leveraged the City's existing Cityworks configuration in order to provide public access to its citizens. As part of this implementation, Timmons Group successfully interfaced with CORE Business Technologies, an enterprise revenue management software company, so that citizens and staff could easily process payments in Cityworks and the public portal.

Cityworks® Enterprise PLL Implementation | City of Brookhaven, GA
Contact: Robert Mullis | Tel. 404.637.0640 | Email: Robert.mullis@brookhavenga.gov
Project Dates: Implementation completed in 2017; Maintenance is ongoing

Project Description: The City of Brookhaven, Georgia, a City of approximately 50,000 residents, contracted with Timmons Group for an Implementation of Cityworks PLL Software and Meritage Conversion. Project tasks included upgrading the City's existing Cityworks software to implement the Permits, Licensing, and Land (PLL) software module. Along with this implementation, Timmons Group also migrated data for historical permits from the City's current Meritage system.to meet business needs 3 years out. Timmons is also integrating Cityworks PLL with OnBase's Electronic Plan Review.

Attachment A
BUSINESS REFERENCES

BIDDER: _____

PROJECT: Enterprise Permitting & Land Management Software

BID#:   DODX-180049-GD   **BID DUE DATE:** January 31, 2018

Provide the following business reference information for three clients that a same or similar project has been provided within the past five years. You may include photos or other pertinent information.

#1 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#2 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#3 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#4 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#5 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

City of Auburn
Home of Auburn University

June 29, 2015

Timmons Group
Ron Butcher
1001 Boulders Parkway
Suite 300
Richmond, Virginia 23225

RE: *Cityworks® Enterprise Asset Management System Implementation*

Dear Mr. Butcher:

I would like to take this opportunity to express my gratitude and appreciation for Timmons Group's performance on the implementation of our Enterprise Asset Management System over the past several projects (water distribution division, sewer collection division and public works department). We have been extremely pleased with the software provided by Azteca Systems, Inc. (Cityworks) and services provided by Timmons Group.

These tasks required defining our business processes, building integration between enterprise systems and configuring Cityworks to streamline and improve the way the City was currently handling service request routing, tracking and management. This dramatically improved our work order management process, much due to your staff's demonstrated knowledge, expertise, diligence and resourcefulness.

Timmons Group's expert implementation of Cityworks has opened a new future of asset management system capabilities and addresses the City's mission of providing quality, responsible services to its citizens. We are proud of the solutions we have built with Timmons Group and hope to continue leveraging our relationship to further develop solutions to maintain an excellent quality of life in the City of Auburn.
Best regards,

Christopher Graff, GISP
GIS Manager, City of Auburn

144 Tichenor Avenue • Auburn, Alabama 36830
(334) 501-7260 • FAX (334) 501-7299 • www.auburnalabama.org

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

5. SIGNED FORMS AND ADDENDA

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

PROPOSAL RESPONSE FORM – SIGNATURE PAGE
(submit this form with your proposal)

TO: City of Gainesville, Florida
                200 East University Avenue
                Gainesville, Florida 32601

PROJECT:

RFP/RFQ#:

RFP/RFQ DUE DATE:

Proposer's Legal Name: _____

Proposer's Alias/DBA: _____

Proposer's Address: _____

_____

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)
      Name: _____   Telephone Number _____

      Date: _____   Fax Number _____

                                             Email address _____

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s _____, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: ☐ YES   ☐ NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions)   ☐ YES   ☐ NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions)

☐ YES   ■ No

SERVICE-DISABLED VETERANS' BUSINESS (check one)

Is your business certified as a service-disabled veterans' business?   ☐ YES   ■ NO

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit C hereto)

Check One:

☐   Living Wage Ordinance does not apply
        (check all that apply)
        ☑ Not a covered service
        ☐ Contract does not exceed $100,000
        ☐ Not a for-profit individual, business entity, corporation, partnership, limited liability
           company, joint venture, or similar business, who or which employees 50 or more persons,
           but not including employees of any subsidiaries, affiliates or parent businesses.
        ☐ Located within the City of Gainesville enterprise zone.

☐   Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is
        included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

☑   Proposal is in full compliance with the Specifications.

☐   Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

(CORPORATE SEAL)

ATTEST: PROPOSER: Timmons Group, Inc.

(signature)   _(signature)_

Signature   Signature
By: Ron Butcher   By: Vince Doherty

Title: Principal   Title: CFO/Treasurer

34

ADDENDUM NO. 1

CITY OF
GAINESVILLE
every path starts with passion
FLORIDA

Date: January 4, 2018   Bid Date: January 31, 2018
                                                          at 3:00 P.M. (Local Time)

Bid Name: Enterprise Permitting & Land Management Software   Bid No.:   DODX-180049-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

           The original Specifications remain in full force and effect except as revised by the following changes
           which shall take precedence over anything to the contrary:

1.   Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m.
     (local time), January 24, 2018. Questions may be submitted as follows:

                    Email: dykemangb@cityofgainesville.org
                    or
                    Faxed (352) 334-3163
                    Attention: Gayle Dykeman

2.   Please find attached:

     a) Copy of the black out period information (Financial Procedures Manual Section 41-423
        Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid
        meeting.

     The following are answers/clarifications to questions received.

3.   Question: Is the City requiring that the price proposal be submitted independent and separately sealed from
                the technical proposal? The following statement on page 2 of the RFP doesn't indicate
                specifically: *"The original, all copies, and the separate sealed price envelope, if required, must
                be submitted in a sealed envelope or container stating on the outside the proposer's name,
                address, telephone number, RFP title, number and due date …"*
     Answer: Pricing proposal does not need to be in a separately sealed envelope.

4.   Question: Per the RFP schedule, the deadline for questions is January 24 at 3:00pm and the due date is
                January 31. Can you tell me how quickly the City will respond after questions are received on
                the 17th so that proposer can incorporate any required changes and still meet the deadline of the
                31st (factoring in shipping time, etc.)?
     Answer: Typical response is 2 business days, however, interested companies are encouraged to review the
                RFP and prepare all questions for the pre-proposal conference.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _____ Timmons Group _____

BY: _____

DATE: _____ January 30, 2018 _____

CITY OF_____ FINANCIAL SERVICES
GAINESVILLE   PROCEDURES MANUAL

41-424   <u>**Prohibition of lobbying in procurement matters**</u>

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

ADDENDUM NO. 2

Date: January 22, 2018   Bid Date: January 31, 2018
                                                         at 3:00 P.M. (Local Time)

Bid Name: Enterprise Permitting & Land Management Software   Bid No.:   DODX-180049-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

          The original Specifications remain in full force and effect except as revised by the following changes
          which shall take precedence over anything to the contrary:

1.   Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m.
      (local time), January 24, 2018. Questions may be submitted as follows:
                         Email: dykemangb@cityofgainesville.org
                         or
                         Faxed (352) 334-3163
                         Attention: Gayle Dykeman

2.   Please find attached:

          a) Copy of the black out period information (Financial Procedures Manual Section 41-423
             Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid
             meeting.

The following are answers/clarifications to questions received.

3. Question: How many staff members will be using the system? Our pricing is based on named-users. If you
               can provide this list by department that would also be helpful.
    Answer: Code Enforcement 20 (estimate)
               Planning & Building 50 (estimate)

4. Question: Please confirm if the price proposal should be in a separate sealed envelope.
    Answer: Price proposals do not need to be in a separate envelope.

5. Question: It is mentioned on page 2 that a Corporate Seal is needed on the proposal and if one isn't
               available the proposal is to be notarized. One the "Proposal Response Form" there is a place for
               the corporate Seal and/or someone to "Attest". Is it acceptable to have another employee (VP)
               attest to the signature of the Proposer or does he need to have the document notarized?
    Answer: The document should be notarized.

6. Question: Is the Procurement Division Survey to be completed ONLY if we are NOT bidding or does the form need to be completed and included in our response?
   Answer: The Procurement Division Survey is to be competed ONLY if you are NOT bidding.

7. Question: Which financial system does the City currently use that this software would need to interface with?
   Answer: iNovah but Billing and Collections is looking to upgrade
   JetPay for online payments ie landlord, planning, business tax

8. Question: How many users (city-staff) will need access to the system?
   Answer: Please refer to question 3.

9. Question: How many users (city-staff) work primarily in the field (i.e. building inspectors, code enforcement officers, engineering site inspectors, etc.)?
   Answer: An estimate of 40 users will use the software in the field.

10. Question: Which financial system does the City currently use that this software would need to interface with?
    Answer: Please refer to question 7.

11. Question: Does the City plan on replacing ProjectDox or integrating with it?
    Answer: Integrate with ProjectDox

12. Question: What is the Synovia integration requirement – What is Synovia?
    Answer: The Synovia integration requirement involves routing inspections using GPS. Synovia is the vendor that the Department currently uses to track our fleet.

13. Question: What does the city currently use for IVR?
    Answer: The Department does not currently use IVR.

14. Question: Will the City continue to use Innoprise for Financials?
    Answer: The City doesn't use Innoprise for Financials; it uses CGI Advantage.

15. Question: What does the City currently use of online payments?
    Answer: Innoprises' Citizens Access portal with JetPay.

16. Question: What EDMS does the city currently use?
    Answer: The City currently uses a hybrid of Hummingbird, but is looking at other options.

17. Question: Was the BDS and eWacker data converted to Innoprise and therefore we are only converting from Innoprise?
    Answer: The BDS and eWacker data was not converted to Innoprise; all three systems will need to be converted to the new system.

18. Question: Is the City also looking for a Code Enforcement solution as part of this RFP?
    Answer: Yes

19. Question: How many named users (In office) are required?
    Answer: Approximately 70 users in office.

20. Question: How many named mobile users are required?
    Answer: Code Enforcement 17 (estimate)
                Building 21 (estimate)

21. Question: Is there a specific requirements matrix vendors are to compete as part of this RFP?
    Answer: No

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _Timmons Group_

BY: _KH K R_

DATE: _January 30, 2018_

CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-424 <u>**Prohibition of lobbying in procurement matters**</u>

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

ADDENDUM NO. 3

Date: January 22, 2018   Bid Date: January 31, 2018
                                                              at 3:00 P.M. (Local Time)

Bid Name: Enterprise Permitting & Land Management Software   Bid No.:   DODX-180049-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), January 24, 2018. Questions may be submitted as follows:

> Email: dykemangb@cityofgainesville.org
> or
> Faxed (352) 334-3163
> Attention: Gayle Dykeman

2. Please find attached:

    a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.
    b) Copy of the Pre-bid sign-in sheet for your information
    c) Software and Data Examples

3. Gayle Dykeman, Procurement Division, discussed bid requirements.

    a. Sign-in Sheet is circulating.
    b. Questions/Answers and topics of discussion addressed at the pre-bid will be available through DemandStar.
    c. Any questions after the meeting must be put in writing to Gayle Dykeman, dykemangb@cityofgainesville.org by 3:00pm, January 24, 2018.
    d. Bids are to be received by the Purchasing office no later than 3:00 p.m. on January 31, 2018. Any bids received after 3:00 p.m. on that date will not be accepted.
    e. All communication through Gayle Dykeman only. Do not communicate with other City staff.
    f. Various forms (i.e. Tabulation of Subcontractor and Material Suppliers) are to be completed and returned with your bid.
        i. Sign, date and return all Addenda.

4.   Lila Stewart, Department of Doing, introduced other staff members in the room, Wendy Thomas and Andres Lazo and briefly discussed the overall scope of the project, emphasizing a Citizen Centered solution.

5.   Wendy Thomas contributed a final comment that the Department of Doing does not want to purchase software that doesn't meet the needs of the citizens. This is a citizen centric endeavor.

The following are answers/clarifications to questions received at the non-mandatory pre-bid conference.

6. Question: Can you provide a list of reports that are needed?
    Answer: We are looking for a dashboard, listing performance data, including, but not limited to: inspections by employee, status reports for review times, revenue reports and additional metrics.

7. Question: BTA – Still run out of finance?
    Answer: Yes.

8. Question: What type of support team will be provided by the
    Answer: There is a core team of 3 that put together the RFP and will be participating in implementation, but we also hope to hire support staff dedicated to the project.

9. Question: January next year is 'go live'. What is driving that date?
    Answer: We're spending many man hours to meet the demand for service. Using outmoded programs, we're planning to do something that should have been done years ago.

10. Question: What is the existing system?
    Answer: Innoprise

11. Question: Will Innoprise migrate to the new system?
    Answer: Yes

12. Question: What is the number of users?
    Answer: Department – 50, Code Enforcement 30; Code Enforcement is a separate department from Department of Doing

13. Question: How many other systems do you want to integrate with?
    Answer: ARC GIS Servers, Spatial Boundary, Project Dox (2-way) (latest version); City ERP system, See Click Fix, Financial Management System – CGI Advantage

14. Question: IVR System?
    Answer: We are interested in learning more about it.

15. Question: Are you seeking SaaS solutions only?
    Answer: Software/Server support currently provided by local utility with robust use requirements. Open to recommendations.

16. Question: Can you provide Management roles?
    Answer: System Administrators, Project Coordinators, Intake, Reviewers

17. Question: Have you polled citizens to understand what they think is intuitive?
    Answer: No, not yet.

18. Question: Can you provide demographics?
    Answer: Building contractors typically older male, not technology savvy. Planning and Code enforcement has people throughout the entire community; suggest vendors take a look at the community demographic for more information

19. Question: Mobile Enabled – end to end mobile device – native apps?
    Answer: City wants flexibility to remote access data from an inspection site.

20. Question: Do you have data specific to what you want on mobile?
    Answer: Should be able to work remotely, provide inspection reporting, input by staff should have the same look and feel as the citizen solution

21. Question: SaaS – do you want to have your own Amazon account or have it provide by vendor?
    Answer: We are open to suggestions

22. Question: Can you provide some sample sets of legacy data?
    Answer: Please see attachments.

23. Question: BDS, eWacker and Innoprise are all to be converted?
    Answer: Yes

24. Question: Code Enforcement – when will they know if that are going to be a part of the project?
    Answer: They are currently part of the process.

25. Question: Is there a specific requirements matrix vendors are to compete as part of this RFP?
    Answer: No

26. Question: Has a centralized document management system been identified? Will you know by the close of the RFP?
    Answer: Not yet identified and unlikely to be by the close of the RFP.

27. Question: For online payments what payment processor is preferred?
    Answer: The Budget & Finance Department has selected JetPay.

28. Question: Are you trying to reduce the permit type by 50% or enable logic to reduce processing volume?
    Answer: We wish to adjust and simplify, make it easier to use

29. Question: What percent of multiple permits are being filled out and submitted
    Answer: Not very many, most are contractors, we'd like to implement an autofill system.

30. Question: How do you certify a contractor for permit licensure from other sources?
    Answer: Some fields are flagged.

31. Question: Is the City looking for IVR?
    Answer: Yes

32. Question: Do you require a local business license?
    Answer: Not now, but perhaps in the future

33. Question: If there is not a corporate seal, does the submission need to be notarized?
    Answer: Yes

34. Question: Upgraded ProjectDox?
    Answer: The City is currently using ProjectDox, Version 8.6

35. Question: How many estimated unique external users do you anticipate?
    Answer: Unlimited, certainly in the thousands.

36. Question: What is your definition of IVR?
    Answer: Interactive voice program that allows people to request inspections or information via telephone

37. Question: Is there a plan to integrate with GRU or City works outside of the Department of Doing?
    Answer: CRA and GRU use ProjectDoxs – it is easier to integrate than make one system work for all

38. Question: Is Code Enforcement doing code enforcement on rental housing?
    Answer: Landlords are required to get a rental permit

39. Question: Can the City please share the funding or budget amount that has been approved for this project?
    Answer: Vendors are expected to price according to their best pricing model.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _Timmons Group_

BY: _R. R._

DATE: _January 30, 2018_

CITY OF_____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-424 <u>**Prohibition of lobbying in procurement matters**</u>

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Permit Input
BP-17-01002 : New Residential Dwelling
08241 NW 54TH ST
Weschester Lot 101

System Functions
Jump To... ▼

| Permit | Land | Contractor | Inspections | Business | Cash Batch | Fee Calculator |

Return   Application | Print Permit | Print CC | Print CO | Print Temp CO | Print Temp CC | Print Comments

| Permit | Party | Contractor | Fee | Statement | Review | Requirement | Inspection | Attachment | Activity | Attributes | Comments | Blanketed | Workflow | Acknowledgements | Projects |

Permit   📄 **Status** CLOSED

Classification	New Residential Dwelling
Applicant Type	Contractor-Sub contractors required
Project Name	Weschester Lot 101

Parcel 06009040101 🔗🔗
Address 🔍 08241 NW 54TH ST, Gainesville, FL, 32653

Submit Date	02/28/2017	Warning Flagged		Expiration Date	01/23/2018
Issue Date	03/17/2017	Final Inspection Date	07/27/2017	IVR pin	59728
Exemption		CO Date	07/27/2017	CC Date	
		TCO Issue		TCO Expiration	

Hide current review rounds from online ☐

Show fees online ☑

Create record in Document Management Application ☑

Description of Work   New Single Family Dwelling Lot 101 - 1974 heated sq ft 2565 total sq ft

Comments   NOC rec/sublist rec
*********project dox***********

Parties

Primary	Name	Role	Company	Phone	Address	City
◉	REO FUNDING SOLUTIONS V LLC				3424 PEACHTREE RD NE STE 1775	ATLANTA

Contractors

Primary	Business	Name	Phone	Address	City
◉	NEW ATLANTIC BUILDERS	WILLIAM TOWERS	(904) 374-2839	5875 Mining Terrace S	JACKSONVILLE
○	HUNTER ELECTRIC COMPA	ROBERT D HUNTER	(904) 268-4203	11624 DAVIS CREEK RD	JACKSONVILLE
○	DEL-AIR HEATING A/C &	ROBERT G DELL RUSSO	(407) 333-2665	PO BOX 520522	LONGWOOD
○	HOFFMANN PLUMBING II,	CHRISTOPHER HOFFMANN	(904) 282-9433	3918 EQUESTRIAN CT	MIDDLEBURG
○	DWC CONTRACTING INC	Jeffrey Bokor	(352) 339-6387	426 NW 19 AVE	Gainesville

Return   Application | Print Permit | Print CC | Print CO | Print Temp CO | Print Temp CC | Print Comments

CITY OF GAINESVILLE
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FLORIDA

Building Permit

CONTRACTORS AND OWNERS INSPECTION LINE (352) 334-5050

Application Date: 02/28/2017   **Date Issued: 03/17/2017**   **Permit No: BP-17-01002**

Parcel No: 06009040101   **Job Address: 08241 NW 54TH ST**

Permit Type: New Residential Dwelling

Description of work: New Single Family Dwelling Lot 101 - 1974 heated sq ft 2565 total sq ft

Construction Type: V-B Any material permitted by Code

Contractor: NEW ATLANTIC BUILDERS INC

Occupancy Type: Residential R-3

Owner: REO FUNDING SOLUTIONS V LLC

Job Cost/Valuation: 225796

Permit Fee: $2,159.87

Square Feet: 2565

Code Edition in Effect: Florida Building Code 6th Edition

> **Approved plans MUST be retained on the job and this card KEPT POSTED until final inspections have been approved. All structures require a Final Inspection. Buildings may not be occupied until approved by the Building Official.**

> **This permit expires and becomes null and void if work is not started within six (6) months.**
> **An inspection must be scheduled and passed every six (6) months to keep this permit active.**

> **NOTICE:** In addition to the requirements of this permit, there may be additional restrictions applicable to this property that may be found in the public records of this county, and there may be additional permits required from other governmental entities such as water management districts, state agencies, or federal agencies.

> # WARNING TO OWNER: YOUR FAILURE TO RECORD A NOTICE OF COMMENCEMENT MAY RESULT IN YOUR PAYING TWICE FOR IMPROVEMENTS TO YOUR PROPERTY. IF YOU INTEND TO OBTAIN FINANCING CONSULT WITH YOUR LENDER OR AN ATTORNEY BEFORE RECORDING YOUR NOTICE OF COMMENCEMENT.

_____   _____
Building Official or Designee   Date

Permit No: BP-17-01002
Address: 08241 NW 54TH ST
Permit Type: New Residential Dwelling

CITY OF
GAINESVILLE
every path starts with passion
FLORIDA

REQUIRED INSPECTIONS (To schedule the inspection call 352-334-5050 between 7:00am and 4:00pm on the workday prior to the proposed date of the inspection)

INSPECTION	INSPECTOR	DATE
Foundation/Footer #1	Hoefert , Rod	03/23/2017
Slab #1	Hoefert , Rod	03/23/2017
Electrical Groundwork #1	Hoefert , Rod	03/23/2017
Plumbing Rough In #1	Hoefert , Rod	03/21/2017
Exterior Wall Sheathing #1	Schultz , Rick	04/10/2017
House Wrap #1	Hoefert , Rod	05/01/2017
P & B Strapping #1	Schultz , Rick	04/10/2017
Mechanical Duct Rough #1	Hoefert , Rod	05/01/2017
Electrical Concealment #1	Hoefert , Rod	05/01/2017
Plumbing Top Out #1	Hoefert , Rod	05/01/2017
Interior Wall Framing #1	Hoefert , Rod	05/01/2017
Insulation #1	Hoefert , Rod	05/03/2017
Electrical Preliminary #1	Tschirhart , Bud	07/13/2017
Electrical Final #1	Tschirhart , Bud	07/27/2017
Gas Final #1	Tschirhart , Bud	07/27/2017
Mechanical Final #1	Tschirhart , Bud	07/27/2017
Plumbing Final #1	Tschirhart , Bud	07/27/2017
Building Final Inspection #1	Tschirhart , Bud	07/27/2017
Landscape Final #1	Luhrman , Earline	07/20/2017
Roof Final #1	Hoefert , Rod	05/01/2017
Window/door Attachments #1	Hoefert , Rod	05/01/2017
Driveway Apron #1	Gawley , Richard	06/27/2017
Driveway Final #1	Gawley , Richard	07/19/2017
Sidewalk Inspection #1	Gawley , Richard	06/27/2017
Roof Sheathing #2	Hoefert , Rod	04/12/2017
Roof Dry In #1	Hoefert , Rod	04/20/2017
Roof Flashing #1	Hoefert , Rod	04/20/2017
Plumbing Sewer #2	Harris , Randy	06/15/2017
Energy Compliance #1	Tschirhart , Bud	07/27/2017

CITY OF GAINESVILLE
every path starts with passion
FLORIDA

180014R

Building Inspection Department
Application for Building Permit
306 NE 6th Avenue "Thomas Center B"
PO Box 490 Station 9
Gainesville, Florida 32602
Phone/Inspections: 352-334-5050 Fax: 352-334-2207

Permit No: BP-17-01002	Date: 02/28/2017
Property Address: 08241 NW 54TH ST	
Parcel No: 06009040101	
Description of Work: New Single Family Dwelling Lot 101 - 1974 heated sq ft 2565 total sq ft	Permit Type: New Residential Dwelling
Property Zoning:	Job Cost/Valuation: 225796

Property Owner: REO FUNDING SOLUTIONS V LLC 3424 PEACHTREE RD NE STE 1775 ATLANTA, GA 30326	Contractor: WILLIAM TOWERS NEW ATLANTIC BUILDERS INC 5875 Mining Terrace Suite 206 JACKSONVILLE, FL 32210 (904) 374-2839

Occupancy Type: Residential R-3	Square Footage: 2565
Historic District:	Construction Type: V-B Any material permitted by Code
Flood Zone:	

Special Notes and Comments: **Warning to Owner: Your failure to record a notice of commencement may result in your paying twice for improvements to your property. A notice of commencement must be recorded and posted on the job site before the first inspection. If you intend to obtain financing, consult with your lender or an attorney before recording your notice of commencement.**

_____ _____
       Print Name of Applicant   Signature of the applicant

FEES

Valuation-Cost Per Square Ft	$1,618.75
Plan Review Building	$323.75
Fire Assessment Fee	$154.46
Fire Assessment Fee - Adjustment	$90.09
State Surcharge 2010	$62.91
	Total: $2,249.96

Permit Processing and Tracking

Permit Setup	**Calculations**	**Printing & Checkout**	**Tracking**

4923 NW 43 ST
OFFICE COMPLEX
Occupancy: Business

Permit Name
NEW OFFICE
Valuation: $ 55000

Permit Number: 2002699

Permit Name: NEW OFFICE ▼

License Holder: ROBINSON,THOMAS ▼

Agent Responsible For Permit Fees

Owner	**Contractor**	Other

THOMAS ROBINSON 📝

Applicant: ROBINSHORE INC

Report Code
New Offices, banks, and p ▼

Census Units
0

Substructure(Suite)
▼ Add Edit

Description of work
NEW OFFICE BUILDING

Permit Notes/Subcontractors
NEED NOC

Save & Exit Quit (No Save) ❓

City of Gainesville - Building Inspection Department

P.O. Box 490 Station 9

Gainesville, FL 32602

Phone: 352.334.5050 Fax: 352.334.2207

NEW OFFICE APPLICATION

Applicant: **ROBINSHORE INC**

Permit: **2002699**	Applied: **02/12/2002**	Code:	**324**
Valuation: **$ 55,000**	Property: **4923 NW 43 ST**		
Total Fees: **$ 0.00** Paid: **$ 2,210.40**	Address: **GAINESVILLE , FL 32602**		

Structure	Occupancy & Construction Type
OFFICE COMPLEX	**Business - Office (V-UNP)**

Square Footage	Zoning	SetBacks	Utilities
Heated: **1,000**	Property: **OF**	Front **0.00** Rear **0.00**	Water: **CITY** Sewer: **CITY**
Unheated: **0**	Fire:		Electric: Gas: **GRU**
Total: **1,000**	Flood:	Left **0.00** Right **0.00**	

Zoning: Special: School:

Legal

Map: **3344**	Section: **23**
Township: **9S**	Range: **19E**
Lot:	Block:

Parcel # (Primary)

Primary Height: Stories: Sprinklers ☐
Structure ☐

Units Occ Load Fire Alarm
0 ☐

Owner

MILLHOPPER OFFICE PARK TRUST
5800 NW 38 AVE SU 101
GAINESVILLE, FL 32606
Phone:

Contractor

ROBINSHORE INC.
5800 NW 39 AVE SUITE 101
GAINESVILLE FL 32606
Phone: (352)-37.1-19 EXT. 92

Description of Work

NEW OFFICE BUILDING

License Holder

ROBINSON, THOMAS A.
CBC029122 Expires: 08/31/04
5800 NW 39 AVE SUITE 101
GAINESVILLE, FL 32606
Phone: (352)371.1992

_____ _____ _____ _____
Contractor or Agent   Date   Building Official or Designee   Date

City of Gainesville - Building Inspection Department

P.O. Box 490 Station 9

Gainesville, FL 32602

Phone: 352.334.5050 Fax: 352.334.2207

INVOICE: Permit # 2002699 NEW OFFICE

Construction Address: 4923   NW 43 ST GAINESVILLE, FL 32602

ROBINSHORE INC. **Attn: THOMAS ROBINSON** **5800 NW 39 AVE SUITE 101** **GAINESVILLE, FL 32606**	Permit Notes/Subcontractors **NEED NOC**	**Invoice Date: 02/12/2002**

Payment History

Check	28776		02/12/2002	$2,210.40

Amount Paid:	**$2,210.40**	**Balance Due:**	**$-2,210.40**

(Please Submit Payment Based on This Invoice)

ADDENDUM NO. 4

Date: January 26, 2018

Bid Date: January 31, 2018
at 3:00 P.M. (Local Time)

Bid Name: Enterprise Permitting & Land Management Software

Bid No.:   DODX-180049-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Please find attached:

   a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.
   b) A copy of Attachment A

The following are answers/clarifications to questions received after the non-mandatory pre-bid conference.

1. Question: On the RFP, section II, subheading B (Minimum Requirements [page 9]), bullet point 4A states "…and links with voice recognition for phone requests for inspections". Later in the same section (page 10, Section 4 [Integrated], bullet A), "telephone voice recognition software" is listed as a desired integration feature. However, on Addendum 2, question 13 you state that the department is not currently using IVR. Is the intent of the RFP to include IVR in the quote and as part of the solution? If not, please explain or expand on the RFP wording for bullet 4A on page 9.

   Answer: We would like the system to be compatible with two-way integration to a voice recognition software, but it could end up being a third party provider of the IVR software. It would be ideal if the solution included IVR, but it's only mandatory that there would be compatibility.

2. Question: For data conversions, the RFP lists 3 data sources (Innoprise, BDS, and eWacker). For each data source, please provide the following:
   • Approximately how many records will be converted from each system? This information is unknown, best guess is between 6-8000 records per year from 1987 to present.

   • How many tables in each data source will be used for the conversion effort? This information is unknown
   • Approximately how many fields will be brought over in the conversion from each system? This information is unknown.

- What database engine is each data source using? <u>BDS is using DOS, E-Wacker uses Foxpro, and Innoprise is using Windows</u>
- How will the proposing vendor access the data (data dump, VPN, etc.) for conversion? <u>This information is unknown</u>
- Does the City have a data source expert (or support personnel), or will the proposing vendor have to work with the OEM? <u>Not at this time. OEM is not available. We do have config manuals for both older systems. Innoprise is still in existence for subject matter.</u>

Answer: See responses underlined and in red above

3. Question: How many reports is your system currently providing? How many reports are to be re-created in the proposed system?

Answer: There are 100 reports, however not all reports are active. We would like a report generator that can be configured by staff, access the database and develop the reports based on the needs of the department.

4. Question: How many reports, if any, should be printable from the field?

Answer: Inspector routes, daily workload and inspection reports with a few additional reports to be determined during project discovery.

5. Question: Of the 41 permit types listed for Planning, how many different business processes do these permits follow? Does each have a unique process, or do several permit types have the same process steps?

Answer: ProjectDox has consolidated many of our *review* processes but in terms of business processes the answer is more nuanced. Many of our permits have unique business processes (i.e. page 2 and 3 of the fee schedule) but the majority of our work begins in a similar fashion but then follows more unique paths as each project moves through the workflow. So, some of our permit processes may have the same Steps 1, 2, 3, but different Steps 4 and 5.

6. Question: Of the 141 permit types listed for Building, how many different business processes do these permits follow? Does each have a unique process, or do several permit types have the same process steps?

Answer: There are several permits that may have the same business processes, however there are many different processes for each permit type.

7. Question: The RFP lists the Planning and Building record/permit types. Please provide a list of the Code Enforcement record types used by the City and indicate if any are planned for sunset.

Answer:

There are approximately 90 code enforcement record types being used in Innoprise. At this point, there has not been any discussion about sunsetting any of these code enforcement permits. Please see specific permit types provided by the Code Enforcement Division below:

<u>Notice of Violation</u>
Notice of Violation – Building Regulations

<u>Special Magistrate Hearing Forms</u>
Case Continuance Request
Case Drop Request
Request for Hearing
Affidavit of Hand Delivery – Notice of Violation – no Special Magistrate Hearing
Affidavit of Post – City Hall – Notice of Violation
Affidavit of Hand Delivery
Affidavit of Post Property and City Hall
Affidavit of Compliance
Affidavit of Non-Compliance
Case Continuance
Drop Case

Certificate of Abatement

<u>Chapter 13</u>
Courtesy notice of overgrowth
Notice of Violation
Notice of Repeat Violation

<u>Chapter 23</u>
Courtesy Notice – Newspaper, Magazine, or Periodical Box in Right-of-Way
Notice of Violation
Notice of Repeat Violation

<u>Chapter 26</u>
Notice of Violation
Notice of Repeat Violation

<u>Chapter 27</u>
Notice of Violation

<u>Chapter 30</u>
Intent to Inspect – Over Occupancy
Notice of Violation – Land Development Code
Courtesy Warning – Prohibited Signs
Notice of Repeat Violation – Land Development Code

<u>Commercial Building Code</u>

Notice of Violation

Dangerous Building -16-19
Notice of Violation – Dangerous Building and/or Hazardous Land
Affidavit of Posting – Demolition Order
Notice of Violation – Dangerous Building/Hazardous Land - Demo
Notice of Violation – Hazardous Land

Driveway Documents
Driveway Implementation approval
Driveway Implementation disapproval
Driveway Implementation
Driveway Maintenance Courtesy Letter
Non-conforming Off Street Parking Plan Request
Off Street Parking Plan Request

Extension of Time Request Form

Service of Process
Gainesville Police Department Service of Process
Sheriff's Service of Process

Home Occupation
Home Occupation Permit
Home Occupation Permit Inspection Report
Home Occupation Permit Renewal Letter

Landlord Documents
Affidavit of Post – Notice of Violation
Affidavit of Post - SM Hearing – LLP
Affidavit of Compliance – SM Hearing
Affidavit of Non-Compliance – SM Hearing
Case Continuance Request – SM Hearing
Drop Request – SM Hearing
Request for Hearing
Notice of Violation

Public Records Request Letter

Special Event Permit
Special Event Receipt

UF Special Event Parking Permit
UF Special Event Parking Permit Receipt

Vision Triangle
Notice of Violation – Vision Triangle

Special Magistrate Letters and Legal Documents
Findings of Fact, Conclusions of Law and Order, Order Imposing Fine and Costs
Authorized Enforcement - Lien for Yard Maintenance Chronology
Partial release of Lien
Compliance Letter – Fine Owed
Compliance Letter – Cost Only Owed
Compliance Letter – No Fines or Costs
Cover Letter
Dismissal Letter
Landlord Permit Cycle Ended Compliance Letter – Fee Owned
Non-Compliance Letter – Ownership Change
Non-Compliance Letter - Fines
Non-Compliance Letter - Property has fines
Notice of Intent to Sue
Order of Dismissal
Order to Continue
Reduction/Rescission Request Form
Reduction/Rescission Receipt Letter
Reduction/Rescission Chronology
Release of Lien
Release of Lien Letter
Repeat Violator Letter
Non-Compliance Letter
Non-Compliance Letter – Yard Maintenance
Notice of Hearing and Letter
Lien Filed Letter – Yard Maintenance
Lien Letter Filed

8. Question: Of the Code Enforcement record types, how many business processes do these records follow? Does each have a unique process, or do several record types have the same process steps?

   Answer: Code Enforcement generally follows two business processes: enforcement and permitting. The enforcement process can be somewhat complicated depending on the issue type, steps needed to resolve, and issues specific to each case. These variables determine the records used and the overall number of steps involved. The Codes permitting process is fairly simple and includes application submission, a multi department review and the issuing of the permit.

9. Question: Page 17 of the RFP refers to Attachment A for References however there is no attachment A included. Can this be sent to us?

   Answer: The form is attached to this Addendum #4

10. Question: Has the City of Gainesville met with other vendors to provide the services they are looking for?

Answer: Aside from demos, the City of Gainesville has not met with any other vendors to discuss services.

11. Question: Who were the team members that put this RFP together (roles)?

    Answer: Senior Buyer, Strategic Planning Manager, Planning Technician, Building Official, Director of the Department of Doing, IT Project Manager, Customer Support Specialist, Code Enforcement Manger, & Fire Protection Specialist.

12. Question: Who will be on the reviewing team for this proposal – which department heads?

    Answer: IT Project Manager, Director of the Department of Doing, Strategic Planning Manager, Director of Citizen-Centered Gainesville

13. Question: What is the duration of the project?

    Answer: We anticipate +/-18 months.

14. Question: What is the format of data in BDS, eWacker and Innoprise that needs to be migrated to the new system?

    Answer: We are unsure of what you are looking for in this question, but we've provided screenshots of permits and interfaces from each of the three legacy systems.

15. Question: Can City please share more details on the use of BDS and eWacker?

    Answer: Currently these legacy systems are used to identify permits and plans associated with a given project. The information is used to respond to public records requests, which could include everything from owner to contractor to permit dates, dates of actions on the permit, types of inspections, results of inspections, name of inspectors. Contractor records to include license information and insurance documentation. Attachments which include the whole array of documents used in permitting and inspection.

16. Question: What is the total number of permits that the City of Gainesville wants to be migrated and incorporated in its future solution?

    Answer: Approximately 248,000

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 4 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

<div align="center">CERTIFICATION BY PROPOSER</div>

The undersigned acknowledges receipt of this Addendum No. 4 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _____Timmons Group_____

BY: _____*[signature]*_____

DATE: _____January 30, 2018_____

CITY OF _____   FINANCIAL SERVICES
GAINESVILLE   PROCEDURES MANUAL

41-424   **Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

Attachment A
BUSINESS REFERENCES

BIDDER: _____

PROJECT: Enterprise Permitting & Land Management Software

BID#:   DODX-180049-GD   **BID DUE DATE:** January 31, 2018

Provide the following business reference information for three clients that a same or similar project has been provided within the past five years. You may include photos or other pertinent information.

#1 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#2 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#3 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#4 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

#5 Project dates (i.e. 6/2009 to 9/2009): _____   Project Amount $_____

Project Client Name: _____

Project Location: _____

City, State Zip: _____

Client Contact Name: _____

Phone Number: _____   Fax Number: _____

Email Address (if available): _____

APPENDIX A: VENDOR REQUIREMENTS AND EXPECTATIONS

KEY ASSUMPTIONS

As JEA, a Timmons Group teaming partner has been the Cityworks implementation business partner that has led the Cityworks AMS implementation with Gainesville Utilities and The City of Gainesville DPW we make the following assumptions:

- As Cityworks AMS and Cityworks PLL (our proposed solution) wok hand in hand we assume it will be the desire of the City of Gainesville to have these two products work in concert with each other.
- If the interaction between Cityworks AMS and Cityworks PLL is desired they should be deployed with the same environment, whether this is hosted locally or in the cloud.

KEY CITY POSITIONS

Project Manager – Single Point of Contact (POC) with Timmons Group. Gainesville PM will be responsible for management tasks regarding internal Gainesville policies, procedures, reporting etc. Will attend all project meetings and workshops. Will provide formal as well as informal review of Timmons Group deliverables. Will work with Timmons Group to coordinate project schedule, meeting schedule and attendance, deliverable reviews, etc. Will act as a liaison and/or broker communication between various Gainesville resources and Timmons Group team.

Core Gainesville Team – This is to be the key stakeholder group for the project. All key stakeholders who will be key end users of the software solution should be part of this core team. Responsibilities will be to attend all meetings and workshops where workflows, product configuration, product functionality, review, testing and training occur. Review of Timmons Group deliverables. Active participation in "look and feel" of Cityworks PLL solution deliverable. Work with Timmons Group to define/refine/finalize functional needs.

GIS Team – Gainesville GIS resource(s) assigned to be the liaison to the project. As Cityworks PLL relies heavily upon the GIS participation will be to assist in defining the GIS and data layers to be utilized. Input required for the interaction with GIS, map services, layers to be displayed, etc. Review/approval of workflows that require GIS interaction.

IT Team – Gainesville IT resource(s) assigned to be the liaison to the project. Assist in defining workflow parameters within architecture of existing environment and planned future direction of environment and enterprise integrations. Input required for enterprise integrations. Review/approval of workflows requiring integration.

End Users – Ultimate users of the proposed system. Those who will utilize Cityworks Server PLL in a production capacity as an integral part of their daily workflows.

APPENDIX B – TIMMONS GROUP PLL PORTAL FUNCTIONS

The following represents the "out of the box" functions of the Timmons Group PLL Portal. The functions will be configured to meet City of Gainesville requirements.

EF1 – Account creation, login and management
The user has the ability to create a user account, log into the web portal and have other account management such as password reset/retrieval and user information about the person creating the account.

EF2 – Existing account check
The system performs a check to see if this user already exists in the system and if so, or a similar account exists, the system will prompt the user to confirm that they are this user or not and allow the user to correct any information.

EF3 – View permit information and inspections
Once the user logs in they have the ability to view and search permits by several criteria including active permits, inactive permits, by permit number, by applicant name, by address by permit type. These searches include additional filters such as date ranges and applicant type. Permits are searched, summarized and returned in a table view with hyperlinks in order to drill into detailed permit information.

EF4 – Schedule inspection Request
Once the user logs in they have the ability to request an inspection date and time. Here they can specify a date, inspection type and other comments.

EF5 – Inspection Request Management
Once the user request and inspection the office staff (or inspectors) will be provide tools in their inbox to adjust inspection times to better manage their inspection times. The office staff will also have the ability to bulk reassign inspections should the need occur.

EF5 – Apply for a permit
Once the user logs in they have the ability to apply for a permit by Type of Permit. User will have the ability to create a new standalone permit or apply for a Child permit to an existing permit. For a child permit the user will have to know the permit number of the existing permit. The user will have the ability to enter case data as defined in the Cityworks Database configuration per case type.

EF6 – View job summary
Once the user logs in they have the ability to enter in a permit number and display job summary which displays all related permits and inspections. Job summary is returned in table format containing building permits and links that display trade permits and status.

EF8 – Permit Payment
The user after applying for a permit can then pay for the permit and select how they will be paying for the permit either by Credit Card (nCourt integration) or by selecting the option to pay onsite at the City office.

EF9 – Permit application and payment receipt printing
The user after paying for a permit will have the ability to generate a file (such as PDF) copy of their application and payment.

AF5 – Required fields
The user interface will enforce required fields during case intake**.**

AF6 – Printing of custom TCO and CO letters

If the TCO/CO fee has been paid the user can then print these letters from the public portal. User should be able to print TCO/Co letters from a permit summary page.

AF6 – Review Open permits or incomplete Applications

The logged in user will have the ability to review any open permits (only ones they applied for). The logged in user will have the ability to complete any incomplete applications that they may have started but did not finish.

AF6 – Mobile Devise Use

The application is mobile devise ready and can be viewed by any mobile devise type.

AF6 – Web Browser use

The application is built to run on any browser type.

AF6 – Site User Interface Management

The application includes a Site management module that will allow the administrator to change the colors and logos of the website.

AF6 – Guest User Access

This will allow any person to view any permit that has been created by entering as a Guest User. No account creation is required for this access. reCaptcha is included to ensure this is a real person and not a bot trying to access the site. This is a view only access to the system. Users will be allowed to search permits by Permit number, by name, by location, or by type of permit.

AF6 – Disclaimer

The user will be presented with a disclaimer (defined by the County) before submitting the application.

Compatibility

Timmons Group will work with City of Gainesville IT to determine which version of Cityworks PLL the Timmons Group PLL Portal will be developed for. It is anticipated that this will be Cityworks Server PLL Version 15.2.

APPENDIX C – TIMMONS GROUP FINANCIAL STATEMENTS

Timmons Group's financial statements appear on the following pages.

TIMMONS GROUP
GEOSPATIAL SOLUTIONS

Timmons Group, Inc.

Financial Statements

December 31, 2016 and 2015

»Keiter
Your Opportunity Advisors

TIMMONS GROUP, INC.

Table of Contents

>>Keiter
Your Opportunity Advisors

REPORT OF INDEPENDENT ACCOUNTANTS

To the Stockholders
Timmons Group, Inc.
Richmond, Virginia

We have reviewed the accompanying financial statements of Timmons Group, Inc. (the "Company"), which comprise the balance sheets as of December 31, 2016 and 2015, and the related statements of income, stockholders' equity, and cash flows for the years then ended and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States.

> **Certified Public
Accountants & Consultants**
4401 Dominion Boulevard
Glen Allen, VA 23060
T:804.747.0000 F:804.747.3632

www.keitercpa.com

Supplementary Information

The supplementary information included in the Table of Contents is presented for purposes of additional analysis and is not a required part of the basic financial statements. The information is the representation of management. We have reviewed the information and, based on our reviews, we are not aware of any material modifications that should be made to the information in order for it to be in accordance with accounting principles generally accepted in the United States. We have not audited the information and, accordingly, do not express an opinion on such information.

March 22, 2017
Glen Allen, Virginia

TIMMONS GROUP, INC.

Balance Sheets
December 31, 2016 and 2015

Assets	2016	2015
Current assets:		
Cash and cash equivalents	$ 2,782,319	$ 1,010,637
Accounts receivable, net	12,417,910	12,046,765
Income taxes receivable	-	101,591
Prepaid expenses	558,308	765,439
Other receivables and deposits	80,854	42,379
Total current assets	15,839,391	13,966,811
Property and equipment, net	2,273,223	2,310,223
Other assets:		
Goodwill, net of accumulated amortization of $180,833 for 2016 and $110,833 for 2015	29,167	99,167
Cash value of life insurance	66,245	63,947
Total other assets	95,412	163,114
	$ 18,208,026	$ 16,440,148

See report of independent accountants and accompanying notes to financial statements.

TIMMONS GROUP, INC.

Balance Sheets, Continued
December 31, 2016 and 2015

Liabilities and Stockholders' Equity	2016	2015
Current liabilities:		
Current portion of long-term debt - related parties	$ 592,431	$ 372,831
Lines of credit	-	239,899
Accounts payable	1,680,489	892,172
Accrued and withheld payroll	1,296,286	1,028,774
Accrued employee compensated absences	1,160,198	1,023,049
Section 401(k) contributions	1,003,052	874,853
Income taxes payable	194,855	126,653
Other accrued expenses	1,257,767	829,251
Unearned revenue	10,900	93,989
Deferred income taxes	1,722,287	1,994,724
Total current liabilities	8,918,265	7,476,195
Noncurrent liabilities:		
Long-term debt - related parties, net of current portion	1,102,091	941,369
Deferred income taxes, net of current portion	547,080	639,973
Total liabilities	10,567,436	9,057,537
Stockholders' equity:		
Common stock (50,000 shares authorized, 18,798 issued and outstanding as of December 31, 2016 and 18,630 issued and outstanding as of December 31, 2015)	18,798	18,630
Additional paid-in capital	5,955,196	4,869,857
Stockholders' acquisition notes	(1,964,428)	(1,524,574)
Retained earnings	3,631,024	4,018,699
Total stockholders' equity	7,640,590	7,382,612
	$ 18,208,026	$ 16,440,148

See report of independent accountants and accompanying notes to financial statements.

4

TIMMONS GROUP, INC.

Statements of Income
Years Ended December 31, 2016 and 2015

	2016	2015
Revenues	$ 60,512,559	$ 55,467,066
Costs of revenues:		
Direct wages	18,284,147	16,306,075
Consulting and reimbursables	6,845,847	6,210,176
Field supplies	248,725	233,118
Total costs of revenues	25,378,719	22,749,369
Gross profit	35,133,840	32,717,697
General and administrative expenses	34,535,115	29,960,180
Operating income	598,725	2,757,517
Other income (expenses):		
Interest income	17,491	19,791
Interest expense	(87,107)	(69,336)
Other income	116,623	95,959
Gain (loss) on disposal of property and equipment	2,100	(151)
Total other income	49,107	46,262
Net income before income taxes	647,832	2,803,780
Income tax benefit (expense):		
Current	(246,692)	(409,563)
Deferred	365,330	(369,914)
Total income tax benefit (expense)	118,638	(779,477)
Net income	$ 766,470	$ 2,024,303

See report of independent accountants and accompanying notes to financial statements.

TIMMONS GROUP, INC.

Statements of Stockholders' Equity
Years Ended December 31, 2016 and 2015

	Common Stock		Additional Paid-In Capital	Stockholders' Acquisition Notes	Retained Earnings	Total Stockholders' Equity
	Shares	Amount				
Balance, January 1, 2015	17,630	$ 17,630	$ 3,917,319	$ (921,001)	$ 2,189,161	$ 5,203,109
Net income	-	-	-	-	2,024,303	2,024,303
Issuance of common stock	1,500	1,500	1,140,000	(1,141,500)	-	-
Redemption of common stock	(500)	(500)	(187,462)	17,247	(194,765)	(365,480)
Payments on stockholder notes	-	-	-	520,680	-	520,680
Balance, December 31, 2015	18,630	18,630	4,869,857	(1,524,574)	4,018,699	7,382,612
Net income	-	-	-	-	766,470	766,470
Issuance of common stock	1,100	1,100	1,160,500	(1,161,600)	-	-
Redemption of common stock	(932)	(932)	(75,161)	-	(1,154,145)	(1,230,238)
Payments on stockholder notes	-	-	-	721,746	-	721,746
Balance, December 31, 2016	18,798	$ 18,798	$ 5,955,196	$ (1,964,428)	$ 3,631,024	$ 7,640,590

See report of independent accountants and accompanying notes to financial statements.

TIMMONS GROUP, INC.

Statements of Cash Flows
Years Ended December 31, 2016 and 2015

	2016	2015
Cash flows from operating activities:		
Net income	$ 766,470	$ 2,024,303
Adjustments to reconcile net income to net cash from operating activities:		
Amortization	70,000	136,667
Depreciation	853,106	718,116
(Gain) loss on disposal of property and equipment	(2,100)	151
Gain on cash value of life insurance	(2,298)	(1,211)
Deferred income taxes	(365,330)	369,914
Changes in operating assets and liabilities:		
Accounts receivable, net	(371,145)	(1,864,146)
Income taxes receivable	101,591	300,168
Prepaid expenses	207,131	181,506
Other receivables and deposits	(38,475)	50,318
Accounts payable	788,317	(240,687)
Accrued and withheld payroll	267,512	243,990
Accrued employee compensated absences	137,149	115,678
Section 401(k) contributions	128,199	153,803
Income taxes payable	68,202	(73,895)
Other accrued expenses	428,516	319,211
Unearned revenue	(83,089)	(240,621)
Net cash provided by operating activities	2,953,756	2,193,264
Cash flows from investing activities:		
Purchase of property and equipment	(445,414)	(529,076)
Proceeds from sale of property and equipment	2,100	-
Net cash used in investing activities	(443,314)	(529,076)
Cash flows from financing activities:		
Payments on lines of credit	(610,590)	(893,134)
Payments on long-term debt	-	(175,000)
Issuance of long-term debt - related parties	45,000	-
Payments on long-term debt - related parties	(687,678)	(461,407)
Proceeds from stockholder acquisition notes	721,746	520,680
Redemption of common stock	(207,238)	-
Net cash used in financing activities	(738,760)	(1,008,862)

See report of independent accountants and accompanying notes to financial statements.

TIMMONS GROUP, INC.

Statements of Cash Flows, Continued
Years Ended December 31, 2016 and 2015

	2016	2015
Net change in cash and cash equivalents	$ 1,771,683	$ 655,326
Cash and cash equivalents, beginning of year	1,010,637	355,311
Cash and cash equivalents, end of year	$ 2,782,319	$ 1,010,637

Supplemental disclosure of cash flow information:
Cash paid during the year for:

	2016	2015
Interest	$ 87,107	$ 69,336
Income taxes	$ 179,030	$ 349,272

Noncash transactions:

	2016	2015
Acquisition of property and equipment with lines of credi	$ 370,691	$ 180,530
Issuance of common stock for stockholders' acquisition	$ (1,161,600)	$ (1,141,500)
Redemption of common stock for long-term debt - related parties	$ 1,023,000	$ 365,480

See report of independent accountants and accompanying notes to financial statements.

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TIMMONS GROUP, INC.

Notes to Financial Statements

1. **Summary of Significant Accounting Policies:**

    Nature of Business: Timmons Group, Inc. (the "Company") was formed in 1953 as a survey and general engineering firm that has grown to offering engineering, surveying, planning, GIS and other services primarily in the Greater Mid-Atlantic area.

    Basis of Accounting: The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States ("GAAP") as determined by the Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC").

    Use of Estimates: The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the periods reported. Actual results could differ from those estimates.

    Cash and Cash Equivalents: The Company considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

    Accounts Receivable: Accounts receivable is reported net of an allowance for doubtful accounts. The allowance is based on management's estimate of the amount of receivables that will actually be collected. As of December 31, 2016 and 2015, the allowance for doubtful accounts was $1,194,297 and $763,394, respectively.

    Property and Equipment: Property and equipment are stated at cost. Major repairs and betterments are capitalized and normal maintenance and repairs are charged to expense as incurred. Depreciation is computed by the straight-line method over the estimated useful lives of the related assets, which range from 3 to 39 years. Upon retirement or sale of an asset, the cost and accumulated depreciation are removed from the accounts and any gain or loss is reflected in operations.

    Goodwill: The Company recorded goodwill in relation to an acquisition on June 1, 2014 (see note 2). In accordance with FASB guidance, the Company has elected to amortize the goodwill over a period of three years based on certain terms of the agreement.

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

1. **Summary of Significant Accounting Policies, Continued:**

Revenue Recognition: Revenue from fixed-price contracts is recognized under the percentage-of-completion method, measured based on management's estimate of completion of each individual project. Revenue from time-and-material contracts is recognized concurrently as costs are incurred and work is performed. Contract costs include all direct material and labor costs, subcontracts, and those indirect costs related to contract performance. General and administrative costs are charged to expense as incurred.

Advertising Costs: Advertising and marketing costs are expensed as incurred and are included in general and administrative expenses in the accompanying statements of income. Advertising costs were $231,263 for 2016 and $159,448 for 2015.

Concentration of Credit Risk: The Company maintains its cash in various financial institutions with balances that periodically exceed federally insured limits.

The Company grants credit to its clients through customary billings, charging for its time and reimbursable expenses. Consequently, the Company's ability to collect the amounts due from clients is affected by economic fluctuations in these geographic areas. Credit losses, when realized, have been within the range of the Company's expectations and, historically have not been significant.

Income Taxes: The Company reports its income on the cash basis of accounting for income tax purposes and on the accrual basis of accounting for financial statement purposes. Deferred income taxes are determined based on the differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

Income Tax Uncertainties: The Company follows FASB guidance for how uncertain tax positions should be recognized, measured, disclosed and presented in the financial statements. This requires the evaluation of tax positions taken or expected to be taken in the course of preparing the Company's tax returns to determine whether the tax positions are "more-likely-than-not" of being sustained "when challenged" or "when examined" by the applicable tax authority. Tax positions deemed to meet the more-likely-than-not threshold would be recorded as a tax expense and liability in the current year. Management evaluated the Company's tax positions and concluded that the Company has no uncertain tax positions that require adjustment to the financial statements to comply with the provisions of this guidance. The Company is not currently under audit by any tax jurisdiction.

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

1. **Summary of Significant Accounting Policies, Continued:**

Reclassifications: Certain prior year balances have been reclassified to conform with the current year presentation.

Subsequent Events: Management has evaluated subsequent events through March 22, 2017, the date the financial statements were available to be issued, and has determined there are no subsequent events to be reported in the accompanying financial statements.

2. **Acquisition:**

On June 1, 2014, the Company acquired substantially all the assets of Development Consulting Services, Inc. ("DCS"). This acquisition was accounted for using the acquisition method, in which assets and liabilities are recorded at fair value. The aggregate purchase price was $225,000, recorded as $15,000 property and equipment and $210,000 goodwill. The acquisition was funded with $50,000 cash at closing and the balance in long-term debt at 0.00% interest, payable in two annual installments of $87,500, which were paid in full during 2015.

3. **Property and Equipment:**

Property and equipment consisted of the following at December 31:

	2016	2015
Computer equipment	$ 1,487,056	$ 1,439,540
Fixtures and equipment	724,841	714,756
Survey equipment	2,358,366	2,042,633
Vehicles	2,102,218	1,721,804
Office improvements	737,590	737,590
Software	231,696	431,696
	7,641,767	7,088,019
Less accumulated depreciation	5,368,544	4,777,796
	$ 2,273,223	$ 2,310,223

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

4. **Lines of Credit:**

During 2015, the Company transitioned its operating bank accounts and operating line of credit to TowneBank. The Company has available a revolving line of credit with TowneBank providing for maximum borrowings of $3,000,000 payable on demand. The line is collateralized by the assets of the Company. Interest on funds advanced is payable monthly at one-month LIBOR plus 2.0% (2.62% at December 31, 2016 and 2.24% at December 31, 2015). There was no balance on the line at December 31, 2016 or December 31, 2015.

The Company has available a revolving line of credit agreement with Ford Motor Company providing for maximum borrowings of $750,000 for the purchase of vehicles. The line is collateralized by the vehicles purchased and is renewed annually. The line expires on April 30, 2017 and it is the Company's intention to renew. Interest on funds advanced is payable at the prevailing standard rates and terms at the time a particular vehicle is purchased. The balance on the line of credit was $0 at December 31, 2016 and $239,899 at December 31, 2015.

5. **Long-Term Debt - Related Party:**

Long-term debt – related party consist of the following at December 31:

	2016	2015
In 2009, the Company entered into an agreement with one of its former shareholders, to pay an amount equal to 10% of all projects referred to the Company by the shareholder, up to a maximum of $25,000. There were no payments under the agreement in 2016 and 2015.	$ 24,366	$ 24,366
In 2014, the Company purchased 1,630 shares of its common stock from one of its shareholders. The purchase price for these shares was $1,146,884. This purchase was financed by the shareholder who receives principal installments of $229,377 plus accrued interest at 3.56% through March 2018.	458,754	712,354
In 2014, the Company purchased 500 shares of its common stock from one of its shareholders. The purchase price for these shares was $351,788. This purchase was financed by the shareholder who receives annual principal installments of $70,357 plus accrued interest at 2.97% through November 2018.	140,714	212,000

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

5.   **Long-Term Debt - Related Party, Continued:**

	2016	2015
In 2015, the Company purchased 500 shares of its common stock from one of its shareholders. The purchase price for these shares was $365,480. The purchase was financed by the shareholder who will receive annual principal installments of $73,096 plus accrued interest at 2.64% through January 2020.	$ 219,288	$ 365,480
In 2016, the Company purchased 775 shares of its common stock from one of its shareholders. The purchase price for these shares was $1,023,000. The purchase was financed by the shareholder who will receive annual principal installments of $204,600 plus accrued interest at 2.24% through June 2020.	818,400	-
In 2016, the Company entered into a note payable agreement with a former employee. The interest free note is payable in annual installments of $12,000 through 2019.	33,000	-
	1,694,522	1,314,200
Less current maturities	592,431	372,831
	$ 1,102,091	$ 941,369

The scheduled maturities of the long-term debt – related party notes consist of the following at December 31, 2016:

Year	Amount
2017	$ 592,431
2018	586,429
2019	286,696
2020	204,600
2021	24,366
	$ 1,694,522

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

6. **Commitments:**

The Company leases its office space under several noncancelable operating leases expiring through November 2021. While all of the agreements provided for minimum lease payments, they also contain renewal options. Future minimum lease commitments are as follows:

Year	Amount
2017	$ 1,400,914
2018	1,460,477
2019	1,471,470
2020	1,316,637
2021	996,222
	$ 6,645,720

The Company recognizes rent expense on a straight-line basis over the life of the related lease. Total rent expense amounted to $1,432,019 in 2016 and $1,218,644 in 2015.

7. **Income Taxes:**

Income tax expense for the years ended December 31, 2016 and 2015 consists of the following:

	2016	2015
Current:		
Federal	$ (160,332)	$ (326,720)
State	(86,360)	(82,843)
Current tax (expense)	(246,692)	(409,563)
Deferred:		
Federal	300,053	(313,181)
State	65,277	(56,733)
Deferred tax benefit (expense)	365,330	(369,914)
Total provision	$ 118,638	$ (779,477)

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

7.   **Income Taxes, Continued:**

The tax effects of temporary differences that give rise to significant portions of the deferred tax assets and deferred tax liabilities at December 31, 2016 and 2015 are as follows:

	2016	2015
Accrual to cash adjustment	$ 2,990,130	$ 3,380,514
Imputed interest	(15,207)	(9,933)
Property and equipment	547,080	639,973
Research and development credits	(1,252,636)	(1,375,857)
Net deferred tax liability	$ 2,269,367	$ 2,634,697

Deferred income taxes are reported in the balance sheet as follows:		
Current liability	$ 1,722,287	$ 1,994,724
Noncurrent liability	547,080	639,973
Net deferred tax liability	$ 2,269,367	$ 2,634,697

8.   **Section 401(k) Plan:**

The Company sponsors a section 401(k) plan which covers all employees who meet eligibility requirements. The Company's contributions to the Plan amounted to $1,003,052 in 2016 and $874,853 in 2015.

TIMMONS GROUP, INC.

Notes to Financial Statements, Continued

9. **Recent Accounting Pronouncements:**

Revenue Recognition: In May 2014, the FASB issued ASU 2014-09 Revenue from Contracts with Customers, which eliminates all transaction and industry specific accounting principles and replaces them with a unified, five step approach. The new standard will be effective for fiscal years beginning after December 15, 2018, with early adoption permitted. The Company is currently evaluating the reporting economic implications of the new standard.

Deferred Income Taxes: In November 2015, the FASB issued new guidance over the presentation of deferred tax assets ("DTAs") and deferred tax liabilities ("DTLs"). The new standard will require entities to present DTAs and DTLs as noncurrent in a classified balance sheet, simplifying the current guidance, which requires entities to separately present DTAs and DTLs as current or noncurrent in a classified balance sheet. Netting of DTAs and DTLs by tax jurisdiction is still required under the new guidance. The new standard will be effective for periods beginning after December 15, 2017, with earlier application permitted. The Company is currently evaluating the reporting and economic implications of the new standard.

Leases: In February 2016, the FASB issued new guidance over leases which requires that all leasing activity with initial terms in excess of twelve months be recognized on the balance sheet with a right of use asset and a lease liability. The standard will require entities to classify leases as either a finance, or operating lease based upon the contractual terms. For finance leases, the right to use asset and lease liability will be calculated based upon the present value of the lease payments. The asset will then be amortized and the interest on the obligation will be recognized separately within the statement of operations. On the statement of cash flows, the principal portion of the finance lease payments will be classified as a financing activity. For operating leases, the right to use asset and lease liability will also be calculated based upon the present value of the lease payments. However, the cost of the lease will generally be allocated over the lease term on a straight-line basis and presented as a single expense on the statement of operations. On the statement of cash flows, all cash payments for operating leases will be classified as an operating activity. The new standard will be effective for periods beginning after December 15, 2019, and will require entities to use a modified retrospective approach to the earliest period presented. The Company is currently evaluating the reporting and economic implications of the new standard.

SUPPLEMENTARY INFORMATION

TIMMONS GROUP, INC.

Schedules of General and Administrative Expenses
Years Ended December 31, 2016 and 2015

	2016	2015
Amortization	$ 70,000	$ 136,667
Automobile	277,770	300,562
Bad debt expense	456,873	299,177
Computer expense	1,676,451	1,398,111
Contributions	-	1,285
Depreciation	853,106	718,116
Dues and subscriptions	115,851	115,536
Employee benefits	3,456,545	3,330,270
Insurance - business	249,930	250,625
Marketing/recruiting	231,263	159,448
Miscellaneous	553,884	368,745
Office supplies and expenses	337,895	335,065
Professional fees	166,687	244,110
Rent and utilities - building	1,461,205	1,250,540
Repairs and maintenance	148,789	173,695
Salaries and wages	12,489,493	10,926,755
Salaries and wages - bonuses	7,698,692	6,139,129
Section 401(k) contributions and expenses	1,003,812	877,074
Seminars and training	327,863	277,717
Taxes and licenses	270,092	212,610
Taxes - payroll	2,289,365	2,062,352
Telephone and internet	399,549	382,590
	$ 34,535,115	$ 29,960,180

See report of independent accountants.

APPENDIX D – CITYWORKS EXCEPTIONS AND STANDARD AGREEMENT

Cityworks®

Azteca Systems, LLC Exceptions for City of Gainesville Enterprise Permitting & Land Management Software RFP

These exceptions apply to the Cityworks software only.

The responses to the RFP and listed exceptions are based upon our good faith effort to understand and interpret the functionality statements listed. Our answers and responses include qualifications, exceptions and clarifications with our intent being to represent the capabilities of Cityworks software truthfully and accurately. Notwithstanding our best efforts to be accurate and truthful, these responses are not to be interpreted as a warranty for the software and services to be furnished for this project. Only the software license agreement with Azteca Systems, LLC can be binding for the software. Our standard COTS license agreement has also been provided in our response to the RFP and may contain terms contrary to the RFP which would then need to be negotiated. We take a goodwill approach and reasonable position in negotiating terms and conditions to assure all parties are comfortable with the final governing document. We strive to be truthful and accurate in all our responses. No response in the RFP should be construed to create a binding contract contrary to the terms of the agreed upon license agreement or to exceptions set forth herein.

Moreover, the qualifications, exceptions and clarifiers may describe a particular function or feature that we expect to provide as part of a future software product offering. These will be clearly articulated as such. In that event, we are providing that information solely for your general information and not as contractual commitment. If you need us to make a commitment on a particular function or feature, we will be glad to discuss that on a case by case basis, and to include whatever terms are mutually agreed upon in the final written agreement.

(Exception Table on next Page)

Cityworks®

	RFP Section #, Page #	Exception Describe the nature of the Exception	Explanation Why this is an Issue	Alternative
1	B. General Terms and Condtions No. 4	Indemnification	We do not have a separate license agreement or professional services agreement with each customer.	The Cityworks License Agreement provided herein shall stand alone and be the sole governing document for the Cityworks software, ongoing maintenance and support provided by Azteca Systems, LLC. This agreement which contains the limitations of liability and provisions for indemnification. See Articles 6 & & of the Cityworks Software License Agreement.
2	B. General Terms and Condtions No. 9	Applicable Law		Azteca Systems, LLC can accept Florida law, however, US federal law shall apply in matters of intellectual property.

Cityworks®

CITYWORKS®
LICENSE AND MAINTENANCE AGREEMENT

This Software License and Maintenance Agreement made by and between Azteca Systems, LLC ("Azteca Systems") a Utah corporation, with a place of business at 11075 South State, Suite 24, Sandy, Utah 84070 USA and [_____], using certain of Azteca Systems Licensed Products hereinafter referred to as "Licensee." This Agreement is effective immediately upon delivery of Licensed Products (the "Effective Date").

Azteca Systems Products are licensed under the terms and conditions of the Agreement. This agreement, when executed by the licensee named below ("Licensee") and Azteca Systems, LLC. (Azteca Systems), as licensor of the Software, Online, Services, and Documentation licensed under the License Agreement, will supersede any previous Agreements including the License Agreement presented in the installation process requiring acceptance by electronic acknowledgement and will constitute a signed License Agreement.

This signed Agreement includes (i) this License and Maintenance Agreement, (ii) Addendum 1 – Product Licensing, (iii) Addendum 2 – Standard Maintenance Terms and (iv) Addendum 3 – Third Party Contractor Acknowledgment.

This signed Agreement may be executed in duplicate by the Parties. An executed Agreement, modification, amendment, or separate signature page shall constitute a duplicate if it is transmitted through electronic means, such as fax or email, and reflects the signing of the document by any Party. Duplicates are valid and binding even if an original paper document bearing each Party's original signature is not delivered.

ARTICLE 1—DEFINITIONS

1.1   **Definitions.** The terms used are defined as follows:

    a.   "Agreement" means this Software License Agreement between Azteca Systems and Licensee, inclusive of all schedules, exhibits, attachments, addenda and other documents incorporated by reference.

    b.   "Authorization Code(s)" means any key, authorization number, enablement code, login credential, activation code, token, account user name and password, or other mechanism required for use of a Product.

    c.   "Authorized User" or "User" shall mean: (i) a direct user of the Licensed Products, including but not limited to Licensee's employees; (ii) Licensee's consultants who have agreed to maintain the Licensed Property in confidence and use it only for the benefit of Licensee, or (iii) members of the public gaining access to, and only limited use of, the Licensed Products via the Software's public web portal (if applicable). Other than limited use of the Products through the software's web portal, the public is not considered an authorized user.

    d.   "Client Data" means the data provided or inputted by or on behalf of Licensee, including personally identifiable information, for use with the Software.

    e.   "Covered Software" shall mean the particular Cityworks Software, scripts, interfaces and custom code identified in Addendum 1.

    f.   "Deployment Server License" means a license that, in addition to providing staging server License rights, authorizes Licensee to install and use the Software for deployment in Licensee's internal use.

    g.   "Testing Server License" means a license that authorizes Licensee to install and use the Software on a server in Licensee's internal use to provide testing License rights prior to deployment.

    h.   "Documentation" means all user reference documentation that is delivered with the Software.

    i.   "Internal Use" means use of the Licensed Products by employees of Licensee in Licensee's internal operations but does not include access of the Licensed Products by, or use of the Licensed Products in the provisions of services to, Licensee's clients or customers. Internal Use also includes use of the Licensed Products by contractors of Licensee, including contractors providing outsourcing or hosting services, as long as Licensee assumes full responsibility for the compliance with this Agreement in such use. Use of the Licensed Products (or any part thereof) for the benefit of others, whether by means of a software as a service offering, service bureau application, application service provider, outsourcing or other means of providing service to any third party shall not be considered Internal Use.

    j.   "Licensed Products" or "Products" shall mean the portion of the Cityworks Software and the Documentation to which Licensee has purchased a License as identified as specified in Addendum 1

attached hereto. Licensed Products shall include any updates or upgrades to the Licensed Products that Azteca Systems may at its discretion deliver to Licensee. Products includes but is not limited to Software, Online Services, and Documentation licensed under the terms of this license Agreement.

k. "Login" means a license that allows Licensee to permit a single authorized named end user to use the Software, Data, and Documentation installed on a server and accessed from a computer device.

l. "Online Services" means any Internet-based system, including applications and associated APIs, hosted by Azteca Systems or its licensors, for storing, managing, publishing, and using Cityworks software and data, and other information.

m. "Ordering Document(s)" means a sales quotation, purchase order, or other document identifying the Products that Licensee orders.

n. "Preview" means any alpha, beta, or prerelease Product.

o. "Sample(s)" means sample code, sample applications, add-ons, or sample extensions of Products.

p. "Server" means each single instance of an operating system, whether physically installed on a computer or within a virtualized environment.

q. "Software" or "Cityworks Software" means all or any portion of Azteca Systems proprietary software technology, excluding data, accessed or downloaded from an Azteca Systems (Cityworks) authorized website or delivered on any media in any format including backups, updates, upgrades, and service packs.

r. "Standard Maintenance" or "Maintenance Addendum" shall mean the Standard Software Maintenance & Support Addendum 2.

s. "Term License" means a license or access provided for use of a Product for a limited time period ("Term") or on a subscription or maintenance basis as specified herein.

ARTICLE 2—INTELLECTUAL PROPERTY RIGHTS AND RESERVATION OF OWNERSHIP

Products are licensed, not sold. Azteca Systems and its licensors own Products and all copies, which are protected by United States and applicable international laws, treaties, and conventions regarding intellectual property and proprietary rights including trade secrets. This Agreement does not transfer ownership rights of any description in the Software, materials, or services to Licensee or any third party. Licensee agrees to use reasonable means to protect Products from unauthorized use, reproduction, distribution, or publication. Azteca Systems and its third-party licensors reserve all rights not specifically granted in this Agreement including the right to change and improve Products.

ARTICLE 3—GRANT OF LICENSE

3.1 Grant of License. Subject to the terms of this Agreement, Azteca Systems grants to Licensee a personal, nonexclusive, nontransferable license solely to use the Products as set forth in Addendum 1 – Product Licensing (i) for which the applicable license fees have been paid; (ii) for Licensee's own internal use; and (iii) in accordance with this Agreement and the configuration ordered by Licensee or as authorized by Azteca Systems; and (iv) for the applicable Term or until terminated in accordance with Article 5. License types may include, but are not limited to Login, Workgroup, Departmental, ELA (Enterprise License) Licenses. Licensee may allow Third Party Contractors to access and use the licensed Software, provided Licensee and Third Party Contractor agree to and are bound by the terms set forth in Addendum 3. In addition to the Scope of Use in Article 4, Addendum 1 -- Product Licensing which applies to specific Products, Addendum 2 – Standard Maintenance and Support, and Addendum 3 – Third Party Contractor Acknowledgment (if applicable) collectively, are incorporated in this Agreement.

a. *Software. U*se and License for specific Software products are set forth in Addendum 1- Product Licensing Addendum, which is incorporated by reference.

b. *Maintenance.* Maintenance terms are set forth in Section 9.11 below and in Addendum 2, - Standard Maintenance and Support which terms are incorporated by reference.

c. *Third Party Contractor.* Terms of use for Third Party Contractor software usage (if applicable) are set forth in Addendum 3, which is incorporated by reference.

3.2 Preview Release Licenses. Products acquired under an evaluation license or under a Beta program are intended for evaluation and testing purposes only and not for commercial use. Any such use is at Licensee's own risk, and the Products do not qualify for Azteca or distributor maintenance.

3.3 Special Use Programs. If Licensee acquires Products under a special program for noncommercial, nonprofit, educational, or other limited-use license, Licensee's use of the Products is subject to the terms set forth in the applicable enrollment form or as described on Azteca's website in addition to the non-conflicting terms of this Agreement. All such program terms are incorporated herein by reference.

3.4 Delivery. Unless otherwise requested by Licensee, Azteca Systems shall provide an electronic link to make available to Licensee the Licensed Property by electronic download and a license key to activate the Licensed Property.

ARTICLE 4—SCOPE OF USE

4.1 Permitted Uses

    a.   For Products delivered to Licensee, Licensee may:

        1. Install and store Products on electronic storage device(s);
        2. Make archival copies and routine computer backups;
        3. Install and use a newer version of Software concurrently with the version to be replaced during a reasonable transition period not to exceed 6 months, provided that the deployment of either version does not exceed the Licensee's licensed quantity; thereafter, Licensee shall not use more Software in the aggregate than Licensee's total licensed quantity; and
        4. Move the Software in the licensed configuration to a replacement Server.

    b.   Licensee may use, copy, or prepare derivative works of Documentation supplied in digital format and thereafter reproduce, display, and redistribute the customized documentation only for Licensee's own internal use. Portions of Documentation supplied in digital format merged with other software and printed or digital documentation are subject to this License Agreement. Licensee shall include the following copyright attribution notice acknowledging the proprietary rights of Azteca and its licensors: "Portions of this document include intellectual property of Azteca and its licensors and are used herein under license. Copyright © [*Licensee will insert the actual copyright date(s) from the source materials*] Azteca Systems, LLC. and its licensors. All rights reserved."

    c.   *Consultant or Contractor Access.* Subject to Section 3.1 and Addendum 3, Azteca Systems grants Licensee the right to permit Licensee's Third Party Consultants or Contractors to use the Products exclusively and solely for Licensee's benefit. Licensee must comply with terms and provisions of Addendum 3 and provide a copy to Azteca. Licensee shall be solely responsible for compliance by Third Party Consultants and Contractors with this License Agreement and shall ensure that the Third Party Consultant or Contractor discontinues Product use upon completion of work for Licensee. Access to or use of Products by Third Party Consultants or Contractors not exclusively for Licensee's benefit is prohibited.

4.2 Uses Not Permitted. Except to the extent that applicable law prohibits or overrides these restrictions, or as provided herein, Licensee shall not:

    a.   Sell, rent, lease, sublicense, lend, assign, or time-share Products;
    b.   Permit persons other than Authorized Users to access or use the Licensed Products (or any part thereof);
    c.   Act as a service bureau or Commercial ASP;
    d.   Use Software, Data, or Documentation for a site or service and operate the site or service for profit or generate revenue through direct or indirect methods (e.g., advertising or by charging for access to the site or service);
    e.   Redistribute Software, Data, or Online Services to third parties, in whole or in part, including, but not limited to, extensions, components, or APIs;
    f.   Redistribute Authorization Codes;
    g.   Reverse engineer, decompile, or disassemble Products;
    h.   Make any attempt to circumvent the technological measure(s) that controls access to or use of Products;
    i.   Upload or transmit content or otherwise use Products in violation of third-party rights, including

intellectual property rights, privacy rights, nondiscrimination laws, or any other applicable law or government regulation;

j.   Remove or obscure any Azteca Systems (or its licensors') patent, copyright, trademark, proprietary rights notices, and/or legends contained in or affixed to any Product, Product output, metadata file, or online and/or hard-copy attribution page of any Data or Documentation delivered hereunder;

k.   Separate from the licensed use of APIs, Licensee may not unbundle or independently use individual or component parts of the Products, Software, or Online Services;

l.   Unbundle or independently use the individual or component parts of Software or Online Services;

m.   Incorporate any portion of the Software into a product or service that competes with the Software;

n.   Publish the results of benchmark tests run on Software without the prior written permission of Azteca Systems; or

o.   Use, incorporate, modify, distribute, provide access to, or combine any computer code provided with the Software in a manner that would subject such code or any part of the Software to open source license terms, which includes any license terms that require computer code to be (i) disclosed in source code form to third parties, (ii) licensed to third parties for the purpose of making derivative works, or (iii) redistributable to third parties at no charge.

ARTICLE 5—TERM AND TERMINATION

5.1.   This License Agreement is effective upon date and signature of Licensee below. The initial term of this License Agreement will begin upon the dates set forth in Addendum 1 and provided the fees are paid. This License agreement and its maintenance provisions may then be renewed annually by payment of the then current maintenance fees for the next annual maintenance period as set forth in Addendum 1.

5.2.   Either party may terminate this License Agreement or any Product license for a material breach that is not cured within thirty (30) days of written notice to the breaching party, except that termination is immediate for a material breach that is impossible to cure.

5.3.   Termination for Convenience: Either party may terminate this Agreement by giving the other party thirty (30) days' written notice prior to the end of the current Term Maintenance Period.

5.4.   In the event that either funding from Licensee or other sources is withdrawn, reduced, or limited, or the authority of Licensee to perform any of its duties is withdrawn, reduced, or limited in any way after the Effective Date of this Agreement and prior to normal completion, the parties shall have the authority to exercise the Termination for Convenience option to terminate this Agreement in whole or in part. If a party to this Agreement chooses to terminate for convenience that party may do so by thirty (30) days' written notice to the other party.

5.5.   Upon termination of the License and Maintenance Agreement, all Product licenses granted hereunder terminate as well. Upon termination of a License or the License and Maintenance Agreement, Licensee will (i) stop accessing and using affected Product(s); (ii) clear any client-side data cache derived from Online Services; and (iii) uninstall, remove, and destroy all copies of affected Product(s) in Licensee's possession or control, including any modified or merged portions thereof, in any form, and execute and deliver evidence of such actions to Azteca Systems.

5.6.   If this Agreement is terminated for convenience, the Licensee is only liable for payment required by the terms of this Agreement for license, maintenance and support services rendered or products and software received and accepted prior to the effective date of termination.

5.7.   If this Agreement is terminated under section 5.3 or 5.4 above, Licensee shall then return to Azteca Systems all of the Software, related modules, related updates, and any whole or partial copies, codes, modifications, and merged portions in any form. Azteca will then for no additional charge to Licensee and at Licensee's option either grant a license to the Licensee, for a period of one year, which will allow Licensee to retain the ability to access records and data contained in the Software or allow Licensee to create digital copies of all files needed by the Licensee for the same period. If Licensee needs to retain access to records or data for a period longer than one (1) year, in order to transfer data to another system, Azteca will consider reasonable requests to extend beyond one (1) year.

5.8.   The parties hereby agree that all provisions which operate to protect the intellectual rights of Azteca Systems shall remain in force should breach or termination of any kind occur.

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ARTICLE 6—LIMITED WARRANTIES AND DISCLAIMERS

6.1 Limited Warranties. Except as otherwise provided in this Article 6, Azteca Systems warrants for a period of ninety (90) days from the date Azteca Systems issues the Authorization Code enabling use of Software and that the unmodified Software will substantially conform to the published Documentation under normal use and service.

6.2 Special Disclaimer. CONTENT, DATA, SAMPLES, NEW VERSIONS, HOT FIXES, PATCHES, SERVICE PACKS, UPDATES, UPGRADES, AND ONLINE SERVICES PROVIDED ON A NO-FEE BASIS, AND EVALUATION, TEST AND BETA SOFTWARE ARE DELIVERED "AS IS" WITHOUT WARRANTY OF ANY KIND

6.3 Internet Disclaimer. THE PARTIES EXPRESSLY ACKNOWLEDGE AND AGREE THAT THE INTERNET IS A NETWORK OF PRIVATE AND PUBLIC NETWORKS AND THAT (i) THE INTERNET IS NOT A SECURE INFRASTRUCTURE, (ii) THE PARTIES HAVE NO CONTROL OVER THE INTERNET, AND (iii) NONE OF THE PARTIES SHALL BE LIABLE FOR DAMAGES UNDER ANY THEORY OF LAW RELATED TO THE PERFORMANCE OR DISCONTINUANCE OF OPERATION OF ANY PORTION OF THE INTERNET OR POSSIBLE REGULATION OF THE INTERNET THAT MIGHT RESTRICT OR PROHIBIT THE OPERATION OF ONLINE SERVICES.

6.4 General Disclaimer. EXCEPT FOR THE ABOVE EXPRESS LIMITED WARRANTIES, AZTECA SYSTEMS DISCLAIMS ALL OTHER WARRANTIES OR CONDITIONS OF ANY KIND, WHETHER EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, WARRANTIES OR CONDITIONS OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, SYSTEM INTEGRATION, AND NON-INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS. AZTECA SYSTEMS DOES NOT WARRANT THAT PRODUCTS, MAINTENANCE OR ANY TECHNICAL SUPPORT SERVICES PROVIDED HEREIN WILL MEET LICENSEE'S NEEDS; THAT LICENSEE'S OPERATION OF THE SAME WILL BE UNINTERRUPTED, ERROR FREE, FAULT-TOLERANT, OR FAIL-SAFE; OR THAT ALL NONCONFORMITIES CAN OR WILL BE CORRECTED. PRODUCTS ARE NOT DESIGNED, MANUFACTURED, OR INTENDED FOR USE IN ENVIRONMENTS OR APPLICATIONS THAT MAY LEAD TO DEATH, PERSONAL INJURY, OR PHYSICAL PROPERTY/ENVIRONMENTAL DAMAGE. LICENSEE SHOULD NOT FOLLOW ANY SUGGESTIONS OR INSTRUCTIONS THAT APPEAR TO BE HAZARDOUS, UNSAFE, OR ILLEGAL. ANY SUCH USE SHALL BE AT LICENSEE'S OWN RISK AND COST.

6.5 Exclusive Remedy. Licensee's exclusive remedy and Azteca Systems' entire liability for breach of the limited warranties set forth in this Article 6 shall be limited, at Azteca Systems' sole discretion, to (i) replacement of any defective media; (ii) repair, correction, or a workaround for Software or Online Services subject to the Azteca Systems Maintenance Services and Support Addendum; or (iii) return of the license fees paid by Licensee for the current period, prorated for the current period, for Software or Online Services that do not meet Azteca Systems limited warranty, provided that Licensee uninstalls, removes, and destroys all copies of Software or Documentation; ceases using the Software or Online Services; and executes and delivers evidence of such actions to Azteca Systems.

6.6 If the performance of any obligation under this Agreement is prevented, restricted, or interfered with by reason of fire, flood, earthquake, explosion, or other casualty or accident; strikes or labor disputes; inability to procure delivery of parts, supplies, services, or power; war, threat of actual terrorist act, cyberattack, or other violence; any law order, proclamation, regulation, ordinance, or demand; or any condition whatsoever beyond the reasonable control of the affected party, the party so affected, upon giving prompt notice to the other party, will be provided a temporary extension for a period of time as may be reasonably necessary to allow for such delay, prevention interference, or restriction.

ARTICLE 7—LIMITATION OF LIABILITY

7.1 Disclaimer of Certain Types of Liability. AZTECA SYSTEMS, ITS AUTHORIZED DISTRIBUTOR (IF ANY), AND ITS LICENSORS SHALL NOT BE LIABLE TO LICENSEE FOR COSTS OF PROCUREMENT OF SUBSTITUTE GOODS OR SERVICES; LOST PROFITS, LOST SALES, OR BUSINESS EXPENDITURES; INVESTMENTS; BUSINESS COMMITMENTS; LOSS OF ANY GOODWILL; OR ANY INDIRECT, SPECIAL,

INCIDENTAL, OR CONSEQUENTIAL DAMAGES ARISING OUT OF OR RELATED TO THIS LICENSE AND MAINTENANCE AGREEMENT OR USE OF PRODUCTS, HOWEVER CAUSED ON ANY THEORY OF LIABILITY, WHETHER OR NOT AZTECA SYSTEMS OR ITS LICENSORS HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGE. THESE LIMITATIONS SHALL APPLY NOTWITHSTANDING ANY FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY.

7.2   General Limitation of Liability. EXCEPT AS PROVIDED IN ARTICLE 8—INFRINGEMENT INDEMNITY, THE   TOTAL CUMULATIVE LIABILITY OF AZTECA SYSTEMS AND ITS AUTHORIZED DISTRIBUTOR HEREUNDER, FROM ALL CAUSES OF ACTION OF ANY KIND, INCLUDING, BUT NOT LIMITED TO, CONTRACT, TORT (INCLUDING NEGLIGENCE), STRICT LIABILITY, BREACH OF WARRANTY, MISREPRESENTATION, OR OTHERWISE, SHALL NOT EXCEED THE FEES ACTUALLY PAID BY LICENSEE DURING THE CURRENT MAINTENANCE AND SUPPORT PERIOD, FOR THE PRODUCTS THAT GIVE RISE TO THE CAUSE OF ACTION.

7.3   Applicability of Disclaimers and Limitations. Licensee agrees that the limitations of liability and disclaimers set forth   in this License Agreement will apply regardless of whether Licensee has accepted Products or any other product or service delivered by Azteca Systems. The parties agree that Azteca Systems has set its fees and entered into this License Agreement in reliance on the disclaimers and limitations set forth herein, that the same reflect an allocation of risk between the parties, and that the same form an essential basis of the bargain between the parties. THESE LIMITATIONS SHALL APPLY NOTWITHSTANDING ANY FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY.

THE FOREGOING WARRANTIES, LIMITATIONS, AND EXCLUSIONS MAY NOT BE VALID IN SOME JURISDICTIONS AND APPLY ONLY TO THE EXTENT PERMITTED BY APPLICABLE LAW IN LICENSEE'S JURISDICTION. LICENSEE MAY HAVE ADDITIONAL RIGHTS UNDER LAW THAT MAY NOT BE WAIVED OR DISCLAIMED. AZTECA SYSTEMS DOES NOT SEEK TO LIMIT LICENSEE'S WARRANTY OR REMEDIES TO ANY EXTENT NOT PERMITTED BY LAW.

ARTICLE 8—INFRINGEMENT INDEMNITY

8.1   Azteca Systems shall defend, indemnify as described below, and hold Licensee harmless from and against any loss, liability, cost, or expense, including reasonable attorneys' fees, arising out any claims, actions, or demands by a third party legally alleging that Licensee's licensed use of Software or Online Services infringe a US patent, copyright, or trademark, provided:

   a.   Licensee promptly notifies Azteca Systems in writing of the claim;
   b.   Licensee provides documents describing the allegations of infringement;
   c.   Azteca Systems has sole control of the defense of any action and negotiation related to the defense
        or settlement of any claim; and
   d.   Licensee reasonably cooperates in the defense of the claim at Azteca Systems' request and expense.

8.2   If Software or Online Services are found to infringe a US patent, copyright, or trademark, Azteca Systems, at its own expense, may either (i) obtain rights for Licensee to continue using the Software or Online Services or (ii) modify the allegedly infringing elements of Software or Online Services while maintaining substantially similar functionality. If neither alternative is commercially reasonable, the license shall terminate, and Licensee shall cease accessing infringing Online Services and shall uninstall and return to Azteca Systems any infringing item(s). Azteca Systems entire liability shall then be to indemnify Licensee pursuant to Section 8.1 and refund the unused portion of fees paid, prorated for the current maintenance and support period.

8.3   Azteca Systems shall have no obligation to defend Licensee or to pay any resultant costs, damages, or attorneys' fees for any claims or demands alleging direct or contributory infringement to the extent arising out of (i) the combination or integration of Software or Online Services with a product, process, or system not supplied by Azteca Systems or specified by Azteca Systems in its Documentation; (ii) material alteration of Software or Online Services by anyone other than Azteca Systems or its subcontractors; or (iii) use of Software or Online Services after modifications have been provided by Azteca Systems for avoiding infringement or use after a return is ordered by Azteca Systems under Section 8.2.

8.4   THE FOREGOING STATES THE ENTIRE OBLIGATION OF AZTECA SYSTEMS WITH RESPECT TO

INFRINGEMENT OR ALLEGATION OF INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS OF ANY THIRD PARTY.

ARTICLE 9—GENERAL PROVISIONS

9.1 Future Updates. New or updated Products and subscription renewals will be licensed under the then-current Azteca Systems license terms and conditions included with the deliverable Products.

9.2 Export Control Regulations. Licensee expressly acknowledges and agrees that Licensee shall not export, re-export, import, transfer, or release Products, in whole or in part, to (i) any US embargoed country; (ii) any person on the US Treasury Department's list of Specially Designated Nationals; (iii) any person or entity on the US Commerce Department's Denied Persons List, Entity List, or Unverified List; or (iv) any person or entity or into any country where such export, re-export, or import violates any US, local, or other applicable import/export control laws or regulations including, but not limited to, the terms of any import/export license or license exemption and any amendments and supplemental additions to those import/export laws as they may occur from time to time.

9.3 Taxes and Fees, Shipping Charges. License fees quoted to Licensee are exclusive of any and all taxes or fees, including, but not limited to, sales tax, use tax, value-added tax (VAT), customs, duties, or tariffs, and shipping and handling charges.

9.4 No Implied Waivers. The failure of either party to enforce any provision of this License Agreement shall not be deemed a waiver of the provisions or of the right of such party thereafter to enforce that or any other provision.

9.5 Severability. The parties agree that if any provision of this License Agreement is held to be unenforceable for any reason, such provision shall be reformed only to the extent necessary to make the intent of the language enforceable.

9.6 Successor and Assigns. Licensee shall not assign, sublicense, or transfer Licensee's rights or delegate Licensee's obligations under this License Agreement without Azteca Systems' prior written consent, and any attempt to do so without consent shall be void. This License Agreement shall be binding on the respective successors and assigns of the parties to this License Agreement. Notwithstanding, a government contractor under contract to the government to deliver Products may assign this License Agreement and Products acquired for delivery to its government customer upon written notice to Azteca Systems, provided the government customer assents to the terms of this License Agreement.

9.7 Survival of Terms. The provisions of Articles 2, 5, 6, 7, 8, and 9 of this License Agreement, and the provisions of section 4.1 of Addendum 2, shall survive the expiration or termination of this License and Maintenance Agreement.

9.8 Equitable Relief. Licensee agrees that any breach of this License Agreement by Licensee may cause irreparable damage and that, in the event of such breach, in addition to any and all remedies at law, Azteca Systems shall have the right to seek an injunction, specific performance, or other equitable relief in any court of competent jurisdiction without the requirement of posting a bond or proving injury as a condition for relief.

9.9 US Government Licensee. The Products are commercial items, developed at private expense, provided to Licensee under this License Agreement. If Licensee is a US government entity or US government contractor, Azteca Systems licenses Products to Licensee in accordance with this License Agreement under FAR Subparts 12.211/12.212 or DFARS Subpart 227.7202. Azteca Systems Data and Online Services are licensed under the same subpart 227.7202 policy as commercial computer software for acquisitions made under DFARS. The commercial license rights in this License Agreement strictly govern Licensee's use, reproduction, or disclosure of Products. Azteca Systems Software source code is unpublished, and all rights to Products are reserved by Azteca Systems and its licensors. Licensee may transfer Software to any licensed government procuring agency facility to which computer(s) on which Software is installed are transferred. If any court, arbitrator, or board holds that Licensee has greater rights to any portion of Products under applicable public procurement law, such rights shall extend only to the portions affected.

9.10 Governing Law, Disputes, and Arbitration. This License Agreement shall be governed by and construed in accordance with the laws of the State of Utah without reference to conflict of laws principles, except that US

federal law shall govern in matters of intellectual property. Except as provided in Section 9.8, any dispute arising out of or relating to this License Agreement or the breach thereof shall be resolved in the following order:

- *Consultation and negotiation in good faith and a spirit of mutual cooperation;*
- Mediation, by a mutually acceptable mediator chosen by the parties, which cost is shared equally;
- If the matter cannot be settled through negotiation or mediation, then it shall be finally settled by arbitration administered by the American Arbitration Association under its Commercial Arbitration Rules. Judgment on the award rendered by the arbitrator may be entered in a court of competent jurisdiction. If Licensee is a US government agency, this License Agreement is subject to the Contract Disputes Act of 1978, as amended (41 USC 601–613), in lieu of the arbitration provisions of this clause. This License Agreement shall not be governed by the United Nations Convention on Contracts for the International Sale of Goods, the application of which is expressly excluded.

9.11 Maintenance. Maintenance for qualifying Software consists of updates and other benefits, such as access to technical support, are provided during the Term of Use. Maintenance is specified as set forth in Addendum 2.

9.12 Feedback. Azteca Systems may freely use any feedback, suggestions, or requests for Product improvements that Licensee provides to Azteca Systems. Regardless of the source of any feedback or suggestions, any improvements to Cityworks Software or Products, and any related intellectual property, are owned by Azteca Systems.

9.13 Patents. Licensee may not seek, and may not permit any other user to seek, a patent or similar right worldwide that is based on or incorporates any Azteca Systems technology or services. This express prohibition on patenting shall not apply to Licensee's software and technology except to the extent that Azteca Systems technology or services, or any portion thereof, are a part of any claim or preferred embodiment in a patent application or a similar application.

9.14 Entire Agreement. This License Agreement, including its incorporated documents, addendums, and exhibits constitutes the sole and entire agreement of the parties as to the subject matter set forth herein and supersedes any previous license agreements, understandings, and arrangements between the parties relating to such subject matter. Additional or conflicting terms set forth in any purchase orders, invoices, or other standard form documents exchanged during the ordering process, other than product descriptions, quantities, pricing, and delivery instructions, are void and of no effect. Any modification(s) or amendment(s) to this License Agreement must be in writing and signed by each party or as otherwise provided in Addendum1.

IN WITNESS WHEREOF, the parties hereto have caused this License Agreement to be executed and made effective by their respective authorized representatives.

AZTECA SYSTEMS, LLC.   **[ENTITY NAME]** – (LICENSEE)

By: _____   By: _____

Name: _Brian L. Haslam_____   Name: _____

Title: _President - CEO_____   Title: _____

Date: Date:

ADDENDUM #1

PRODUCT LICENSING

1. **Licensed Software:**

Additional Software Products & Licenses: Additional Software Products & licenses may be added to this License Agreement with either an acknowledgement of an official Cityworks quote signed by Licensee and additional fees, if necessary or applicable being paid, or receipt of Purchase Order from Licensee in response to an official Cityworks quote and additional fees, if applicable being paid.

2. **Notices & Licensee Information: Until or unless otherwise, modified, all notices relevant to this agreement shall be sent to the following address:**

Azteca Systems, LLC. 11075 South State, Suite 24 Sandy, Utah 84070	[Licensee]
	Attn:
	Phone
	E-mail

3. **Delivery Date/Effective Date of Software**

MM/DD/YYYY

4. **Schedule of Payments and Fees under License and Maintenance Agreement**

Support Period	Date From/To (mm/dd/yyyy)	Amount
Period 1		$
Period 2		$
Period 3		$

5. **Additional**

Updates to the above licensed software means a subsequent release of the program which Azteca generally makes available to its supported customers as part of the annual maintenance plan for which fees have been paid.

Occasionally, Azteca changes the name of its licensed software as part of its ongoing process to improve and increase the functionality of the software. In the event the software licensed or listed above changes in name, and/or improvements are made, Azteca will provide software with functionality that is similar to or with substantially the same or greater functionality of the originally licensed software, provided all current license fees have been paid.

Updates may not always include any release, option or future program that Azteca licenses separately. Updates are provided when available (as determined by Azteca). Azteca is under no obligation to develop any future programs or functionality. Any updates made available will be delivered to you, or made available to you for download. You shall be responsible for copying, downloading and installing the updates.

ADDENDUM #2

STANDARD MAINTENANCE AND SUPPORT

Standard Maintenance and Support Addendum provisions are between the Licensee and Azteca, Systems, LLC. Maintenance and Support are provided subject to the terms and conditions of the signed License Agreement and which is incorporated by reference.

1.   **MAINTENANCE & SUPPORT**: Azteca Systems will provide maintenance and support services to Licensee for qualifying Products during the applicable Term for such Products provided the applicable license fees have been paid for the times and periods and amounts specified in Addendum 1. Maintenance and Support Services consist of the following benefits: Technical support, new version software, service packs, software upgrades, and software updates.

1.1.   Azteca Systems will ensure upward compatibility for the Covered Software applications within a reasonable timeframe for minor Esri® ArcGIS and Cityworks supported databases revisions. Azteca Systems will not ensure upward compatibility for Covered Software Applications when there are major Esri ArcGIS revisions (for example, from rev 10.x to rev 11.x), however Azteca Systems will make all reasonable efforts to provide upward compatibility.

1.2.   Azteca Systems shall, without additional charge (except as allowed for in paragraph 3.4), during the term of this Agreement provide the following:

(a) Software Updates. Software Updates includes Upgrades and service packs which are a collection of files that enhance or correct the Covered Software and which will be available for Licensee to download during the Maintenance Term/Period. Updates and Upgrades may also include new versions;

(b) Provide Telephone Support, Email Support, Web Support, during normal business hours, 8 AM to 5 PM Mountain Time, Monday through Friday (excepting Holidays) and after hour emergency support line, and other benefits deemed appropriate by Azteca Systems (as set forth in Section 2 below); and

(c) Implement and maintain a means of secure, remote direct network access (VPN, Web-access, etc.) to the Licensee's systems in order to perform thorough remote diagnostics.

1.3   The following items, among others, however, are specifically excluded as support services under this section of this Maintenance and Support:

(a)   Support for applying or installing upgrades and service packs;

(b)   Assistance with questions related to third party software, computer hardware, networking, and other similar items that are not provided by Azteca;

(c)   Assistance with computer operating system questions not directly pertinent to the Covered Software or Program Modifications;

(d)   Licensee Data debugging and/or correcting;

(e)   Services necessitated as a result of any cause other than authorized ordinary and proper use by the Licensee of the Covered Software, including but not limited to neglect, abuse, unauthorized modifications and/or unauthorized updates;

(f)   Consulting regarding customizations created to function with the Covered Software unless the customization is identified and listed as Covered Software in Addendum 1;

(g)   Assistance with applications which are not part of a standard life cycle, such as preview, beta, or candidate releases; and

(h)   Questions such as configuration, implementation and walk-throughs.

1.4   Support Periods are renewable unless terminated as provided in Section 4 below. The Maintenance Services consists of software and documentation updates and access to technical support via telephone, email, web-based (www.MyCityworks.com) and after hours support as set forth in Section 1 of this Addendum.

1.5.   Technical support provided pursuant these maintenance provisions shall be performed in a professional and workmanlike manner. Azteca Systems will use commercially reasonable efforts to provide corrections to a technical issue or provide a workaround, but Azteca Systems cannot guarantee that all technical issues can be fixed or resolved.

1.6.   **Authorized Callers.** Licensee may designate a limited number of authorized callers per software product listed in Addendum 1. Licensee may replace Authorized Callers at any time by notifying Azteca Systems Support services. Authorized callers may be designated in this Addendum 2 or by email. Azteca may limit the total number of authorized callers as may be reasonably necessary and may request an updated list of authorized callers.

1.7.   **Cityworks Online Support and Customer Portal.** Azteca has created a self-help support website center for Authorized Callers to submit technical issues, chat with technical specialists, track technical support incidents through the 'MyCityworks' portal, and view technical articles, updated product documentation, blogs, links to forums, and technology announcements. The support and care website can be found at http://www.mycityworks.com.

2.   PROCEDURES FOR ACCESSING SUPPORT:

2.1.   All problem categories from routine, non-critical and critical that occur during normal business hours shall procedurally occur as follows: 1) Licensee's system administration staff as first line of support, and then 2) Azteca Systems staff as the second line of support. Azteca Systems will make all reasonable efforts to acknowledge all requests for support during normal business hours within 4 hours.

2.2.   Prior to calling Azteca Systems for support services, the Licensee will first attempt to isolate any problems that occur with the System. The Licensee will try to reduce the problem down to a specific software or system component. If it is determined that the problem is The Cityworks Software component, Licensee will first try and resolve the problem without Azteca Systems' involvement. If Licensee cannot resolve the problem or isolate the problem, Licensee may contact Azteca Systems via telephone, chat, or self-service portal. In each case, Cityworks technical support will log the information and provide, an answer to the question, a resolution to the problem, or submit a verified bug to the development group. Any support request that is not quickly resolved will be assigned to a technical support representative. Phone calls and chat requests are accepted during normal business hours as outlined on the Contact Support page of MyCityworks.com. Voicemails and requests submitted via the self-service portal outside of the posted business hours will be responded to on a first come, first served basis the next business day

2.3.   For critical problems that occur outside of Azteca Systems' normal business hours (8 AM to 5 PM, Mountain Time) and cannot be isolated and resolved by the Licensee, Azteca Systems will provide an after-hours phone number or pager number that will forward the call to the currently assigned Azteca Systems support representative. Azteca Systems will make all reasonable efforts to acknowledge and respond to the request for support for critical problems that occur outside of normal business hours within 4 hours of receipt of the call from a designated and authorized Licensee representative. Critical problems are defined as problems that cause several users to be unable to perform their duties. For routine and non-critical problems Licensee will submit support requests during normal business hours as outline in 2.2 above.

2.4.   After a Technical Support Incident is logged, Azteca Systems will use commercially reasonable efforts to provide corrections to a technical issue or provide a work around. While it is Azteca's goal to provide an acceptable solution to technical issues, Azteca cannot guarantee that all technical issues can be fixed or resolved.

2.5.   Azteca will use all reasonable efforts to utilize remote support-type services. However, in the event Licensee and Azteca Systems agree it becomes necessary for Azteca Systems to be on-site to provide support for the Covered Software, the parties by mutual negotiation, shall develop a separate agreement that will govern the terms and conditions for any on-site work or services.

3. **CHARGES/FEES**

3.1.   License, Maintenance and Support Services herein are included in the payment of annual fees as set forth in Addendum 1, and shall be paid by Licensee. The annual fee for each twelve (12) month period is set forth in Addendum1, and shall be paid prior to the start for each License and Maintenance Period unless otherwise specified. The annual fee for successive Terms/Periods (twelve-month periods) commencing upon the anniversary of the first maintenance period, shall become due prior to the end of the preceding paid-up Maintenance Period.

3.2.   Upon sixty (60) days written notice, the fee for the License and Maintenance Periods listed in Addendum 1 subsequent to year three (3) of the Maintenance Period, may be adjusted by Azteca Systems to reflect increases in costs of providing the services; provided, however, that the fee shall not increase by more than the CPI from the previous annual fee. Azteca Systems will notify Licensee of the new pricing no later than 90 days prior to the annual renewal date of the year preceding the year for which such adjusted pricing applies.

3.3.   **Maintenance Expiration.** Azteca Systems will send Licensee a notice of expiration approximately sixty (60) days before the Maintenance term expires. If Azteca Systems does not receive a purchase order prior to the expiration date, Azteca will send the notification to Licensee upon expiration of the Maintenance term. Azteca Systems will continue to provide technical support for an additional thirty (30) days, but Licensee will no longer receive Software updates released after the Maintenance term's expiration. If Licensee does not reinstate Maintenance within thirty (30) days of the expiration date, Licensee will no longer receive technical support. All other Maintenance benefits and Support services will end with the expiration of the Maintenance term.

3.4.   **Reinstatement Fee for Lapsed Maintenance.** Azteca Systems will reinstate Maintenance if Licensee sends a purchase order or payment within thirty (30) days of the expiration date. If Licensee does not renew Maintenance within thirty (30) days of the expiration date but at a later date wants to reinstate Maintenance, Maintenance fees will include the Maintenance fees that Licensee would have paid since the expiration date.

4. **MISCELLANEOUS**

4.1.   **Data Confidentiality Statement:** Azteca Systems will take reasonable measures to ensure that any Licensee data and/or confidential information provided to Azteca Systems is not inappropriately accessed or distributed to any third-party. Data provided to Azteca Systems by the Licensee may be loaded onto Azteca Systems servers or employee computers for the purpose of testing The Software Cityworks, database structure, or database values, and related Esri® software to resolve database or software performance issues, software enhancements and software defects. At no time will the data be distributed to individuals or organizations who are not Azteca Systems employees without first receiving written approval from Licensee. If requested by the Licensee, and once the testing has been completed, Azteca Systems will delete all data provided by the Licensee.

4.2.   **No Implied Waivers:** No failure or delay by Azteca Systems or Licensee in enforcing any right or remedy under this Agreement shall be construed as a waiver of any future or other exercise of such right or remedy by Azteca Systems

ADDENDUM #3
THIRD PARTY CONSULTANT/CONTRACTOR ACKNOWLEDGMENT

If Licensee engages any Third Party Contractor and desires to grant access to or permission to use the licensed software, the access may be granted subject to the following terms conditions and provisions:

1. Access and use of the Licensed Products by any third party is solely for Licensee's benefit;

2. The Third Party Contractor (or, if applicable, its employee) shall be considered, as applicable, the Authorized User for purposes of the applicable license type, and all use by such contractor shall be in accordance with the terms and conditions of the License and Maintenance Agreement;

3. Before accessing the Licensed Products, the Contractor agrees in writing that (a) the software shall be used solely in accordance with the terms of this Agreement and solely for Licensee's benefit and (b) said contractor shall be liable to Azteca Systems for any breach by it of this Agreement;

4. Licensee hereby agrees and acknowledges that Licensee will be liable for any and all actions or omissions of the Third Party Contractor with respect to the use of the Licensed Products, as if such actions or omissions were the Licensee's;

5. Upon expiration or termination of this License Agreement, the rights of usage to any third party contractor shall immediately terminate;

6. Use of the Software by such third party contractors on Licensee's behalf will be governed by the terms of this Agreement, and will require that Licensee purchase the appropriate license for each user utilized by such contractor;

7. Any breach of this Agreement by any Third Party Contractor(s) will be deemed to be a breach by Licensee;

8. Licensee will ensure that Third Party Contractor agrees to comply with and does comply with the terms of this Agreement on the same basis as the terms apply to Licensee; and

9. Any Third Party Contractor must sign a copy of this Addendum acknowledging that it has a copy of the License Agreement and agrees to the terms herein, further Licensee shall provide a signed copy of this addendum for every Third Party contractor to which it has granted permission to access and/or use the licensed software;

The rights granted under Third-Party Contractor Addendum, do not modify the license or increase the number of licenses granted under this Agreement. Third-Party Contractor acknowledges acceptance by signing below, and providing a copy to Azteca Systems at contracts@cityworks.com.

_____

Third Party Contractor Name (Print)

By: _____
　　　　Authorized Signature
Date: _____