



Menlo Park Fire Protection District

170 Middlefield Road • Menlo Park, CA 94025 • Tel: 650-688-8400 • Fax: 650-323-9129

Website: www.menlofire.org • Email: mpfd@menlofire.org

FINANCE COMMITTEE MEETING

August 6, 2019 at 4:00 PM
170 Middlefield Road, Menlo Park
1st Floor Conference Room

*Director Kiraly ~ Director Bernstein
Resident Representative Sean Ballard*

MINUTES

ROLL CALL

PRESENT: Director Kiraly, Director Bernstein, and Resident Representative Sean Ballard

ABSENT: None

STAFF PRESENT: Fire Chief Harold Schapelhouman, Administrative Services Manager Kathleen Jackson, Fire Marshal Jon Johnston, and Clerk of the Board Michelle Kneier

CALL TO ORDER

Director Kiraly called the meeting to order at 4:03 p.m.

PUBLIC COMMENT #1

There were none.

REGULAR AGENDA

1. Review and Accept the Minutes of the July 2, 2019, Finance Committee Meeting

Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee approved the minutes of the July 2, 2019, meeting. (Vote: 2-0-0)

2. Review and Provide a Recommendation to the Board of Directors to Authorize the Administrative Services Manager to Transfer Funds from Debt Service Reserves and Call Remaining Menlo Park Fire Protection District Certificates of Participation Series 2009 A Bonds

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee recommends this item be forwarded to the Board for approval. (Vote: 2-0-0)

3. Consider, Discuss and Provide a Recommendation to the Board of Directors to Adopt a Resolution Authorizing the Fire Chief to Execute a Sole Source Contract with Avocette for Implementation and Completion of a Fire Permit Tracking System in an Amount Not to Exceed \$67,000

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee recommends this item be forwarded to the Board for approval.
(Vote: 2-0-0)

4. Discuss a Multi-Year Financial Model

Discussion ensued. The Committee directed staff to work on a multi-year financial model. Resident Representative Sean Ballard offered to work on developing a model.

PUBLIC COMMENT #2

There were none.

ADJOURNMENT

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee adjourned at 4:48 p.m. (Vote: 2-0-0)



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FINANCE COMMITTEE MEETING

July 2, 2019 at 4:00 PM
170 Middlefield Road, Menlo Park
1st Floor Conference Room

*Director Kiraly ~ Director Bernstein
Resident Representative Sean Ballard*

MINUTES

ROLL CALL

PRESENT: Director Kiraly, Director Bernstein, and Resident Representative Sean Ballard

ABSENT: None

STAFF PRESENT: Fire Chief Harold Schapelhouman, Administrative Services Manager Kathleen Jackson, and Clerk of the Board Michelle Kneier

CALL TO ORDER

Director Kiraly called the meeting to order at 4:03 p.m.

PUBLIC COMMENT #1

There were none.

REGULAR AGENDA

1. Review and Accept the Minutes of the June 4, 2019, Finance Committee Meeting

Director Bernstein reviewed and approved the minutes of the June 4, 2019, meeting.

2. Review and Accept the Treasurer's Report for the Month Ended May 31, 2019 (Unaudited)

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee accepted the report as presented. (Vote: 2-0-0)

3. Consider, Discuss and Provide a Recommendation to the Board of Directors to Approve the California Task Force 3 (CA-TF3) Urban Search & Rescue (US&R) Division Sole Source Purchase of Five Motorola Radios in an Amount Not to Exceed \$40,000

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee recommends this item be forwarded to the Board for consideration. (Vote: 2-0-0)

4. Consider, Discuss and Provide a Recommendation to the Board of Directors to Approve a Resolution Authorizing the Sole Source Purchase of a Long-Range Acoustical Device (LRAD) Used as a Community Wide Emergency Notification System Located at Fire Station 2 in East Palo Alto in an Amount Not to Exceed \$135,000

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee recommends this item be amended to include a use plan and forwarded to the Board in August for consideration. (Vote: 2-0-0)

5. Consider and Discuss Bid Proposal Costs for a Space Needs Assessment

Upon consensus, the Committee recommends this item be forwarded to the Board for consideration.

6. Consider, Discuss and Provide a Recommendation to the Board of Directors to Adopt a Resolution Authorizing the Fire Chief to Execute a Contract with McKim Corporation for Fire Station 2 Driveway Ramp Improvements in an Amount of \$96,861.28 and Establish a \$15,000 Budget Contingency for Unanticipated Change Orders

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee recommends this item be forwarded to the Board for consideration. (Vote: 2-0-0)

PUBLIC COMMENT #2

There were none.

ADJOURNMENT

Motion: Upon motion by Director Bernstein, seconded by Director Kiraly, and concurrence from Mr. Ballard, the Committee adjourned at 5:21 p.m. (Vote: 2-0-0)

MENLO PARK FIRE PROTECTION DISTRICT

STAFF REPORT

TO: Finance Committee

FROM: Administrative Services

MEETING DATE: August 6, 2019

PREPARED BY: Kathleen Jackson

APPROVED BY: Chief Schapelhouman

ITEM: REVIEW AND PROVIDE A RECOMMENDATION TO THE BOARD OF DIRECTORS TO AUTHORIZE THE ADMINISTRATIVE SERVICES MANAGER TO TRANSFER FUNDS FROM DEBT SERVICE RESERVES AND CALL REMAINING MENLO PARK FIRE PROTECTION DISTRICT CERTIFICATES OF PARTICIPATION SERIES 2009 A BONDS

RECOMMENDATION

It is recommended that the Finance Committee:

1. Accept the report as presented; and
2. Provide a recommendation to the Board of Directors to authorize the Administrative Services Manager to transfer funds from the Debt Service Reserves and call the remaining Menlo Park Fire Protection District (MPFPD) Certificates of Deposit (COPs) Series 2009 A.

BACKGROUND

On December 1, 2009, the District Board adopted a resolution, which authorized the issuance of lease financing of certain capital projects with the Public Property Financing Corporation of California (a nonprofit public benefit corporation). On behalf of the District, the Public Property Financing Corporation issued Certificates of Participation in the original principal amount of \$11,990,000, with a premium account of \$225,165 and bearing interest at 2-7%, On December 8, 2009, closing date of December 23, 2009.

The table below shows the initial issuance of the COPs Series A and Series B sources and uses:

Initial Issuance of Certificate of Participation		
	Series A	Series B
Sources of Funds:		
Principle Amount of Certificate	\$ 3,055,000	\$ 8,935,000
Original Issue Premium	225,165	-
Total Sources of Funds	\$ 3,280,165	\$ 8,935,000
Uses of Funds:		
Capital Improvement Projects	\$ 2,918,174	\$ 7,981,826
Reserve Fund	305,500	779,005
Cost of Issuance	32,051	102,689
Underwriter's Discount	24,440	71,480
Total Uses of Funds	\$ 3,280,165	\$ 8,935,000

The total principal amount of \$3,055,000 was issued under COP Series A. The interest earned and paid to bond holders for COP Series A is exempt from Federal income taxes.

The table below provides the original COP Series A debt amortization.

Debt Service Payment Schedule: COP Series A					
Payment Date	Coupon	Payment	Interest	Principal	Balance
2010-2015	2.00%-3.00%	\$ 1,628,615	\$ 653,615	\$ 975,000	\$ 2,080,000
2/1/2016	3.00%	\$ 48,050	\$ 48,050	\$ -	\$ 2,080,000
8/1/2016	3.00%	\$ 308,050	\$ 48,050	\$ 260,000	\$ 1,820,000
2/1/2017	4.00%	\$ 44,150	\$ 44,150	\$ -	\$ 1,820,000
8/1/2017	4.00%	\$ 314,150	\$ 44,150	\$ 270,000	\$ 1,550,000
2/1/2018	5.00%	\$ 38,750	\$ 38,750	\$ -	\$ 1,550,000
8/1/2018	5.00%	\$ 318,750	\$ 38,750	\$ 280,000	\$ 1,270,000
2/1/2019	5.00%	\$ 31,750	\$ 31,750	\$ -	\$ 1,270,000
8/1/2019	5.00%	\$ 326,750	\$ 31,750	\$ 295,000	\$ 975,000
2/1/2020	5.00%	\$ 24,375	\$ 24,375	\$ -	\$ 975,000
8/1/2020	5.00%	\$ 334,375	\$ 24,375	\$ 310,000	\$ 665,000
2/1/2021	5.00%	\$ 16,625	\$ 16,625	\$ -	\$ 665,000
8/1/2021	5.00%	\$ 341,625	\$ 16,625	\$ 325,000	\$ 340,000
2/1/2022	5.00%	\$ 8,500	\$ 8,500	\$ -	\$ 340,000
8/1/2022	5.00%	\$ 348,500	\$ 8,500	\$ 340,000	\$ -
Total		\$ 4,133,015	\$ 1,078,015	\$ 3,055,000	

Currently, the outstanding principal on the COPs Series A, is \$975,000 with a five percent coupon.

DISCUSSION

Pursuant to Section 3.01(a) of the Trust Agreement; The Certificates maturing on or before August 1, 2019, are not subject to optional prepayment prior to their respective stated maturities. The Certificates maturing on or after August 1, 2020, are subject to optional prepayment in whole or in part among maturities on a pro rata basis and by lot within a maturity, on any date on or after August 1, 2019, from prepayments of the Lease Payments made at the option of the District pursuant to Section 9.2 of the Lease, at a prepayment price equal to the principal amount to be prepaid together with accrued interest represented thereby to the date fixed or prepayment, without premium. Bonds may be redeemed prior to their maturity by the Trustee upon the written request of the District.

District Staff recommends calling the remaining 2009 COPs Series A Bonds, par value of \$975,000.

FISCAL IMPACT

Transfer approximately \$668,500 from the Debt Service Committed Reserve, and transfer approximately \$314,000 from the 2009 Series A Bonds Restricted Reserve held by the fiscal agent to call all outstanding 2009 Series A COPs plus accrued interest.

MENLO PARK FIRE PROTECTION DISTRICT

STAFF REPORT

TO: Finance Committee

FROM: Fire Prevention

MEETING DATE: August 6, 2019

PREPARED BY: FM Jon Johnston

APPROVED BY: Chief Schapelhouman

ITEM: CONSIDER, DISCUSS AND PROVIDE A RECOMMENDATION TO THE BOARD OF DIRECTORS TO ADOPT A RESOLUTION AUTHORIZING THE FIRE CHIEF TO EXECUTE A SOLE SOURCE CONTRACT WITH AVOCETTE FOR IMPLEMENTATION AND COMPLETION OF A FIRE PERMIT TRACKING SYSTEM IN AN AMOUNT NOT TO EXCEED \$67,000

RECOMMENDATION

It is recommended that the Finance Committee:

1. Accept the report as presented; and
2. Provide a recommendation to the Board of Directors to adopt a resolution authorizing the Fire Chief to execute a contract with Avocette for implementation and completion of Phase II of a permit tracking system.

BACKGROUND

In 2014, the Board approved funding for a new permit tracking system in order to streamline processes and maintain precise records on projects through all phases of construction (plan review to final inspection). Implementation of this system was to be conducted in multiple phases.

The staff report from December 2014, included a February 2010 Management Partners report, "Consolidated Fire Prevention Fees, Technology Evaluation and Performance Measurement Report," providing three recommendations for the Menlo Park Fire Protection District Fire Prevention Division.

- 1- Extend the use of TRAKiT to fire prevention bureau construction related activities.
- 2- Plan the implementation of mobile data devices for fire prevention activities.
- 3- Develop workload, efficiency and effectiveness measures for the fire prevention divisions in each agency to ensure that the operations are meeting the goals and objectives of the organization.

According to an audit of the Fire Prevention Bureau by Management Partners in August of 2009, “All customer jurisdictions, including the District, concur that the biggest issue regarding the permitting and inspection process is the lack of an automated permit tracking system. Such a system would streamline the process and provide quality control.”

“The lack of a sophisticated and automated permit tracking system is costing the bureau real dollars and the valuable time of limited human resources....”

DISCUSSION

Since the time of the Management Partners audit, the Fire Prevention Division partnered with County of San Mateo and completed the Phase I implementation of Accela, the District’s permit tracking program. Phase I is the beginning system for construction permits only, and has been very successful with implementation. After having success with Phase I, the Division is ready to move forward with Phase II in order to further expand the digital tracking system that would include annual occupancy permits, hazardous material permits, code enforcement cases, weed abatement and fire investigation.

San Mateo County has a sole contractor, Avocette, to implement and maintain Accela within their system; therefore, they will be conducting the Division’s buildout of Phase II. Avocette has completed seventy five percent (75%) of our Phase II buildout within San Mateo County until it was determined we needed to separate from the County. During the buildout of Phase II, San Mateo County has expressed that we are past their capabilities and they are slowing us down with buildout and implementation and recommended we separate to maintain our pace of growth and be able to implement all the features we need. To complete the remaining portion, we need to use Avocette who has built seventy five percent (75%) of our existing system. Using another vendor at this point would cause delays. Avocette has performed at a very high level, provided excellent customer service, and we would recommend them for completion of this project.

Accela is known for its enhanced capabilities and has proven its ability to meet our Division’s needs. With the implementation of Phase II, it will enhance the current system and bring the Division into further compliance with record availability, retention and transparency standards.

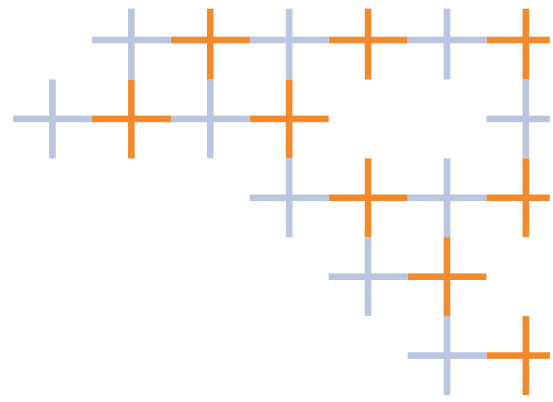
FISCAL IMPACT

Funding in the amount of \$200,000 was approved by the Board in FY2017/18 for the build out of the tracking program with San Mateo County. \$155,791.40 has been used to date. The remaining funds, \$44,208.60, have not been used due to the PO being secured with San Mateo County, and ended June 30, 2019 (fiscal year-end). The cost to complete Phase II is \$66,875. Staff may need to return at mid-year after a review and assessment to determine if an increase in funds are needed to complete the project, knowing the remaining funds for the project on the PO with San Mateo County were not used in FY18/19. The separation from San Mateo County was not anticipated and therefore, an increase in cost for the digital environment and changes is increasing the amount to complete. However, that slight increase in cost was able to be included in the FY19/20 budget line.

For Finance Staff: The source of funds will be the Licenses and Software (73310) and Permit Tracking System Maintenance (71530) budgets within the Fire Prevention Program (5000).

ATTACHMENT

A. Scope of Work - Avocette



Menlo Park Fire Department Enhanced Functionality Project Completion

STATEMENT OF WORK

CYNTHIA TOMEY

JUNE 5, 2019

Document History

Version	Issue Date	Updated By	Changes
0.1	June 5, 2019	Cynthia Tomey	Draft for project team review

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Purpose of Document

The purpose of this document is to define the objectives, scope, characteristics and structure of the completion of the MPFD Enhanced Implementation project. The statement of work is an agreement between all stakeholders as to how the project will be executed and completed.

Project Outline

Project Objectives

The Objective of the project is to complete the MPFD Enhanced Implementation project. Due to technical constraints the Enhanced Implementation project (Reference: County of San Mateo Resolution No. 075007 SR001) could not be completed with the current configuration. In order to complete the project Menlo Park Fire Department (MPFD) will be extracted from the SMCgov Agency and moved to its own SAAS licensing implementation. This project completion will be performed in two distinct phases:

1. MPFD Extraction
2. Enhanced Implementation Completion

Project Timeline

The term of the Project is planned for 6 months. This timeline is dependent on the scheduling of Accela resources.

Project Start Date: June 2019
Project End Date: December 2019

Phase	Stage	Approximate Dates
Phase 1 - MPFD Extraction	Stage 1 – Initiation and Preparation	June 10 th – 21 st
	Stage 2 – Agency Setup	June 24 th – July 12 th
	Stage 3 – SUPP Environment Setup	July 15 th – 26 th
	Stage 4 – TEST Environment Setup	July 29 th – August 9 th
	Stage 5 – User Acceptance Testing	August 12 th – September 6 th
	Stage 6 – Go Live	September 9 th – 16 th
Phase 2 - Enhanced Implementation Completion	Stage 1 – Initiation and Preparation	September 23 rd – 27 th
	Stage 2 - Analysis and Development	September 30 th – October 25 th
	Stage 3 – User Acceptance Testing	October 28 th – November 22 nd
	Stage 4 – Go Live	November 25 th – December 2 nd

The dates in the above table are approximate. Actual start dates of deliverables will be based on the project plan created in Stage 1 – Initiation and Preparation and will be adjusted based on the actual duration of previous and dependent stages/tasks. Resources will be assigned in accordance with the project plan and resource assignment will be adjusted based on the actual duration of previous and dependent stages/tasks.

Project Estimate

The Enhanced Functionality Completion project will be implemented as a Fixed Price contract based on a blended rate of \$125/hour and the following estimation. Deliverables will be invoiced on completion and signoff of deliverable acceptance.

Project Management will be billed monthly for the duration of the project.

Phase 1 - MPFD Extraction				
Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 1 – Initiation and Preparation	1	Create Project Plan	8	\$1,000
	2	Develop Migration Scope	10	\$1,250
	3	Create Migration Plan	20	\$2,500
Stage 2 – Agency Setup	4	Environment Setup	8	\$1,000
	5	Verify Environments	20	\$2,500
Stage 3 – SUPP Environment Setup	6	Implement Migration into SUPP	24	\$3,000
	7	Migration Testing	20	\$2,500
	8	Environment Verification	10	\$1,250
Stage 4 – TEST Environment Setup	9	Implement Migration into TEST	16	\$2,000
	10	Migration Testing	8	\$1,000
	11	Environment Verification	10	\$1,250
Stage 5 – User Acceptance Testing	12	Training and UAT Introduction	20	\$2,500
	13	Dry-Run of PROD Migration	8	\$1,000
	14	UAT	40	\$5,000
Stage 6 – Go Live	15	Prod Migration Plan	20	\$2,500
	16	Set Go-Live Date	8	\$1,000
	17	Go-Live	8	\$1,000
Phase 2 - Enhanced Implementation Completion				
Stage 1 – Initiation and Preparation	1	Create Project Plan	8	\$1,000
	2	Review Scope	8	\$1,000
Stage 2 - Analysis and Development	3	ACA Specifications, Setup and Deployment	54	\$6,750
	4	Payment Adaptor Specifications and Development	40	\$5,000
Stage 3 – User Acceptance Testing	5	Training and UAT Introduction	20	\$2,500
	6	UAT	40	\$5,000
Stage 4 – Go Live	7	Prod Migration Plan	16	\$2,000
	8	Set Go-Live Date	8	\$1,000
	9	Go-Live	8	\$1,000
Project Management and Oversight			75	\$9,375
TOTALS			535	\$66,875

Deliverables

For each stage of the project, a summary of the deliverables, responsibilities, effort and duration are provided.

Phase 1 – MPFD Extraction

Stage 1 – Initiation and preparation

Project Initiation is an opportunity to ensure the project starts in a well-organized, structured fashion while re-confirming the Menlo Park Fire Department and Avocette expectations regarding the implementation. The deliverables are comprised of project planning activities and environment preparation.

In conjunction with the Menlo Park Fire Department, Avocette will perform the following tasks:

- Finalize staffing for the project teams.
- Finalize and document formal deliverable acceptance criteria and signoff procedures, identify team members that will be responsible for signoff from the Menlo Park Fire Department and Avocette.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in collaboration with the Menlo Park Fire Department Project Manager).
- Update and further expand the Project Charter to define deliverables, identify roles and responsibilities, and define how the project will be governed, including a detailed escalation plan.

The following deliverables are completed in this stage:

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 1 – Initiation and Preparation	1	Create Project Plan	8	\$1,000
	2	Develop Migration Scope	10	\$1,250
	3	Create Migration Plan	20	\$2,500

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information.
- Coordinate project planning activities.
- Complete deliverables and other project management and control tools and processes with input from appropriate Menlo Park Fire Department resources.

Menlo Park Fire Department Responsibilities:

- Identify and set expectations with key resources and subject matter experts for ongoing participation in the project.

- Provide timely and appropriate responses to Avocette's requests for project planning input and meeting logistics requests.
- Review and provide feedback on the draft documents
- Ensure that the document review periods established during Project Initiation and recorded in the Project Plan are adhered to by the Menlo Park Fire Department team

Deliverables:

- 1 Create project plan
 - i. Responsibility – Avocette and Menlo Park Fire Department
- 2 Develop migration scope
 - i. Identify what Configuration pieces to include in extraction
 - ii. Responsibility – Menlo Park Fire Department with Consultation from Avocette
- 3 Create migration plan
 - i. Responsibility –Avocette

Stage 2 – Agency Setup

Avocette will work with the Accela to create new MPFD agency environments (SUPP, TEST, PROD)

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 2 – Agency Setup	4	Environment Setup	8	\$1,000
	5	Verify Environments	20	\$2,500

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information
- Assist Accela where necessary
- Verify environments are operational
- Continue PM activities.

Menlo Park Fire Department Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information
- Assist Accela where necessary
- Coordinate with Accela
- Provide any existing supporting documentation as required

Deliverables:

- 4 Environment Setup
 - i. Responsibility - Accela with Consultation from Avocette and MPFD
- 5 Verify environments
 - i. Smoke test of all three environments
 - ii. Responsibility - Avocette

Stage 3 – SUPP Environment Setup

Avocette will work with the Menlo Park Fire Department Information Technology Department to create a MPFD specific SUPP environment.

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 3 – SUPP Environment Setup	6	Implement Migration into SUPP	24	\$3,000
	7	Migration testing	20	\$2,500
	8	Environment Verification	10	\$1,250

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information
- Create migration package and import into SUPP environment
- Perform smoke testing to identify, document and resolve migration issues
- Assist MPFD during environment verification testing
- Continue PM activities.

Menlo Park Fire Department Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information
- Perform environment verification
- Schedule participants and meeting locations for workshop activities

Deliverables:

- 6 Implement migration into SUPP
 - i. Responsibility - Avocette
- 7 Migration testing
 - i. Responsibility - Avocette
- 8 Environment verification
 - i. Responsibility - Menlo Park Fire Department with support from Avocette

Stage 4 – TEST Environment Setup

Avocette will work with the Menlo Park Fire Department Information Technology Department to create a MPFD specific SUPP environment.

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 4 – TEST Environment Setup	9	Implement Migration into TEST	16	\$2,000
	10	Migration testing	8	\$1,000
	11	Environment Verification	10	\$1,250

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information
- Update migration package plan based on information from deliverable 7 and import into TEST environment
- Assist MPFD during environment verification testing
- Continue PM activities.

Menlo Park Fire Department Responsibilities:

- Provide timely and appropriate responses to Avocette's requests for information
- Perform environment verification
- Schedule participants for testing

Deliverables:

- 9 Implement migration into TEST
 - ii. Responsibility - Avocette
- 10 Migration testing
 - ii. Responsibility - Avocette
- 11 Environment verification
 - i. Responsibility - Menlo Park Fire Department with support from Avocette

Stage 5 – User Acceptance Testing

Once the TEST environment setup is complete Avocette will coordinate with Accela to perform a Practice Dry Run. This practice will assist in defining timing for the Final Go Live Deployment and create an environment for User Acceptance Testing (UAT).

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 5 – User Acceptance Testing	12	Training and UAT Introduction	20	\$2,500
	13	Dry-Run of PROD Migration	8	\$1,000
	14	UAT	40	\$5,000

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information
- Conduct training for MPFD staff
- Prepare MPFD for UAT
- Coordinate with Accela to plan and perform a Go Live Dry Run
- Support UAT process
- Identify and document and migration issues and coordinate with Accela to remediate

Menlo Park Fire Department Responsibilities

- Provide timely and appropriate responses to Avocette's request for information
- Schedule participants and meeting locations for training
- Perform User Acceptance Testing

Deliverables:

- 12 Training and UAT Introduction
 - i. Training to be defined
 - ii. Responsibility – Avocette and MPFD
- 13 Dry-Run of PROD Migration
 - i. Responsibility - Accela with Consultation from Avocette and MPFD
- 14 UAT
 - i. Responsibility – MPFD (Testing), Avocette/Accela (remediation fixes)

Stage 6 – Go Live

Production Go-Live date is defined as the official date in which Accela Automation moves from the test environment to production for daily Menlo Park Fire Department usage. This date will be agreed to by both Avocette and the Menlo Park Fire Department

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 6 – Go Live	15	PROD Migration Plan	20	\$2,500
	16	Set Go-Live Date	8	\$1,000
	17	Go-Live	8	\$1,000

Avocette Responsibilities:

- Lead the effort to transfer the configuration and any required data from Test to Production
- Assist in the development of a Deployment Checklist that details the critical tasks that must be accomplished prior to moving to Production
- Continue PM activities

Menlo Park Fire Department Responsibilities:

- Provide technical and functional user support for pre and post Production Planning, execution, and monitoring
- Provide timely and appropriate responses to Avocette's request for information
- Assist in the development of a Deployment Checklist that details the critical tasks that must be accomplished prior to moving to Production

Deliverables:

- 15 PROD Migration Plan
 - i. Responsibility – Avocette, Accela and Menlo Park Fire Department
- 16 Set Go Live Date
 - i. Responsibility – Avocette with consultation from Accela
- 17 Go Live
 - i. Responsibility – Avocette and Accela

Phase 2 – Enhanced Implementation Completion

Stage 1 – Initiation and preparation

Project Initiation is an opportunity to ensure the project starts in a well-organized, structured fashion while re-confirming the Menlo Park Fire Department and Avocette expectations regarding the implementation. The deliverables are comprised of project planning activities and environment preparation.

In conjunction with the Menlo Park Fire Department, Avocette will perform the following tasks:

- Finalize staffing for the project teams.
- Finalize and document formal deliverable acceptance criteria and signoff procedures, identify team members that will be responsible for signoff from the Menlo Park Fire Department and Avocette.
- Finalize an integrated baseline Project Plan that includes resource allocation for all tasks (in collaboration with the Menlo Park Fire Department Project Manager).
- Update and further expand the Project Charter to define deliverables, identify roles and responsibilities, and define how the project will be governed, including a detailed escalation plan.

The following deliverables are completed in this stage:

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 1 – Initiation and Preparation	1	Create Project Plan	8	\$1,000
	2	Review Scope	8	\$1,000

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department’s requests for information.
- Coordinate project planning activities.
- Complete deliverables and other project management and control tools and processes with input from appropriate Menlo Park Fire Department resources.

Menlo Park Fire Department Responsibilities:

- Identify and set expectations with key resources and subject matter experts for ongoing participation in the project.
- Provide timely and appropriate responses to Avocette’s requests for project planning input and meeting logistics requests.
- Review and provide feedback on the draft documents
- Ensure that the document review periods established during Project Initiation and recorded in the Project Plan are adhered to by the Menlo Park Fire Department team

Deliverables:

- 1 Create project plan
 - i. Responsibility – Avocette and Menlo Park Fire Department
- 2 Review scope
 - i. Review Scope from MPFD Enhanced Implementation Project and adjust current project scope as necessary
 - ii. The current scope is limited to ACA and Payment adaptor. Additional items will require a change order.
 - iii. Responsibility – Avocette and Menlo Park Fire Department

Stage 2 – Analysis and Development

This stage includes completion of two outstanding technical items from the initial enhanced implementation project:

1. Setup and configuration of the Accela Citizen Access Portal (ACA) with MPFD municipal branding
2. Setup and configuration of the online payment processing gateway for the supported payment vendors

In order to determine the MPFD interface requirements, analysis sessions will be conducted to determine if there are any updated requirements from the original enhanced implementation project.

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 2 - Analysis and Development	3	ACA Specifications, Setup and Deployment	54	\$6,750
	4	Payment Adaptor Specifications and Development	40	\$5,000

Avocette Responsibilities:

- Provide timely and appropriate responses to Menlo Park Fire Department's requests for information.
- Conduct analysis sessions
- Implement ACA based on MPFD's business need
- Build and test all aspects of the interface that interact directly with the Accela Automation
- Demonstrate completed functionality

Menlo Park Fire District Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information
- Provide access to systems and individuals to assist with analyzing system interface

- requirements
- Allocate qualified business/technical experts time for interface testing sessions critical to the project's success
- Identify and coordinate any related tools used to implement the interface (3rd party or in-house)
- Work with Third Party Data Sources to determine best methods of interfacing to Accela system
- Validate interface through testing

Deliverables:

- 3 ACA Specifications, Setup and Deployment
 - i. Responsibility – Avocette with consultation from MPFD
- 4 Payment Adaptor Specifications and Development
 - i. Responsibility - Avocette with consultation from MPFD

Stage 3 – User Acceptance Testing

This deliverable is comprised of the assistance Avocette will provide to allow MPFD to accept that the solution meets the requirements as documented in all the deliverables. Avocette will assist MPFD in the testing and validation of the solution and its readiness to be migrated to production for active use.

Avocette will provide assistance to MPFD as needed by providing User Acceptance Testing (UAT) support and facilitating completion of UAT. Avocette will address and rectify issues discovered during the UAT process as the MPFD staff executes testing activities. Avocette will work with MPFD to develop a test plan and deliver sample test scripts, as well as an issue log to track the progress of testing.

MPFD and Avocette agree that this deliverable is critical to project success and that adequate staffing is required in order to successfully test the system, end to end, and resolve all issues prior to go-live. MPFD and Avocette will work to identify and resolve any staffing issues as they occur.

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 3 – User Acceptance Testing	5	Training and UAT Introduction	20	\$2,500
	6	UAT	40	\$5,000

Avocette Responsibilities:

- Provide recommendations on testing strategy and best practices
- Lead MPFD in up to 4 weeks of User Acceptance testing effort and the validation of the system configuration and its readiness to be migrated to production for active use
- Resolution of mutually agreed to prioritized issues as a result of User Acceptance Testing activities

Menlo Park Fire District Responsibilities:

- Provide timely and appropriate responses to Avocette's request for information.
- Make available the appropriate MPFD key users and content experts to participate in user acceptance testing as defined and managed by MPFD
- Develop the User Acceptance test scripts with oversight of Avocette and sample scripts
- Utilize Analysis documents as the basis for the acceptance of this Deliverable

Deliverables:

- 5 Training and UAT Introduction
 - iii. Training to be defined
 - iv. Responsibility – Avocette and MPFD
- 6 UAT
 - ii. Responsibility – MPFD (Testing), Avocette/Accela (remediation fixes)

Stage 4 – Go-Live

Production Go-Live date is defined as the official date in which Accela Automation moves from the test environment to production for daily Menlo Park Fire Department usage. This date will be agreed to by both Avocette and the Menlo Park Fire Department

The following deliverables are completed in this stage

Stage	Deliverable #	Deliverable Name	Hours	Cost
Stage 4 – Go Live	7	Prod Migration Plan	16	\$2,000
	8	Set Go-Live Date	8	\$1,000
	9	Go-Live	8	\$1,000

Avocette Responsibilities:

- Lead the effort to transfer the configuration and any required data from Test to Production
- Assist in the development of a Deployment Checklist that details the critical tasks that must be accomplished prior to moving to Production
- Continue PM activities

Menlo Park Fire Department Responsibilities:

- Provide technical and functional user support for pre and post Production Planning, execution, and monitoring
- Provide timely and appropriate responses to Avocette's request for information
- Assist in the development of a Deployment Checklist that details the critical tasks that must be accomplished prior to moving to Production

Deliverables:

- 7 PROD Migration Plan
 - ii. Responsibility – Avocette, Accela and Menlo Park Fire Department
- 8 Set Go Live Date
 - iii. Responsibility – Avocette with consultation from Accela
- 9 Go Live
 - ii. Responsibility – Avocette and Accela

Deliverable acceptance Form

Deliverable Acceptance Form

Date:

Project Name:

Agreement Date:

Avocette Manager:

Menlo Park Fire Department agrees that Avocette has successfully completed the following Deliverables / Deliverables:

Deliverable / Milestone Item Name/#	Source / Reference Details	Amounts Billable
Total:		

Menlo Park Fire Department agrees that Avocette has successfully completed the Deliverables/Deliverables described above and therefore agrees to pay all invoices in connection with the acceptance of the Deliverables/Deliverables in accordance with the terms of the related Contract/Agreement.

APPROVALS:

Menlo Park Fire Department Name:

Sign Off

Menlo Park Fire Department acknowledges that it has read this Document, understands it and agrees that the business processes in this document are accurate. Further, Menlo Park Fire Department agrees that this Document, including all documents and change orders referred to herein and attached hereto, constitutes the entire agreement of the parties on the subject matter hereof and supersedes all proposals or prior agreements, oral or written, and all other communications between the parties relating to the subject matter hereof. The parties agree that this Document cannot be altered, amended or modified, except in writing that is signed by an authorized representative of both parties.

Accepted By: Menlo Park Fire Department	Accepted By: Avocette Technologies
By:	By:
Print Name:	Print Name:
Title:	Title:
Date:	Date: