

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 19, 2013

By approving the following:

2. ***That the City in accordance with corporate purchasing policy enter into an agreement with CSDC Systems to proceed with the acquisition of additional licensing for existing AMANDA user groups for the proprietary software of the AMANDA system at a total amount of \$355,000 (excluding taxes); and***

3 AUTOMATION UPGRADES AND ENHANCEMENTS AMANDA COMPUTER SYSTEM BUILDING STANDARDS DEPARTMENT

1) That the recommendation contained in the following report of the Commissioner of Planning and the Director of Building Standards, dated November 4, 2013, be approved subject to amending recommendation 5 to read as follows:

5. That upon completion of the version upgrade, and as a part of the corporate continuous improvement process, staff bring back a report for Council consideration regarding the future planning and development process improvements and further process automation across departments that take into account other vendors and their systems to meet their future business plan objectives; and

- 2) That the presentation by the Director of Building Standards entitled “Automation Upgrades and Enhancements”, Amanda Computer System, Building Standards Department”, dated November 4, 2013, be received.

The Commissioner of Planning and the Director of Building Standards, in consultation with the Acting Commissioner of Finance & City Treasurer, the Director of Development Finance and Investments, the Commissioner of Strategic and Corporate Services and the Chief Information Officer, Information and Technology Management, recommend:

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3. That the above amounts plus the applicable taxes and administration recovery fee be funded from approved capital project BS-1003-11 AMANADA Upgrades;
4. That the annual operating budget be adjusted to reflect the new annual license fee requirements expected to increase to \$115,565 from the current annual fee of \$56,265. This fee will be recovered 94% through the Building Standards Reserve based on the City's OBC Activity Based Costing Model with a net impact on the Operating Budget of \$3,600; and
5. That upon completion of the version upgrade, and as a part of the corporate continuous improvement process, staff bring back a report for Council consideration regarding the future planning and development process improvements and further process automation across departments to meet their business plan objectives.

Contribution to Sustainability

The upgrades to AMANDA along with mobile devices will help create the capacity for staff to access data remotely, which is expected to reduce number of trips. In addition, the upgrades are expected to result in reduced paper consumption as a result of electronic circulation and commenting mechanisms.

Economic Impact

The amounts outlined below were allocated for in the Building Standards Capital Project # BS-1003-11 which was approved in the 2011 Budget. The capital funds for this project will be taken from the Building reserve.

		Approved Budget
BS-1003-11 Amanda Upgrade		695,250.0
Less: Expenses/Commitments to		(25,481.30)
Current Funds Remaining		669,768.70
Sole Source Agreement:		
Upgrad	187,250.0	
Licensin	355,000.0	
	<u>542,250.0</u>	
HST (1.76%)	9,543.6	
Admin. Recovery	16,553.8	
Total Agreement Costs:		568,347.41
Funds Remaining:		101,421.29

The yearly operating budget will be required to be adjusted to reflect the new annual licensing fee requirements. This fee is expected to increase to \$115,565 from the current yearly fee of \$56,265. This fee will be 94% recovered through the Building Standards reserve based on the City's OBC Activity Based Costing Model with a next impact on the operating budget of 3.6 K.

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Communications Plan

In June of 2013, as a deliverable in the AMANDA 6 upgrade project, the Building Standards Department in collaboration with the Information & Technology Management Department and CSDC systems completed a series of department workshops to facilitate the creation of an assessment for all departments who currently use or have access to the AMANDA application. The objective of these workshops was:

1. To review and assess the current state of the enterprise use of the AMANDA system including duplication of processes, paper based processes, master data management, governance, support, and enterprise integrations.
2. To assess the requirements to upgrade the AMANDA System.
3. To assess how the business requirements of departments can be addressed through the use of AMANDA going forward.

A link to the detailed report of the 2013 CSDC AMANDA Corporate Assessment will be posted to the City's intranet once it is received, along with the detailed Statement of Work for the AMANDA 6 upgrade. This assessment will serve as a foundation for future initiatives involving AMANDA integration across the corporation.

A copy of the AMANDA system upgrade Statement of Work has been circulated as an attachment to the current AMANDA 6 Upgrade Project Scope document for concurrence by all departments impacted.

Purpose

The purpose of this report is to request authority for staff to enter into an agreement with CSDC Systems for the acquisition of an AMANDA system upgrade, and licenses for proprietary software to implement the upgrade.

Background – Analysis and Options

The present Building Standards computer system "AMANDA" is a property based relational database developed by CSDC Systems of Mississauga. It is used by over 90+ Staff users in over 7 departments. AMANDA is widely used within numerous municipalities across Southern Ontario and the GTA/H including a number of similar sized municipalities. The AMANDA database was originally implemented at the City in 1999 as a part of the Y2K compliance project. It contains data converted from the late 1980's to present day.

The last update to this system was in 2007 and included both a minor application upgrade and customization to ensure that the City could meet the Ontario Building Code Legislation Bill124 compliance requirements which mandate specific turnaround times that must be tracked and adhered to throughout the building permit process. The current application version will no longer be supported by the vendor after December of 2013. As such, the City has begun the process to upgrade the AMANDA system to a supported, more current, and sustainable version.

In 2010, an assessment of the AMANDA system for the Building Standards department was completed and submitted to council to support a request for Capital Funding. This assessment detailed the need for an application upgrade, and the opportunities that the City would have going forward for the electronic submission of plans both at the counter and online through the use of the AMANDA Public Portal. This assessment also identified the opportunity for implementing a mobile solution to allow inspectors access to information and to update their inspection results while in the field.

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The report to council was received, and funding was awarded in the 2011 Budget process through Capital Project BS-1003-11 in the amount of \$695,250. In 2012, implementation was postponed in order to ensure cross departmental impacts and integration opportunities were fully explored as part of the upgrade. The 2012 Budget continued to make reference to the upgrade and implementation of automation in AMANDA this time including both the Vaughan Fire Prevention, and Development Finance and Investments departments.

In 2013, a more detailed assessment was completed looking at the AMANDA system from a corporate perspective. The assessment goals were as follows:

1. To determine the infrastructure required for both the AMANDA upgrade and future infrastructure requirements for the mobile workforce and Public Portal
2. Define the work effort for the migration of all existing customization and reporting within the AMANDA system
3. Departmental assessments to identify gaps and functional opportunities

This assessment included staff from Building Standards, Planning, Development Finance, Property Tax, Enforcement Services, Engineering Services, Fire Prevention, and the City Clerk's Office (Committee of Adjustment, Licensing, and Vital Statistics).

The assessment itemized those areas within the City departments where AMANDA functionality can be leveraged for automation and collaboration purposes. This includes the merging of the City's 2 AMANDA instances by bringing the Licensing AMANDA database structure into the Building Standards Database. The assessment provided a proposed roadmap for the next 5+ years on how AMANDA may be:

1. Leveraged across the corporation and to members of the Public
2. Areas where automation may be implemented
3. Potential impact on support requirements
4. Any dependencies that might exist

The technical workshops completed as a part of this assessment allowed for the creation of a detailed Statement of Work for the AMANDA 6 Upgrade project. The Statement of Work which has been presented for consideration as Attachment A includes the AMANDA Upgrade, and the creation of new functionality to meet the Business Plan Objectives for the Development Finance & Investments Department, and on boarding of Committee of Adjustment information into AMANDA to eliminate the duplication of work that currently exists. This Statement of Work also includes the training of Staff and AMANDA Administrators.

The total cost for services to complete this Statement of Work is \$187,250. This is a fixed price contract, with a deliverable based payment schedule to ensure that we are able to meet proposed deadlines for go live (See Attachment 1.).

The AMANDA Back Office Module and licensing estimate that is being presented as part of this staff recommendation includes the following:

1. **AMANDA LDAP module** to allow for Single sign on and to eliminate the need for double login.
2. **AMANDA Conditions module** to allow for staff to add conditions to permits, fees, development charges, Letter of Credit, Committee of Adjustment applications, inspections, etc.

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3. **AMANDA Electronic Markup Management** to allow for staff to scan and electronically mark up all plans reducing or eliminating the need for duplication and circulation of paper copies.
4. **AMANDA Enterprise Security Module** to ensure security measures on data and documents is defined and audit trails are tracked
5. **AMANDA Public Portal Module** for public access to view permit status, submit inspection requests, and complete electronic plans submission
6. **AMANDA Mobile Licensing Module** and user licenses for inspections staff to have access to AMANDA related information while offsite
7. **Additional User licensing** to address the additional users who will be logging into AMANDA

The total cost to the City for licensing is \$296,500 (See Attachment 2). The annual maintenance fees for these licenses will be \$59,300 in addition to the current annual maintenance fees paid yearly of \$ 56,265.

This initiative is consistent with the themes outlined in the October 7, 2013 Public Service Renewal report presented to the Finance and Administration Committee. For example: the proposed upgrade responds to requests from staff and the development industry stakeholders for system upgrades to increase the efficiency of the development process.

Relationship to Vaughan Vision 20/20 Strategic Plan

This report is consistent with the following initiatives set forth in the Vaughan Vision 20/20 Strategic Plan:

SERVICE EXCELLENCE

- 1) *Demonstrate Excellence in Service Delivery* through automation of Financial Securities (Letter of Credit and Cash deposits) and Development Charges, and preparation for the delivery of electronic plans submission. Increase efficiency of staff through implementation of a Mobile Workforce Module.
- 2) *Promote Community Safety, Health & Wellness* through the provision of critical information to all city staff who must attend inspections and complaints.
- 3) *Lead and Promote Environmental Sustainability* through reduction of paper circulation for calculation of development charges, and use of electronic plans circulation and markup.

ORGANIZATIONAL EXCELLENCE

- 1) *Ensure a High Performing Organization* through the use of a corporate application to share, track and manage information across multiple departments.
- 2) *Ensure Financial Sustainability* via the upgrade of a large mission critical application which processes in excess of hundreds of millions and has in some cases processed over a billion dollars annually in Building permits.

STAFF EXCELLENCE

- 1) *Support the Professional Development of Staff* through training initiatives designed to teach the foundations of the application along with industry best practices.

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Regional Implications

The software including the public portal could eventually as part of its implementation allow Regional staff to view permit status.

Conclusion

The department's current system AMANDA Version 4.3 has reached the end of its life cycle and will no longer be improved or supported by the vendor after December 31, 2013. It has been replaced with a browser based version of the application (AMANDA 6) which takes advantage of several new technology features. The AMANDA 6 technology will position the city to empower staff to work offsite completing inspections by enabling staff to update directly into the AMANDA system while offsite. It will also position the city to offer the public access to view permit status, submit requests for inspections, and complete electronic plans submissions in the future, which has been a common request from customers including development industry representatives. The system will reduce reliance on paper based systems thus increasing efficiency of processes and creating time savings.

The Corporation requires CSDC systems to complete the upgrade of this system including the definition of new infrastructure requirements, completion of the database and application server upgrade, migration of existing customization, and creation of all new functionality for the Development Charges, Letter of Credit, and Committee of Adjustment. The AMANDA system is proprietary software of CSDC Systems and they are the only vendor who can provide the software licensing and services for this upgrade. As such a sole source agreement is justified and is recommended by Staff.

The funding for this initiative was approved in the 2011 budget and will be taken from the Building capital reserve. At this time, staff request permission to proceed with the use of that funding.

Attachments

1. CSDC Statement of Work AMANDA 6
2. CSDC AMANDA Modules and Back Office Licenses

Report Prepared By:

Deyra Mavrides, System Analyst Project Leader, Information & Technology Management
Leo Grellette, Director Building Standards

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

AUTOMATION UPGRADES AND ENHANCEMENTS AMANDA COMPUTER SYSTEM BUILDING STANDARDS DEPT

Finance and Administration Committee – November 4, 2013

Leo Grellette, Director Building Standards

**C 3
COMMUNICATION
F & A : November 4, 2013
ITEM : 3**



Report Recommendations

1. That the City in accordance with corporate purchasing policy 05.2.06 Section 9.2 enter into a sole source agreement with CSDC Systems for the upgrade of the Building Standards AMANDA system from version 4.3 to version 6 at a total cost of \$187,250 (excluding taxes);
2. That the City in accordance with corporate purchasing policy enter into an agreement with CSDC Systems to proceed with the acquisition of additional licensing for the proprietary software of the AMANDA system at a total amount of \$355,000 (excluding taxes);
3. That the above amounts plus the applicable taxes and administration recovery fee be funded from approved capital project BS-1003-11 AMANDA Upgrades;



Report Recommendations

4. That the annual operating budget be adjusted to reflect the new annual license fee requirements expected to increase to \$115,565 from the current annual fee of \$56,265. This fee will be recovered 94% through the Building Standards Reserve based on the City's OBC Activity Based Costing Model with a net impact on the Operating Budget of \$3,600; and
5. That upon completion of the version upgrade, and as a part of the corporate continuous improvement process, staff bring back a report for Council consideration regarding the future planning and development process improvements and further process automation across departments to meet their business plan objectives.



The AMANDA System: A Mission Critical City Building Tool

- AMANDA is a property based application developed by CSDC Systems of Mississauga
- AMANDA is used widely throughout the Municipal sector in Southern Ontario
- AMANDA is a mission critical City building and revenue generating application, managing billion dollars in transactions for Building Standards, which incorporates the following core functions:
 - Building and Engineering Permits (lot grading, pool)
 - Inspections (Building, Vaughan Fire and Rescue, Engineering, By-Law and Compliance)
 - Building Orders and Compliance Letters
 - Committee of Adjustment and Business License comments
 - Information pertaining to Development Charges and Letters of Credit



The AMANDA System: Urgent Need For Upgrade

- City currently has two separate AMANDA Systems, one for Building Standards and a second for Licensing
- Currently accessed by over 90 staff users in seven departments
- Last upgrade to this system was a minor upgrade in 2007
- The current version of this application is at end of support lifecycle with CSDC. The City must quickly upgrade this system to a supported, more current, and sustainable version.
- New version of AMANDA has several new technology features which support Public Service Renewal and will position the City for automation and collaboration between departments, enable a mobile workforce, and provide opportunity for enhanced service delivery through a public portal.



The AMANDA System Upgrade - Project Objectives

Upgrade AMANDA System

- i. System is at end of lifecycle, and this needs to be done
- ii. Invest for business transformation
- iii. Public Service Renewal; Provide a foundation for continuous improvement
- iv. Eliminate existing manual processes

Prepare for the Future; Completion of a Roadmap to include

- i. Migration of existing Licensing into a single AMANDA system
- ii. Mobile workforce for inspection and field staff
- iii. Public Portal to provide better customer service
- iv. Functional opportunities for integration of other departments and agencies



The AMANDA System - Deliverables

- Upgraded Building Standards AMANDA System
- On Boarding of new departments:
 - i. Development Finance: Eliminate existing manual processes for Development Charges and Letters of Credit
 - ii. Committee of Adjustment: Implementation of Committee of Adjustment Folders to enable collaboration and automation of processes
- Creation of AMANDA Roadmap
 - i. Training modules for staff



The AMANDA System - Stakeholders Consulted As Part Of Upgrade

External Stakeholders

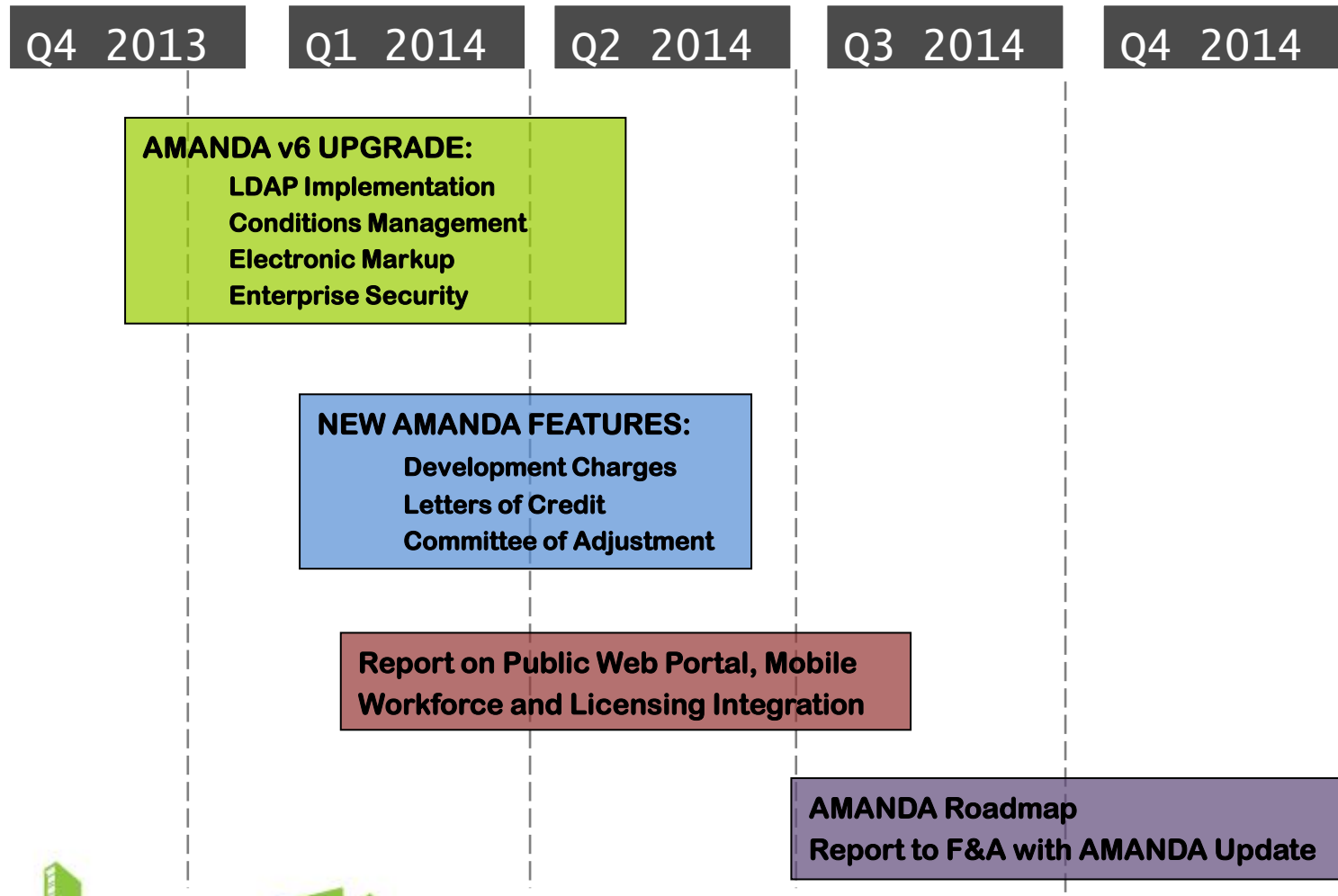
- CSDC Systems
- Development Industry (BILD York Chapter)
- Other Municipalities

Internal Stakeholders

- Building Standards
- Finance
- Committee of Adjustment
- ITM
- Engineering
- Vaughan Fire and Rescue
- By-Law and Compliance Licensing



The AMANDA Project – Milestones



The AMANDA System - Economic Impact

- **One Time Fee:**

- i. Consulting services from CSDC for completion of upgrade and the on boarding of new departments at a total cost of \$187,250
- ii. Additional licensing and modules for the AMANDA System total in the amount of \$355,000

Funding for this initiative was approved in the 2011 Budget and are currently allocated in the Building Standards Capital Project # BS-1003-11

- **Ongoing Operational Fees:**

New annual license fee requirements expected to increase to \$115,565 from the current yearly fee of \$56,265. This fee will be recovered 94% through the Building Standards Reserve based on the City's OBC Activity Based Costing Model with a net impact of \$3,600 on the tax based Operating Budget.



The AMANDA System - Economic Summary

	Approved budget
BS-1003-11 Amanda Upgrade	695,250.00
Less: Expenses/Commitments to date	(25,481.30)
Current Funds Remaining	669,768.70
Sole Source Agreement	
Upgrade:	187,250.00
Licensing:	355,000.00
	<hr/>
	542,250.00
HST (1.76%)	9,546.60
Admin Recovery	16,553.81
Total Agreement Cost	568,347.41
Funds Remaining for Additional Upgrades When Needed	101,421.29



The AMANDA System - Next steps

- Council approval of recommendations
- Completion of upgrade and enhancements in Q1-Q2 2014
- Return to Finance and Administration Committee with AMANDA Roadmap update in Q3-Q4 2014



The AMANDA System – Future Opportunities

Future potential initiatives include:

- Mobile Workforce
- Public Portal
- On Boarding of Licensing into new AMANDA
- Automation of existing business processes across departments including: Vaughan Fire and Rescue, By Law and Compliance, Office of the City Clerk, Engineering, and Finance
- Planning / Building Standards link



Questions



FINANCE AND ADMINISTRATION COMMITTEE - NOVEMBER 4, 2013

AUTOMATION UPGRADES AND ENHANCEMENTS AMANDA COMPUTER SYSTEM BUILDING STANDARDS DEPARTMENT

Recommendation

The Commissioner of Planning and the Director of Building Standards, in consultation with the Acting Commissioner of Finance & City Treasurer, the Director of Development Finance and Investments, the Commissioner of Strategic and Corporate Services and the Chief Information Officer, Information and Technology Management, recommend:

1. That the city in accordance with corporate purchasing policy 05.2.06 Section 9.2 enter into a sole source agreement with CSDC Systems for the upgrade of the Building Standards AMANDA system from version 4.3 to version 6 at a total cost of \$187,250 (excluding taxes);
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Communications Plan

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1. To review and assess the current state of the enterprise use of the AMANDA system including duplication of processes, paper based processes, master data management, governance, support, and enterprise integrations.
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Purpose

The purpose of this report is to request authority for staff to enter into an agreement with CSDC Systems for the acquisition of an AMANDA system upgrade, and licenses for proprietary software to implement the upgrade.

Background – Analysis and Options

The present Building Standards computer system “AMANDA” is a property based relational database developed by CSDC Systems of Mississauga. It is used by over 90+ Staff users in over 7 departments. AMANDA is widely used within numerous municipalities across Southern Ontario and the GTAH including a number of similar sized municipalities. The AMANDA database was originally implemented at the City in 1999 as a part of the Y2K compliance project. It contains data converted from the late 1980's to present day.

The last update to this system was in 2007 and included both a minor application upgrade and customization to ensure that the City could meet the Ontario Building Code Legislation Bill124 compliance requirements which mandate specific turnaround times that must be tracked and adhered to throughout the building permit process. The current application version will no longer be supported by the vendor after December of 2013. As such, the City has begun the process to upgrade the AMANDA system to a supported, more current, and sustainable version.

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1. Leveraged across the corporation and to members of the Public
2. Areas where automation may be implemented
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4. Any dependencies that might exist

The technical workshops completed as a part of this assessment allowed for the creation of a detailed Statement of Work for the AMANDA 6 Upgrade project. The Statement of Work which has been presented for consideration as Attachment A includes the AMANDA Upgrade, and the creation of new functionality to meet the Business Plan Objectives for the Development Finance & Investments Department, and on boarding of Committee of Adjustment information into AMANDA to eliminate the duplication of work that currently exists. This Statement of Work also includes the training of Staff and AMANDA Administrators.

The total cost for services to complete this Statement of Work is \$187,250. This is a fixed price contract, with a deliverable based payment schedule to ensure that we are able to meet proposed deadlines for go live (See Attachment 1.).

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This initiative is consistent with the themes outlined in the October 7, 2013 Public Service Renewal report presented to the Finance and Administration Committee. For example: the

proposed upgrade responds to requests from staff and the development industry stakeholders for system upgrades to increase the efficiency of the development process.

Relationship to Vaughan Vision 20/20 Strategic Plan

This report is consistent with the following initiatives set forth in the Vaughan Vision 20/20 Strategic Plan:

SERVICE EXCELLENCE

- 1) *Demonstrate Excellence in Service Delivery* through automation of Financial Securities (Letter of Credit and Cash deposits) and Development Charges, and preparation for the delivery of electronic plans submission. Increase efficiency of staff through implementation of a Mobile Workforce Module.
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ORGANIZATIONAL EXCELLENCE

- 1) *Ensure a High Performing Organization* through the use of a corporate application to share, track and manage information across multiple departments.
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STAFF EXCELLENCE

- 1) *Support the Professional Development of Staff* through training initiatives designed to teach the foundations of the application along with industry best practices.

Regional Implications

The software including the public portal could eventually as part of its implementation allow Regional staff to view permit status.

Conclusion

The department's current system AMANDA Version 4.3 has reached the end of its life cycle and will no longer be improved or supported by the vendor after December 31, 2013. It has been replaced with a browser based version of the application (AMANDA 6) which takes advantage of several new technology features. The AMANDA 6 technology will position the city to empower staff to work offsite completing inspections by enabling staff to update directly into the AMANDA system while offsite. It will also position the city to offer the public access to view permit status, submit requests for inspections, and complete electronic plans submissions in the future, which has been a common request from customers including development industry representatives. The system will reduce reliance on paper based systems thus increasing efficiency of processes and creating time savings.

The Corporation requires CSDC systems to complete the upgrade of this system including the definition of new infrastructure requirements, completion of the database and application server upgrade, migration of existing customization, and creation of all new functionality for the Development Charges, Letter of Credit, and Committee of Adjustment. The AMANDA system is proprietary software of CSDC Systems and they are the only vendor who can provide the software licensing and services for this upgrade. As such a sole source agreement is justified and is recommended by Staff.

The funding for this initiative was approved in the 2011 budget and will be taken from the Building capital reserve. At this time, staff request permission to proceed with the use of that funding.

Attachments

1. CSDC Statement of Work AMANDA 6
2. CSDC AMANDA Modules and Back Office Licenses

Report Prepared By:

Deyra Mavrides, System Analyst Project Leader, Information & Technology Management
Leo Grellette, Director Building Standards

Respectfully Submitted,

John Mackenzie
Commissioner of Planning

Leo Grellette
Director, Building Standards

Statement of Work for

City of Vaughan, Ontario
Building Department

Building Department AMANDA Upgrade and Implementation

September 13th, 2013

Praveen Srinivasan
Manager – Solution Sales
Email: p.srinivasan@csdcsystems.com
Ph: 647-501-2114

Statement of Work
AMANDA Phase-1 Implementation

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Statement of Work
AMANDA Phase-1 Implementation

1 Introduction

We, CSDC Systems Inc. ("CSDC") are pleased to have been invited to present the Statement of work for the AMANDA upgrade from version 4 to version 6 and also implementation and automation of additional business processes within AMANDA for the Building Department at the City of Vaughan ("City", "Client" or "You").

The proposed AMANDA Solution and related modules shall allow the City to standardize and streamline common elements such as: application intake, reviews, fees processing, and document generation, development charges, Conditions Management, Letter of Credit and allow the Building department to automate their business processes and workflows seamlessly across a common platform – AMANDA.

CSDC shall provide the required AMANDA software and associated professional services for the development, installation, integration, data conversion, implementation, training, testing (system and user acceptance testing) and cut-over to testing environment, to satisfy the requirements outlined in this document.

1.1 Background

The City of Vaughan has been using AMANDA in the Building Department for many years now, delivering building permits to their stakeholders. The City has recently recognized that AMANDA can be leveraged in other departments to create a greater return on investment overall and to create a seamless end-to-end business processes automation.

As a result CSDC conducted a business and technical assessment in the month of July, 2013 with the City to assess, estimate and provide a road map to upgrade the current AMANDA client server (A4) application to the latest web based AMANDA 6 release and also provide a phased implementation of additional AMANDA modules to the building and other departments across the city.

This Statement of Work is a proposed Phase-1 implementation of a larger AMANDA implementation plan across all departments in the City. Phase-1 will focus on the following components

1. Upgrade from A4 to A6 for the building department's instance of AMANDA.
2. Workflow automation of the following processes in AMANDA
 - a. Development charges and
 - b. Committee of Adjustments
3. Installation and configuration of additional AMANDA modules that include
 - a. Conditions Management
 - b. Electronic Markup Management (EMMA)

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- c. LDAP
- d. Enterprise Security
 - i. Audit and
 - ii. Row-Level Security (RLS)

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2 Scope of Work

- The following sections provide further details on the activities, deliverables and responsibilities related to the implementation of the services to be provided as part of this Phase 1 Statement of Work.

2.1 AMANDA 4 (A4) to AMANDA 6 (A6) Upgrade

- Table 1 below is a summary of tasks to be performed for the upgrade along with deliverables and responsibilities.

Table 1

Deliverable	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none">• AMANDA upgraded to A6 on Development/Staging environments.• Datawindow customization migrated to custom JSP/resource bundle in A6.• Reconfigured batch scheduler jobs in A6.• Five new batch scheduler jobs in A6.• Five Infomaker reports converted to Crystal Reports.• Fully functional A6 environment on Development/Staging.• Integration AMANDA-LDAP environment.• Workstation Deployment	<ul style="list-style-type: none">• Setup and configuration of development, staging and production for all app server environments according to CSDC recommendations. City will have WebSphere installed on the 3 environments.• Export data from Oracle 9i to 11gR2.• In Conjunction with CSDC, City resources will perform all tasks in the production environment including deploying A6 on WebSphere application server, executing scripts on AMANDA database, moving custom JSP/Resource bundle configuration to production, moving batch scheduler jobs from staging to production.• The City will have the responsibility of providing the resources for the operational support of the production Websphere, Oracle 11g database• Support CSDC resource during upgrade on Development/Staging environments.	<ul style="list-style-type: none">• In Conjunction with the City resources, CSDC resources will perform all tasks in the Development/Staging environment and assist in the production environment, including deploying A6 on WebSphere application server, executing scripts on AMANDA database, moving custom JSP/Resource bundle configuration to production, moving batch scheduler jobs from staging to production.• Train City resource on AMANDA deployment as part of the implementation.• Run AMANDA upgrade scripts on the Development/Staging databases. Train City resource on execution of scripts as part of the implementation.• Configure Development/Staging AMANDA application to connect to respective databases.

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	<ul style="list-style-type: none"> • Connect new environments to existing storage appliances for Building standards KIP. • Document Amanda 6.0 Solution Architecture. • Integration with other corporate application systems. • Resources will write test cases and conduct user acceptance testing (UAT). • Follow and implement the steps provided in the AMANDA-LDAP manual and configure City of Vaughan Active Directory for the integration. • Thin & Rich Client Install along with any required plug-ins / dependencies 	<ul style="list-style-type: none"> • Convert DataWindow customization to supported custom JSP/Resource bundle features. For a list of supported features in A6, please refer to the Assessment report document. • Convert “send” and “save” path for reports and merge documents as required. • Reconfigure existing Batch jobs. • Unit Testing of AMANDA 6 applications on Development/Staging environments. • Provide assistance to city resources for UAT. • Provide guidance to city resources on the setup of production environment and tasks involved in upgrading to A6. • Create AMANDA users that will map to the city’s user profile in Active Directory and perform test to ensure the integration works seamlessly. • Will also provide manual with instructions on integrating AMANDA with LDAP (AD). • Provide documentation on workstation install guidelines for both Thin & Rich Clients
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2.2 Committee of Adjustment

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none"> Fully configured folder types for Committee of Adjustment <ol style="list-style-type: none"> Minor Variance Consent Three merge document/reports configured for CoA. Two batch scheduler jobs configured for CoA. Training for Train-the-Trainers 	<ul style="list-style-type: none"> Assign knowledgeable staff with expertise in the current processes and systems. Staff should actively participate in requirements elicitation and gathering sessions and provide all the necessary information to the Analyst. Assign staff with decision-making authority to make timely decisions during analysis sessions Resources will write test cases and conduct user acceptance testing (UAT). Participate in Train-the-Trainer training. Trainer to train end users. Migrate CoA folder configuration from staging to Production. 	<ul style="list-style-type: none"> Requirements elicitation and gathering for Minor Variance AND Consent folder types and all related components including workflows, processes, reports/merge (3) documents and batch (2) jobs. Configuration of Minor Variance and Consent Folder types and related components (see point above). Unit Testing of CoA folder types. Train-the-Trainer (5) on CoA folders. Provide assistance to city resources for UAT.

2.3 Development Charges (DC)

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none"> Fully configured DC folder type that will be a child folder to Building Permit folder type. Building Folder enhanced to automatically calculate DC where applicable. Building Folder enhanced to accept credits. Building folder enhanced to enforce DC's are paid prior to issuance. Fully configured Admin folder type to manage DC. 	<ul style="list-style-type: none"> Assign knowledgeable staff with expertise in the current processes and systems. Staff should actively participate in requirements elicitation and gathering sessions and provide all the necessary information to the Analyst. Assign staff with decision-making authority to make timely decisions during analysis sessions Staff will write test cases and conduct user 	<ul style="list-style-type: none"> Requirements elicitation and gathering for DC and process automation with Building permits. Configuration of DC foldertype and admin foldertype to manage DC's. Enhance building permit foldertype to create DC folder where possible and enforce business processes. Testing of DC and Building Permit

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<ul style="list-style-type: none"> • Five merge document/reports configured for DC's. • Training for Train-the-Trainers 	<ul style="list-style-type: none"> • acceptance testing (UAT). • Participate in Train-the-Trainer training. • Trainer to train end users. • Migrate DC folder configuration and Building Permit configuration enhancement from staging to Production. 	<ul style="list-style-type: none"> • folders. • Train-the-Trainer (5) on the DC and building permit folders. • Provide assistance to city resources for UAT.
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2.4 Letter of Credit (LC)

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none"> • Fully configured LC folder types that will be child folder of Permits. • Five (5) merge document/reports configured for CoA. • Training for Train-the-Trainers. 	<ul style="list-style-type: none"> • Assign knowledgeable staff with expertise in the current processes and systems. Staff should actively participate in requirements elicitation and gathering sessions and provide all the necessary information to the Analyst. • Assign staff with decision-making authority to make timely decisions during analysis sessions • Resources will write test cases and conduct user acceptance testing (UAT). • Participate in Train-the-Trainer training. • Trainer to train end users. • Migrate LC and Permit folder configuration from staging to Production. 	<ul style="list-style-type: none"> • Requirements elicitation and gathering for LC folder types and all related components including workflows, processes, five (5) reports/merge documents. • Configuration of LC and Permit folders and related components (see point above). • Unit Testing of LC and Permit folder types. • Train-the-Trainer (5) on LC and Permit folders. • Provide assistance to city resources for UAT. • Extract data from current excel sheet into the AMANDA 6 database

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2.5 Conditions Management (CM)

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none">• Conditions Management Module configuration.• Train-the-Trainers on Conditions Management module.	<ul style="list-style-type: none">• Assist CSDC resources in the setup of module.• Participate in Train-the-Trainer training.• Trainer to train end users.	<ul style="list-style-type: none">• Setup of Conditions Management module.• Train-the-Trainer (5) on the Conditions Management module.

2.6 Enterprise Markup Management (EMMA)

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none">• Configured EMMA.• Train-the-Trainers on EMMA.	<ul style="list-style-type: none">• Assist CSDC resources in the setup of module.• Participate in Train-the-Trainer training.• Trainer to train end users.	<ul style="list-style-type: none">• Setup of EMMA.• Train-the-Trainer (5) on EMMA.

2.7 Enterprise Security (ES)

Deliverables	City Responsibility	CSDC Responsibility
<ul style="list-style-type: none">• Configured Audit and Row Level Security.• Train-the-Trainers on Audit and Row Level Security.	<ul style="list-style-type: none">• Assist CSDC resources in the setup of modules.• Participate in Train-the-Trainer training.• Trainer to train end users.	<ul style="list-style-type: none">• Setup of Audit and Row Level Security.• Train-the-Trainer (5) on Audit and Row Level Security.

2.8 Merge Documents/ Reports

- As part of this Scope of Work, CSDC through the AMANDA application shall conduct analysis, design and configuration of a total of eighteen (18) merge documents/reports. The breakdown of the reports is as follows
 - a. 5 Infomaker to crystal reports as part of the A6 upgrade.
 - b. 3 Merge document/Reports for CoA.

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- c. 5 Merge document/Reports for DC.
- d. 5 Merge document/Reports for LC.
- CSDC will provide AMANDA specific Crystal reports training to City staff. Prerequisite for this training is that staff should have knowledge of Crystal reports.

2.9 Data Load

- The AMANDA 4 database will be upgraded to AMANDA 6 and therefore there will be no need for any data conversion or migration of the AMANDA database.
- Data currently stored in Excel for Letter of Credit (LoC) will be loaded into the AMANDA 6 application.

2.10 Batch Routines

- As part of this project, CSDC shall develop five (5) batch routines and reconfigure existing batch jobs in A4 to work in A6.

2.11 Training

- CSDC will provide product/module specific, train-the-trainer, and administration training sessions to City staff. The proposed training includes:

Training Course	Description	# Days
AMANDA Product Orientation	Includes AMANDA Overview, Conditions, EMMA, Letter of Credit, Multi-Merge and other AMANDA essentials.	1
AMANDA Admin Training	Includes AMANDA Administrative training, to configure AMANDA post CSDC's turn-key Implementation, for ongoing maintenance of the solution	2
AMANDA Merge Documents/Reports Training	Includes merge documents and reports analysis and configuration	2
AMANDA Train the Trainer Training	Includes training for City trainers to prepare them for broader end user training.	3

2.12 User Acceptance Testing

- City Staff will be responsible for writing test cases and the UAT. CSDC has estimated ten (10) days for assisting city staff on UAT.

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2.13 Go Live, Transition and Support

- The Go-Live, Transition and Support activities involve rolling the full solution into production, and also ensuring a proper transition and handover from CSDC to the City staff. This is initiated by CSDC conducting a readiness assessment to ensure the infrastructure, application, data, and business rules are ready for the cutover to production. CSDC shall prepare a transition plan that outlines how the solution is to be handed over to City staff for regular operations.
- Post go-live support by CSDC staff is also included in this task to stabilize the system. Project transition activities and final handover of the system will mark the end of the initial project. CSDC has budgeted two (2) days for Go-Live and Transition, and another three (3) days for post-go live support.

2.14 Project Management

- CSDC shall provide ongoing project management support and services to manage and oversee the successful implementation of the project.

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3 Implementation Approach & Timelines

CSDC has a proven methodology, AMANDA Implementation Methodology (AIM), for implementing AMANDA in complex, multi-stakeholder, public sector projects. The defining aspect of AIM is that it recognizes the unique characteristics and objectives of each project and the challenges of the business environment of each organization, department or agency.

3.1 Implementation Approach

The following outlines our approach for this engagement:

3.1.1 Phase 1 – Prepare

The prepare phase is designed to set the foundation for the subsequent phases.

This phase includes detailed project planning, client resource planning, project management and hardware and software infrastructure preparation. Initial Project kick-off meetings are held during this phase to officially begin the project and present the project schedule and objectives to all interested parties.

CSDC then leads and conducts Modeling Readiness tasks, which include collecting and reviewing any additional documentation of current and future business processes, verifying the operation of the current system and conducting demos of the AMANDA system.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Project Kick-Off	<ul style="list-style-type: none">▪ Conduct Project Kick-Off▪ Refine and finalize project plan▪ Develop roles and responsibilities matrix for CSDC and City▪ Develop risk register	<ul style="list-style-type: none">▪ Assign project manager▪ Participate in Project Kick-Off meeting▪ Participate in development of detailed project plan, risk register, and roles and responsibility matrix
Software Delivery & Installation	<ul style="list-style-type: none">▪ Installation of AMANDA software modules and licenses▪ Training of City staff on installation and server configuration procedures	<ul style="list-style-type: none">▪ Setup and configuration of City or hosted environments▪ Participate in training for installation of third-party software and AMANDA software▪ Provide a local City-managed infrastructure for the AMANDA Development and Test/Train installations

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Activity	CSDC Responsibilities	City Responsibilities
Business Modeling Readiness	<ul style="list-style-type: none"> Review Business Process Reengineering (BPR) documentation for future state 	<ul style="list-style-type: none"> Provide BPR documentation

Key Deliverables from this phase are:

- Project Plan, roles and responsibilities matrix and risk register
- Installed AMANDA software in a City-specified environment

3.1.2 Phase 2 – Modeling & Prototype

The Modeling & Prototype task establishes the foundational design and base configurations for AMANDA Folders.

CSDC conducts Product Orientation Training to familiarize City staff with the AMANDA system.

CSDC shall lead AMANDA Modeling Sessions to establish a baseline for the AMANDA Folders and business processes. CSDC facilitates workshops designed to identify business process improvement opportunities based on best practices. City staff shall actively participate in the modeling sessions to achieve consensus regarding functions, features, data organization and Folder components for each Folder / program area. CSDC prepares the Prototype Folders based on the interactive business modeling and documents for each of the identified program areas. CSDC prepares Business Modeling Documentation to capture key high-level solution design for AMANDA.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Product Orientation	<ul style="list-style-type: none"> Introduce project team to AMANDA application and related modules 	<ul style="list-style-type: none"> Participate in Product Orientation sessions
Business Modeling	<ul style="list-style-type: none"> Conduct Modeling sessions with customer SMEs Review existing Development Agreement Folder setup Verify systems and processes to be integrated with AMANDA 	<ul style="list-style-type: none"> Participate in Modeling sessions Provide input and feedback during the sessions Review and approve the Modeling document after participating in the Prototype Folders review sessions

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Activity	CSDC Responsibilities	City Responsibilities
Prototype	<ul style="list-style-type: none"> Conduct Folder configuration to generate Prototype folders for all Folders Conduct Prototype Folder review sessions 	<ul style="list-style-type: none"> Participate in Prototype Folder review sessions Provide input and feedback to refine Prototype Folders

Key Deliverables from this phase are:

- Business Modeling Document
- Prototype Session

3.1.3 Phase 3 – Fit/Gap Analysis

In this task, the prototype folders are discussed and business details analyzed to identify functional gaps with AMANDA, should there be any. This task also includes detailed fit/gap analysis of Folders, Output Documents, Interfaces and Batch Routines.

CSDC leads and organizes sessions for business fit analysis, using the prototype folders, resulting in detailed fit/gap requirements formalized in the Design and Analysis (DnA) document. The fit/gap requirements shall be based on the detailed business requirements identified in the RFP, business modeling sessions and the Prototypes. The DnA document includes the definition of all business functions describing data management and workflows related to the business programs. The DnA document is finalized through a review and revision process during this task.

CSDC will work with City staff to define requirements for the identified integrations. An integration analysis workshop for each integration effort is anticipated. Prior to each integration workshop, City will provide CSDC with materials to review of the current state of the integrations and applications. The integration analysis identifies the details of the interface functionality including the interface system, type, inbound/outbound, and frequency. Integration requirement specifications will be developed from these workshops and will be finalized through a review and revision process.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Product Orientation	<ul style="list-style-type: none"> Introduce project team to AMANDA application and related modules 	<ul style="list-style-type: none"> Participate in Product Orientation sessions
Folder Business Analysis	<ul style="list-style-type: none"> Conduct fit/gap analysis for existing Development Agreement Folder Conduct analysis for Letter of Credit, Street Names, Landscaping & Sod Folders including data, workflow, fees, and batch routines 	<ul style="list-style-type: none"> Assign knowledgeable staff with expertise in the current processes and systems. Assign staff with decision-making authority to make timely decisions during analysis sessions Demonstrate existing systems, integrations and workflows

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Activity	CSDC Responsibilities	City Responsibilities
	<ul style="list-style-type: none"> Prepare and deliver Design and Analysis (DnA) document. 	<ul style="list-style-type: none"> Review and Sign off DnA document
Output Documents Analysis	<ul style="list-style-type: none"> Conduct output documents analysis including documents, reports, forms etc. Prepare and deliver output documents requirements 	<ul style="list-style-type: none"> Participate in output document analysis sessions Review and approve requirements

Key Deliverables from this phase are:

- DnA Document include Folders, Output Documents, Data Migration & Batch Routine requirements

3.1.4 Phase 4 – Build & Configure

The Build & Configure phase is based on the requirements approved from the Fit/Gap Analysis task. The primary objectives of this phase are to setup and configure the AMANDA Folders, business rules, output documents and batch routines.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Folder Configuration	<ul style="list-style-type: none"> Setup and configure all Folders including Batch Routines 	<ul style="list-style-type: none"> Participate in iterative reviews of Folders, data , workflow, and batch routines
Output Documents Configuration	<ul style="list-style-type: none"> Setup and configure all Output Documents including documents & reports 	<ul style="list-style-type: none"> Participate in Output Documents configuration for additional documents
Data Migration	<ul style="list-style-type: none"> Write Scripts to move Data from City's existing Access and Excel database into the AMANDA database 	<ul style="list-style-type: none"> Assist in unit testing of migrated database
Report Migration	<ul style="list-style-type: none"> Convert 5 reports from PowerBuilder to Crystal Reports CSDC would train City resources in integrating a Crystal Report with Amanda CSDC would assist the City resources in converting 3 Reports from PowerBuilder to crystal as part of the training 	<ul style="list-style-type: none"> City will provide resources that have experience in Crystal Reports development to participate in the Training City to migrate all remaining reports that are required to be migrated from PowerBuilder to Crystal Reports

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Key Deliverables from this task are:

- Configured Folders including all data, business rules and batch routines
- Configured Output Documents
- Migrated AMANDA Database
- Converted 5 Crystal Reports

3.1.5 Phase 5 – Train & Test

The configured AMANDA system is delivered to City, tested and staff are trained during this task. Test cases are developed in this task and the system is run through testing cycles to execute User Acceptance Test (UAT) and Full System Test.

Upon completion of the Phase 4 – Build & Configure, CSDC's Quality Assurance Group will system test the entire AMANDA Solution in preparation for delivery to City. The AMANDA delivery will be accomplished as follows:

- City will develop an AMANDA User Acceptance Test (UAT) Plan for the system. CSDC will review this Test Plan and provide comments back to City.
- CSDC will test the AMANDA Solution prior to delivery to City for UAT. Defects will be tracked in CSDC's Defect tracking system. The objective is to ensure the components work together as specified prior to delivery to City

CSDC will prepare and train City staff to operate and test every function of the AMANDA solution. The objective of the training is to transfer knowledge of the AMANDA solution to City staff. This approach ensures that City staff has the knowledge and ability to support their AMANDA users after go live. CSDC will support the City during the user acceptance testing as they setup, manage and test the AMANDA solution.

CSDC will provide Train-the-Trainer sessions to City staff. This training will aid in the preparation of the City training team to conduct broader user training to the remainder of the City staff.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Product/Module Training	<ul style="list-style-type: none">▪ Module specific administration and end-user training.	<ul style="list-style-type: none">▪ Participate in training
Train the Trainer	<ul style="list-style-type: none">▪ Training to prepare City trainer to conduct broader AMANDA User Training for the remainder of staff.	<ul style="list-style-type: none">▪ Assign City trainers to participate▪ Develop user training manuals as required
User Acceptance Test Training	<ul style="list-style-type: none">▪ Training to prepare users for user acceptance testing (UAT)	<ul style="list-style-type: none">▪ Participate in training

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Activity	CSDC Responsibilities	City Responsibilities
Unit & System Testing	<ul style="list-style-type: none"> Conduct unit and system test in CSDC environment 	<ul style="list-style-type: none"> Conduct Unit & System Testing in City environment Conduct performance and security testing

Key Deliverables from this task are:

- Delivery of Product/Module and Train-the-Trainer Training
- Full AMANDA Solution configured to meet City requirements, tested and ready for Production implementation.

3.1.6 Phase 6 – Go Live & Transition

The Go-Live, Transition and Support activities involve rolling the full solution into production also known and ensuring a proper transition and handover of the solution is conducted from CSDC to City. This is initiated by CSDC conducting a Go Live Readiness Assessment to ensure the infrastructure, application, data, and business rules are ready for the cutover to production. CSDC shall prepare a transition plan that outlines how the solution is to be handed over to City staff for regular operations.

Post go-live support by CSDC staff is also included in this task to stabilize the system.

The following table delineates the activities as well as the responsibilities of CSDC and City:

Activity	CSDC Responsibilities	City Responsibilities
Go Live Readiness Assessment	<ul style="list-style-type: none"> Conduct Go Live Readiness Assessment for infrastructure, application, data and business rules. Provide support during production environment installation and configuration Work in conjunction with City resources to create disaster recovery documentation 	<ul style="list-style-type: none"> Conduct Go-Live Readiness Assessment related to staff, equipment, training manuals Prepare core production environment and infrastructure for go-live Conduct installation to Production Environment in hosted environment Conduct final full system test in production hosted environment Work in conjunction with CSDC resources to create disaster recovery documentation
Go-Live	<ul style="list-style-type: none"> Facilitate final verification before system is activated 	<ul style="list-style-type: none"> Participate in final verification

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Activity	CSDC Responsibilities	City Responsibilities
Post Go-Live Support & Transition	<ul style="list-style-type: none"> ▪ Support production users post go-live ▪ Address Go-Live issues ▪ Ensure proper transition and handover from CSDC to City Staff. 	<ul style="list-style-type: none"> ▪ Support production users post go-live ▪ Participate in transition and handover activities

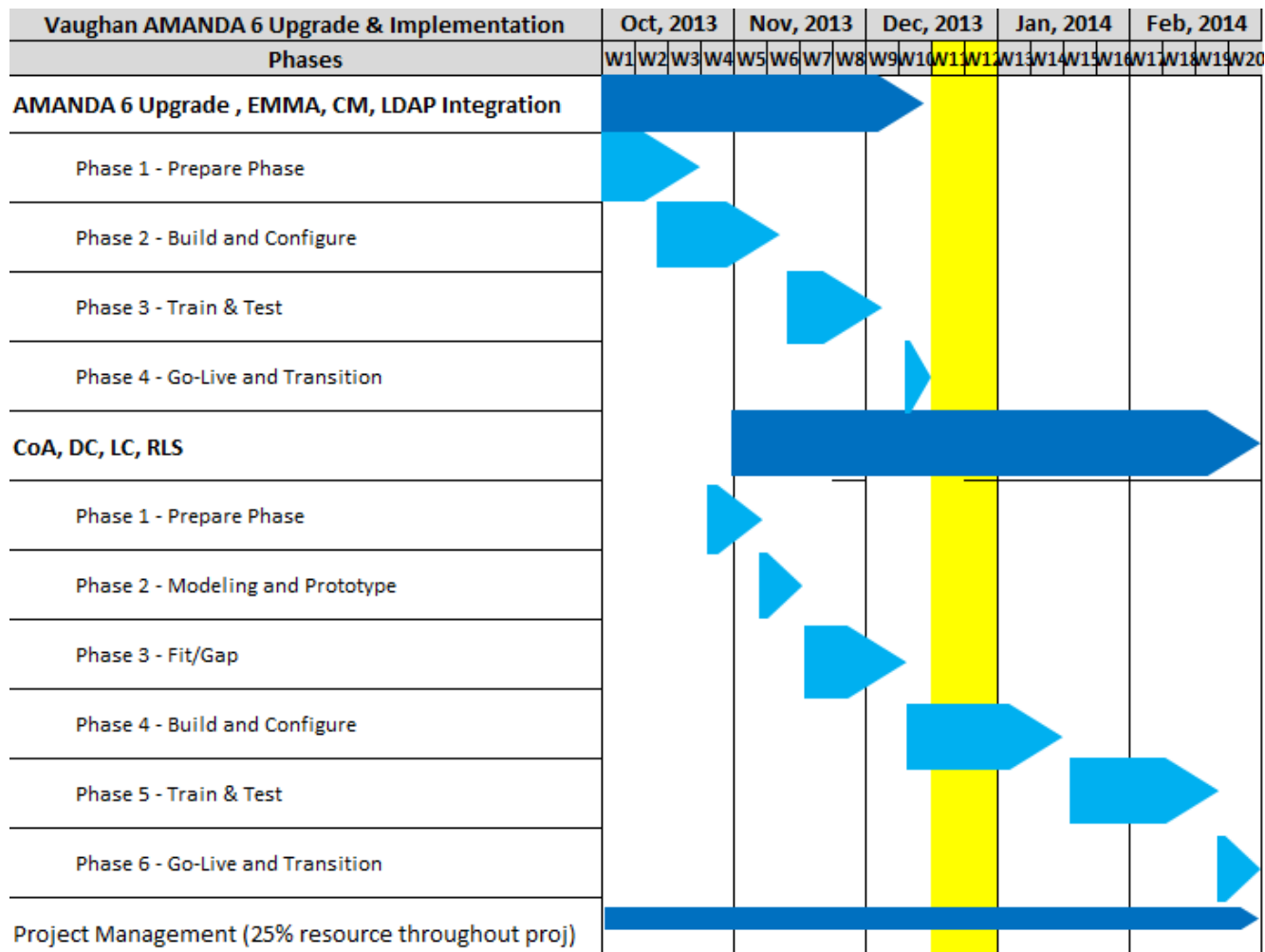
Key Deliverables from this task are:

- Go Live Readiness Checklist
- Go Live –System rolled into production

3.2 Implementation Timeline

The implementation timeline provided below is a tentative plan to deliver the services outlined as part of the SoW. During the kick off and planning stage, CSDC and the City will discuss and mutually agree upon on a Project Plan.

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4 Pricing

Our fees are based on the software costs and professional services effort required by our professionals to deliver the services and deliverables as identified in this Statement of Work.

Based on the nature and complexity of this engagement, CSDC is estimating fees for this engagement to be **\$187,250.00 CDN**. The fees are based on a significant discount due to our continued partnership and commitment to the City of Vaughan.

The fees are based on CSDC providing onsite and offsite services. The fees are inclusive of any travel, lodging, meals and miscellaneous expenses that may be incurred during onsite visits.

4.1 Total Project Cost Summary

The pricing in the following table provides the total project costs summary:

Description	Fees
Services & Training	\$232,500
Subtotal	\$232,500
Discount on Services	\$45,250
Total	\$187,250

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4.2 Services & Training Pricing

Implementation Services	Cost to City of Vaughan
Project Management	\$31,250
AMANDA A4 to A6 Upgrade	\$57,600
Deploy AMANDA on development/Staging application server + Database upgrade + Assisting the city to deploy in production	
5 Info Maker Reports Conversion to Crystal Reports	
LDAP integration and redefinition of Roles and Permissions	
Script to Update the reference of Documents from ODA to SAN	
Batch Jobs Re-Definition + 5 New Batch Jobs	
UAT Assistance	
Post Go-Live Support	
2 days of AMANDA Admin Training	
3 days of Train the Trainer	
Committee of Adjustment (Development / Staging / Assisting the City to Deploy in Production)	\$24,000
Analysis and Configuration of Folder	
Three (3) Merge Document/Report Analysis and Configuration	
Two (2) Batch Scheduler Analysis and Configuration	
Unit Testing of Configuration	
Train The Trainer	
Development Charges (Development / Staging / Assisting the City to Deploy in Production)	\$36,000
Analysis and Configuration of DC Folder and admin Folder	

**Statement of Work
AMANDA Phase-1 Implementation**

Enhancement of Building Permit folder for DC calculations	
Five (5) Merge Document/Report Analysis and Configuration	
Unit Testing of Configuration	
Train The Trainer	
Letter of Credit (Development / Staging / Assisting the City to Deploy in Production)	\$24,000
Analysis and Configuration of Folder	
Five (5) Merge Document/Report Analysis and Configuration	
Unit Testing of Configuration	
Train The Trainer	
Loading LC data from Excel into AMANDA	
Conditions Management (Development / Staging / Assisting the City to Deploy in Production)	\$6,000
Setup CM Module.	
Train-the-Trainers on CM module.	
EMMA (Development / Staging / Assisting the City to Deploy in Production)	\$6,000
Setup EMMA.	
Train-the-Trainers on EMMA.	
Enterprise Security (Development / Staging / Assisting the City to Deploy in Production)	\$2,400
Setup Audit and Row Level Security.	
Train-the-Trainers on Audit and Row Level Security.	
Total—Implementation Services	\$187,250

**Statement of Work
AMANDA Phase-1 Implementation**

4.3 Payment Milestone Matrix

The below Payment Milestone Matrix will be followed by CSDC to Invoice the City for the Software & Services provided as part of this engagement

PROFESSIONAL SERVICES	
Milestone	Price
Contract Signature	\$20,000
Project Kick Off and Project Plan Acceptance	\$5,000
AMANDA 6 Upgrade UAT Sign Off	\$24,000
Folder DnA (Design and Analysis) Documentation	\$24,000
CoA UAT Sign off	\$24,000
LC UAT Sign off	\$29,000
DC UAT Sign off	\$29,000
CM Train the Trainer Sign off	\$6,000
EMMA Train the Trainer Sign off	\$6,000
ES Train the Trainer Sign off	\$2,400
Go-Live	\$8,925
90 Days Go-Live & Closure	\$8,925
Total	\$187,250.00

Statement of Work
AMANDA Phase-1 Implementation

5 Assumptions

The following assumptions have been used to finalize the scope of work and fixed price. These project assumptions are based on scoping analysis and current knowledge. If any assumptions are invalidated at a later date, then the project managers will discuss the impact to the Scope of Work, implementation timelines, resources and pricing, and the Change Order Process may be followed.

5.1 General

1. The City shall be responsible for procuring and installing the necessary hardware required for this project.
2. CSDC is not responsible for providing any third party software (RDBMS, WEB software, J2EE Server Software, etc.) that is be required to run any type of environment (Production, Development, Testing, Training, etc.) unless otherwise specified.
3. CSDC has prepared these estimates of charges for services under the assumption that the city of Vaughan's Building department staff will be available for interviews, discussions, meetings and those business experts who have extensive knowledge of City's policies and procedures will participate actively in project activities.
4. CSDC expects to provide our services as a combination of onsite at the City's Location and offsite at our Mississauga location.
5. Activities and costs presented in this SOW are based on continuous execution without material interruption. Estimates and fees are for work performed by CSDC resources. Customer resource efforts are not assumed for the purposes of deliverable costing
6. The City is responsible for creating any policies, procedures or other documentation specific to operation of the solution except the other documentation described in this SOW as being prepared by CSDC.
7. The City's subject matter experts will be available as required to participate in the project and will have the authority to make configuration, application configuration and integration decisions in a timely manner, but no later than two (2) business days.
8. The City's production environments will be established and tested prior to the start of UAT.
9. The City will be responsible for test planning, test case development and execution of test cases for user acceptance testing.
10. The City will supply the appropriate working infrastructure for CSDC consultants and contractors working at the City of Vaughan.
11. The City will use standard Microsoft Office applications. CSDC will maintain the project schedule using Microsoft Project.
12. The City and CSDC project managers and management will meet at least weekly to review project status of deliverables and schedule, issues and risks.
13. The City will use reasonable efforts not requiring out-of pocket expenditures to assist in the resolution of issues between or among third parties (other than Affiliates, contractors and employees of CSDC) that may delay and/or are materially delaying or hindering progress on the project.
14. CSDC will provide standard Training material; City will be responsible for documenting their AMANDA Standard Operating Procedures.
15. City staff will perform all tasks on the Production environment with assistance from CSDC.
16. CSDC will work on a Time and Material basis to provide the support required by the City on AMANDA Configuration changes made by the city post Go-Live.

Statement of Work
AMANDA Phase-1 Implementation

17. Also, if there are issues that are encountered due to the production environmental changes, CSDC will work on a Time and Material basis to provide the support required.
18. CSDC provides warranty on the AMANDA product as part of the maintenance contract.

5.2 Testing

1. City shall be responsible for developing a user acceptance and full system test plan in accordance with the agreed upon requirements and specifications. The City shall be responsible for ensuring that the test plan is suitable for management, end-users of the system and computer operations. The City is responsible for reviewing the test plan and test data specifications for completeness and accuracy. The City is responsible for obtaining sufficient test data to enable comprehensive testing to confirm the system meets all the documented requirements.

5.3 Training, Change Management and Communication

1. CSDC has provided turn-key pricing for the training. CSDC pricing is based on active City staff participation to help prepare and conduct the required training sessions. City trainers will be responsible to train end users prior and after go live.
2. City will provide all training facilities including any necessary logistics support for class schedules, meeting rooms, training rooms, training workstations, and any other necessary training supplies. Printing and replication cost for training materials will be borne by City.
3. All onsite training sessions shall be conducted at the City's Offices at 2141 Major Mackenzie Drive, Vaughan.
4. In all cases, CSDC recommends no more than five (5) attendees for any training session and one (1) workstation for each attendee.
5. CSDC will provide train-the-trainer training to functional leads and City will be responsible for end user training.
6. City technical staff that will be responsible for output documents, data conversion, and integrations shall possess the required skills and experience. CSDC does not anticipate training City technical staff in the following areas:
 - Oracle PL/SQL ; Database Functions, Procedures
 - JSP, XML; Microsoft Excel
 - Windows environment and infrastructure
 - VMware
 - General Crystal Reports
7. City is fully responsible for all people change management, including any departmental, public or City level communication necessary to facilitate the solution's implementation.
8. The project will rely on City representatives and core team members to communicate and align their respective executive stakeholders for whom they represent.

Statement of Work
AMANDA Phase-1 Implementation

9. Standard product reference manual will be made available by CSDC. Any custom manuals required by the City will be dealt through a change control process.

5.4 Pricing

1. CSDC has used a discounted daily rate of \$1200/day for this Project.
2. For Change orders, the rate will be \$1320/day.
3. The pricing for the Professional services does include expenses.
4. The discount provided on the software pricing is valid until September 30th, 2013
5. The discount provided on the services pricing is valid until September 30th, 2013

Statement of Work
AMANDA Phase-1 Implementation

6 Payment Terms & Sign-off Agreement

6.1 Payment Terms


The Client must pay for Invoices within thirty (30) days of receipt of a CSDC invoice unless CSDC is notified of an issue within five (5) business days of invoice receipt. Interest is charged at 1.5% per month on overdue accounts.

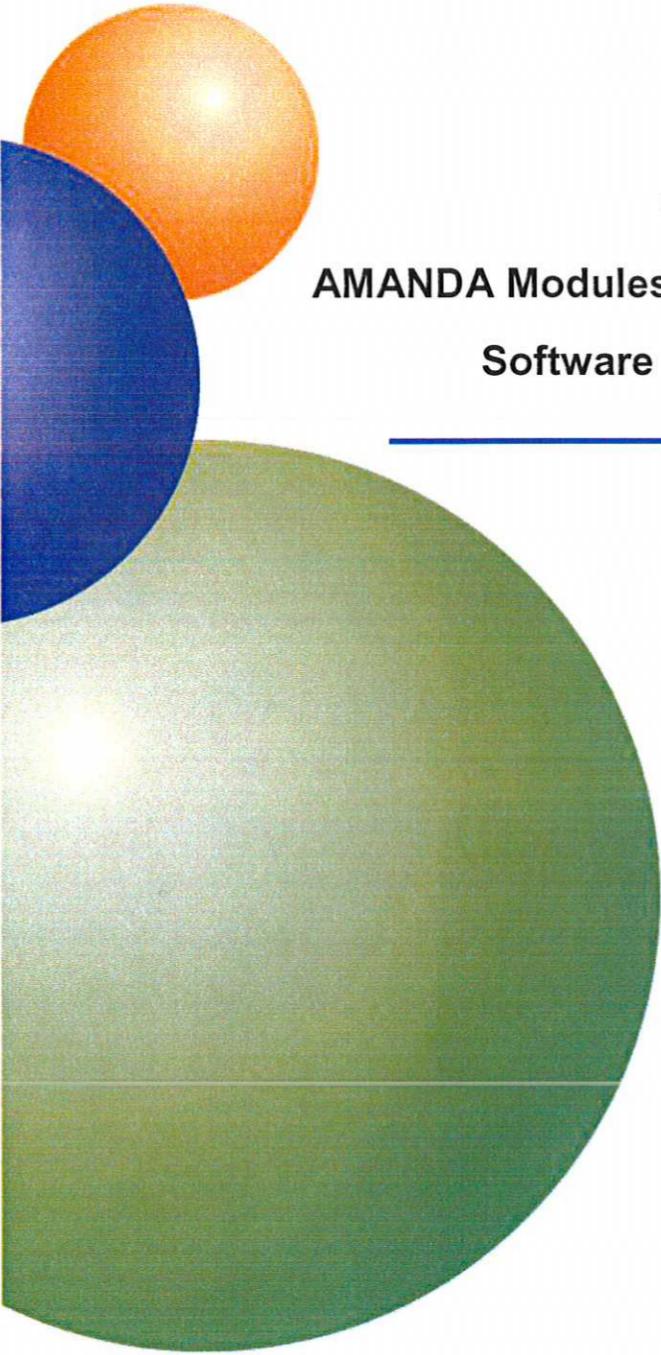
6.2 Validity, Currency and Shipping

The above provided prices and quotation details are subject to change without notice prior to CSDC receiving a signed quotation. All quoted prices are in CDN dollars and are valid until September 30th, 2013. Applicable Taxes are extra. All shipping is FOB Mississauga, ON

6.3 Proposal / Statement of Work Approval

The Client understands and agrees with the terms and conditions mentioned in this document. Also, by sending a Purchase Order to CSDC, The Client would accept all terms and conditions outlined in this quotation.

	
By : Name: Title : Date: The Corporation of the City of Vaughan	Praveen Srinivasan Manager- Solution Sales CSDC Systems Inc.



Cost Proposal
AMANDA Modules, Back-Office Licenses & Mobile
Software to the Building Division

Prepared by CSDC Systems Inc. for the:
City of Vaughan



Praveen Srinivasan
1-888-661-1933 Ext. 159
p.srinivasan@csdcsystems.com



CSDC
ENTERPRISE SOLUTIONS

LICENSING
GRANTS
COURTS & JUSTICE
PERMITTING & COMPLIANCE
FREEDOM OF INFORMATION

COVER LETTER

On behalf of CSDC Systems Inc., I would like to extend our sincere thanks to the City of Vaughan for giving us the opportunity to present our discounted pricing model for our AMANDA Solution, to meet the needs of your stakeholders. We recognize the importance of this project and its key objective – Upgrade of the City's AMANDA 4 version to AMANDA 6, and also the expansion of the AMANDA product platform as an enterprise system, meeting the needs of all business units through a phased approach of Implementation.

CSDC Systems recognizes the financial constraints of governments at all levels and particularly at the municipal level. As such, through this document CSDC has provided a heavily discounted pricing model for the back-office modules, additional back-office user licenses and mobile server and named user licenses, required by the Building division, within the City of Vaughan.

The CSDC Systems pricing has been aggressively discounted in order to support the City of Vaughan in realizing significant value for its taxpayers. This combination of the comprehensive AMANDA software solution with an aggressive enterprise pricing will provide the City with a winning solution for many years to come.

By purchasing the AMANDA modules through the discounted pricing option, CSDC would be providing the city with a cost savings of over **\$70,000 CDN**.

Additionally, as per our discussed commitment to the City of Vaughan, CSDC will honor the Enterprise wide Back-Office pricing for an additional **\$348,000** with an Enterprise Annual Maintenance of **\$128,900** if purchased on or before Feb 28th 2014. If the City purchases the Enterprise Wide Back-Office pricing, after Feb 28th 2014, the enterprise pricing needs to be determined at that time.

Thank you for the opportunity to submit this pricing, and we look forward to a continued partnership with the City of Vaughan. Should you have any questions or require further clarification with respect to this proposal please free to contact me at 1-888-661-1933, ext. 159, by mobile at 647-501-2114, or by email at p.srinivasan@csdcsystems.com

Sincerely,



Praveen Srinivasan
Manager, Solution Sales
CSDC Systems Inc.

EXECUTIVE SUMMARY

The City of Vaughan and CSDC Systems have had a resilient business relationship for many years, and CSDC's Commercial-Off-The-Shelf (COTS) solution AMANDA Version 4 is currently used by the City of Vaughan and several building and licensing department staff members already have training and knowledge of the AMANDA system, delivering hundreds of building permits and licenses to their citizens

As part of the City's strategic goal to provide higher service levels, optimize costs, and deliver several key business solutions to their citizens and stakeholders, the City of Vaughan recently invited CSDC Systems to conduct a business assessment to identify opportunities for improvement in the City's current use of the AMANDA System, and provide a roadmap would meet the future business objectives of the City.

Further to the AMANDA Upgrade & Business Assessment that was conducted with the City of Vaughan's departments, CSDC recognizes a strong synergy for the departments to collaborate and deliver a unified solution portfolio to their end-users through the consolidation of legacy applications currently used, and driving similar functionality through a more robust and scalable AMANDA platform.

We are sure and confident that this pricing would provide the cost-benefits to the City and encourage users across the enterprise to access all the modules within the AMANDA platform.

As part of the scope of this document, the following AMANDA Back-office concurrent licenses, AMANDA Mobile 6.0 Software & Named Inspector Licenses, and AMANDA Back-Office Modules will be delivered to the City of Vaughan:

AMANDA6 Back-Office Concurrent Licenses

- ❖ 15 additional AMANDA back-office concurrent licenses

AMANDA Mobile 6

- ❖ AMANDA Mobile 6.0 Software
- ❖ AMANDA Mobile 6.0 – 21 Inspector Named User License

AMANDA6 Back-Office Modules

- ❖ AMANDA LDAP Module
- ❖ AMANDA Conditions Management Module
- ❖ AMANDA Electronic Markup Management Application (EMMA) Module
 - EMMA Software Module
 - 11 Named User Licenses in Building
- ❖ AMANDA Security (Row-Level Security + Audit)
- ❖ AMANDA Public Portal II
 - Public Portal Production Server
 - User Registration Package
 - Payment Package
 - Public Search Package
 - Permit package
- ❖ AMANDA Executive Monitor
 - Executive Monitor Module
 - 10 Named User License

PRICING STRUCTURE

CSDC Systems Inc.
Quotation Number : #4355-2013
Pricing For: City of Vaughan
Submitted: September 12th , 2013

TOTAL SOFTWARE / LICENSE COST SUMMARY

Description	Total Software / License Costs to the City of Vaughan	Total Annual Maintenance to the City of Vaughan
Enterprise AMANDA Back-office modules	\$220,000	\$44,000
AMANDA 15 back-office concurrent user licenses	\$30,000	\$6,000
AMANDA Mobile Server + 21 Named Mobile Inspector License	\$46,500	\$9,300
Total	\$296,500	\$59,300

PROPOSED AMANDA BACK-OFFICE SOFTWARE MODULES PRICING

AMANDA License/ Software Module	Unit Price to Vaughan*	#Units / Licenses	Total Cost to Vaughan*	Total Annual Maintenance to City of Vaughan*
AMANDA LDAP Module	\$10,000	1	\$10,000	\$2,000
AMANDA Conditions Management Module	\$10,000	1	\$10,000	\$2,000
AMANDA Electronic Markup Management (EMMA) Software	\$15,000	1	\$15,000	\$3,000
AMANDA EMMA Named User License of 11 Users in Building Department	\$500	11	\$5,500	\$1,100
AMANDA Security (Row Level Security + Audit) – 70 Back-office concurrent user licenses	\$350	70	\$24,500	\$4,900
AMANDA Public Portal II Portal Production Server User Registration Package Permit Package Payment Package	\$130,000	1	\$130,000	\$26,000

Public Search Package				
AMANDA Executive Monitor	\$15,000	1	\$15,000	\$3,000
AMANDA Executive Monitor – 10 Named User License	\$1,000	10	\$10,000	\$2,000
Total			\$220,000	\$44,000

AMANDA BACK-OFFICE USER LICENSES

Description of AMANDA Software / Licenses	Unit Cost to City of Vaughan	# Units / Licenses	Total Cost to City of Vaughan	Annual Maintenance to the City of Vaughan
AMANDA 15 Concurrent User Licenses	\$2,000	15	\$30,000	\$6,000
Total Cost			\$30,000	\$6,000

AMANDA MOBILE 6 SOFTWARE & NAMED INSPECTOR LICENSE

Description of AMANDA Software / Licenses	Unit Cost to City of Vaughan	# Units / Licenses	Total Cost to City of Vaughan	Annual Maintenance to the City of Vaughan
AMANDA Mobile Server Module	\$15,000	1	\$15,000	\$3,000
21 Building Inspector Named User License	\$1,500	21	\$31,500	\$6,300
Total Cost			\$46,500	\$9,300

PRICING NOTES & ASSUMPTIONS

Pricing Notes and Assumptions

The discounted module and back-office license and mobile software module pricing to the City of Vaughan are based on the expectation that the Purchase Order and this Signed Quotation document will be returned to CSDC by September 27th 2013.

PAYMENT TERMS & SIGN-OFF AGREEMENT

PAYMENT TERMS

CSDC will deliver the back-office licenses and software modules to the City of Vaughan within 48 hours of receiving the Purchase Order. An invoice for our software fees shall be submitted, upon the delivery of the software to the CSDC FTP site designated for the City of Vaughan.

Maintenance for the concurrent licenses is due immediately upon delivery of the license on the FTP site assigned to the City. Whereas the AMANDA back-office module maintenance is due either 30 days after go-live of the module implementation, or a maximum of 12 months after delivery of the modules, whichever comes earlier. CSDC will pro-rate the maintenance costs as pertinent, based on the City of Vaughan's current maintenance cycle.


The Client must pay for Invoices within thirty (30) days of receipt of a CSDC invoice unless CSDC is notified of an issue within five (5) business days of invoice receipt. Interest is charged at 1.5% per month on overdue accounts.

VALIDITY, CURRENCY AND SHIPPING

The above provided prices and quotation details are subject to change without notice prior to CSDC receiving a signed quotation. All quoted prices are in CDN dollars and are valid until September 27th, 2013. Applicable Taxes are extra. All shipping is FOB Mississauga, ON

PROPOSAL / QUOTATION APPROVAL

The City of Vaughan understands and agrees with the terms and conditions mentioned in this document. Also, by sending a Purchase Order to CSDC, The Client would accept all terms and conditions outlined in this quotation.

	
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By : Name: Title : Date: The Corporation of the City of Vaughan	Praveen Srinivasan Manager- Solution Sales CSDC Systems Inc.
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