



**ASSESSOR-COUNTY CLERK-  
RECORDER & ELECTIONS**  
COUNTY OF SAN MATEO

## APAS: Change Request (CR-024): Extension of APAS Development Agreement (Exhibit A, SOW # 1) Timeline from September 16, 2022 to June 30, 2023

### CR Status (Completed by APAS Program Manager)

Change Request #	69285-CR-024	Version 1.0
Date Closed	8/16/2022	
Status at Close	Approved	

### CR Identification (Completed by Requestor)

Requested By	Andrey Ostrowsky								
Request Date	July 25, 2022								
Short Description	<b>Extension of the APAS Project (Exhibit A, SOW # 1) development and testing timelines by 12 months from July 1, 2022 to Jun 30, 2023.</b>								
Priority (C, H, M, L)	C								
Team	APAS team								
Due Date	August 18, 2022								
Phase	Build								
Evaluator	Paul Paulose								
Detailed Description / Justification	<p><b><u>Change/Problem Description:</u></b></p> <p><b><u>Problem Description:</u></b></p> <p>The APAS project team has encountered a number of significant issues and challenges over the last 12 months which has had an impact on the project's development, testing and release timeline:</p> <ul style="list-style-type: none"> <li>Great Resignation: Attrition rates of the Sapient Salesforce development team for Q3 and Q4, 2021 was 79% and 52% for the first 4 months of 2022.</li> <li>Complexity of the system: Discovery of in scope requirements identified in demo's and UAT</li> <li>New Scope: During UAT testing, it was determined that the Work Item Management needs enhancement. An in-person workshop was held in the 1st week of March to detail the requirements.</li> </ul> <p>These risks and challenges have been tracked and reported in the monthly APAS Executive Steering Committee and are as follows:</p> <table border="1"> <thead> <tr> <th>Reference#</th><th>Description</th></tr> </thead> <tbody> <tr> <td>APAS-I-070</td><td>The attrition rates in the IT industry have risen to 20% - 30% post pandemic recovery. Any increase in attrition in APAS team will impact the velocity and slow down the deliverables.</td></tr> <tr> <td>APAS-I-071</td><td>Discovery of in scope requirements identified in demo's and testing</td></tr> <tr> <td>APAS-I-072</td><td>The End-to-End UAT timeline identified in the MLP and HLP may need to be revisited based on gaining a better understanding of APAS-I-071 Risk</td></tr> </tbody> </table>	Reference#	Description	APAS-I-070	The attrition rates in the IT industry have risen to 20% - 30% post pandemic recovery. Any increase in attrition in APAS team will impact the velocity and slow down the deliverables.	APAS-I-071	Discovery of in scope requirements identified in demo's and testing	APAS-I-072	The End-to-End UAT timeline identified in the MLP and HLP may need to be revisited based on gaining a better understanding of APAS-I-071 Risk
Reference#	Description								
APAS-I-070	The attrition rates in the IT industry have risen to 20% - 30% post pandemic recovery. Any increase in attrition in APAS team will impact the velocity and slow down the deliverables.								
APAS-I-071	Discovery of in scope requirements identified in demo's and testing								
APAS-I-072	The End-to-End UAT timeline identified in the MLP and HLP may need to be revisited based on gaining a better understanding of APAS-I-071 Risk								



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RECORDER & ELECTIONS**  
COUNTY OF SAN MATEO

APAS-I-073	During UAT testing, it was determined that the Work Item Management needs enhancements. An in-person workshop has been held in the 1st week of March to detail the requirements and Sapient is currently evaluating the cost and schedule impact on the project.
APAS-R-067	APAS Interface discussion with Controller and the Tax Collector Systems need to be closely monitored and testing needs to be synchronized between the three Departments. A key difficulty that exists is the APAS project is agile based and the Controller's is legacy. This inherently introduces some scheduling challenges that need to be closely monitored.
APAS-R-069	ACRE and Sapient continue to monitor the impact of COVID-19, in both United States and India.

In order to address the issues and challenges identified above, additional time will be required in order to complete the development, testing and release of the APAS application. The effort required to do so has been carefully estimated and reviewed. The following table provides the details of the distribution of the total additional hours (for US and India resources) that will be required for the period of July 1, 2022 to June 30, 2023:

**PS - ACRE Investment**

Description	Total hrs.	Blended Rate	ACRE	PS	Total
Phase 3 & 4 Impact due to Great Resignation/Omicron	15,856	\$ 135	\$0	\$ 2,140,560	\$ 2,140,560
Sapient Management Oversight Cost (\$75K for 12 months)				\$ 900,000	\$ 900,000
<b>Total</b>	<b>15,856</b>		<b>\$0</b>	<b>\$ 3,040,560</b>	<b>\$ 6,820,560</b>
			<b>0%</b>	<b>100%</b>	<b>100%</b>

**PS – ACRE Shared Cost**

Description	Total hrs.	Blended Rate	ACRE	PS	Total
Phase 3, 4 & 5 Complexity/Late Discovery /In scope Enhancements (50/50 Split)	14,000	\$ 135	\$ 945,000	\$ 945,000	\$ 1,890,000
Work Item 2.0 (50/50 Split)	4,000	\$ 185	\$ 370,000	\$ 370,000	\$ 740,000
Phase 3 and Phase 4 Release Split (50/50 Split)	1,050	\$ 185	\$ 97,125	\$ 97,125	\$ 194,250
<b>Total</b>	<b>19,050</b>		<b>\$ 1,412,125</b>	<b>\$ 1,412,125</b>	<b>\$ 2,824,250</b>
Inflation cost 3.5%			\$ 49,494		\$ 49,494
<b>Total including Inflation Cost</b>			<b>\$ 1,461,619</b>	<b>\$ 1,412,125</b>	<b>\$ 2,873,744</b>
			<b>51%</b>	<b>49%</b>	<b>100%</b>
<b>Grand Total</b>	<b>34,906</b>		<b>\$ 1,461,619</b>	<b>\$ 4,452,685</b>	<b>\$ 5,914,304</b>
			<b>25%</b>	<b>75%</b>	<b>100%</b>

**Sapient Investment**

- Sapient's investment over and above the original fixed price bid in this project will be (Including \$5.25M through Amendment #5 + CR # 24 \$4.45M) **\$9.70M** upon approval of Amendment 7.
- PS team has invested heavily in relocating experienced team members from India team to North America and adding 10 extra Salesforce developers in US team, for remaining duration of this project to ensure delivery timelines
- PS has ramped up the team from 39 to 63 since Jan 2022.
- Continued engagement and team building efforts across US & India teams.
- Continued partnership and strong collaboration between PS & ACRE teams.

**Note:**

1. ACRE and Sapient Management added additional 2,000 hours for Phase 3, 4 & 5 complexity/Late Discovery/In scope enhancements to support any reasonable new change requests discovered in the remainder of the project.



**ASSESSOR-COUNTY CLERK-  
RECORDER & ELECTIONS**  
COUNTY OF SAN MATEO

2. ACRE and Sapient Management additional 600 hours for Work Item 2.0 to support any reasonable new change requests discovered in the remainder of the project.

3. The details of the CR-024 shared cost are identified in SharePoint folder under Change Requests → [Late Discoveries and Enhancements - Component-Epic Hrs Break up v4.0 8-12-22.xlsx](#)

CR Type	CR ID	CR Details	Cost to ACRE	Cost Absorbed by Sapient
Technical	CR-013	Setup, Maintenance and Operational Support (M&O) of new End-to-End ACRE QA Environments	\$75,000.00	\$35,000.00
	CR-018	New Scope of building Translator Utility to Generate Controller Office data file	\$56,640.00	\$37,760.00
General (Others)	CR-014	Addition of Organizational Change Management (OCM) Resource	\$53,700.00	\$53,700.00
	CR-020	Additional resources being added to APAS project team in order to meet the delivery timelines		\$2,142,112
Data Conversion	CR-016	New Scope of Cleansing and Migration of data from GIS Source for Land Characteristics	\$64,415.00	\$ -
	CR-017	Expanded Scope of Cleansing and Migration of data for Additional Parcel Characteristics		\$48,415.48
	CR-019	New Scope of Cleansing and Migration of NOTES and LEOPS Data	\$84,570.00	
<b>Proposed 6-month Extension</b>	<b>CR-022</b>	<b>Proposed Sapient and ACRE Cost Sharing</b>	<b>\$1,716,172.31</b>	<b>\$1,716,172.32</b>
Data Project Alignment cost	CR-022	Proposed Sapient and ACRE Cost Sharing	\$0	\$594,995.63
COVID Contingency Onshore Resources	CR-022	Proposed Sapient and ACRE Cost Sharing	\$0	\$625,968.00
APAS Project Extension 2.5 months	CR-023	Amendment #6 to extend the Development Project by 2.5 months from July 1, 2022 to September 15, 2022	\$0	\$0



**ASSESSOR-COUNTY CLERK-  
RECORDER & ELECTIONS**  
COUNTY OF SAN MATEO

	APAS Project Extension 9 ½ months	CR-024	Amendment #7 to extend the Development Project by 9 ½ months from September 16, 2022 to June 30, 2023	\$1,461,619.00	\$4,452,685.00
			<b>Total</b>	<b>\$3,512,116.31</b>	<b>\$9,706,808.43</b>

**Schedule, Timeline, and Cost Impact**

- PS and ACRE executed CR-023 in June 2022 to extend APAS Project (Exhibit A, SOW # 1) timeline from June 2022 by an additional 2.5 months to complete the Change Request CR-024.
- PS estimate for project extension by 12 months (Exhibit A, SOW # 1) from July 1, 2022 to June 30, 2023 is ~\$5.91M excluding management oversight cost:
  - PS cost - ~\$4.45M (61%)
  - ACRE cost - ~\$1.46M (39%)
- The total investment from PS in APAS project will be ~9.7M upon approval of Amendment 7.

**Relative benefit of accepting the change request:**

Addressing all the challenges faced by the APAS project team and ensuring the development and implementation of all of the business requirements necessary to meet ACRE's goal of transforming the business processes of the Assessor Division and retiring the EZ Access System.

**Relative cost of rejecting the change request:**

The APAS project team will not be able to retire the EZ Access system and achieve the goal of the modernization and transformation of the Assessor business operations.

**CR Evaluation Results (Completed by Evaluator)**

Date Evaluation Completed	8/18/2022
Work Effort Impact	None
Deliverable Impact	None
Schedule Impact	Exhibit A, SOW # 1 extended by 12 months
Functional/Solution Impact	None
Resource/Cost Impact	<b>\$5,914,304</b>
Impact on Other tracks/ modules	None
Impact to Other External Systems	None
Other Comments	None
Overall Recommendation	Approved

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

Total Cost:	<b>\$ 5,914,304</b>	
Is this shared scope risk?	No	
Is this scope increase or decrease the overall cost to the project?	Increased Cost: <b>\$ 5,914,304</b>	Decreased Cost: None



**ASSESSOR-COUNTY CLERK-  
RECORDER & ELECTIONS**  
COUNTY OF SAN MATEO

ACRE Cost:	<b>\$1,461,619</b>
Sapient Absorbed Cost:	<b>\$4,452,685</b>
Sapient Non-absorbed Cost:	None

**CCB Review Results (Completed by APAS Program Manager)**

CR Review Completed	8/17/2022
Review Findings	None
New Scope Cap/Limit	None
Other Comments	None
Overall Recommendation	Approved

**Approval Signatures**

Sapient Account Lead	<p>DocuSigned by:</p> <p><i>Andrey Ostrowsky</i></p> <p>43696F6FB40544...</p>
ACRE Project/Program Manager	<p>DocuSigned by:</p> <p><i>Paul Paulose</i></p> <p>53B643C8009E40A...</p>
ACRE Chief Appraiser (supporting APAS)	<p>DocuSigned by:</p> <p><i>Armand Sun</i></p> <p>5AEC6B52DEA3431...</p>
ACRE IT Director	<p>DocuSigned by:</p> <p><i>Randy Mellin</i></p> <p>F494E446FA7A4D4</p>