



APAS: Change Request (CR-023) – Extension of APAS Development Project Timelines from July 01, 2022 to September 15, 2022

CR Status (Completed by APAS Program Manager)

Change Request #	69285-CR-023	Version 1.0
Date Closed	6/21/2022	
Status at Close	Approved	

CR Identification (Completed by Requestor)

Requested By	Andrey Ostrowsky
Request Date	05/20/2022
Short Description	Extend the APAS Development Project (Exhibit A, SOW # 1) timeline from 3 ½ years to 3 years and 8 ½ months by an additional two and half months from July 1, 2022 to September 15, 2022
Priority (C, H, M, L)	C
Team	APAS team
Due Date	06/30/2022
Phase	Build
Evaluator	Paul Paulose
Detailed Description/Justification	Change/Problem Description: Historical Context • APAS Project was launched in January 2019 with a Sapient contract duration of 3 years (six months of Definition Phase and two and half years of Build Phase) • Definition Phase was completed in July 2019. • Phase 0 of the Build (Implementation) Phase was initiated in August 2019 based on the approvals from Architecture Review Board • Phase 1 and 2 were launched in October 2019 for business functional and technical foundational components • The first production deployment (Phase 1) was completed in December 2019 of APAS Business Personal Property (BPP) Trend functionality along with Salesforce, Amazon Web Services (AWS) and Talend Cloud Infrastructure. • Phase 3 (Real Property) was launched in April 2020 for Real Property • Phase 4 (Business Personal Property) was launched in May 2021 • CR-022 approved on June 15, 2021 and Amendment 5 (BOS Resolution # 078374) approved on Sep 14, 2021 to extend the APAS project timelines from December 31, 2021 to June 30, 2022. Key challenges • Staffing challenges – In Q2-Q4, 2021, a small trend of people quitting in a bid to seek greater work-life balance and benefits has cascaded into a tide that has been dubbed as “Great Resignation of 2021”. Industry experts predicted that high levels of attritions



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	will continue through 2022. Demand for Salesforce talent has been very high in the market since 2020, leading to attrition and staffing ramp-up issues. The Sapient team continues to face the salesforce talent attrition (50% +) both onshore and offshore and has high impact on Sapient team productivity due to lost time for ramping up new member in this complex business domain. • COVID pandemic update (Omicron variant spread: December 21 through Feb 2022) - Sapient Travel is being restricted to where it is necessary and will be reviewed periodically based on the regional situation and laws. No in-person workshops; No travel within or outside of US. • Discovery of In-scope requirements – During sprint demo's and testing, users reported requirements that are in scope and are not captured during user story grooming (consistent with Agile methodology). This requires additional development/rework that impacted project timeline. • High complexity business requirements – Property assessment is a complex business domain and has long learning curve. This resulted in underestimation of user story development and test time impacting project timeline. Relative benefit of accepting the change request: Detailed project estimation and planning requires additional time and effort. Approving this CR will allow time to complete the detailed project estimation and planning for the completion of the project. Relative cost of rejecting the change request: The Sapient and ACRE APAS project team will not be able to come up with accurate estimations for overall delays and ultimately retire the EZ Access system and achieve the modernization and transformation of the Assessor business operations as originally approved by the BOS.
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CR Evaluation Results (Completed by Evaluator)

Date Evaluation Completed	6/21/2022
Work Effort Impact	None
Deliverable Impact	None
Schedule Impact	TBD
Functional/Solution Impact	None
Resource/Cost Impact	Will be added in Amedment #7 with follow up CR
Impact on Other tracks/modules	None
Impact to Other External Systems	Impact on Controller – Tax Collector for APAS Cutover - TBD
Other Comments	None
Overall Recommendation	Approved



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Scope / Execution Risk Assessment (Completed by APAS Program Manager)

Total Cost:	Will be added in Amendment # 7	
Is this shared scope risk?	No	
Is this scope increase or decrease the overall cost to the project?	None	Decreased Cost: None
ACRE Cost:	NA	
Sapient Absorbed Cost:	Will be added in overall CR for project	
Sapient Non-absorbed Cost:	None	

CCB Review Results (Completed by APAS Program Manager)

CR Review Completed	6/21/2022
Review Findings	None
New Scope Cap/Limit	None
Other Comments	None
Overall Recommendation	Approved

Approval Signatures

Sapient Account Lead	DocuSigned by: 43696F6FB405414...
ACRE Project/Program Manager	DocuSigned by: 53B043C8099E40A...
ACRE Chief Appraiser (supporting APAS)	DocuSigned by: 5AEC6B52DEA3431...
ACRE IT Director	DocuSigned by: F494E446EA7A4D4...