

# EXHIBIT A: STATEMENT OF WORK

## TABLE OF CONTENTS

1.	INTRODUCTION .....	3
2.	PROJECT PLANNING AND MANAGEMENT .....	6
3.	INFRASTRUCTURE / TECHNICAL ENVIRONMENT.....	10
4.	FMS UPGRADE .....	13
4.1	BUILD PHASE .....	13
4.2	ACHIEVE PHASE .....	31
4.3	POST IMPLEMENTATION PHASE .....	32
5.	SMS REPLACEMENT.....	34
5.1	BUILD PHASE .....	34
5.2	ACHIEVE PHASE .....	61
5.3	POST IMPLEMENTATION PHASE .....	63

## **Attachments**

**Exhibit B: Deliverables Definitions**

**Exhibit C: Project Plan**

**Exhibit D: Business Requirements (INTENTIONALLY OMITTED)**

**Exhibit E: Software Modifications**

**Exhibit F: Interfaces**

**Exhibit G: Conversions**

**Exhibit H: Reports and Forms**

**Exhibit I: Technical Architecture**

**Exhibit J: Training Volumes (INTENTIONALLY OMITTED)**

**Exhibit K: Project Assumptions**

**Exhibit L: Pricing Schedule**

**Exhibit M: List of Key Contractor Personnel**

**Exhibit N: Services Rates**

**Exhibit O: Standard Provisions for City Contracts (Rev. 3/09)**

# 1. INTRODUCTION

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The City of Los Angeles (City) currently utilizes the Supply Management System (SMS) for all procurement and inventory management functions and business processes for all Council-Controlled departments. SMS runs on PeopleSoft Financials v9.0. SMS has been in production operations at the City since 2001.

In 2011, the City partnered with CGI Technologies and Solutions Inc. ("CGI") to implement the Financial Management System (FMS) as the financial system for all Council-Controlled departments. FMS runs on CGI Advantage Financial v3.8. The City has implemented four major modules (functions) of the CGI Advantage Financial application: 1) General Ledger for financial reporting and budgetary controls, 2) Accounts Payable (AP) for the setup and payment of City vendors, 3) Accounts Receivable (AR) for the billing and collection of payments from City customers, and 4) Cost Accounting to track project/grant expenditures used to support the processing of cost reimbursements. The City has also implemented the CGI infoAdvantage reporting system.

The City has decided to replace SMS with the Procurement, Inventory, and Vendor Self Service (VSS) modules of CGI Advantage to fully integrate its procurement and inventory management functions with the Citywide FMS. This new system will be referred to as FMS 2.0: Integrated Financial and Procurement System.

The FMS 2.0 project is comprised of two major sub-projects:

- 1) FMS Upgrade – In order to utilize the latest functionality of the system, the City will upgrade FMS from CGI Advantage Financial v3.8 to v3.10. This sub-project includes upgrading the following components:
  - a. General Ledger
  - b. Accounts Payable
  - c. Accounts Receivable
  - d. Cost Accounting
  - e. infoAdvantage
- 2) SMS Replacement – This sub-project includes replacing existing SMS functionality as well as adding new procurement functionality. This sub-project includes implementing the following components:
  - a. Procurement – Commodities
  - b. Inventory
  - c. Procurement – Service Contracts
  - d. Vendor Self Service
    - i. Financial Inquiry
    - ii. Electronic Invoices
  - e. eProcurement
    - i. PunchOut
    - ii. Electronic Orders
    - iii. Hosted Catalogs

CGI's implementation methodology is comprised of 4 phases:

**Envision.** The Envision phase develops the blueprint for the implementation of the new FMS 2.0 system. This consisted of two parts: Part 1: Fit-Gap Analysis: Documenting the current business processes, conducting a review of those processes, and perform a fit-gap analysis of the current system processes in CGI Advantage; Part 2: Implementation Assessment: Analyzing new/deferred scope items and developing an Implementation Analysis Document (IAD).

**Build.** The Build phase includes the construction and preparation of the new system to support the business processes. The objective of the Build phase is to design, configure, integrate, build, and test the new system and business processes.

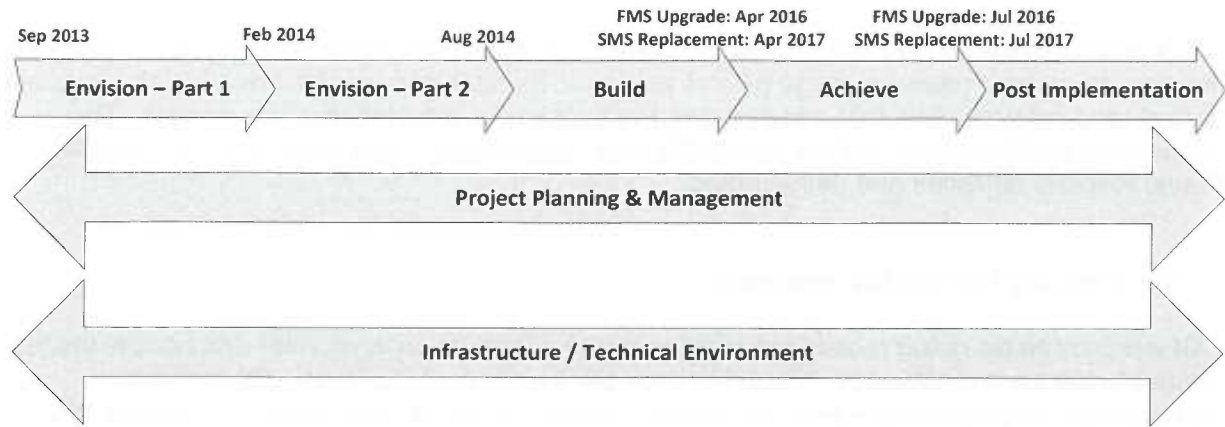
**Achieve.** The Achieve phase integrates the system components established in the Build phase with the ongoing business and represents system Go-live for production operations.

**Post-Implementation.** The Post-Implementation phase activities include monitoring performance in production operations and resolving production incidents.

In addition to these phases, there are Project Planning & Management tasks as well as Infrastructure / Technical Environment tasks that span all of the phases and sub-projects.

This methodology provides a guideline for planning and executing the implementation activities, as well as establishing a plan for supporting CGI Advantage in production operations. From October 2013 through August 2014, the City and CGI engaged and completed the Envision Phase. Exhibit 1 summarizes the activities of the CGI Advantage Implementation Methodology.

## Exhibit 1 – CGI Advantage Implementation Methodology



Fit-Gap Analysis	Implementation Assessment & New Scope Items to Analyze/Prototype	Design, Develop, Test, and Train	Production Cutover	Post-Implementation
<ul style="list-style-type: none"> <li>Hosted Prototyping Environment</li> <li>Product Overview</li> <li>Business Process Discovery Sessions</li> <li>Prototype Key Business Processes</li> <li>Fit-Gap Analysis</li> <li>Business Process Based Requirements Traceability Matrix (RTM)</li> <li>Identify Software Customizations and Business Process Impacts</li> <li>Technical Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Hands-on Project Team Training</li> <li>Additional Prototyping – Procurement / Inventory</li> <li>FMS Vendor Creation / Maintenance Process and Cleansing Analysis</li> <li>Prototyping of CGI Advantage Procurement Service Contract Functionality</li> <li>Impacts to FMS by Implementing Service Contract Functionality Assessment</li> <li>eProcurement (PunchOut / Hosted Catalogs) - Prototyping</li> <li>Implementation Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Establish Technical Environments</li> <li>Software Installation and Testing</li> <li>Business Processes and System Configuration</li> <li>Design and Develop Software Customizations</li> <li>Design and Develop Interface Software</li> <li>Design and Develop Data Conversion Software</li> <li>Integrated System Testing</li> <li>User Acceptance Testing</li> <li>Performance Testing</li> <li>Data Cleansing</li> <li>Training and Knowledge Transfer</li> <li>Readiness Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Mock Data Conversion</li> <li>Data Cleansing</li> <li>Cutover Planning</li> <li>Cutover Rehearsal</li> <li>Data Conversion and Production Cutover</li> <li>Commence Production Operations</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Production Operations</li> <li>Resolve Production Incidents</li> <li>Adjust Production Operations Procedures</li> </ul>

This SOW specifies the obligations for CGI, and for the City, during the Build, Achieve, and Post-Implementation phases to successfully implement FMS 2.0. The FMS 2.0 project has a Go-Live target of July 2016 for the FMS Upgrade subproject and July 2017 for the SMS Replacement subproject.

The deliverables for CGI and the City are identified in *Exhibit B: Deliverables Definition*. The project tasks and activities shall generally follow the project plan outlined in *Exhibit C: Project Plan*.

## 2. PROJECT PLANNING AND MANAGEMENT

CGI's project management team will work closely with the City's project management team to develop the project plans, manage project activities, monitor and resolve issues, enforce quality control, and mitigate risks that can threaten the successful completion of the project. The project management team will be responsible for the Ongoing Project Management and Monthly Status Reports activities and deliverables.

### 2.1 Ongoing Project Management

CGI will provide on-going project management and coordination to monitor and control the tasks related to the project. Weekly status meetings will be conducted with the City project management team to ensure effective communication of the project's status as well as to provide a forum for the identification and discussion of issues and risks. The City will be an active participant in the weekly status meetings, providing updates on City tasks/deliverables, reviewing (action item, issue, and incident) logs and identifying risks.

#### 2.1.1 Monthly Status Reports

CGI will provide a monthly status report to the City that includes:

- Updated Project Plan
- Summary of tasks, work products, and deliverables status
- Risks and Issues

Prior to the submission of this monthly status, the City Project Manager will provide the CGI Project Manager with updates on City tasks and deliverables so that the status report will reflect a joint CGI and City effort.

### 2.2 Responsibilities: Project Planning and Management

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Planning and Project Management	<ul style="list-style-type: none"> <li>• Prepare Project Plans</li> <li>• Prepare Status Reports</li> <li>• Facilitate Project Team Meetings</li> <li>• Facilitate Status Meetings</li> <li>• Attend Executive Steering Committee Meetings</li> <li>• Manage Issues and Risks</li> </ul>	<ul style="list-style-type: none"> <li>• Review Project Plans</li> <li>• Provide City-Specific Status Reports</li> <li>• Review Project Status Reports</li> <li>• Attend Status Meetings</li> <li>• Lead Executive Steering Committee Meetings</li> <li>• Select Presented Option for Issue</li> </ul>



	<ul style="list-style-type: none"> <li>• Provide Issue Resolutions and Options</li> <li>• Manage day to day CGI tasks</li> </ul>	Resolution <ul style="list-style-type: none"> <li>• Manage day to day City tasks</li> </ul>
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### 2.3 Deliverables: Project Planning and Management

Below is a listing of all CGI and City deliverables. See Exhibit B: Deliverables Definition for descriptions of each deliverable.

#### CGI Deliverables:

Deliverable #	Deliverable Name
CGI-1.1	Monthly Status Report 1 - September 2014
CGI-1.2	Monthly Status Report 2 - October 2014
CGI-1.3	Monthly Status Report 3 - November 2014
CGI-1.4	Monthly Status Report 4 - December 2014
CGI-1.5	Monthly Status Report 5 - January 2015
CGI-1.6	Monthly Status Report 6 - February 2015
CGI-1.7	Monthly Status Report 7 - March 2015
CGI-1.8	Monthly Status Report 8 - April 2015
CGI-1.9	Monthly Status Report 9 - May 2015
CGI-1.10	Monthly Status Report 10 - June 2015
CGI-1.11	Monthly Status Report 11 - July 2015
CGI-1.12	Monthly Status Report 12 - August 2015
CGI-1.13	Monthly Status Report 13 - September 2015
CGI-1.14	Monthly Status Report 14 - October 2015
CGI-1.15	Monthly Status Report 15 - November 2015
CGI-1.16	Monthly Status Report 16 - December 2015
CGI-1.17	Monthly Status Report 17 - January 2016
CGI-1.18	Monthly Status Report 18 - February 2016
CGI-1.19	Monthly Status Report 19 - March 2016
CGI-1.20	Monthly Status Report 20 - April 2016
CGI-1.21	Monthly Status Report 21 - May 2016
CGI-1.22	Monthly Status Report 22 - June 2016
CGI-1.23	Monthly Status Report 23 - July 2016
CGI-1.24	Monthly Status Report 24 - August 2016
CGI-1.25	Monthly Status Report 25 - September 2016
CGI-1.26	Monthly Status Report 26 - October 2016

CGI-1.27	Monthly Status Report 27 - November 2016
CGI-1.28	Monthly Status Report 28 - December 2016
CGI-1.29	Monthly Status Report 29 - January 2017
CGI-1.30	Monthly Status Report 30 - February 2017
CGI-1.31	Monthly Status Report 31 - March 2017
CGI-1.32	Monthly Status Report 32 - April 2017
CGI-1.33	Monthly Status Report 33 - May 2017
CGI-1.34	Monthly Status Report 34 - June 2017
CGI-1.35	Monthly Status Report 35 - July 2017
CGI-1.36	Monthly Status Report 36 - August 2017

**City Deliverables:**

No deliverables, however, the City will provide status updates to CGI on City related tasks.

**2.4 Communication and Change Management**

The City will be responsible for all communication and change management activities for the FMS 2.0 Project.

Some recommended activities that the City may consider are:

- Create a communication and change management plan
- Prepare and manage all project communication and change management activities
- Prepare for and lead all department outreach sessions, change readiness assessments, change management interviews/surveys, etc.
- Prepare and lead all vendor outreach sessions and vendor change management

**2.4.1 Responsibilities: Communication and Change Management**

Below is a listing of all CGI and City responsibilities.

Activity/Task	CGI Responsibilities	City Responsibilities
Communication and Change Management	<ul style="list-style-type: none"> <li>• No Support</li> </ul>	<ul style="list-style-type: none"> <li>• Create a communication and change management plan</li> <li>• Prepare and manage all project communication and change management activities</li> <li>• Prepare for and lead all department outreach sessions, change readiness assessments, change management</li> </ul>



		interviews/surveys, etc. <ul style="list-style-type: none"><li>• Prepare and lead all vendor outreach sessions and vendor change management</li></ul>
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