



Systems & Software, Inc.



Statement of Work for enQuesta 5 Upgrade

Document Version 1.4

April 27th, 2017

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Revision History

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Table of Contents

1.	Base Contract Upgrade Provisions and Assumptions	4
2.	Project Objectives	5
	enQuesta 5	5
	Customer and Systems & Software	5
	Project Overview	5
3.	Purpose of SOW	6
	Products and Services	6
	Cost, Schedule, and Scope	6
	Labor Rates	6
	Change Control	6
4.	enQuesta Modules and New Features	7
	Proposed Scope	7
	New Features List	7
5.	Attachments to the SOW Include:	12
	Attachment A – Pricing & Payment Schedule	12
	Attachment B – Sample Project Plan	12
	Attachment C – Communication Plan	12
	Attachment C – Sample Simulation Plan	12
	Attachment D – Sample Go-Live Plan	12
	Attachment E – enQuesta Link Mobile SOW	12
6.	Initiate Phase	13
	Phase Overview	13
	Phase Deliverables & Key Milestones	13
	Project Team Assembly / Staffing Requirements	13
	Project Kick Off	16
	Development of Joint Project Management Plan	16
	System Hardware and Software Installation	19
	Conversion	21
	Testing	22
	Interfaces	22
	Training	24
	Reporting Portal	26
	Customer Self-Service	26
	Conversion	26
	Simulation	29
7.	Activate	30
	Activate Phase Overview	30
	Activate Phase Deliverables & Key Milestones	30
	Conversion	30
	Go-live	31
8.	Payment Milestones:	33
	See attachment A “Pricing & Payment enQuesta 5”	33

1. Base Contract Upgrade Provisions and Assumptions

During the original 2003 contract negotiations, the Customer and S&S discussed a strategy to meet the Customer's desire to stay current on future versions of the enQuesta software. An additional Customer objective was to minimize the expense and funding requirements of the upgrade, and therefore the contract procurement and approval time.

To accomplish these goals, S&S and the Customer agreed that the Customer would pay an additional \$34,000 per year for new release upgrades to the enQuesta™ software as part of the annual maintenance agreement.

In order to further minimize cost and risks of any upgrade, certain key points related to definition of scope were contemplated as part of this upgrade strategy as follows:

The \$34,000 annual payment is intended to cover the upgrade of The City of Greensboro's then current enQuesta™ Customer Information System to the most current generally-available version of enQuesta™. Any upgrade performed under the original agreement will include only an upgrade of The City of Greensboro's business process as initially implemented in the original enQuesta™ project. Any modifications or enhancements to these processes will require additional services to be charged at S&S's then-current rates. Further scope definition is clarified herein.

This basic upgrade approach has been used as the basis for assumption for two key reasons, both of which centered around the future scope of any upgrade: first is that there was no future "guarantee" as to what specific, additional functionality would be available within subsequent releases of enQuesta and second was that there was no knowledge which future enQuesta product capabilities the Customer would wish to incorporate. Because both of these factors were unknown at the time, it was impossible to determine the final, actual scope and ultimate effort that both the Customer and S&S would expend on the implementation of future enQuesta upgrades.

It should be noted that the annual fee did not include any additional hardware, 3rd party software or any additional enQuesta software modules or licenses. The fee also did not include any customized programming for implementation of new business processes, any changes to implementation methodology (such as Simulation) or the implementation of any new features deemed optional.

Finally, the Customer and S&S mutually agree that the annual fee will apply to no more than two (2) upgrades in any 5 year period. The next 5 year period will begin accruing in 1/1/17. The maintenance accrual amount will be clearly stated in the annual maintenance invoice and the balance will be applied to any future upgrades at time of contract.

Through this Statement of Work, the Customer and S&S will define and agree to the scope of the Upgrade. This upgrade will bring the Customer from enQuesta 4 to enQuesta 5.

2. Project Objectives

enQuesta 5

- 2.1.1 City of Greensboro Water Utilities and Systems & Software, Inc. (S&S) have agreed to engage in the upgrade of the existing enQuesta Customer Information System (CIS) and ancillary modules. Under this arrangement, City of Greensboro will upgrade from their currently installed release of enQuesta v4 to enQuesta 5. Objectives of the upgrade are:
- Establish the Customer on the standard, most current version of enQuesta 5.
 - Implement the new features that have been identified within this statement of work
 - Assist the Customer in upgrading to the most current versions of Oracle 11g Database, Operating System and Middleware.
 - Upgrade S&S' next generation reporting solution, the enQuesta Reporting Portal, to the current version utilizing Cognos BI 10.2.

Customer and Systems & Software

- 2.1.2 City of Greensboro Water Resources, having its principal offices at 2602 South Elm-Eugene Street Greensboro, NC 27406, shall be referred to herein as the "Customer". Systems & Software, Inc. having its principal offices at 426 Industrial Avenue, Williston, VT 05495, shall be referred to herein as "S&S".

Project Overview

- 2.1.3 The duration of this project is expected to be 9-12 months although this is subject to change based on the mutually agreed upon project plan.
- 2.1.4 A Train refresh to current version 4.1 Train will occur for the first 2 conversions so if needed a comparison of the new enQuesta 5 version can be held against current Train solution based on the same time table and data. This will occur twice once for initial conversion and once for Simulation conversion.
- 2.1.5 The Customer is estimated to have 105,000 accounts.

3. Purpose of SOW

Products and Services

- 3.1.1 This Statement of Work (SOW) describes the products and services to be delivered by S&S as well as the responsibilities of both the Customer and S&S throughout the duration of the Project.

Cost, Schedule, and Scope

- 3.1.2 S&S and the Customer agree to cooperatively manage the cost, schedule, and scope of the project. Project scope is limited to the tasks and deliverables identified in this SOW. Items not included in this SOW are to be considered out of scope.
- 3.1.3 All costs associated with third party hardware and/or software will be subject to the current rates of the third party vendor at the time an order is placed. Maintenance for third party software shall commence at the time the order is placed.

Labor Rates

- 3.1.4 If the need for additional services is required throughout the Project due to scope change, additional labor rates will apply. Labor rates for additional services will be billed at our then current all-inclusive blended rate.
- 3.1.5 Current labor rates for additional services are \$175.00 per hour.
- 3.1.6 On-site labor rate will be \$225/hour (based on a 40 hour minimum).

Change Control

- 3.1.7 Both the Customer and S&S agree to reserve the right to enter into negotiations covering items currently known to be outside of scope or not yet currently defined using the S&S Change Control Plan procedures. It is acknowledged that those negotiations would potentially lead to a Change Order to this project or a separately defined project. Change Orders will be evaluated for impact to cost, schedule, project risk(s), and resources.

4. enQuesta Modules and New Features

Proposed Scope

- The core CIS (Billing, Service Orders, Collections, Customer Care) along with WebConnect and ancillary modules will be ported forward to allow for continued use of existing functionality.
- enQuesta system interfaces that are currently licensed will be ported forward and maintained in their as-is state, unless modified per this Statement of Work. See below – Interface List.
- enQuesta system modifications and enhancements that have been implemented by the Customer will be ported forward and maintained in their as-is state, unless modified per this statement of work.
- All Standard features are included in this upgrade; however, the Customer may choose not to implement all standard features immediately.
- Optional features, whether they require configuration or programming, must be evaluated and quoted accordingly. A list of Optional Features to be included in the scope of this upgrade can be found in the section titled “Optional Features List”.

New Features List

This enhancement list serves as a basis to describe selected major features and changes within the enQuesta 5 product release.

Advanced Search

- Advanced Search provides a quick, powerful way to locate customer accounts. After every keystroke a new search is sent to the server. Similar to a Google search, the idea is that the user checks the results as they type. If the result they are looking for is not within view – they simply keep typing to further refine the search. The goal is that each search is satisfied without the user having to scroll or page through the results.
- Advanced search allows for partial names to be entered. For example ‘jo’ will match upon ‘jones,’ ‘john,’ or ‘Journal St.’ Behind the scenes it is creating a wildcard query. So for example ‘jo’ is sent to the server as ‘jo*’. This is very powerful and means that the user doesn’t have to completely type each term they are looking for. For example a query of ‘jon sol’ might be all that is needed to find customer Jones living on Soldano Ave.
- The Inquiry Portal Advanced Search feature has been enhanced to allow users to save personal search criteria sets for future use. Also, users who are configured to see the same Inquiry Portal view have the ability to save and share search-criteria sets.

Routing Work Orders via Work Queue

Some work orders require follow-up tasks outside the work order itself. For example, a follow-up call to make sure a recent complaint has been resolved. Work order types can be configured to assign such tasks to specific employees by e-mail and to generate an entry on their Task Routing Work Queues to organize and facilitate these follow-up tasks.

Things like:

- Calling back two weeks after a complaint to ensure that the customer has been satisfied
- Sending an e-mail
- Mailing utility literature/documentation
- Arranging a replacement refuse bin for a customer with a broken bin
- Or, the main task of a work order might be complete, but secondary tasks remain. These situations are where the enQuesta Task Routing Work Queue can help: It prompts the right employee(s) to execute required follow-up action later on — independently of the work order.

Deposit Transfers

The *enQuesta* Work Order programs were modified to provide additional functionality for Deposit Transfers. When a customer moves from one premise to another within the utility's service area, an additional deposit amount can be required, if warranted.

A few specifics:

- enQuesta work orders will now calculate the deposit increases/decrease when a customer moves from one premise to another. The work order will display the minimum increase, calculated deposit amount, deposit transfer amount and new deposit amount and refund amount.
- enQuesta now distinguishes between “Current Billed Deposits” vs. “Past Due Billed Deposits”.
- The payment priority now has a new option added for “Past Due Deposits”. This will allow payments to be applied to “Billed Past Due” deposits vs “Current Billed Deposits”.
- The collections process has an option to include “Past Due Deposits”.
- The “Auto Deposit Refund” now allows for account selection based on credit score.
- The “Auto Deposit Increase” now selects account for increased deposit based on credit score.

The work order system has new validation to ensure deposits are transferred and refunded correctly and are kept in balance.

WebConnect Account Reminders

WebConnect was enhanced to provide Utility customers with a popup alerting them to update their personal information based on configurable time-frames. When a customer opens a new WebConnect account or their personal information hasn't been updated in the defined number of months, the Information Update Notice popup will display. Any changes the customer makes online to their personal information are automatically updated to the enQuesta databases, with work orders being generated to track these updates.

Web Complex Password

When creating a new WebConnect account the user will be required to follow the password requirements displayed in the password strength message.

For existing WebConnect customers: password strength is checked and if not strong enough a token is set which then requires them to change their password on their next login.

WebConnect Ebill Enrollment

When a customer creates a new WebConnect account there will be a new option to configure automatic ebill enrollment. This will be a configurable setting. Customers will have the option to either set the ebill option in WebConnect or can be unenrolled via work order in INQ.

enQuesta Credit Refunds

We have added substantial functionality to the Credit Refund processes. With enQuesta 5 we now support the following business requirements:

- Ability to enter credit refunds from On-Line Posting is now available with proper security access.
- A Credit Reason criteria can be configured allowing for:
- Ability to have a grace period between the last payment date and the issuance of a refund check.
- Ability to issue a credit refund regardless of the balance due on the account in the event of a payment made in error. (This will interface with the payment history and put the balances back in their original state for aging and collections).
- Ability to cut a check for any specified amount regardless of balance of account but not to exceed the credit balance on the account.
- Ability to automatically generate security deposit refunds as a credit to the account based on pre-defined rules.
- Ability to issue a check for a user-specified amount for any reason (over charges, etc.) regardless of the account balance.
- Credit Reason is available on History Inquiry.
- Provide on-line work queue of an active account prior to applying the refund, with the ability to set stop refund codes, approval, UN-approve options.

Notifications & Communication Preferences

Utilities can now give their customers the option of signing up for account-based reminders via a range of methods from email to paper to SMS text messaging. This functionality is supported via Call Center input from Inquiry Portal, as well as customer Self-Service via WebConnect. In addition, we have included powerful 3rd Party and Co-tenant functionality to ensure that the complete range of account relationships handled by the utility is covered.

(Please note: SMS capability is dependent upon the utility having a relationship with a 3rd party vendor. Integration services are not included in the standard 5 SOW. S&S can recommend providers we have worked with in the past.)

Storage, Retrieval, and Delivery History for enQuesta-Generated Documents

If a utility uses the enQuesta Document Designer tool to create documents (Letters, Work Orders, Bills), these documents can now be viewed in PDF format directly from the Inquiry Portal — in context of the account being viewed. The display includes details such as Delivery Methods (Email, Paper, Text), Delivery Dates, and Statuses. In addition, the CSR is able to resend the documents directly from the Inquiry Portal interface.

Notepad Expiration Date

EnQuesta now provides the ability to have expiration dates on user-defined notes. Expiration dates can be set up at the time of creation. All system-generated notes will also generate an expiration date if the Notepad Types Expiration Days are configured to expire.

enQuesta General Ledger Expansion

The enQuesta system was enhanced to allow for flexible GL Account Number formats. The GL account number can now be up to 80 characters. In addition, new Look Up functionality has been created to allow for GL Account Descriptions or Segment Fields to be retrieved from the database in real-time.

Data Validation

The *enQuesta* run sheets now have date range validation. The system can be configured to stop the user from entering data xxx days in the past or xxx days in the future for all financial type run sheets.

Billing Algorithm Tool

With version 5, the Billing Algorithm Tool enables one rate to act differently for different accounts based on specific account attributes. It enables utilities to modify specific billing-rate functions dynamically according to variables at the account, premise, service, meter, or item level.

The Billing Calculation normally applies billing rates even-handedly across all accounts. However, a utility may sometimes want to target-modify (at the account level) an ordinarily-fixed element of a rate (an operand). Examples of such modifiable operands are step-rate tier size/charge, customer charge, and discount amount. The Billing Algorithm Tool modifies rate operands automatically at the account level according to configurable formulas (algorithms) containing customer-specific variables.

Algorithm-Tool formulas can be applied to specific rate operands inside specific rates during Billing Rate setup. For example, the tool could generate a formula for target-modifying a Primary rate's step-tier amount for customer accounts having a particular report code variable. Or, modifying a discount or surcharge amount for accounts in a specific property class. Or, a particular step tier of a particular rate might have its tier size set to zero by a formula — causing the tier to be intentionally ignored during the Billing Calculation.

GL Batch Drill Down

A new Accounting Inquiry has been created based on GL batch number that can drill through to the CIS detail data (such as the Billing Register). This interactive reporting feature lets you scrutinize G/L records down to individual transaction records for specific accounts. A G/L batch is created whenever an enQuesta update is run.

The G/L Batch Inquiry Drill Down lets you:

- View all the different *enQuesta* Account Type/Account Code charge combinations (reference numbers) comprising the selected G/L batch's charges.
- Within each charge reference number, view all G/L account codes and their corresponding debits or credits. This also normally displays in relevant G/L journals.
- Cross check for each reference number charge the total of G/L debits or credits vs. the total of corresponding CIS History transactions (such as Billing History or Cash History transactions). These should have opposite signs and net to zero.
- Download/open a CSV file providing an account-by-account breakdown of all the *enQuesta* CIS history transactions for a selected reference number within the selected G/L batch.

Work Order Inquiry

Leveraging the framework established with the Advanced Search, *enQuesta* 5 includes a new "Work Order Inquiry" Search. This supports the ability to search for specific ranges of Work Orders Numbers, Routes, and Cycles in a dynamic, auto-filtering fashion. Work order search enables you to quickly look up — across all *enQuesta* accounts — all the work order records for any particular:

- Route or cycle (or one or more ranges of routes of cycles)
- Work order year
- Work order number (or one or more ranges of work order numbers)
- Work order type (such as Meter Exchange, Move-Out Move-In, Add Budget, etc.)
- Meter or communication device
- Schedule date or date range
- Application
- Work Order Status (History, Complete, External, Hold pending a reading, Not Printed, Printed, etc.). You can also filter simply for orders not yet in history.
- Service area
- Field worker
- Property class
- Customer name (across multiple accounts)
- Address (across multiple accounts)

After you set your desired search term(s) and filter(s), enQuesta lists work orders satisfying your criteria. This scrollable, multi-column result list includes over twenty order parameters.

The Work Order Search screen provides you with these useful link columns:

- [Work Order] Number — Click this link to display the work order in View mode (read only). When done, click the Back button until you return to Inquiry.

- Account Number — This exits you from Work Order Search and takes you to that work order's specific account in Inquiry, where you can perform work-order or other actions as you would normally.

Work Order Set Stop Flags and Operator Security

The *enQuesta* work order type can be configured to set any or all stop flags on the customer's master account (Stop transfer, Stop Credit Refund, Stop Deposit Increase, Etc.) The *enQuesta* work order type can be configured to allow certain work orders to only be created by a specific user group.

Landlord Mass Change

The *enQuesta* work order system can be configured to allow the user to create a landlord and associate that landlord with multiple accounts en masse. The user can also change existing landlord accounts to have a different landlord en masse. This feature is very useful when an apartment complex is sold, or a new agreement is made with a landlord.

ACH Limits

The *enQuesta* ACH system now allows for the entry of an upper limit. This limit can be set by the user on WebConnect or by the CSR on the ACH Entry screen. During the ACH process reports can be run to show all accounts whose balance may have reached the limit. The ACH will not be stopped; it will only be a check.

5. Attachments to the SOW Include:

Attachment A – Pricing & Payment Schedule

Attachment B – Sample Project Plan

Attachment C – Communication Plan

Attachment C – Sample Simulation Plan

Attachment D – Sample Go-Live Plan

Attachment E – enQuesta Link Mobile SOW

6. Initiate Phase

Phase Overview

Initiate

- Establish project goals and procedures

Activities

- Project team assembly
- Project kick off
- System hardware & software installation
- Create data conversion plan
- Create and perform standard data extractions from legacy systems
- Unit test extracted data for validity
- Cleanup of data
- Develop testing plan
- Complete user training matrix and conduct training requirements analysis

Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership		Acceptance Ownership	
		S&S	Customer	S&S	Customer
Project Plan	Word Doc or MS Project	X			X
Hardware and associated Software ordered, received, and installed	Already completed		X	X	
First conversion to enQuesta 5	Action	X		X	
Create Test plan	Word Doc		X		X

Project Team Assembly / Staffing Requirements

6.1.1 Project Manager

6.1.1.1 Both the Customer and S&S will assign Project Manager(s) (PM) for the duration of this project, including the 60 day post Go Live period, as defined in this SOW. Each Project Manager shall have decision making authority and be the central point-of-contact within their respective organization. S&S Project Management activities will be carried out both onsite and remotely.

6.1.1.2 S&S Project Management activities will be carried out both onsite and remotely with the expectation that the S&S Project Manager is onsite for all project on-site events.

6.1.1.3 Project Management is comprised of the following responsibilities and associated activities: Scope Management, Change Management, Resource Management, Communication Management, Issue Management, and Relationship Management.

6.1.2 Executive Sponsor

6.1.2.1 S&S will assign an Executive Sponsor for the duration of this project. The Customer must also assign an Executive Sponsor. This ensures the needs of all parties are being met. Executive Sponsors shall interact and/or meet on a mutually agreed upon basis and may engage on any type of issue.

6.1.3 Project Team

6.1.3.1 Both S&S and the Customer will be responsible for assigning a Project Team of qualified resources to cover all aspects of the project, including but not limited to Project Management, Subject Matter Experts (SMEs), and Technical Experts. Qualified Resources are those individuals that have expert knowledge of today's environment, and are able to think outside the box.

6.1.3.2 Proposed areas of expertise include:

- Project Management
- IT (Hardware, Network, Peripheral Devices)
- Conversion
- Training
- Business Processes / Functional SMEs
- Interfaces
- Testing
- Reporting

6.1.3.3 All project team members are expected to be empowered to make decisions.

6.1.4 City of Greensboro Project Managers responsibilities:

TBD	TBD
Administrative Project Manager	Technical Project Manager

Resource Management	Hardware
Risk Management	Interfaces
Organizational Change Management	Configuration
Communications	Issue Management
Business Process Changes	Reporting
	Testing
	Simulation
	Conversion
	Go-live activities
	IT resource coordinator

6.1.5 S&S Project Team Resources

Resource	Role
	Project Manager
	Business Lead / Billing
	Work Orders
	C&C / Cash
	Reporting
	WebConnect
	Development POC
	Conversion / DBA
	System Administrator / IT Lead
	Executive Sponsor

6.1.6 Project Room

6.1.6.1 It will be necessary for the Customer to establish a Project Room for use throughout this project. The Project Room must accommodate the S&S Project Team while onsite to conduct non-training activities, such as Business Process Analysis, Testing, etc.

6.1.6.2 The Project Room must have computers, power sources, network access, internet access, a telephone, and a networked printer. The S&S Team must have access to the enQuesta server while on-site.

Project Kick Off

6.1.7 The project kick off will take place following the upgrade contract signing. The S&S team will be onsite to review the following items with the Customer:

- Review initial project plan schedule
- Project Plan – define key tasks, deliverables, interfaces, and testing expectations
- Define project structure and lines of communication
- Documentation request for current list of users, training needs, and security groups
- Hardware and software specifications review, as well as procurement expectations if needed.

Development of Joint Project Management Plan

6.1.8 The Project Management Plan describes how the project will be managed and is necessary in defining, preparing, integrating and coordinating all subsidiary plans and processes as part of S&S's Implementation Methodology. The Project Management Plan will be reviewed and finalized during the Kick Off.

6.1.9 The Project Management Plan integrates all tasks S&S requires in order to manage the project and will be the primary source for information for how the project activities will be planned, executed, monitored and controlled, and closed. The Customer might require additional tasks, such as customer communications or internal process review, but these tasks will not be reflected or tracked in the Upgrade Project Plan. Following is a list of deliverables from the Project Management Plan.

6.1.10 Scope Management

6.1.10.1 Scope management is the act of managing the project, its associated deliverables, activities as defined in this SOW, and all contract documents. Proper scope management ensures that the project plan is executed according to the timeframes and budget defined for this project. Any scope not defined in this SOW will follow Change Control Plan procedures. Attached to this SOW is a Sample Project Schedule, Attachment B.

6.1.10.2 The S&S PM will update the project schedule on a monthly basis and submit it to the Customer PM(s) for review and approval. Regular Project Team meetings will be held weekly via conference call.

6.1.10.3 The S&S PM is responsible for ensuring the day-to-day activities are being carried out in a manner consistent with defined project objectives, industry standards and contractual obligations.

6.1.10.4 The Customer PM's are responsible for ensuring the day-to-day activities are being carried out in a manner consistent with defined project objectives, industry standards and contractual obligations.

6.1.11 Time Management

6.1.11.1 Time Management is the process of estimating, scheduling and tracking project activities. The overall project schedule will be managed by the S&S Project Manager to ensure that the project is delivered in a timely manner. All the critical path items will be managed closely by the S&S PM and Customer PMs in their respective areas of responsibility.

6.1.12 Resource Management

6.1.12.1 Resource Management is the responsibility of both the S&S PM and the Customer PM's. Each PM is responsible for the oversight and management of the project team members from their respective organizations which may include employees, contracted consultants and vendors.

6.1.12.2 The S&S PM will manage S&S resources including all of its subcontractors; the Customer PM's will manage Customer resources, independent contact for Q&A, and third party vendors.

6.1.12.3 At no time shall S&S become involved with the oversight or scheduling of Customer resources or the Customer's third party vendors.

6.1.12.4 It is the responsibility of each PM to ensure proper resources are available as scheduled in the project plan. This includes, but is not limited to, attendance in training sessions, team meetings, and conference calls, as well as participation in analysis, testing, and all other project activities.

6.1.12.5 Changes to the project timeline or the project plan that are due solely to the Customer and/or the Customer's third party vendors may result in a change of scope and be subject to Change Control Plan procedures.

6.1.12.6 Changes to the project timeline or the project schedule that are due solely to S&S and/or the S&S subcontractors may result in a change of scope and be subject to Change Control Plan procedures.

6.1.13 Change Control Management

6.1.13.1 Change Management is the process whereby out of scope requests or requirements are documented, analyzed, assessed for impact on the project and submitted for approval on mutually agreed upon Change Management Control.

6.1.13.2 The Customer Project Managers will initiate an S&S Change Request Form (see in Attachment E – Communication Plan) which commences the Change Management process. The initial Change Request will be delivered to the S&S PM for consideration of the following: any possible resolution plans, resource requirements, impact to schedule, proposed timeline, and cost.

6.1.13.3 For all approved changes, the S&S PM will update the project schedule to include

the additional scope of work, to include project tasks, durations, and assigned resources, and will then be managed as a part of the overall project.

6.1.13.4 S&S may suggest that some Change Requests be managed outside the scope of the original implementation. This project decision will require the mutual agreement of the parties.

6.1.13.5 For those Change Requests that have financial ramifications, Payment Milestones will be reviewed and suggested modifications proposed by the S&S PM. Such proposed Payment Milestone changes shall be subject to the approval of the Customer.

6.1.14 Communication Management

6.1.14.1 Communication Management is the responsibility of the S&S PM. At the beginning of the implementation, the S&S PM will work with the Customer PM's to develop a Communication Plan. The purpose of this document is to ensure that accurate information is communicated to the right audience in an efficient and timely manner. For all internal Customer and external (the Customer's customer base) communications related to the Organizational Change Management program, responsibility will belong to the Customer PM.

6.1.14.2 Identified in the communication plan is the schedule for communications illustrated via a Communication Matrix, see Attachment E – Communication Plan.

6.1.15 Test Plan

6.1.15.1 Test Plans are the responsibility of the Customer PM. S&S will provide sample test cases and recommended plans, but the Customer PM ultimately understands the Customer business processes. The project plan lists four formal testing tasks: Customer Testing Phase 1, Simulation, Customer Testing Phase 2, and Go Live Testing.

6.1.15.2 Once the new enQuesta system is launched and the Customer end users are trained on the new features during Core Team training, the Customer PM will have an opportunity to test enQuesta during Customer Testing Phase 1. Formal test cases are encouraged. The Customer PM will be responsible for documenting and reporting any issues to the S&S PM.

6.1.15.3 Simulation is a formalized week of testing in which the S&S implementation team will be onsite assisting the Customer with testing. S&S PM will provide a sample test plan and will jointly customize it with the Customer PM to list all of the major business processes typically run in a week. The Simulation plan is not intended to be all inclusive, but representative of what the Customer can expect the week of Go Live.

6.1.15.4 After Simulation, the Customer PM will have the opportunity to continue testing during Customer Testing Phase 2. Processes not covered during Customer Testing Phase 1 or Simulation, such as procedures run monthly or infrequently will be completed.

6.1.15.5 The final testing event will occur the day before Go Live. After S&S brings up the new enQuesta system and completes an initial smoke testing, Customer PM will be responsible for final testing of the new enQuesta before providing the final approval to launch. S&S implementation team will be onsite to assist in testing.

6.1.16 Relationship Management

6.1.16.1 Relationship Management is the responsibility of the Project Managers. The S&S PM will serve as the central point of contact for all Customer project-related needs. The Customer PM's will serve as the central point of contact for all S&S project-related needs. The S&S and Customer PM's are responsible for managing the project to the deliverables specified in this SOW and contract documents. Implementation issues are the responsibility of the S&S Project Manager, and supported by the S&S Implementation Team until the end of the 60 day Post go-live Implementation Support Period when the support services are transitioned to the Support Desk.

System Hardware and Software Installation

6.1.17 Hardware and Software Requirements

6.1.17.1 The following sections list the hardware, network and software requirements for the enQuesta solution. Should the Customer purchase the recommended hardware from a vendor other than S&S, S&S must certify the hardware to ensure that it aligns with the recommended specifications. This certification effort may be subject to additional fees.

6.1.17.2 If the Customer purchases hardware independently, the order and delivery schedule must fit within the critical path identified in the project schedule. If the project is delayed as a result of negligence on the customer a change order could include Project Timeline changes or dollar amount changes if S&S resources are deviated from their current project time line. It is S&S recommendation that the project plan include the customer's hardware dates so they are tracked by the team.

6.1.17.3 Hardware Requirements – The customer will be purchasing the Hardware and will be virtualizing the solution. The recommendations have been provided in an email and the customer executed the purchase of the Hardware and S&S assisted in the services to setup in Quote 71158.

6.1.17.4 Client PC Requirements:

Work Station	Recommended System
Operating System	Windows 7
Processor	4th Generation Intel® Core™ i5
RAM	4+ GB
Screen Resolution	1366 x 768
Disk	100 MB (free)
LAN Speed	100 Mbps
Browser	IE11
PDF Viewer	Acrobat Reader most current version

6.1.17.5 Hardware

6.1.17.5.1 Remote assistance from S&S team members will be provided on an as-needed basis. Remote access to the hardware using one of the VPN methods in this SOW will also need to be configured and tested at this time.

6.1.17.5.2 During the period of Go-Live, it will be necessary to have S&S' IT team available to monitor the hardware performance and perform any tuning that may be required. After go-live, S&S and the customer's IT department will have responsibility for the ongoing hardware maintenance and support to ensure the application is working within operating system performance specifications.

6.1.17.6 Software

6.1.17.6.1 With the initial configuration of the hardware, all core vendor operational software must be installed and configured. Once the installation and configuration has been completed, all functionality of this software will be tested.

6.1.17.7 Documentation

6.1.17.7.1 S&S will provide a Network Hardware Document based on the new hardware.

6.1.18 Customer Responsibilities

6.1.18.1 The Customer will be responsible for the server footprint (hardware enclosures, power, etc.) and provide the necessary space within their data center to accommodate the hardware configuration.

6.1.18.2 The Customer will provide a stable hardware and network environment and a minimum of one (1) System Administrator to support and maintain the network related hardware and software. All production network connections must be hard wired; wireless connections are not suitable for enQuesta production operation.

6.1.18.3 The Customer will meet the minimum system requirements as defined in this SOW.

6.1.18.4 The Customer will follow mutually agreed back-up procedures. Back-ups will include the entire server including program files, database and system files as S&S recommends and instructs.

6.1.18.5 The Customer will provide an uninterruptible power supply (UPS) capable of supporting the application and database servers and hardware for a period of time long enough to support normal shut down, running on battery backup power.

6.1.18.6 The Customer will provide connectivity to the enQuesta server (or servers if the Customer either a) has or will have both a Production and Train server or b) has or will have both a Production Application and Production Database server) allowing S&S to provide secure, authorized remote support by utilizing one of the following methods:

- Cisco ASA5505 Security Device residing on the Customer's network
- Site to site connection compatible with S&S's CISCO 3005 VPN Concentrator

6.1.18.7 Our preferred network connection would be at least 1.5Mbps with all servers put into a DMZ. Given the number and diversity of customers requiring support from S&S, each with varying networking infrastructures, support of software-based VPN clients is not a viable option for this project. If the Customer does not currently have one of these hardware solutions in place, they will assist S&S' Network & Security Personnel with the implementation and testing of one.

Conversion

6.1.19 General Roles & Responsibilities

6.1.19.1 Data Conversion Responsibility

S&S to take full responsibility for data conversion with exception of the following City of Greensboro activities;

- Providing clean data
- Working with S&S to ensure reliable access to data sources and required

- Greensboro resources as needed.
- Greensboro to run and provide S&S copies of the billing reports prior to each conversion.

6.1.20 Data Archiving

Archiving of historical customer data is a recommended feature of enQuesta 5 and is included as a benefit of the Annual Support & Maintenance Agreement (ASMSC). For optimal performance, S&S recommends that five (5) to seven (7) years of current customer data be converted and loaded into the new enQuesta system. S&S recommends that any data that is older to be archived to tables that are accessible using ad-hoc query tools (i.e. Cognos BI). The following will only be accessible via Cognos reports if it is archived:

- Billing history
- Consumption history
- Reading history
- The complete Work Order history and Cash history will be accessible in enQuesta. The amount of data to be loaded into enQuesta during the conversion will be an important consideration before project kick-off as it will help determine the recommendations for database size.

6.1.21 Data to be converted

6.1.21.1 All data as currently exists in the enQuesta system.

Testing

6.1.22 Product Testing Goal

6.1.22.1 The goal of product testing is to ensure that the enQuesta system with Customer specific modifications, interfaces, configuration, and conversion data functions optimally and in a mutually agreed upon acceptable manner based on the workflow, configuration and conversion decisions made in the previous phases in the project. S&S employs the following testing phases to facilitate this, and see below for S&S and Customer responsibilities with each phase.

6.1.23 Customer Responsibilities

6.1.23.1 Customer will work with S&S to customize the test plan.

6.1.24 Modifications

All existing City of Greensboro specific modifications will be ported forward as part of the upgrade.

Interfaces

6.1.25 S&S will port forward all of Greensboro's interfaces that currently exist in the Version 4.1 enQuesta environment which include:

Interface	Interface Description
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ACH – Bank Drafting	Port forward existing ACH interface to enQuesta 5
Bill Production	Port forward existing Bill Print interface to enQuesta 5
Cashiering System	Port forward the existing System Innovators iNovah Cashiering interface to enQuesta 5
Storm Drainage	Port forward existing Storm Drainage interface for Tax Map Key/ SQ FT to enQuesta 5
GIS Interface	Port forward existing GIS Interface(s) for Premise Upload to enQuesta 5
Remittance Processor	Port forward existing Remittance Processing interface to enQuesta 5
Handheld Upload/Download	Port forward existing Itron meter reading interface to enQuesta 5
AMR/ Work Orders	Port forward the Work Order extract/upload and AMR meter reading interface to enQuesta 5, if required by Customer
GL Interface	Port forward existing GL interface to Lawson Financials to enQuesta 5
AP Check Writing Interface	Port forward existing FTP interface, as-is, to existing Check Writing system.
Standard Street File Upload	Port forward existing City Building Inspection “standard street file” database to enQuesta 5 “street files” (run nightly)
Notice Print	Port forward existing Notice Print interface to enQuesta 5 The program used to promote Notices will be possibly change to collections program to be discussed.
Payment Processing	Port forward existing Payment Gateway integration.
History Detail Report	Port forward custom History Detail Report (no interface) to enQuesta 5
Rate Check Program	Port forward custom Rate Check program to enQuesta 5
Database View for Water Liens	Port forward existing Water Lien database view to enQuesta 5. This is used verifying real estate transactions.
IVR	Port forward IVR interface that will be implemented prior to enQuesta 5

6.1.26 Customer Responsibilities

6.1.26.1 Interface work required of third-- parties, as well as management of the schedule for third- party work on interfaces is the responsibility of the Customer.

6.1.27 S&S Responsibilities

6.1.27.1 All City of Greensboro specific interfaces will be ported forward as part of the upgrade.

Functional Testing

6.1.28 Functional Testing entails testing individual enQuesta workflows, modifications and interfaces on their own to ensure accurate functionality and results. Functional testing focuses on ensuring that each process functions on its own, independent of the dependencies and the context of other processes that may be run before, after or concurrently. The goal is to make

sure that each enQuesta workflow, modification and interface functions as designed with Customer specific configuration and conversion data before testing in the context and sequencing of the Customer's daily, weekly, monthly, etc., work schedule. Functional testing will take place by Customer during the two Customer Testing Phases, one before Simulation and one after Simulation.

6.1.29 Customer Responsibilities

6.1.29.1 The Customer is responsible for all functional testing using their test scripts and list of processes to test as a guide.

6.1.29.2 The Customer will report issues in a timely manner and in writing to S&S.

6.1.30 S&S Responsibilities

6.1.30.1 S&S will conduct limited functional testing based on business critical enQuesta processes to ensure sufficient functionality before the customer executes functional testing.

6.1.30.2 As testing issues are identified, S&S will report issues in a timely manner and in writing. S&S will log and track all testing issues in a system called Test Track Pro (TTP).

Test System Acceptance

6.1.31 Customer Responsibilities

6.1.31.1 As a final step of the testing phase upon the satisfactory completion of the above testing phases, the Customer is responsible for approving the system functionality by signing an Integration Testing Sign off form to allow progress to Simulation and another to progress to Go Live. Customer sign off is expected within ten (10) days of customer receipt of said document. All testing phases above must be completed and sign off obtained before moving on to the Simulation phase.

6.1.32 S&S Responsibilities

6.1.32.1 S&S will provide a template of the Test System Acceptance form in the test plan.

Training

6.1.33 Customer Responsibilities

6.1.33.1 The Customer's Project Team will coordinate user enrollment for each class and rescheduling requirements as necessary. They are responsible for communicating to S&S

the number of participants enrolled in each class.

6.1.33.2 The Customer is responsible for ensuring appropriate time is made available for users to participate in every training course they are enrolled in, according to the finalized User/Training Matrix. If users are not provided with such time, it is the Customer's responsibility to provide training at a later date. S&S will provide a class schedule, however, it is the Customer's responsibility to notify and get participants to the class.

6.1.33.3 It is the Customer's responsibility to ensure that users attend classes in a punctual manner. The Customer is responsible for training all users who require additional training due to late arrivals or absence.

6.1.33.4 The Customer is responsible for training all casual users that are not listed in the attached user matrix.

6.1.33.5 The Customer is responsible for providing a Project Team member to support each end user training class. This team member should have knowledge of the Customer's business processes in enQuesta.

6.1.34 Training Facility Requirements

6.1.34.1 The Customer is responsible for providing training facilities capable of accommodating the number of users to be trained identified in the Training Plan. The training facilities will accommodate 15 users per classroom, with an individual workstation for each user. Each workstation must meet the minimum PC requirements.

6.1.34.2 Classroom setup must include:

- Projector with interface to a computer
- Projection screen
- Telephone and connection needed for technical support
- White board
- Dry erase markers
- Pencils
- Note paper
- High speed internet access

6.1.35 S&S Responsibilities

6.1.35.1 S&S may adjust the course offerings and durations at any time.

6.1.35.2 S&S will work with the customer to identify the appropriate courses for each participant through a joint training requirements analysis meeting.

6.1.35.3 S&S' Technical Trainer will supply a PC for their use during training activities.

6.1.35.4 Core Team Training

6.1.35.4.1 S&S is responsible for providing the Core Team training to all participants identified in the user training matrix. The purpose of enQuesta Core Team Training is to train the core project team on the new features and functionality of enQuesta 5. The Core Team will be comprised of subject matter experts who manage the major functions of enQuesta, such as Billing, Credit & Collections, Security & Administration, Metering, and Customer Service. The lessons will include hands-on courses that instructs Core Team users on how to execute existing business processes on enQuesta 5. Core Team training does not include introductory or basic training to users unfamiliar with the processes of enQuesta.

6.1.35.5 End User Training

6.1.35.5.1 S&S is responsible for providing end user training to all participants identified in the user training matrix. The purpose of the enQuesta End User training program is to ensure that participants are confident using enQuesta 5 to conduct their daily job functions prior to go-live.

Reporting Portal

6.1.36 Scope

6.1.36.1 The implementation of enQuesta 5 will retain all existing reports. S&S will assist the Customer with the conversion and consolidation of existing reports to map to the new enQuesta 5 data structure.

Customer Self-Service

6.1.37 The enQuesta 5 upgrade will retain all existing enQuesta WebConnect functionality.

Conversion

6.1.38 General Roles & Responsibilities

6.1.38.1 Data Conversion Responsibility Matrix

- P – Primary responsibility
- S – Supporting role

6.1.38.2 The following table summarizes the most important deliverables and responsibilities for a successful conversion:

Task	S&S	Customer
Build		
Perform Simulation conversions	P	S
Sign-off on simulation and balancing tests		P

6.1.38.3 The Build phase will contain the Simulation conversions. The primary differences between this conversion and previous ones performed in Design and Build phases are:

6.1.38.3.1 Simulation conversions will be timed in accordance with other Simulation activities to ensure the conversions can be executed and balanced in a timely and accurate fashion to be ready for day one of Simulation.

6.1.38.3.2 Simulation conversions will be signed-off with a go or no-go decision to proceed with the subsequent Simulation end user activities.

6.1.39 Customer Responsibilities:

6.1.39.1 The Customer will provide resources to extract data and relevant reports for balancing items and work with S&S resources to balance conversion potentially outside normal business hours.

6.1.39.2 The Customer will sign off on Simulation conversion acceptance plans before proceeding with the subsequent Simulation end user activities.

6.1.40 S&S Responsibilities

6.1.40.1 S&S will execute and balance conversions prior to Simulation testing beginning.

6.1.40.2 S&S will provide the Customer with Simulation conversion acceptance plans for sign off purposes. These will need to be signed off by the Customer before proceeding with the subsequent Simulation and Go-live end user activities.

Simulation

6.1.41 After the successful completion of the first testing phase, the Customer will initiate a Simulation to take place prior to the actual go-live weekend. This simulation will provide a 'dry-run' of the Go-live activities. The Customer is responsible for testing all business processes, including modifications and interfaces, during Simulation. S&S will aid in the Project Management, providing onsite support for each Simulation and responding to and resolving issues.

6.1.42 The Simulation will be a practice for go-live, and as such will begin with a conversion taking place over a weekend with enQuesta workflow processes and balancing to commence the following week.

Goals of Simulation include:

- Executing and balancing a successful conversion
- Customer input of open work orders, cash and any items that have been identified as post conversion activities that need to be completed before actual go-live could occur
- Timing of above activities to ensure they can be executed before day one of Go-live. The results of these timings will be used to update and perfect the go-live plan.
- Balancing at least one billing run/set of cycles
- Executing all the Customer's daily and weekly workflows (e.g., entering cash, credit and collections, work orders, new site creation, etc.)
- Reconciliation activities - Balancing Cash, AR and Deposits
- Executing all relevant interfaces
- End user practice of daily work
- See Attachment F – Sample Simulation Plans

6.1.43 Customer Responsibilities

6.1.43.1 Customer will assist with and sign-off on a Simulation Plan.

6.1.43.2 Customer will make available resources in conversion and business functional areas during the Simulation period (including weekends if necessary) to support Simulation activities.

6.1.43.3 Customer will execute daily business processes and workflows as per Simulation & Go-live Plan.

6.1.44 S&S Responsibilities

6.1.44.1 S&S will create Simulation & Go-live Plan with Customer assistance.

6.1.44.2 S&S will execute conversion activities over Simulation period (including weekends if necessary).

6.1.44.3 S&S will support Simulation activities onsite for one week for simulation.

7. Activate

Activate Phase Overview

Activate

- Live Operation Acheived

Activities

- Go-live Plan Developed
- Go-live Conversions Executed
- Go-live
- 60 Days Post Live Support
- Transtion to Support

Activate Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership		Acceptance Ownership	
		S&S	Customer	S&S	Customer
Go-Live Plan	Word Doc	X	X		X
Go-Live	Action	X			X
Transition to Support	Action	X	X	X	X

Conversion

7.1.1 General Roles & Responsibilities

7.1.1.1 Data Conversion Responsibility Matrix

- P – Primary responsibility
- S – Supporting role

7.1.1.2 The following table summarizes the most important deliverables and responsibilities for a successful conversion:

Task	S&S	Customer
Activate		
Perform final conversion	P	S
Sign-off on simulation and go-live balancing tests		P

7.1.1.3 The Activate phase will include the Go-live conversion. The primary differences between this conversion and previous ones performed are:

7.1.1.3.1 The Go-live conversion will be executed over a weekend and timed in accordance with other Go-live activities to ensure the conversion can be executed and balanced in a timely and accurate fashion to be ready for day one of Go-live.

7.1.1.3.2 Go-live conversions will be signed-off with a go or no-go decision to proceed with the subsequent Go-live end user activities.

7.1.2 Customer Responsibilities:

7.1.2.1 The Customer will provide resources to extract data and relevant reports for balancing items and work with S&S resources to balance conversion potentially outside normal business hours.

7.1.2.2 The Customer will sign off on the Go-live conversion acceptance plan before proceeding with the subsequent Go-live end user activities.

7.1.3 S&S Responsibilities

7.1.3.1 S&S will execute and balance the conversion during Go-live weekend potentially outside normal business hours.

S&S will provide the Customer with a Go-live conversion acceptance plan for sign off purposes. These will need to be signed off by the Customer before proceeding with the subsequent Go-live end user activities

Go-live

7.1.4 Definition

7.1.4.1 "Go Live" indicates the date on which the CIS Solution is operating in a production environment at the Customer's primary place of business. Business operations and daily processing are being performed by the CIS Solution and it is the primary system of record for the Customer. The S&S PM will lead the Go-Live activities and is responsible for developing the Go-live Plan which details the activities and sequence of events to take place leading up to the Go-Live.

7.1.5 Customer Responsibilities

7.1.5.1 Facilities

The Customer shall setup adequate facilities to be used as the central base of operations throughout the Go-Live period. The facility must have the basic infrastructure to adequately support the Go-Live activities including power sources, network access, internet access, phone, printer, and desk space to accommodate the Project Team. The S&S Project Team will use the facility as its core staging area for issue resolution and triage, as well as deploying subject matter experts to the field for support.

7.1.5.2 Billing Balancing

7.1.5.2.1 It will be necessary for the Customer to provide the necessary billing reports to balance billing in the legacy system to enQuesta.

7.1.5.2.2 Customer shall verify trial balances for accuracy and grant final authorization to proceed. This concludes the Go-Live preparations.

7.1.5.3 First Week Post Go-Live

7.1.5.3.1 After execution of the Go-live Plan and the official Go-Live, the Customer will assume primary responsibility of the CIS Solution and its day-to-day management and support. The Customer is responsible for primary support of business processes and end users.

7.1.5.3.2 During the first week of Go-Live, a daily wrap-up meeting will be held. This meeting will be facilitated by the S&S PM and the primary goal is to review the activities of the day and report any issues. This meeting is to be attended by the S&S and Customer Project Teams. Each individual shall report on the events of the day, any problem areas, and goals for the next day. This meeting will serve as an important vehicle for sharing information across the Project Team, especially when remote locations are a factor.

7.1.6 S&S Responsibilities

7.1.6.1 Onsite Team

7.1.6.1.1 The S&S Project Team, including the PM and Business Lead, will be onsite beginning on the weekend before Go-Live. The primary responsibility of the Project Team at this point is to ensure a smooth beginning of the cutover activities. Additional members of the Project Team may be deployed throughout the weekend to conduct onsite testing, data validation, and the final billing parallel

7.1.6.1.2 Additional on-site support after the first week can be added with the on-site labor rates as a change order.

7.1.6.2 Billing Balancing

7.1.6.2.1 S&S will perform the final billing parallel

7.1.6.3 First Week Post Go-Live

7.1.6.3.1 The S&S Project Team will remain onsite during the first week of Go-Live to assist in any issue resolution, as well as to provide mentorship, guidance, and support.

7.1.6.3.2 During the first week of Go-Live, a daily wrap-up meeting will be held. This meeting will be facilitated by the S&S PM and the primary goal is to review the activities of the day and report any issues. This meeting is to be attended by the S&S and Customer Project Teams. Each individual shall report on the events of the day, any problem areas and goals for the next day. This meeting will serve as an important vehicle for sharing information across the Project Team, especially when remote locations are a factor.

7.1.6.3.3 The S&S Business Lead will be responsible for tracking issues throughout the Go-Live week. These issues will be reviewed in the daily wrap-up meetings.

7.1.6.4 Post Go-Live

7.1.6.4.1 Upon conclusion of the Go-Live and the first week of production, S&S will provide a combination of remote and onsite support services. After the first week of on-site support, remote support will continue for the initial 60 days of production use. Regular status meetings between S&S and the Customer will be held to review outstanding issues.

8. Payment Milestones:

See attachment A "Pricing & Payment enQuesta 5"

NOTES:

- Annual Maintenance for enQuesta remains in effect as per 2017 S&S Support Agreement.
- Invoicing will occur upon completion of events described above. (See Milestone Definitions below)
- All amounts are due within 30 days of invoice.

- Additional services outside the scope of this project will be billed via change control as requested and approved by City of Greensboro at the current rates charged by S&S. (See Change Control template in Attachment F)
- Quotation is valid till June 10th 2017.

City of Greensboro**By:** _____**Title:** _____**Date:** _____