

June 23, 2020

Proposal For:

Clean revised offer 6-23

Proposed for

City of Columbus, OH



Prepared by:

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Rock Solid

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Hosting Model

Azure Hosting Model

Rock Solid will provision our OneView solution on an instance of Microsoft Dynamics 365 that will be dedicated to the City of Columbus. This instance will be provisioned using the Dynamics 365 Platform as a Service offering from Microsoft, rather than Rock Solid's hosted multi-tenant Dynamics instance. With the Dynamics PaaS model, an instance of Dynamics 365 will be provisioned for the city and managed by Microsoft. Rock Solid will facilitate the setup of the instance and will supply updates to our OneView (Respond) solution over time. Rock Solid will not be involved in infrastructure or application management with regards to the Dynamics instance.

Security Framework

Information security controls to be implemented by Rock Solid to protect the City's 3-1-1 System

Sensitive – strictly limit distribution. *The purpose of this document is the protection and maintenance of City of Columbus critical IT infrastructure against cyber-based attack, interference, and/or sabotage. The vulnerability assessments, plans, intelligence, investigative, law enforcement, and/or national security information it contains exempt the document from public release or disclosure under Section 149.433 of the Ohio Revised Code and applicable federal statutes.*

The security controls in this document have been identified as the responsibility of Rock Solid and necessary to provide reasonable and appropriate protection of the city's 3-1-1 system and data. Rock Solid is targeting the following completion dates for each of the four implementation phases and is required to have full implementation by December 31, 2021:

- Phase 1 – July 31, 2020
- Phase 2 – Oct 31, 2020
- Phase 3 – Jan 31, 2021
- Phase 4 – Jul 31, 2021
- Outstanding items – Dec 31, 2021

Notwithstanding this timeline, Rock Solid will be move as aggressively and quickly as possible with the intent of implementing ahead of this schedule if at all possible.

The controls are selected from the NIST SP 800-53 baseline controls for a Moderate impact system. The Control Name is listed in the first column; the control enhancements to be applied are in the second column; the phase of implementation are in the third column; and modifying comments are in the fourth column.

Control	Control Enhancements	Phase	Comment
Access Control (AC)			
Access Control Procedures (AC-1)		Phase 1	
Account Management (AC-2)	AC-2 (1) (2) (3) (4)	Phase 1	
Access Enforcement (AC-3)		Phase 1	
Information Flow Enforcement (AC-4)		Phase 2	
Separation of Duties (AC-5)		Phase 1	
Least Privilege (AC-6)	AC-6 (1) (2) (5) (9) (10)	Phase 2	

Unsuccessful Logon Attempts (AC-7)		Phase 3	
System Use Notification (AC-8)		Phase 3	
Session Lock (AC-11)	AC-11 (1)	Phase 1	Exception acceptable only in cases where computers are in physically secure location and not accessible by unauthorized users
Session Termination (AC-12)		Phase 3	
Permitted Actions without Identification or Authentication (AC-14)		Phase 4	
Remote Access (AC-17)	AC-17 (1) (2) (3) (4)	Phase 1	
Wireless Access (AC-18)	AC-18 (1)	Phase 3	
Access Control for Mobile Devices (AC-19)	AC-19 (5)	Phase 4	
Use of External Information Systems (AC-20)	AC-20 (1) (2)	Phase 1	
Information Sharing (AC-21)		Phase 1	
Awareness and Training (AT)			
Awareness and Training Procedures (AT-1)		Phase 3	
Security Awareness Training (AT-2)	AT-2 (2)	Phase 3	
Role-Based Security Training (AT-3)		Phase 3	
Security Training Records (AT-4)		Phase 3	
Audit and Accountability Procedures (AU)			
Audit and Accountability Procedures (AU-1)		Phase 2	
Audit Events (AU-2)	AU-2 (3)	Phase 2	
Content of Audit Records (AU-3)	AU-3 (1)	Phase 2	
Audit Storage Capacity (AU-4)		Phase 2	
Response to Audit Processing Failures (AU-5)		Phase 2	
Audit Review, Analysis, and Reporting (AU-6)	AU-6 (1) (3)	Phase 2	
Audit Reduction and Report Generation (AU-7)	AU-7 (1)	Phase 2	
Time Stamps (AU-8)	AU-8 (1)	Phase 2	
Protection of Audit Information (AU-9)	AU-9 (4)	Phase 2	
Audit Record Retention (AU-11)		Phase 2	
Audit Generation (AU-12)		Phase 2	
Security Assessment and Authorization (CA)			
Security Assessment and Authorization Procedures (CA-1)		Phase 3	
Security Assessments (CA-2)	CA-2 (1)	Phase 3	
Plan of Action and Milestones (CA-5)		Phase 1	
Continuous Monitoring (CA-7)	CA-7 (1)	Phase 3 / CE (1) Phase 4	
Internal System Connections (CA-9)		Phase 3	
Configuration Management (CM)			

Configuration Management Procedures (CM-1)		Phase 1	
Baseline Configuration (CM-2)	CM-2 (1) (3) (7)	Phase 1	
Configuration Change Control (CM-3)	CM-3 (2)	Phase 1	
Security Impact Analysis (CM-4)		Phase 3	
Access Restrictions for Change (CM-5)		Phase 1	
Configuration Settings (CM-6)		Phase 3	
Least Functionality (CM-7)	CM-7 (1) (2) (4)	Phase 4	
Information System Component Inventory (CM-8)	CM-8 (1) (3) (5)	Phase 1	
Configuration Management Plan (CM-9)		Phase 2	
Software Usage Restrictions (CM-10)		Phase 4	
User-Installed Software (CM-11)		Phase 1	
Contingency Planning (CP)			
Contingency Planning Procedures (CP-1)		Phase 1	
Contingency Plan (CP-2)	CP-2 (1) (3) (8)	Phase 1	
Contingency Training (CP-3)		Phase 3	
Contingency Plan Testing (CP-4)	CP-4 (1)	Phase 4	
Alternate Storage Site (CP-6)	CP-6 (1) (3)	Phase 1	
Alternate Processing Site (CP-7)	CP-7 (1) (2) (3)	Phase 1	
Telecommunications Services (CP-8)	CP-8 (1) (2)	Phase 1	
Information System Backup (CP-9)	CP-9 (1)	Phase 1	
Information System Recovery and Reconstitution (CP-10)	CP-10 (2)	Phase 1	
Identification and Authentication (IA)			
Identification and Authentication Procedures (IA-1)		Phase 1	
Identification and Authentication (Organizational Users) (IA-2)	IA-2 (1) (3) (8)	Phase 1	
Device Identification and Authentication (IA-3)		Phase 3	
Identifier Management (IA-4)		Phase 1	
Authenticator Management (IA-5)	IA-5 (1)	Phase 1	
Authenticator Feedback (IA-6)		Phase 2	
Cryptographic Module Authentication (IA-7)		Phase 1	
Identification and Authentication (Non-Organizational Users) (IA-8)	IA-8	Phase 4	
Incident Response (IR)			
Incident Response Procedures (IR-1)		Phase 1	
Incident Response Training (IR-2)		Phase 1	
Incident Response Testing (IR-3)	IR-3 (2)	Phase 4	
Incident Handling (IR-4)	IR-4 (1)	Phase 1	
Incident Monitoring (IR-5)		Phase 1	
Incident Reporting (IR-6)	IR-6 (1)	Phase 1	
Incident Response Assistance (IR-7)	IR-7 (1)	Phase 1	
Incident Response Plan (IR-8)		Phase 1	
System Maintenance (MA)			

System Maintenance Procedures (MA-1)		Phase 3	
Controlled Maintenance (MA-2)		Phase 3	
Maintenance Tools (MA-3)	MA-3 (1) (2)	Phase 4	
Non-Local Maintenance (MA-4)	MA-4 (2)	Phase 3	
Maintenance Personnel (MA-5)		Phase 3	
Timely Maintenance (MA-6)		Phase 3	
Media Protection (MP)			
Media Protection Procedures (MP-1)		Phase 1	
Media Access (MP-2)		Phase 1	
Media Marking (MP-3)		Phase 1	
Media Storage (MP-4)		Phase 1	
Media Transport (MP-5)	MP-5 (4)	Phase 1	
Media Sanitization (MP-6)		Phase 1	
Media Use (MP-7)	MP-7 (1)	Phase 1	
Physical and Environmental Protection (PE)			
Physical and Environmental Protection Procedures (PE-1)		Phase 1	
Physical Access Authorizations (PE-2)		Phase 1	
Physical Access Control (PE-3)		Phase 1	
Access Control for Transmission Medium (PE-4)		Phase 1	
Access Control for Output Devices (PE-5)		Phase 1	
Monitoring Physical Access (PE-6)	PE-6 (1)	Phase 1	
Visitor Access Records (PE-8)		Phase 1	
Power Equipment and Cabling (PE-9)		Phase 1	
Emergency Shutoff (PE-10)		Phase 1	
Emergency Power (PE-11)		Phase 1	
Emergency Lighting (PE-12)		Phase 1	
Fire Protection (PE-13)	PE-13 (3)	Phase 1	
Temperature and Humidity Controls (CE-14)		Phase 1	
Water Damage Protection (CE-15)		Phase 1	
Delivery and Removal (PE-16)		Phase 1	
Alternate Work Site (PE-17)		Phase 1	
Security Planning (PL)			
Security Planning Procedures (PL-1)		Phase 2	
System Security Plan (PL-2)	PL-2 (3)	Phase 2	
Personnel Security (PS)			
Personnel Security Policy and Procedures (PS-1)		Phase 2	
Position Risk Designation (PS-2)		Phase 3	
Personnel Screening (PS-3)		Phase 2	
Termination (PS-4)		Phase 2	
Personnel Transfer (PS-5)		Phase 2	
Access Agreements (PS-6)		Phase 4	
Third-Party Personnel Security (PS-7)		Phase 4	

Personnel Sanctions (PS-8)		Phase 4	
Risk Assessment (RA)			
Risk Assessment Procedures (RA-1)		Phase 1	
Risk Assessment (RA-3)		Phase 4	Exception of strict adherence to NIST control definition is acceptable. Apply appropriate risk management techniques to ensure security for all City data, including but not limited to any data identified as Confidential Information.
Vulnerability Scanning (RA-5)	RA-5 (1) (2) (5)	Phase 2	
System and Services Acquisition (SA)			
System and Services Acquisition Procedures (SA-1)		Phase 4	
System Development Life Cycle (SA-3)		Phase 4	
Acquisition Process (SA-4)	SA-4 (1) (2) (9) (10)	Phase 4	
Information System Documentation (SA-5)		Phase 4	
External Information System Services (SA-9)	SA-9 (2)	Phase 2	
Developer Configuration Management (SA-10)		Phase 4	
Developer Security Testing and Evaluation (SA-11)		Phase 4	
System and Communications Protection (SC)			
System and Communications Protection Procedures (SC-1)		Phase 1	
Application Partitioning (SC-2)		Phase 1	
Information in Shared Resources (SC-4)		Phase 3	
Denial of Service Protection (SC-5)		Phase 1	
Boundary Protection (SC-7)	SC-7 (3) (4) (5) (7)	Phase 1; CE (7) Phase 4	
Transmission Confidentiality and Integrity (SC-8)	SC-8 (1)	Phase 1	
Network Disconnect (SC-10)		Phase 1	
Cryptographic Key Establishment and Management (SC-12)		Phase 1	
Cryptographic Protection (SC-13)		Phase 1	
Collaborative Computing Devices (SC-15)		Phase 4	
Public Key Infrastructure Certificates (SC-17)		Phase 3	
Mobile Code (SC-18)		Phase 4	

Secure Name/Address Resolution Service (Authoritative Source) (SC-20)		Phase 3	
Secure Name/Address Resolution Service (Recursive or Caching Resolver) (SC-21)		Phase 3	
Architecture for Provisioning Name/Address Resolution Service (SC-22)		Phase 3	
Session Authenticity (SC-23)		Phase 1	
Protection of Information at Rest (SC-28)		Phase 1	
System and Information Integrity (SI)			
System and Information Integrity Procedures (SI-1)		Phase 1	
Flaw Remediation (SI-2)	SI-2 (2)	Phase 3	
Malicious Code Protection (SI-3)	SI-3 (1) (2)	Phase 1; CE (1) (3) Phase 4	
Information System Monitoring (SI-4)	SI-4 (2) (4) (5)	Phase 3	
Security Alerts, Advisories, and Directives (SI-5)		Phase 3	
Software, Firmware and Information Integrity (SI-7)	SI-7 (1) (7)	Phase 4	
Spam Protection (SI-8)	SI-8 (1) (2)	Phase 4	
Information Input Validation (SI-10)		Phase 3	
Error Handling (SI-11)		Phase 3	
Information Handling and Retention (SI-12)		Phase 4	
Memory Protection (SI-16)		Phase 1	

Payment Model, Costs, Fees

Implementation Cost:

Implementation steps	Implementation Payment schedule	Implementation Days (total)	Payment due on:
Analysis	\$28,000	25 Days	Contract in-force date
Design	\$13,500	15 Days	Completion of Analysis Phase
Configuration (Adjustments, integrations, migration, and configurations)	\$75,000	41 Days	Completion of Design Phase
Deployment (Setup environments, testing,	\$55,000*	40 Days	Completion of Configuration Phase

training, user documentation)			
Operations (Post implementation support and transition to help desk)	\$6,250	8 Days	Completion of Deployment Phase
PMO	\$35,000	110 Days	Completion of Operations Phase
Total	\$212,750		

* Includes \$15,000 Single instance design, configuration, and setup

Additional Integrations and Complex Event Services Hours, not included in above costs:

Item	Hours	Cost	Payment Due On:
Integrations	216	\$27,000	Completion of successful integration
Complex Capabilities: Bulk Pickup	112	\$14,000	Successfully demonstrated complex capability
Snow Events	120	\$15,000	Successfully demonstrated complex capability

Annual Pricing:

Module Licensing	Licensing Type Named, Concurrent, Seat	Quantity Needed	
RESPOND© CRM for D365 Base fee + All Light Users	Base fee	1	\$127,500
RESPOND© CRM Power User (1-25)	Named User	25	
RESPOND© CRM Power User (26-35)	Named User	10	
Power BI Connector	-	1	
Web Portal, Mobile App	-	-	
Minus discounts applied			-\$6,375
Total annual not including single instance			\$121,125.00
Single Instance maintenance annual fee – OR – “Multi-tenant w/ Contingency” *			\$120,000

Total Including single instance annual fee	\$241,125
Optional Mobile app upgrade	\$38,500 annually, not included in above pricing

* - As an option the City may choose at its discretion to host the system in a shared, multi-tenant environment at no additional subscription costs. If multi-tenant environment option is chosen, a contingency plan in the event of Rock Solid’s insolvency will be developed by a mutual agreed upon third party. The cost of contingency plan development and maintenance will not exceed \$120,000.

6 to 10 year costs

After the end of the initial period, we will place a cap of 15% increase over the annual renewal amount on the initial term.

Rate Card for professional services

Role/Position Description	On-site Hourly Rate	Remote Hourly Rate	On-site Daily Rate	Remote Daily Rate
Project Manager	\$ 165	\$ 135	\$1,320	\$1,000
Functional Lead	\$ 145	\$125	\$1,240	\$920
Developer Lead	\$ 155	\$135	\$1,240	\$920
Software Developer	\$ 145	\$125	\$1,240	\$920
Technical Writer	\$ 135	\$115	\$1,240	\$920
Senior Project Manager	\$ 206	\$168	\$1,650	\$1,250
Senior Developer	\$ 193	\$168	\$1,550	\$1,150

Interface/ Integration Model

RST will deliver a work plan for the integrations according to the Project Plan that will define the scope of each third-party system integration desired by the City to implement the Respond© solution. This plan will be a collaboration effort between RST and the City. The integration tasks include:

- Validate the scope of each of the integrations.
- Review third-party systems in the scope for integration.
- Analyze third party API’s and documentation.
- Create a testing/development environment for each 3rd-party system to be integrated.
- Define data flow and integration points.
- Design integration.
- Develop integration procedures per each third-party system in scope.

- Perform integration testing.
- Deploy integration processes.

Data Access

We understand the city wants to pull data via talend. The City of Columbus can access all the (non proprietary) data in Dynamics via the Dynamics API for system integration or analytics purposes.

Integration Approaches

Respond Integration with Talend

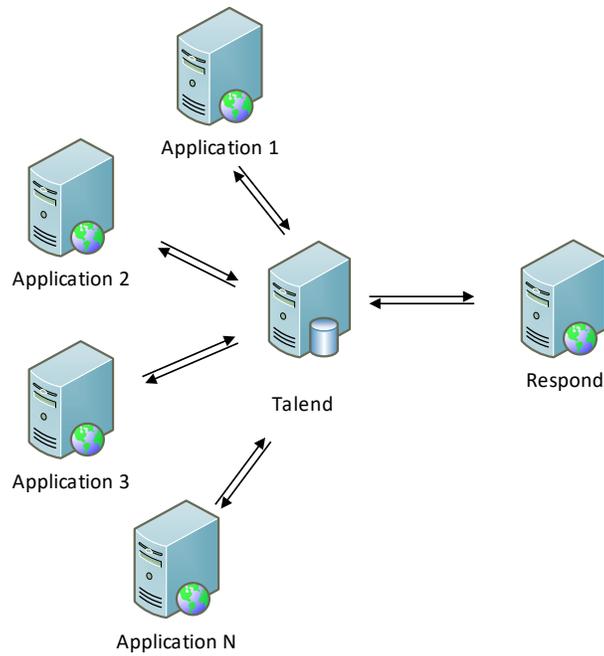
Rock Solid will implement the integration to Talend in order to centralize and facilitate the integration of the CRM to different City systems. Rock Solid will look to leverage Talend's integration capabilities to push and pull data to and from RESPOND. Rock Solid will support the same transactional calls to and from Talend independent of the third party system integrated. The City will develop the integration between Talend and the third party system.

The information that will be passed to between Talend and the CRM will depend on the required data elements to be defined by the City during the requirements definition process and the data fields available in the different systems. The different systems API's and their capabilities may also limit the data that can be synchronized between the systems. In general, the following data is expected to be integrated.

- Customer Data – All the required customer fields can be passed to the third party such as Name, Address, Contact Information (Phone Numbers, Email Addresses, Fax), demographics (gender, age, marital status, etc.)
- Service Requests - All service request fields can be pushed to third-party systems to create work orders including related notes and comments.

The systems to be integrated using the Talend software and the CRM are:

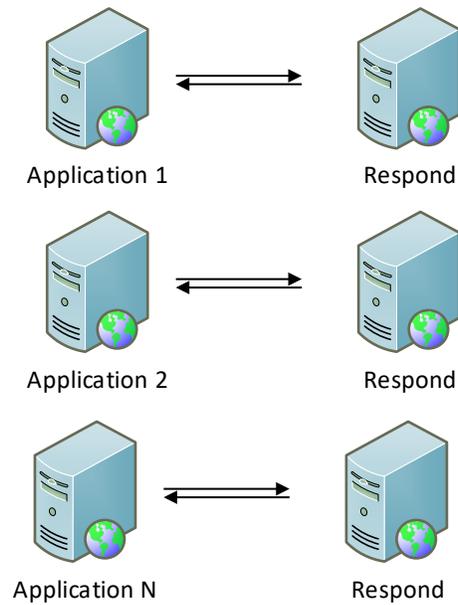
1. Accela
2. Lucity
3. Rumpke
4. Recollect
5. WAM



Application-to-Application Integration

This approach is intended to develop integrations without a central databroker. These integrations may be used for specific business scenarios for example, when transactional database data is not exchanged, or when real time integration is required. This type of integration will apply to the following:

1. Azure AD for Single Signon
2. Exchange Server for email
3. IVR/Genesys for screen pop and/or call session integration
4. ESRI/GIS intgration for geocoder, basemaps and layer access



RESPOND/ESRI Plan

Integration Overview

RESPOND© must consume ESRI REST endpoint to search address and intersections. It is required to use different ESRI layers such as corporate boundary, code enforcement, and forestry districts, among others. ESRI will be used to create internal and external maps to identify and zoom to various locations from within 311’s client and external application and make all service request’s location and associated information available from a map both to internal and external users.

Integration Strategies

RESPOND© has out of the box integration with ESRI GIS system. The system can connect to underlying city base maps and layers and present those in the system maps views.

Integration and Testing Environment

Personnel and Responsibilities

- ESRI Process SME – The SME will be responsible for supporting the integration by providing access and information regarding the current city ESRI capabilities and inventory of layers as well as base maps..

Integration Resources

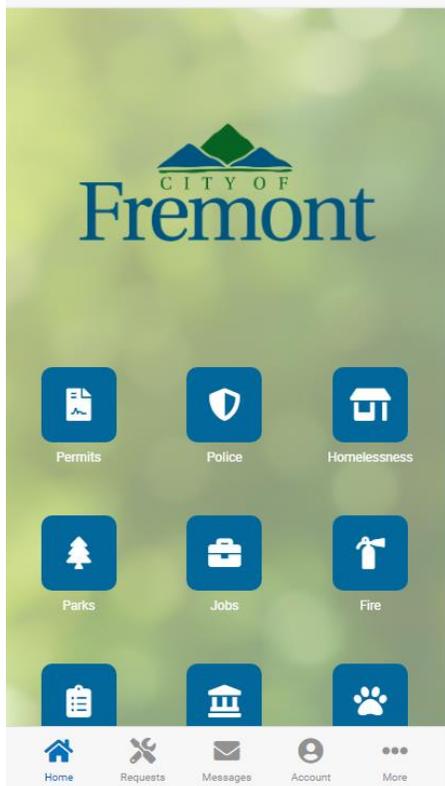
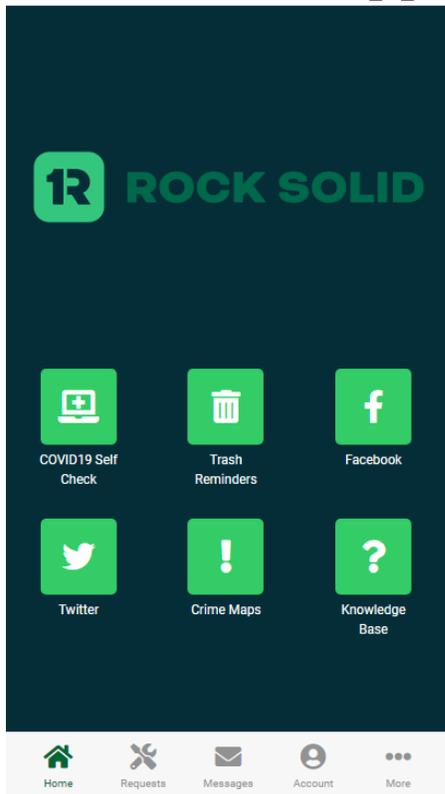
- EESRIsri API – provides access for GIS & other systems to engage and communicate with the platform.
- Dynamics CRM Web API - Since RESPOND© is developed on top of the Dynamics CRM platform, there are a variety of API’s available including REST, JavaScript and .NET SDK to perform integrations.

Integration Risks

To ensure a successful integration, Rock Solid will coordinate with the City an assessment of the desired integrations to define a detailed integration plan that should include a Risk Assessment section. Some of the integration risks to be considered and evaluated are mentioned below.

- Lack of integration capabilities
- Additional licensing
- Data-related limitations
- System availability
- Changes in software SDK

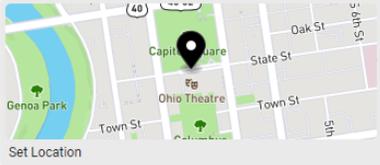
Mobile App



Service Requests

Submit a request

Select a Report Type: >
Pothole

Where is the problem?

Set Location

Tell us more details >

Add photos, videos, or audio



Keep this request confidential
(Optional)

SUBMIT

FEATURED ARTICLES

Senior Centers Information 0 vote >
Information on the status of senior centers.

What is safer at home? 0 vote >
Details on the safer at home initiative

Testing FAQ 0 vote >
Details on the testing by the city

What are essential businesses? 0 vote >
Learn more about which business are considered essential during the COVID-19 outbreak.

Home Requests Messages Account More

Rock Solid Technologies offers a native mobile application that has been deployed to over 150 municipalities across North America. This is a compelling addition to the project that would extend our services beyond CRM and allow for a universal true omni-channel approach for citizen intake.

The data for the native mobile application would be hosted in a single tenant environment (or multi-tenant with contingency plan) and would automatically transfer service requests and other data across the platforms. Using the custom, branded, native mobile application on iOS, HTML5, or Android, residents could submit a service request which would flow over to the proposed back-office CRM. Similarly, tickets inside the CRM would flow over to the native mobile application.

This means that a resident could call in their issue to the city, then receive a push notification on their mobile device that indicates receipt, in progress, or completion.

From our initial discovery, there would be no functionality loss for the city or its residents, and only additional features.

Example of those features:

- Seamless bi-directional service request flow from app to back-office
- Accounts tie together (Joe Smith on the app is also Joe Smith on the back-office)
- Easy control of branding and content
 - Modules for updating graphics/look
 - Module for updating app content
 - Module for updating/adding/removing in-app links
- Notification feature: (only push to all available in the included version)
 - Send push notifications to any resident that has the mobile application:
 - SMS
 - Native push notification
 - Email
 - Send targeted notifications (from above) to residents within:
 - A geofence
 - A radius around a point
 - A subscription list
- Extensibility – build “on top” of our best of breed platform, using our robust SDK and API library, only available in full version

Data Management

The City will use Data Management Platforms Cloudera and Tableau

Complex System Functionality

Administrative Console

Please see document “9 – complex – 311 bulk and admin console RST approach”

Bulk Scheduling

Please see document “9 – complex – 311 bulk and admin console RST approach”

Snow Events

Please see document “10 – complex – snow event RST approach”

Revised project schedule

(Start date to be revised, mutually agreed, upon final acceptance and execution of documents)

Task Name	Deliverable	Start	Finish	Project Resource
Planning and Analysis		Mon 7/6/20	Wed 8/5/20	
Project Start	Milestone	Mon 7/6/20	Mon 7/6/20	
Kick Off Meeting		Mon 7/6/20	Mon 7/6/20	RST-City of Columbus
Project Scope and Schedule Revision		Mon 7/6/20	Mon 7/6/20	RST-City of Columbus
Prepare Project Planning		Tue 7/7/20	Tue 8/4/20	
Communications Plan and Stakeholder Register	Deliverable	Tue 7/7/20	Wed 7/8/20	RST
Project Schedule and Resource Plan	Deliverable	Thu 7/9/20	Fri 7/17/20	RST
Test Plan	Deliverable	Tue 7/7/20	Thu 7/9/20	RST
Integration Plan	Deliverable	Fri 7/10/20	Thu 7/23/20	RST
Training Plan	Deliverable	Mon 7/20/20	Tue 7/21/20	RST
Quality Management Plan	Deliverable	Wed 7/22/20	Thu 7/23/20	RST
Risk Management Plan and Issue Log	Deliverable	Fri 7/24/20	Mon 7/27/20	RST
Change Control Plan	Deliverable	Tue 7/28/20	Wed 7/29/20	RST
Deployment/Cutover Plan	Deliverable	Fri 7/24/20	Mon 7/27/20	RST

Review Project Plan		Thu 7/30/20	Thu 7/30/20	RST-City of Columbus
Approve Project Plan		Thu 7/30/20	Tue 8/4/20	
Infrastructure Review, Current System Review and Recommendations	Deliverable	Fri 7/24/20	Thu 7/30/20	RST
Review of City Internal Processes		Fri 7/24/20	Thu 7/30/20	RST-City of Columbus
Analysis Phase review of Deliverables		Tue 8/4/20	Wed 8/5/20	RST-City of Columbus
Analysis Phase Close		Wed 8/5/20	Wed 8/5/20	
Configuration and Requirements Definition (Design)	Milestone	Tue 7/7/20	Tue 8/18/20	
Design		Tue 7/7/20	Tue 8/18/20	
Core Product Software Review		Tue 7/7/20	Tue 7/7/20	RST-City of Columbus
Requirements Gathering and Definition		Tue 7/7/20	Tue 7/21/20	
Review Current System process and Define Request Types		Tue 7/7/20	Fri 7/10/20	RST-City of Columbus
Migration Data Mapping and Requirements		Fri 7/10/20	Wed 7/15/20	RST-City of Columbus
Integration Requirements (Accela, WAM and Lucity)		Wed 7/15/20	Tue 7/21/20	RST-City of Columbus
Custom Workflow Definitions (ex: Bulk and Snow)		Wed 7/15/20	Thu 7/16/20	RST-City of Columbus
Security and User Roles Requirements		Thu 7/16/20	Mon 7/20/20	RST-City of Columbus
Mobile and Portal Asset Gathering Requirements		Mon 7/20/20	Mon 7/20/20	RST-City of Columbus
Requirements Configuration Template Review		Tue 7/21/20	Tue 7/21/20	RST-City of Columbus
Customer Experience Journey Review		Wed 7/22/20	Wed 7/22/20	RST-City of Columbus

Knowledge Article and Call Script Reviews		Thu 7/23/20	Thu 7/23/20	RST-City of Columbus
Knowledge Base Documents Template Design		Fri 7/24/20	Fri 7/24/20	RST-City of Columbus
Completion of Configuration Templates (To be completed by Service Areas/Departments)		Fri 7/24/20	Fri 7/31/20	City of Columbus
Infrastructure Assessment and Recommendations Document		Fri 7/31/20	Tue 8/4/20	RST
Configuration and Requirements Document (Journey Maps, To be Process Model, Users, Service Types, SLA Times, Departments, Security Settings and Organization Structure)	Deliverable	Fri 7/31/20	Fri 8/14/20	RST
Configuration and Requirements Document Approval		Fri 8/14/20	Tue 8/18/20	City of Columbus
Development and Configuration	Milestone	Wed 8/5/20	Wed 1/6/21	
Data Migration Process Development		Tue 8/18/20	Tue 9/29/20	
Integrations		Wed 8/5/20	Tue 12/22/20	
Active Directory Integration	Deliverable	Mon 8/10/20	Mon 8/10/20	RST-City of Columbus
ESRI Integration (Base Maps, Geofencing, Address Validation)	Deliverable	Tue 8/11/20	Fri 8/14/20	RST
Email Integration		Mon 8/17/20	Tue 8/18/20	RST-City of Columbus
Accelea Integration	Deliverable	Tue 9/29/20	Tue 10/13/20	RST
Lucity Integration		Tue 10/13/20	Tue 10/27/20	RST
WAM Integration		Tue 10/27/20	Tue 11/10/20	RST
Recollect		Tue 11/24/20	Tue 12/8/20	RST

Rumpke		Tue 12/8/20	Tue 12/22/20	RST
ScreenPop (CTI)		Wed 8/19/20	Tue 9/1/20	RST
Third Party Development and Test environments		Wed 8/5/20	Fri 8/14/20	City of Columbus
Software Development, Configuration and Prototype		Fri 8/14/20	Wed 1/6/21	
Iteration 1 of Software Adjustments and Configuration (Request Types - 3 Departments, Service Desk Console, Self Service Portal, Email Integration, AD Integration)	Deliverable	Fri 8/14/20	Fri 9/18/20	RST
Prototype 1.0 Release		Fri 9/18/20	Mon 9/21/20	RST
User Review of Prototype 1		Mon 9/21/20	Wed 9/23/20	City of Columbus
Iteration 2 of Software Adjustments and Configuration (Request Types - 3 Departments, Messaging, KBA, Call Script)	Deliverable	Mon 9/21/20	Mon 10/26/20	RST
Prototype 2 Release		Mon 10/26/20	Tue 10/27/20	RST
User Review of Prototype 2		Tue 10/27/20	Thu 10/29/20	City of Columbus
Iteration 3 of Software Adjustments and Configuration (Other Departments, App/SSO Integrations, Reports - Dashboards, Reports, Analytics)	Deliverable	Tue 10/27/20	Tue 12/1/20	RST
Prototype 3 Release		Tue 12/1/20	Wed 12/2/20	RST
User Review of Prototype 3		Wed 12/2/20	Fri 12/4/20	City of Columbus
Software Adjustments Ready For Testing		Wed 12/2/20	Wed 12/9/20	RST
Mobile App Configuration		Wed 12/2/20	Wed 12/9/20	RST
Software Adjustments Final Version		Wed 12/30/20	Wed 1/6/21	RST
Deployment	Milestone	Wed 8/5/20	Wed 1/20/21	
Install and Configure Test/Training Environment		Wed 8/5/20	Thu 8/6/20	RST
Install and Configure Production Environment	Deliverable	Fri 8/7/20	Fri 8/7/20	RST

User Documentation	Deliverable	Wed 12/2/20	Wed 12/16/20	RST
Go Live Version Update	Deliverable	Wed 1/6/21	Fri 1/8/21	RST
Testing	Milestone	Wed 12/9/20	Wed 1/6/21	
Review Test Scripts and Materials	Deliverable	Wed 12/9/20	Tue 12/15/20	RST-City of Columbus
Update / Add Test scripts based on review		Wed 12/9/20	Wed 12/16/20	RST
Initial Functional Testing		Wed 12/9/20	Tue 12/15/20	RST-City of Columbus
Train the Testers		Wed 12/16/20	Thu 12/17/20	City of Columbus
Functional User Testing		Wed 12/16/20	Wed 12/30/20	City of Columbus
QA testing (All request types)		Wed 12/30/20	Wed 1/6/21	City of Columbus
Training	Milestone	Tue 10/13/20	Wed 1/20/21	
Training Plan Update	Deliverable	Wed 12/30/20	Mon 1/4/21	RST-City of Columbus
Training Plan Approval		Mon 1/4/21	Wed 1/6/21	City of Columbus
User Training Materials	Deliverable	Wed 12/30/20	Wed 1/6/21	RST-City of Columbus
Technical Training Materials	Deliverable	Tue 10/13/20	Tue 10/20/20	RST
Trainer Training	Deliverable	Wed 1/6/21	Wed 1/13/21	RST-City of Columbus
User Training	Deliverable	Wed 1/13/21	Wed 1/20/21	RST-City of Columbus
Administration Training	Deliverable	Mon 11/30/20	Tue 12/1/20	RST-City of Columbus

Technical Training	Deliverable	Mon 11/30/20	Tue 12/1/20	RST-City of Columbus
Training Acceptance		Tue 12/1/20	Tue 12/1/20	RST-City of Columbus
Go Live	Milestone	Wed 12/2/20	Wed 12/9/20	
Cutover Schedule and Task List		Wed 12/2/20	Wed 12/2/20	RST-City of Columbus
Go Live Preparations (Load/Stress Test, Security/Privacy Tests, Final Integration Tests)		Wed 12/2/20	Tue 12/8/20	RST
Go Live		Wed 12/9/20	Wed 12/9/20	RST-City of Columbus
Operations	Milestone	Thu 12/10/20	Tue 12/29/20	
Post Implementation Support On Site		Thu 12/10/20	Wed 12/16/20	RST
Post Go Live Assessment		Thu 12/17/20	Thu 12/17/20	RST-City of Columbus
Review of Closing Documentation		Fri 12/18/20	Fri 12/18/20	RST-City of Columbus
Transition to Support Operations (Problem /Incident Management Procedures)		Fri 12/18/20	Tue 12/22/20	RST-City of Columbus
Project Closing Report		Tue 12/22/20	Mon 12/28/20	RST
Acceptance of Project Closing	Deliverable	Mon 12/28/20	Tue 12/29/20	City of Columbus