



**City of  
Norman  
Scope of Work**

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**For the Implementation of  
CIS Infinity**

**December 19, 2017**

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## Introduction

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The project is defined as the provision of a complete Customer Information and Utility Billing Solution ("CIS Solution") inclusive of software and implementation services. The CIS Solution to be implemented by Harris' Advanced Utility Systems ("Advanced" and/or "AUS"), for City of Norman's ("Norman") customer information system (CIS) replacement is CIS Infinity, Advanced's comprehensive customer information and utility billing software along with Infinity.Link, Infinity.BI and Infinity.Mobile.

This document sets forth the general Scope of Work (SOW) for the project, as well as defines the principal activities and responsibilities of both Advanced and Norman for the installation and implementation of a new CIS Solution. This document contains the following Appendix:

- Appendix A – Draft Project Schedule
- Appendix B – Table of Responsibilities

The project as outlined in this SOW encompasses all aspects of the CIS Solution implementation services, including but not limited to project management, discovery, data conversion, software control file configuration, interface, modification, and report development and configuration, testing support, and training.

## Background

The CIS Solution will replace the current legacy Superior H.T.E. (formerly SunGard H.T.E) CIS in use by Norman which runs on an IBM AS400 platform. The CIS Solution will be installed and configured to meet the customer information and billing needs identified by Norman. The CIS Solution data will be stored in a Microsoft SQL Server database.

The CIS Solution shall provide Norman with CIS capabilities for the various utilities services provided by Norman which include water, sewer and trash.

## Objectives

Norman will replace its existing system with the CIS Solution. The solution will be functionally rich in the following areas:

- Account Management
- Billing Management
- Cashiering and Payments Management
- Credit and Collection Management
- Customer Management
- Customer Self-Service
- Financial Management
- Meter Inventory
- Rates Management
- Service Order Management (including Mobile Field Service)
- Usage Management



Norman's objectives are to:

- **To provide exceptional levels of customer service.** The need for Norman to satisfy customers and provide exceptional levels of customer service is a primary objective and critical need of Norman.
- **To provide for long-term stability of the customer information.** The CIS Solution will be stable and reliable with a product roadmap that shows future support and enhancements. The CIS Solution will be easily configurable and upgradeable, meeting Norman's business needs for the foreseeable future.
- **To provide for integration across business systems.** The CIS Solution will interface with other applications through standard integration techniques.
- **To provide for accommodating growth through technology.** The CIS Solution will be based on current technology.
- **To provide innovation and excellence.** The CIS Solution will provide a foundation to meet intermediate and longer-term needs for innovation and excellence in serving the customer and providing cost-effective, environmentally sound service.

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## Norman Points of Contact

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### Primary Point of Contact (POC)

Name: Kari Keeler-Madden  
Title: IT Manager  
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Address: 201-C West Gray Street, Norman, OK 73069  
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### Other Contact(s)

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## Project Scope

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Advanced will lead the implementation of the CIS Solution. As such, Advanced will provide the following implementation services.

- Project Initiation and Management
- Installation of CIS Infinity
- Installation of Infinity.Mobile and Infinity.Link and Infinity.BI
- Discovery Analysis
- Configuration and Conversion
- Core Team Training
- Custom Reports Development and Delivery
- Interface and Modification Requirement Definition, Development and Delivery (exclusive of the non-CIS Infinity side of the interface)
- Functional, Integration and User Acceptance Testing support
- Business Process Review
- End User Training
- Transition to Live
- Post Go Live Support

## Definitions

Name	Definition
Baseline Accounts	A cross selection of accounts types and services that are used for testing purposes the CIS Solution
BPR	Business Process Review
BRD	Business Requirements Document created by Advanced that defines the requirements for software modification(s) and non-configurable interfaces required by Norman.
CIS	Customer information and billing system.
CIS Infinity	The Advanced customer information and billing system.
CIS Solution	All Advanced licensed software (CIS Infinity, Infinity.Link, Infinity.Mobile, and Infinity.BI) and related implementation services.
Client Owned Control Forms	Configuration areas of the system that are the responsibility of the Norman (including but not limited to service orders, actions, letters, security, admin).
Configuration	Changes to the software that do not require source code or structural data model changes.
Core Team Training	Instructor led training delivered by Advanced to the identified Project Team members of Norman on the generic CIS Solution
End User Training	Instructor led training of the CIS Solution delivered by Advanced in coordination with the Norman Core Team to Norman employee base utilizing specific areas of the system.
Modification	A change to the code base or a structural data model change.
Superior H.T.E. (formerly SunGard H.T.E)	Norman's current customer information and billing system to be replaced by CIS Infinity.

## Roles and Responsibilities

The roles and responsibilities are summarized below and further detailed by task and subtask in Appendix B – Table of Responsibilities.

### Advanced Responsibilities:

1. Advanced will maintain project communications with Norman's Project Manager.
2. Advanced will manage the efforts of the Advanced staff and coordinate Advanced activities with the Norman's Project Manager.
3. Advanced will conduct regular (e.g. weekly or as required) telephone status report conversations with the Norman's Project Manager.
4. Advanced will participate in weekly reviews with Norman's project team. Participation can be waived by mutual agreement.
5. Advanced will provide timely responses to critical issues raised by Norman's Project Manager.
6. Advanced will prepare and submit a status report that includes: the accomplishments of the previous month, activities planned for the current month and an update to the Project Schedule in MS Project format, as well as an update to the action item list.
7. Advanced will prepare and submit project change proposals to Norman's Project Manager as necessary.
8. Advanced will resolve deviations from the Project Schedule.
9. Advanced will monitor the project to ensure that support resources are available as scheduled.
10. Advanced will coordinate and oversee the installation of all Advanced licensed software.
11. Advanced will install all Advanced licensed software in one (1) production and one (1) test environment on Norman supplied hardware and will support both throughout the implementation. Norman, with assistance from Advanced, can create unlimited additional environments (e.g. training, development). Once Norman is live, the production environment will be supported by Advanced. Advanced will provide technical documentation to Norman on the procedures to create and update additional environments at Norman's discretion.
12. Advanced will coordinate and oversee the development efforts of all modifications and interfaces (exclusive of the non-CIS Infinity side of the interface).

### Norman Responsibilities:

1. Norman will provide, install and configure the hardware, operating system and database platform required for the CIS Solution.
2. Norman will provide information required to configure and convert data into the CIS Solution.



3. Norman will establish a Project Team that is representative of the operational areas that will be affected by this project.
4. Norman will designate a Project Manager who will manage the efforts of Norman Project Team and/or staff and coordinate activities with the Advanced's Project Manager.
5. Norman's Project Manager will maintain project communications with Advanced's Project Manager.
6. Norman's Project Manager must ensure that Norman's personnel have the time, resources, and expertise to carry out their respective tasks and responsibilities.
7. Norman's Project Manager or designee will participate in the scheduled (e.g. weekly or as required) status meetings with the Advanced's Project Manager.
8. Norman will review current business practices, consider and/or adopt new business practices as needed.
9. Norman will provide timely responses to critical issues raised by the Advanced's Project Manager.
10. Norman will provide desk space for Advanced's team members while onsite at Norman.
11. Norman will ensure access to telephones at the work location for the duration of the project.
12. Norman will provide access to; printers within the facility, all network drives required for the shared project resources, project servers, all instances of the CIS software and full external internet access, (wireless preferred) for each Advanced team member including unimpeded access to Advanced's VPN.
13. Norman will make available meeting spaces as required for project meetings. Meeting spaces should be equipped with a white board and markers, flip chart, LCD projector, conference phone and internet connection.
14. Norman shall establish a training/testing room that will provide space, computers (with necessary software) and access to the software for the number of users specified in the contract plus one for Advanced. The training room will be equipped with a white board and markers, flip chart, LCD projector, conference phone and internet connections.
15. Norman will ensure mutually agreed upon Change Orders are approved and process in accordance with the Change Order Procedure.
16. Norman Staff will attend scheduled training sessions.
17. Norman will perform testing as required including data conversion testing, functional testing, interface integration testing, and user acceptance testing and will provide the documented test results to Advanced.
18. Norman will perform manual cut over tasks identified in the data conversion and the cutover plan.
19. Norman will be responsible to create, configure and test all Client Owned Control Forms (including but not limited to service orders, actions, letters, security, admin).
20. Norman will be responsible for creating their customized Link skin using a web designer of their choosing.

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## Constraints and Assumptions

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1. All prices are quoted in US dollars.
2. The Fixed, Not to Exceed Cost, will be firm for the services identified herein through the project's duration of fourteen months and two post-implementation support. Travel costs are estimated and will be billed as incurred in accordance with the Software Implementation Services Agreement. Any changes to cost will follow the Change Order process as identified in Subtask 1.
3. Norman recognizes that this is a project and not normal daily operations. All team members may not be accustomed to the demands of a project and will have to readily adjust to the needs of meeting deadlines and multi-tasking for this project to be successful.
4. Staffing issues will be resolved between Norman and the Advanced Project Managers. Both parties will make every reasonable effort to maintain stable project staffing for the life of the project and minimize disruption to the project.
5. Norman will strive to make a reasonable effort to minimize the impact of competing initiatives within the organization that may have a negative impact to the project. If this cannot occur:
  - i) Norman will define an escalation path which defines who can resolve resource allocation conflicts, determine the priority of the conflicting work, and communicate with the affected parties, including the Project Managers of both projects.
  - ii) Advanced will make every effort to work around any conflicting priorities. Depending on the length of time the resource is not available and task the conflict occurs on, this could result in a delay in the project schedule. If these delays result in extended project timelines, a Change Order will be issued to outline the impacts to schedule and cost.
  - iii) Impacts and/or changes to project resources by either party are the responsibility of that same party to replace and provide knowledge transfer that will mitigate the risk of the resource loss.
6. Prompt decision-making and problem resolution will be required to achieve an on-time, on-budget project completion. It is expected most decisions and/or problems will be resolved within five (5) business days (or to a mutually agreed to timeframe). Reasonable efforts will be made to meet the requirements.
7. Norman will empower Norman's project team members to make decisions related to configuration and business processes. For some key decisions Norman team may be required to elevate the decision process to the executive team. Norman will work to minimize the escalation of decisions to keep the decision process as streamlined and timely as possible.
8. Norman will ensure Project Team members are available for meetings, workshops, discussions and conference calls upon request by Advanced with reasonable notice. Project Team members will respond to information requests by Advanced's staff, not to exceed five (5) Business Days unless agreed upon in time to minimize delays in the project.
9. Whenever possible, the Project Team may consider alternative meeting options such as WebEx, Remote Desktop, and conference calls.

10. Both parties agree to work a reasonable number of additional hours (when required) to help complete project deliverables and project timelines as agreed upon by both Project Managers.
11. All Norman and Advanced Project Team members are expected to take normal vacation and holiday days throughout the course of the project except during stages of the project where their presence is critical.
12. Norman is willing to consider and implement, when mutually acceptable, Advanced' "Best Practices" to minimize the need for software modifications to the extent these practices meet the CIS Solution Requirements. This may not always be possible, but Norman will approach each opportunity from this perspective.
13. When onsite Advanced agrees to work within Norman standard business hours whenever possible with the understanding that travel days may impact onsite days. Additionally, it is important to note that there may be times in the project where key staff may be required to work extra hours or hours outside of the standard business hours. For example, cutover is typically done over the weekend.

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# Task 1 – Project Management

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## General

Project management occurs throughout the project. Advanced and Norman will provide the required project management to complete the installation and implementation of the CIS Solution. The Advanced Project Manager (PM) will meet with Norman Project Manager to describe the methodology that Advanced will employ in the delivery of services.

The Project Schedule and SOW are the primary documents defining work scope, resources and schedule. Each Project Schedule task shall include:

- Task name/description
- Relevant task predecessors
- Task duration (measured in days)
- Resources assigned accomplish the task.

The Project Schedule shall be reviewed and confirmed with Norman's Project Manager.

Norman Project Manager will approve all deliverables and associated invoices for this SOW as well as provide oversight and guidance to ensure that completion of this SOW meets Norman's objectives within the designated timeframe and budget.

Project Start-up will involve all members of the Advanced and Norman's Project Team. Advanced and Norman will partner together for successful project execution. Norman will establish a Project Team as set forth under "Norman Responsibilities" to help Advanced better understand business requirements and to learn and assist Advanced in the implementation of the CIS Solution.

## Subtask 1.1 – Project Planning

Project Planning will consist of developing project control policies and procedures in accordance with industry standard practices for project administration, execution, and tracking. Advanced will lead the effort to complete the Project Planning with Norman input and approval. Project Planning will include the following:

### ***Project Schedule***

A preliminary Project Schedule based on this Scope of Work is included in Appendix A. Advanced will present a draft Project Schedule at the Project Kick-off. Following collaborative review by Norman and Advanced Project Managers, the Project Schedule will be updated by the Advanced Project Manager for approval by Norman's Project Manager. This initial Project Schedule will be used as a baseline for control of the project. Advanced will be responsible for updates to the Project Schedule based on changes approved by Norman. The Project Schedule will be one project control mechanism used to manage, track, and evaluate Advanced's performance. Advanced will work with Norman's Project Manager to identify all tasks, deliverables, and appropriate milestones where Norman information/activity is required and where timeline dependencies for subsequent Advanced activities exist within the Project Schedule.

### ***Communication Plan***

Advanced will lead the effort with assistance from Norman to identify the Advanced and Norman human resource needs and how they will be used to accomplish tasks and document the methods by which communication will take place during the CIS Solution implementation. There will be weekly and monthly review meetings, monthly reports, and sponsor review meetings. The content and format of review meetings, status reports, and presentations to the Executive Sponsor(s) will be outlined. An escalation process and several communication tools within these processes will be updated to ensure a clear understanding of the project standing relative to an on-time, on-budget delivery. The timing of these meetings will be scheduled with Norman and Advanced PM's during the project kick off meeting.

### ***Change Management Plan***

Advanced will lead the effort with assistance from Norman to document the approach to effectively prepare Norman for the changes to the organization resulting from the CIS Solution implementation. The Change Management Plan will document the internal and external communication approaches to be used by Norman to keep employees and customers informed of change throughout the project.

### ***Test Plan***

Advanced will coordinate a joint effort with Norman to document the overall testing approach for the three testing phases: Functional, Integration, and User Acceptance testing. A Test Matrix will be used to document the test scripts for the Integration and User Acceptance test phases, and to log the test owner, timing and test results. For the Functional test phase, baseline accounts will be used to compare legacy data to converted data CIS Infinity.

The approach to issue (defect) identification and resolution will be addressed in the Test Plan, including the use of Advanced's Issues Tracking Tool. Responsibility for assigning issue ownership and priority; correcting; tracking and status review; retesting; and closure of issues, will be defined.

### ***Training Plan***

Advanced will coordinate a joint effort with Norman to document how users will be trained on the software taking into consideration the CIS Solution configuration, modifications, interfaces, and Norman business processes. The Training Plan will include training matrices that outline what users (technical, core team, and end users) will learn in each class and will describe course material.

### ***Risk Management Plan***

Advanced will coordinate a joint effort with Norman to document project risks. The Risk Management Plan documents processes to identify, control, monitor and communicate risks and/or issues, thereby ensuring timely and effective resolution. The Risk Plan outlines risk/issue ownership, decision-making authority and accountability.

### ***Change Control Process***

Advanced will coordinate a joint effort with Norman to document a Change Control process to manage project scope. The Change Control process will identify how changes are initiated and their impact on the project will be identified, documented and communicated to Norman. Appropriate sign-off channels will be developed for Change Order approval.



**Subtask 1.2 – Status Reports**

Status reporting provides a mechanism for monitoring and controlling the project progress. Advanced will use various methods to communicate regularly with Norman including status reports and status meetings. Additional project communications will be performed via E-mail and telephone on an as needed basis.

Advanced’s Project Manager will attend status meetings with Norman Project Manager either in person or via telephone conference call to focus on project status/progress, issues which could impact project schedule, technical or operational issues affecting the project and risk assessment. These meetings shall occur on a weekly basis.

Advanced will provide a weekly status report documenting work in progress compared to schedule, issues, actions, risks and budget. Advanced will also provide a monthly summary of project progress, including significant risks and issues resolved and significant risks and issues raised.

**Subtask 1.2 – Deliverables**

<b>Subtask 1.2 Deliverables</b>	<ul style="list-style-type: none"> <li>• Weekly Status Meeting and Report</li> <li>• Monthly Project Progress Summary</li> </ul>
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**Subtask 1.3 – Quarterly Sponsor Review**

Advanced will prepare an onsite Quarterly Sponsor Review to be attended by project management and project sponsor staff from both Norman and Advanced. The quarterly sponsor review meeting will review progress to date, future actions, and will validate, on a quarterly basis, that the Go Live date is still achievable for both parties. The dates for these meeting will be determined jointly by the Norman and the Advanced PM.

**Subtask 1.3 – Deliverables**

<b>Subtask 1.3 Deliverables</b>	<ul style="list-style-type: none"> <li>• Onsite Quarterly Sponsor Review</li> </ul>
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## Task 2 – CIS Infinity Interfaces and Software Modifications

This task covers the development and configuration of CIS Infinity interfaces to existing Norman systems and modifications to CIS Infinity, and/or related products in the Infinity product suite, if any, to meet Norman's CIS needs. All development work completed by Advanced will be communicated, in advance to Norman's Project Manager so that Norman's Project Manager has visibility to all Advanced interface development work. Development effort may be required by the vendor for the system to which CIS Infinity is interfacing. These vendor costs, if any, are the responsibility of Norman and are not in scope.

Advanced will document the status of development, whether conducted by Norman or Advanced, in the weekly status reports.

### Subtask 2.1 – Modified Interfaces

The following group of interfaces will require development efforts from Advanced, and potentially Norman staff or a third party vendor, to support the specific interface requirements. Advanced will analyze, specify, develop, Q/A, and deploy the following group of interfaces required by Norman under this SOW. The specific system Modifications required to support a specific interface will be determined during the Interface/Modification Discovery process. Advanced will create detailed Business Requirements Document (BRD) and Use Case Document for each interface requiring development effort from Advanced's technical staff.

#### Subtask 2.1.1 – ESRI GIS Interface

The City requires a two-way interface between CIS Infinity and the GIS system which utilizes ESRI ArcGIS products. This two-way interface will provide access to GIS information from CIS Infinity, and update CIS Infinity data from the GIS system.

- i. Using dynamic hyperlink functionality users of CIS Infinity will be able to access GIS information related to a specific service address. Any data element (or combination of data elements), such as GPS coordinates or account number on the AccountView screen can be linked to the GIS application.
- ii. Using web services, account and service information from the ESRI GIS system will be updated in CIS Infinity. This information includes parcel number, service address, property owner information and other key determinants received from the ESRI GIS system.
- iii. Master Address: For services addresses added or updated within CIS Infinity, a real time verification of the service address against the GIS database or the CIS Address Lookup will be performed. The interface will validate service address information entered in CIS Infinity against the master address system.

The specific system modifications required to support the various components of the GIS interface will be determined during the Interface and Modifications Discovery process. Separate specifications may be developed for each component of the GIS interface depending on complexity and technology.

Action	Responsible Party
➤ <b>Section i</b>	
➤ Provide unique identifier linking GIS and CIS systems	NORMAN
➤ Provide GIS map URL	NORMAN
➤ Configure CIS dynamic hyperlink	AUS
➤ <b>Section ii</b>	
➤ Call CIS REST API to post GIS updates to CIS	NORMAN
➤ <b>Section iii</b>	
➤ Provide GIS Service Address Validation API documentation and support	NORMAN
➤ Develop a service address validation mechanism (Master Address)	AUS
➤ Configure the Master Address interface	AUS

## Subtask 2.2 – Configured Interfaces

The following group of interfaces will be configured using CIS Infinity configuration. Information can be exported and imported on a scheduled basis using the Export/Import Processing Form.

Specifications will not be produced for configurable interfaces. These items are not considered core interfaces as they are configured rather than programmed into the system. Configurable interfaces are typically configured using the built-in Advanced Interface Manager configuration tool. Advanced will configure the following interfaces.

### Subtask 2.2.1 – General Ledger Interface

The City requires a one-way batch interface to export on a daily basis general ledger information from CIS Infinity to their financial solution general ledger module.

The General Ledger interface will export in batch a text file with summarized general ledger journal entries for updated billing, cash and cash adjustment batches from CIS Infinity to the City's financial solution general ledger module. The general ledger information will be transferred as un-posted journal entries to be processed by the financial solution's general ledger. The general ledger information transferred contains details about the originating CIS Infinity batch for cross-referencing purposes.

The export file will use a configurable file format defined using the Advanced Interface Manager.

Action	Responsible Party
Configure the interface from CIS Infinity to Financial Solution GL module to create a text file with summarized GL journal entries	AUS
Provide staff the instruction on how to schedule the interface to automate	AUS
Run the configured process in CIS Infinity to create the batch export text file	NORMAN
Import the text file into GL module	NORMAN



**Subtask 2.2.2 –Accounts Payable Interface**

The City requires a two-way batch interface to exchange accounts payable information for customer refunds between CIS Infinity and their Financial Solution accounts payable module.

The Accounts Payable interface will export in batch a text file with customer and refund amount information for the purposes of issuing refund checks to customers in the Financial Solution accounts payable module. Refund check transactions would be based on the existing refund transactions configured in CIS Infinity.

The Accounts Payable interface will import in batch a text file with details about refund checks as they are processed in the accounts payable module. CIS Infinity will update the originating refund check transaction record with the appropriate details, such as check number, check date, etc. from the accounts payable module.

Both the export and the import files will use configurable file formats defined using the Advanced Interface Manager.

Action	Responsible Party
Configure an export interface from CIS Infinity to Financial Solution to create a text file with customer refunds	AUS
Provide staff the instruction on how to schedule the interface to automate	AUS
Run the configured process in CIS Infinity to create the batch export text file	NORMAN
Import the text file into Financial Solution’s AP module	NORMAN
Create an export file from AP module for refund check details	NORMAN
Configure an import interface in CIS Infinity to update refund transactions with check information	AUS
Run the import process in CIS Infinity to update the originating refund check transaction with check number, check date, etc.	NORMAN

**Subtask 2.2.3 – Meter Reading Interface**

The City requires a two-way batch file interface between CIS Infinity and their Badger meter reading software.

The interface will export account and meter related information from CIS Infinity to Badger. The interface will support the import of the meter data reads, meter notes, comments and trouble codes for billing purposes. Both the export and the import files will be configured using Badger formats, defined using the Advanced Interface Manager.

Action	Responsible Party
Configure the two-way interface between CIS Infinity and Badger	AUS
Provide staff the instruction on how to schedule the interface to automate	AUS
Run a process in CIS Infinity to create the meter export	NORMAN
At time of billing, import the text file into CIS Infinity	NORMAN

**Subtask 2.2.4 – Lockbox Payment Import**

The City requires a one-way batch interface to import on a periodic basis lockbox payment files received from Bank of Oklahoma.

CIS Infinity supports the importing of payment information on demand or scheduled using a configurable text file format defined using the Advanced Interface Manager.

Action	Responsible Party
Configure an interface to import lockbox file using Advanced Interface Manager	AUS
Provide staff the instruction on how to schedule the interface to automate	AUS
Run a process in CIS Infinity or set up a schedule to import the text file	NORMAN

**Subtask 2.2.5 – ACH Interface**

The City requires a one-way batch interface to export a file of customers signed up for ACH payments to their financial institution.

CIS Infinity currently supports the exporting of standard ACH files that conform to NACHA standards. CIS Infinity also supports sending pre-notes separately in a configurable file format defined using the Advanced Interface Manager.

Action	Responsible Party
Configure an interface to export standard ACH file using Advanced Interface Manager	AUS
Provide staff the instruction on how to schedule the interface to automate	AUS
Run a process in CIS Infinity or set up a schedule to export the text file	NORMAN

**Subtask 2.2.6 – IVR Interface**

The City requires a real-time interface between CIS Infinity and Selectron IVR for inbound customer calls.

CIS Infinity will provide customers with a real-time interface into the IVR using the CIS RESTful API. The interface will allow customers to hear their utility account balance, check payment history, update contact information (phone number) and make payments to their account, which are then reflected real-time in CIS Infinity.

Action	Responsible Party
Install CIS REST API	AUS
Configure IVR system to call CIS REST API to retrieve data from CIS Infinity and post payments in CIS Infinity	NORMAN



**Subtask 2.2.7 – Collection Agency**

The City requires a one-way batch file interface with Linebarger collection agency to export collection data from CIS Infinity. The export file will contain account, balance and collection information for accounts that qualify to be sent to the agency.

CIS Infinity currently contains functionality to export information to a collection agency using a configurable file format defined using the Advanced Interface Manager. This information can be exported on a scheduled basis using a batch generated by the Collection Agency/Write-off Pickup Process.

Action	Responsible Party
Configure the Collection Agency Pickup Process	AUS
Configure the Linenbarger export collections file layout	AUS
Provide staff the instruction on how to run and schedule the interface to automate	AUS
Run the Linenbarger Collection Agency Pickup process in CIS Infinity	NORMAN
Update the cash batch of PCS collection transactions to generate the Linenbarger export file	NORMAN

**Subtask 2.2.8 – Work Order Management Interface**

The City requires a two-way interface between CIS Infinity and the Work Order Management System (CityWorks), to exchange service order and meter information. The interface will utilize the interface (UTL) table framework.

Specific integration points for the interface are as follows:

1. Creation of service orders in CIS Infinity. When a service request initiates in CityWorks, and is then completed, CityWorks will populate selected interface tables with information about the completed service request, and potentially new meter information.
2. Completion of service orders in CIS Infinity. When a service request is completed in CityWorks for a service order that originated in CIS Infinity, CityWorks will populate selected interface tables with information about the completed service order, and potentially new meter information.
3. Creation of service requests in CityWorks. When a service order is created in CIS Infinity, and is of a specific service order type, CIS will populate selected interface tables with service order information.
4. Updating of meter information in CityWorks. When a meter exchange service order is completed in CIS Infinity, CIS will populate selected interface tables with meter exchange information.

Action	Responsible Party
Configure the CIS system to send updates from CIS to CityWorks	AUS
Configure the CityWorks system to send updates from CityWorks to CIS	NORMAN
Populate service order and meter updates from CIS to the interface tables	AUS
Retrieve and process the updates posted by CIS in the interface tables	NORMAN
Post updates in the interface tables from CityWorks	NORMAN

Retrieve and process the updates posted by CityWorks in the interface tables	AUS
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**Subtask 2.2.9 – Document Management System**

The City requires an interface to support access from CIS Infinity to documents stored in the Laserfiche document management system.

Using dynamic hyperlink functionality, any data element (or combination of data elements), such as account number, customer number or parcel ID, on the AccountView form can be linked to the DMS application. Clicking on a linked data element will call Laserfiche Weblink displaying DMS information specific to the linked data element.

Action	Responsible Party
Configure dynamic hyperlink(s) in CIS AccountView to connect to Laserfiche DMS	AUS
Provide linking information between CIS account/customer and Laserfiche DMS	NORMAN
Create a web page to display Laserfiche DMS information	NORMAN

**Subtask 2.3 – Software Modifications**

The following software modifications will require development effort by Advanced. Advanced will analyze, specify, develop, provide quality assurance testing, and deploy the following modifications required by Norman under this SOW. Advanced will identify the specific development efforts required to support these modifications during the Interface/Modification Discovery. Advanced will create a BRD and a Use Case document for each modification requiring development effort from Advanced’s technical staff.

No software modifications identified.

**In the event that additional modifications are identified during the Discovery process, the jointly developed Change Order process as defined in Subtask 1.1 will be followed.**

**Exclusions**

The following have been excluded from this Scope of Work, unless noted otherwise:

**1. Rate Structural Changes**

Advanced will provide normal rate updates throughout the course of the implementation at no extra charge providing the rate change occurs during the implementation timeframe. A rate change that departs substantially from the current rate structures that are in force at the time of contract signing and/or as documented in the Functional Discovery document will follow the jointly developed Change Order Process as defined in Subtask 1.1.

**2. Third Party Payment Processor**

Real Time credit/debit card payment processing is provided via an interface to a third-party payment processing vendor. The following development fees apply. Any payment transaction fees charged by the payment processing vendor are the responsibility of Norman. . Norman must have a contract with

the payment processor to which the solution will be integrated prior to the start date of Functional Testing as defined in the project schedule.

Level	Processor	Development Fee	Annual Maintenance
Tier 1	Paymentus, Invoice Cloud	No Charge	No Charge



## Task 3 - Implementation Approach

This task covers the implementation approach Advanced will take to replace Norman's current CIS with the CIS Solution. Advanced will implement a phased approach as described herein.

### Subtask 3.1 – Phase 1 – Project Initiation

The Advanced PM will work with the Norman Project Manager and staff to organize project information for the preparation of the Project Schedule (see Task1). The Advanced PM will be onsite to organize and present all of the information required to start the project and will, at a minimum, address the following areas:

- Project Schedule
- Project planning documents including but not limited to the Communication Plan, Change Management Plan, Test Plan, Training Plan, Risk Management Plan, and Change Control Process as described in Subtask 1.1
- Software installation and desktop installation rollout
- Training Course Syllabus for Core Team, Technical Team, and End User Training (part of the Training Plan)
- Issues Tracking Tool set-up and overview
- Access to CIS Infinity Entity Relationship Diagram and Data Dictionary
- Project Team Contact List which includes users that need access to the Issues Tracking Tool
- Overview of the operations of CIS Infinity via WebEx
- Functional and Data Conversion Discovery agendas delivery and review

The Advanced PM will oversee the daily activities of the project and work in conjunction with the Norman's Project Manager and staff to ensure effective management of staff resourcing, forward planning initiatives and day to day project deliveries.

### Subtask 3.1 – Deliverables

<p><b>Subtask 3.1 Deliverables</b></p>	<ul style="list-style-type: none"> <li>• Project Kickoff Meeting</li> <li>• Initial Project Schedule</li> <li>• Project planning documents including but not limited to the, Communication Plan, Change Management Plan, Test Plan, Training Plan, Risk Management Plan and Change Control Process</li> <li>• Software Installation, Installation Training and Installation Report</li> <li>• Training Course Syllabus</li> <li>• Issues Tracking Tool Overview</li> <li>• Access to the Data Dictionary</li> </ul>
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	<ul style="list-style-type: none"> <li>• Access to the Entity Relationship Diagrams</li> <li>• Project Team Contact List</li> <li>• CIS Infinity System Overview</li> <li>• Functional and Data Conversion Discovery agendas delivery and review</li> </ul>
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**Subtask 3.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Contracts signed	AUS and Norman
✓ Transition discussion from Sales to Professional Services	AUS and Norman
✓ CIS Solution Hardware/System Software in place	Norman
✓ Project Team identified	AUS and Norman

**Subtask 3.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Installation complete and signed off	AUS and Norman
✓ 3.1 Deliverables completed	AUS
✓ 90 Day Project Schedule signed off	Norman

**Subtask 3.2 – Phase 2 – Functional and Data Conversion Discovery Analysis**

Advanced will review the detailed data and business, requirements of Norman. This analysis will provide an association between Norman’s business practices and the required CIS Infinity configuration.

The Functional and Data Conversion Discovery Analysis phase will be led by Advanced and broken out into functional and data conversion workshops. The workshops review the functional and data conversion areas of the system and are the basis for how Advanced will configure, and convert all of the required business functions, business logic and data in the system.

Prior to the start of the Functional and Data Conversion Discovery Analysis phase, Norman will gather the following information in preparation for the sessions, if documentation is available:

- All rate tariffs and system generated fees
- Chart of Accounts for GL/AP interfacing
- Meter Reading process flow, vendor and file layout
- All required service order information
- File layouts for all required interfaces
- File layouts and samples of current bill prints, notices, door hangers and letters
- All payment types received and any associated payment information, source of payments, tender types, interface files



- Process flows of penalties, collections, disconnections, bankruptcy and write offs
- Process flows of move in, move out process
- Billing process flow
- All Daily, weekly, Month End and Year End Report Requirements
- Data setup of persons, premises, service types
- Norman ordinances related to business processes

### ***Subtask 3.2.1 – Functional Discovery Analysis Workshops***

Advanced will conduct onsite Functional Discovery Analysis Workshops. These workshops will be led by Advanced to appropriately review and confirm all required information for the areas listed below. Advanced and Norman will identify the necessary Norman staff needed to attend these workshops two to four weeks in advance. Reports and Bill Print discoveries as outlined in Subtask 3.4 will be separate from the main functional discovery workshops and will be conducted at a time indicated in the Project Schedule.

Advanced will deliver a Functional Discovery Document that will address the items from the functional requirements and include, at a minimum, the following areas:

#### **1. Foundation**

Review of all of the basic system set up areas and logical business rules including but not limited to account types, services, account number structure and customer number structure.

#### **2. Customer Information**

Review of addresses and phone numbers, lookups and address and occupancy types.

#### **3. Meters and Meter Inventory**

Review of meter types, meter inventory process and controls, manufacturers, units and other pertinent meter information.

#### **4. Billing**

Review of the entire meter reading to billing process with a review of all processing and exceptions reporting.

#### **5. Rates**

Review of the rate tariff and functional requirements for setting up rates, seasonal rates, temporary rates, proration, taxes and any rate rebates or discounts.

#### **6. Cashiering**

Review of all payment types, interfaces, automated clearing house, endorsements, receipts and unapplied payments processing.

#### **7. Collections**

Review of all collections procedures, payment arrangements, exemptions, penalties, notices, disconnections, agency, add to tax/liens, tax certification, bankruptcy and write-off processes including all applicable fees.

#### **8. Move in Move Out**

Review of the process flow and all applicable setups, fees and follow up processes with the move in move out process.

#### **9. Accounting**

Review of General Ledger Setup and chart of accounts for GL/AP processing and refunds processing. Review of Year and month end closing including reporting requirements.

**10. Service Orders**

Review of requirements for full service order processing and follow up actions control.

**11. Backflow**

Review of requirements for backflow management.

**Subtask 3.2.1 – Deliverables**

<b>Subtask 3.2.1 Deliverables</b>	<ul style="list-style-type: none"> <li>• Functional Discovery Workshop</li> <li>• Functional Discovery Document</li> </ul>
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**Subtask 3.2.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Functional Discovery Agendas delivered	AUS
✓ Core Team Training Weeks 1&2 complete	AUS
✓ Core Team Training Weeks 1&2 attended by 90% of the Norman Core Team	Norman
✓ Chart of Accounts, Rates, Configurable Interfaces Files Layouts, All As Is Process Flows gathered	Norman

**Subtask 3.2.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Norman Core Team and/or SME's attendance at Functional Workshop	Norman
✓ Functional Discovery Workshops conducted	AUS
✓ Functional Discovery Document delivered	AUS
✓ Review and Sign Off of Functional Discovery Document 10 days from receipt	Norman

**Subtask 3.2.2 – Data Conversion Analysis Workshop**

In addition to Functional Discovery Analysis Workshops, Advanced will conduct a remote or onsite Data Conversion Discovery Analysis Workshop. From this workshop, Advanced will produce a Data Conversion Plan. The data conversion analysis workshop will be led by Advanced to appropriately review and confirm all required information for these areas. Advanced will identify the Norman staff needed to attend these workshops two weeks in advance.

Advanced will work with Norman to determine how to convert the existing legacy data into CIS Infinity. A full explanation of the process and definition of standard data validation parameters, as well as any site-specific data validation parameters will be reviewed and adopted. Data validation criteria and a data map

are presented and reviewed jointly by Advanced and Norman. The Data Conversion Plan will include the data mapping document and data validation parameters.

**Subtask 3.2.2 – Deliverables**

<b>Subtask 3.2.2 Deliverables</b>	<ul style="list-style-type: none"> <li>• Data Conversion Workshop</li> <li>• Data Conversion Plan</li> </ul>
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**Subtask 3.2.2 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ CIS Infinity Entity Relationship Diagrams access	AUS
✓ Full Data Cut from Legacy system provided at minimum 3 weeks prior to Discovery Workshop	Norman
✓ Legacy System Data Dictionary provided 3 weeks prior to Discovery Workshop	Norman
✓ FTP Site set up and accessible	AUS
✓ Data Conversion Plan delivered	AUS
✓ Data Clean-up activities started on Legacy System	Norman
✓ Data Conversion Discovery Agenda delivered	AUS

**Subtask 3.2.2 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Data Conversion Workshop complete	AUS
✓ SME (IT) and Functional Lead attendance at Discovery Workshop	Norman
✓ Data Conversion Mapping Document delivered	AUS
✓ Data Validation parameters identified	AUS and Norman
✓ Data Conversion Plan Document Sign off 10 days from receipt	Norman

**Subtask 3.3 – Phase 3 – Interface/Modification Discovery & Specification**

Advanced will conduct a remote or onsite Interface/Modification Discovery Analysis Workshop. Advanced will provide a Discovery Agenda and working with Norman will identify necessary Norman staff needed to attend this workshop two weeks in advance. Advanced will review with Norman all modified software and modified interfaces identified in Task 2, to be developed in CIS Infinity. Below are the minimum topics that will be covered:

- Functional (business) requirements analysis
- Use Case analysis

- Technical requirements analysis. For modified interfaces, this includes method, format and frequency of data exchange, data validation requirements, error handling, etc.

Advanced will create a detailed Business Requirements Document (BRD) and a Use Case Document for each development interface and modification requiring development (items in subtasks 2.1 and 2.3) for review and acceptance by Norman.

Advanced will review the documentation with Norman remotely and update as required.

Advanced will when mutually agreed as beneficial for specific modifications, demonstrate prototypes of modification to Norman for feedback prior to delivery.

**Subtask 3.3 – Deliverables**

<b>Subtask 3.3 Deliverables</b>	<ul style="list-style-type: none"> <li>• Interface and Modification Discovery Agenda</li> <li>• Interface/Modification Discovery Workshop</li> <li>• Interface BRD Document(s)</li> <li>• Use Case Document(s)</li> </ul>
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**Subtask 3.3 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Interface and Modifications Discovery Agenda delivered	AUS
✓ 3 <sup>rd</sup> Party Vendor participation secured (if applicable)	Norman
✓ Staff SME participation secured	Norman

**Subtask 3.3 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Interface and Modifications Discovery Workshop complete	AUS
✓ SME attendance and 3 <sup>rd</sup> Party Vendor (if applicable) attendance at Interface and Modifications Discovery Workshop	Norman
✓ Interface BRD Document(s) delivered	AUS
✓ Use Case Document(s) delivered	AUS
✓ Interface BRD(s) and Use Case Document(s) signed off 10 days from receipt	Norman

**Subtask 3.4 – Phase 4 – Other Discoveries**

**Subtask 3.4.1 – Reports Discovery**

Norman will complete a reports template that will outline all the required CIS reports needed to support their business. Advanced will perform an analysis to review Norman's CIS Infinity and Infinity.BI reporting

requirements. Advanced will work with Norman to align each required report to an already existing report in CIS Infinity and Infinity.BI.

After completion of the Reports Discovery, Advanced will determine where best to house each of the custom reports, CIS Infinity or Infinity.BI. Any required report that does not have a standard report match will be custom report. 120 Hours have been included in this SOW for custom report development. Custom reporting requirements in excess of 120 hours will be considered out of scope and will follow the Change Order process as identified in Subtask 1.1. Norman will need to provide the logic to complete these reports.

**Subtask 3.4.1 – Deliverables**

<b>Subtask 3.4.1 Deliverables</b>	<ul style="list-style-type: none"> <li>• Reports Discovery</li> <li>• Reports Analysis Spreadsheet</li> </ul>
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**Subtask 3.4.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Reports Analysis Spreadsheet delivered	AUS
✓ Reports Analysis Spreadsheet populated with all Norman's reports one month prior to scheduled Reports Discovery Workshop	Norman
✓ Analysis of Reports Discovery Spreadsheet complete and available for Reports Discovery Workshop	AUS

**Subtask 3.4.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Reports Discovery Workshop conducted	AUS
✓ SME attendance at Reports Discovery Workshop	Norman
✓ Determination of custom reports delivered in CIS or Infinity.BI	AUS

**Subtask 3.4.2 – Bill Print Discovery**

Advanced will conduct a remote Bill Print Discovery Workshop. This workshop will be led by Advanced to review of all bill print types, notices and receipts including e-bills (Infinity.Link).

Norman prints its bills in-house. Advanced will deliver bill print specifications which include simulated screen shots based on the requirements identified during the discovery workshop. Advanced will produce a Bill Print Specification for review and acceptance by Norman.

**Subtask 3.4.2 – Deliverables**

<b>Subtask 3.4.2 Deliverables</b>	<ul style="list-style-type: none"> <li>• Bill Print Discovery Workshop</li> <li>• Bill Print Specifications</li> </ul>
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**Subtask 3.4.2 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Bill Print Samples provided	AUS
✓ Agenda for Bill Print Discovery delivered	AUS

**Subtask 3.4.2 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Bill Print Discovery Workshop conducted	AUS
✓ SME attendance at Discovery Workshop	Norman
✓ Bill Print Specifications Document delivered	AUS
✓ Norman review and sign off of Bill Print Specifications Document within 10 days of receipt	Norman

**Subtask 3.4.3 – Infinity.Link Discovery**

Advanced will conduct an onsite or remote Infinity.Link Discovery Workshop. This workshop will be led by Advanced and will review Norman’s Infinity.Link customer web requirements including a detailed review of Norman’s business rules and technical environment.

Prior to the start of the Infinity.Link technical workshop, Norman will complete the Infinity.Link Checklist provided by Advanced.

Advanced will deliver an Infinity.Link Discovery Document that will include the Technical Checklist.

**Subtask 3.4.3 – Deliverables**

<b>Subtask 3.4.3 Deliverables</b>	<ul style="list-style-type: none"> <li>• Infinity.Link Discovery Workshop</li> <li>• Infinity.Link Technical Checklist</li> <li>• Infinity.Link Discovery Document</li> </ul>
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**Subtask 3.4.3 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Infinity.Link Technical Checklist delivered	AUS

✓ Infinity.Link Technical Checklist complete and returned 2 weeks prior to Discovery Workshop	Norman
✓ Infinity.Link Discovery Agenda delivered	AUS

**Subtask 3.4.3 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Infinity.Link Discovery Workshop conducted	AUS
✓ SME attendance at Discovery Workshop	Norman
✓ Infinity.Link Discovery Document delivered	AUS
✓ Infinity.Link Discovery Document reviewed and signed off 10 days from receipt	Norman

**Subtask 3.4.4 – Infinity.Mobile Discovery**

Advanced will conduct an onsite or remote Infinity.Mobile Discovery Workshop. This workshop will be led by Advanced and will review Norman’s mobile service order requirements including a detailed review of Norman’s business rules and technical environment.

Prior to the start of the Infinity.Mobile workshop, Norman will complete the Infinity.Mobile Checklist provided by Advanced.

Advanced will deliver an Infinity.Mobile Discovery Document that will include the Technical Checklist.

**Subtask 3.4.4 – Deliverables**

<b>Subtask 3.4.4 Deliverables</b>	<ul style="list-style-type: none"> <li>• Infinity.Mobile Discovery Workshop</li> <li>• Infinity.Mobile Checklist</li> <li>• Infinity.Mobile Discovery Document</li> </ul>
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**Subtask 3.4.4 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Infinity.Mobile Checklist delivered	AUS
✓ Infinity.Mobile Checklist complete and returned 2 weeks prior to Discovery Workshop	Norman
✓ Infinity.Mobile Discovery Agenda delivered	AUS

**Subtask 3.4.4 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Infinity.Mobile Discovery Workshop conducted	AUS



✓ SME attendance at Discovery Workshop	Norman
✓ Infinity.Mobile Discovery Document delivered	AUS
✓ Infinity.Mobile Discovery Document reviewed and signed off 10 days from receipt	Norman

**Subtask 3.5 – Phase 5 – Initial Configuration and Conversion**

Norman will provide a data extract to Advanced that will be loaded onto Advanced's secured FTP site. Advanced will convert Norman's data so that it can be loaded into CIS Infinity. Advanced will create mapping from legacy to CIS Infinity. Advanced will develop a conversion routine to reflect the requirements of Norman.

Advanced's Conversion Specialist will prepare the Initial Data Conversion and Configuration to be delivered and loaded onsite. The results for the Data Validation parameters specified in the Data Conversion Plan will be included for review by Norman.

Advanced will assist Norman in identifying Baseline Accounts (approximately 150) which are a representative cross section of Norman customers (e.g., rates, customer type etc.). The baseline accounts will be used to test and QA both the validity of the converted data and that the configuration begins to conform to the Functional Discovery document.

**Subtask 3.5 – Deliverables**

<b>Subtask 3.5 Deliverables</b>	<ul style="list-style-type: none"> <li>• Initial Data Conversion Load</li> <li>• Data Validation Results</li> <li>• Initial Configuration Rollout</li> <li>• Generic Testing Scripts/documents including conversion, End to End Testing, Bill Print Scenarios</li> </ul>
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**Subtask 3.5 – Entry Criteria**

<b>Criteria</b>	<b>Responsible Party</b>
✓ New data cut that includes 100% of the data from legacy system(s) and provided no later than 2 weeks prior to Initial Rollout	Norman
✓ Data Validation Parameters Finalized	AUS and Norman
✓ Functional Discovery Document signed off per timelines outlined in project schedule and no later than 2 months prior to scheduled rollout	Norman
✓ Data Conversion Plan and Data Mapping signed off per timelines outlined in project schedule and no later than 2 months prior to scheduled rollout	Norman
✓ Initial Rollout Agenda delivered	AUS
✓ Baseline Accounts established, documented and provided to AUS	Norman

**Subtask 3.5 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Initial Data conversion load and onsite rollout that includes no less than 80% of the data mapped to a field in CIS Infinity	AUS
✓ Initial Configuration complete to include no less than 70% of the total configuration requirements outlined in the Functional Discovery Document, excluding all configurable interfaces	AUS
✓ Onsite Initial Rollout complete	AUS and Norman
✓ Data Validation reviewed jointly and anomalies under investigation by both parties	AUS and Norman
✓ All generic testing documents delivered including: conversion, End to End Testing, Bill Print Scenarios	AUS
✓ Review of Issues Tracking Tool	AUS
✓ Commencement of conversion testing against Baseline Accounts	Norman

**Subtask 3.6 – Phase 6 – Core Team Training**

Advanced will provide, as part of the Training Plan in Subtask 1.1 and Project Initiation in Subtask 3.1, the specific training timelines and topics to be provided to Norman.

Norman Core Team will be trained on Daily Processing, Cash, Billing and Collections prior to the start of the Discovery sessions. This training is typically conducted over two weeks. This training will help ensure that the basic functionality of CIS Infinity is understood prior to the Discovery Sessions. After the Discovery sessions, Norman Core Team will complete training on all other areas of CIS Infinity. This training is typically conducted over three weeks. A full training syllabus is included in the Training Plan.

Core Team training will show all aspects of CIS Infinity functions to introduce Norman to alternative methods to operate the CIS Solution and to document proposed changes to existing business processes. Each Core Team training session will include Norman’s subject matter experts to ensure that business objectives are met. Core Team training will also include the Issues Tracking Tool tracking tool.

Additionally, Core Team Training will cover Norman Owned Control Forms that Norman will be responsible for configuring in preparation for Testing and Go Live. ie. Security, System Administration, Letters, Actions, Service Order Generation.

During training sessions, Norman will document any potentially new processes. Any system bugs, set up issues, conversion issues and deficiencies shall be entered in the Issues Tracking Tool by Norman. Advanced will assist Norman with this process to ensure all items are documented through the Issues Tracking Tool. Deficiencies can be entered into the Issues Tracking Tool by Norman testers or Advanced’s testers, any users who are given access to the system, and other personnel who may be involved during the Software Testing phases.

Advanced is responsible for fully testing and correcting any deficiencies found during training.

**Subtask 3.6 – Deliverables**

<b>Subtask 3.6 Deliverables</b>	<ul style="list-style-type: none"> <li>• Standard CIS Infinity Training Agendas</li> <li>• Standard CIS Infinity Training Workbooks</li> <li>• Completion of onsite Instructor-Led Core Team Training</li> <li>• Issues Tracking Tool Training for software issue entry and tracking</li> </ul>
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**Subtask 3.6 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Agendas and Workbooks delivered	AUS
✓ Training Room/workstations/software/participants available for training	Norman
✓ CIS Infinity System QA'd and prepared for Training	AUS

**Subtask 3.6 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Onsite Instructor Led Core Team Training delivered	AUS
✓ 90% Attendance rate from Core Team at all sessions	Norman

**Subtask 3.7 – Phase 7– Reports Development and Delivery**

A specification/mockup will be created for review and acceptance by Norman for reports identified as custom in the Reports Discovery phase (Subtask 3.4.1) and documented by Advanced in the Reports Analysis Spreadsheet.

Custom reports will be developed and delivered by Advanced once Norman has signed off on the specifications. Any custom reports unidentified at the Reports Discovery will be recognized as out of scope and follow the Change Order Process.

Infinity.BI will be installed and deployed on Norman servers. Once the solution is deployed, end users will be able to view standard reports and dashboards, and drill down through standard data hierarchies.

**Subtask 3.7 – Deliverables**

<b>Subtask 3.7 Deliverables</b>	<ul style="list-style-type: none"> <li>• Custom Reports Specification, Development &amp; Delivery (if applicable)</li> </ul>
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**Subtask 3.7 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Attendance by SME at Reports Discovery Workshop	Norman
✓ Reports Discovery Workshop complete	AUS

✓ Infinity.BI Standard Reports deployed	AUS
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**Subtask 3.7 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Custom Reports Specification Document(s) delivered for all identified custom reports	AUS
✓ Custom Reports Specification Document(s) for all identified custom reports reviewed and signed off within 10 days of receipt	Norman
✓ Custom Report(s) Delivery at start of ITC1	AUS
✓ Custom Reports(s) Testing and Signoff no later than the end of ITC2	Norman

**Subtask 3.8 – Phase 8 – Interface/Modification Delivery**

**Subtask 3.8.1 – Configurable Interface Delivery**

Once a configuration type interface as identified in Subtask 2.2 has been configured, unit tested and QA'd internally by Advanced, Norman will be notified that the interface is ready to be released and available for testing. Advanced will roll out the interfaces remotely via WebEx according to a mutually agreed schedule.

**Subtask 3.8.1 – Deliverables**

<b>Subtask 3.8.1 Deliverables</b>	<ul style="list-style-type: none"> <li>Rollout of Configuration Type Interfaces</li> </ul>
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**Subtask 3.8.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ File Layout for each configurable interface provided during Functional Discovery	Norman
✓ 3 <sup>rd</sup> Party Vendor participation in Interface Discovery process (if applicable)	Norman

**Subtask 3.8.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Configuration of all configurable interfaces complete	AUS
✓ Rollout Instructions provided for each configurable interface	AUS
✓ Testing of interfaces with 3 <sup>rd</sup> party vendor participation (if applicable)	Norman

**Subtask 3.8.2 – Modified Software and Modified Interfaces Delivery**

Once each of the modified interface/software as identified in Subtask 2.1 and Subtask 2.3 has been developed, unit tested and QA'd internally by Advanced and successfully compiled, Norman will be notified that the interface/modification is ready to be released and deployed in Norman's environment through an executable or build. Advanced will roll out the modifications either onsite or remotely via WebEx according to a mutually agreeable schedule.

**Subtask 3.8.2 – Deliverables**

<b>Subtask 3.8.2 Deliverables</b>	<ul style="list-style-type: none"> <li>Rollout of Modified Software and Interfaces</li> </ul>
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**Subtask 3.8.2 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Interface and Modifications Discovery Workshop complete	AUS
✓ SME attendance and 3 <sup>rd</sup> Party Vendor (if applicable) attendance at Interface and Modifications Discovery Workshop	Norman
✓ Interface BRD Document(s) delivered	AUS
✓ Use Case Document(s) delivered	AUS
✓ Interface BRD and Use Case Documents signed off 10 days from receipt	Norman

**Subtask 3.8.2 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Development of modified software and modified interfaces	AUS
✓ Coordination and compilation of code and internal QA process for new build release	AUS
✓ Application of new build containing code changes required for all modified software and modified interfaces to Norman's onsite system during Refresh load for ITC1	AUS
✓ Rollout Meeting scheduled for each modification during ITC1	AUS

**Subtask 3.9 – Phase 9 – Software Testing**

Advanced will support all software testing through a combination of onsite support, remote support and WebEx online support. Validated testing criteria will be used to determine if the testing phase is complete and the system is ready for the next cycle of testing. The Advanced PM will provide Norman with generic test scripts. Modification of test scripts to match Norman's specific business scenarios is the responsibility of Norman. From the test scripts Norman will create an ITC Plan (Integration Testing Cycle), and User Acceptance Test (UAT) Plan.

At the start of each test cycle, a full data conversion using a fresh data extract will be performed to exercise the data conversion process and to update any required data fixes that are found through

testing. Data Conversion is an iterative process and will require fixes throughout all testing phases based on the outcomes of each testing phase.

With each data conversion Advanced will provide and Norman will verify all balancing metrics that were agreed upon in the Data Conversion Discovery. Deficiencies found during the Software Testing Phase will be entered into the Issues Tracking Tool for the correction of configuration, data conversion and/or system deficiencies. Deficiencies will be entered into the Issues Tracking Tool by Norman. The Issues Tracking Tool maintains a history of analysis and problem resolution.

The Issues Tracking Tool will be managed and maintained by the Advanced PM and will be reviewed with both Advanced and Norman staff to ensure the issues are being actively worked and tested. The Advanced PM will be proactive in the resolution of items logged in the Issues Tracking Tool so that they will be resolved within a timely manner. The Advanced PM or designate will document to the Norman Project Manager (in detail) the issue or defect, the resolution or workaround alternative, if applicable.

Advanced will provide a technical point of contact during all testing phases, Advanced will provide responses that include justification and mitigation plans, where applicable. Periodically, throughout the Testing phases, Advanced’s trainer will be onsite to conduct On the Job Learning sessions. On the Job Learning provides training/testing assistance to the Core Team. It is generally informal and Norman driven based on their individual roles.

Norman will provide Advanced with evidence through schedules and various other methods of testing documentation that testing is being done and progressing through the test phases.

The software testing phase is divided into the following test cycles:

**Subtask 3.9.1 – Functional Testing**

Functional testing will utilize the baseline accounts to confirm that the data conversion and basic functions in the system are working as expected. Individual accounts will be reviewed and will run through a meter to cash process. In the review of these individual accounts, Norman will be tasked with testing each rate element in the system and documenting the results to confirm that the billing process works prior to starting a cycle billing process. This rate testing will be done against a series of baseline accounts and will look at each rate scenario and all of the associated proration activities that can affect a rate calculation.

Functional Testing is modular and does not test the system end-to-end utilizing interfaces.

**Subtask 3.9.1 – Functional Testing Deliverables**

<b>Subtask 3.9.1 Deliverables</b>	<ul style="list-style-type: none"> <li>• Functional Test Data Conversion Refresh and Validation Report</li> <li>• Rates Testing Matrix</li> </ul>
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**Subtask 3.9.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Functional Data conversion load that includes 100% of the data mapped to a field in CIS Infinity	AUS
✓ Configuration complete in accordance to the requirements outlined in the Functional Discovery Document and excluding all interfaces and modifications	AUS



✓ Data Validation items requiring investigation from Initial Rollout worked	AUS and Norman
✓ Conversion Testing against Baseline Accounts complete and issues reported in Issues Tracking Tool	Norman
✓ Conversion issues identified and reported no less than 10 days prior to scheduled Functional Refresh start date	Norman
✓ Conversion issues reported no less than 10 days prior to scheduled Functional Refresh start date fixed for Functional Testing load	AUS
✓ Data Refresh timelines recorded for the data cut, conversion and load	AUS and Norman
✓ Customized Testing Documents designed and functional test cases created	Norman
✓ Executed Contract with Payment Processor	Norman

**Subtask 3.9.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Onsite technical and training presence for initial week of Functional Testing	AUS
✓ Testing of all applicable functional modules using customized test documents and test cases, reporting any anomalies in Issues Tracking Tool	Norman
✓ Retesting of fixed conversion items, testing of conversion additions and report anomalies in Issues Tracking Tool	Norman
✓ Functional Data Validation jointly reviewed and anomalies under investigation by both parties	AUS and Norman
✓ Rates Testing Completion and anomalies reported in Issues Tracking Tool	Norman
✓ Successful resolution of 80% of configuration type tickets reported no less than 15 days from scheduled ITC1 Refresh start date	AUS
✓ Review of prototype for modified software(s) as defined in 3.3	AUS and Norman

**Subtask 3.9.1.1 – Business Process Review**

An onsite Business Process Review (BPR) will be conducted by Advanced toward the end of Functional Testing in order to validate that Norman’s business rules align with the configuration made to CIS Infinity.

**Subtask 3.9.1.1 – Business Process Review Deliverables**

<b>Subtask 3.9.1.1 Deliverables</b>	<ul style="list-style-type: none"> <li>• BPR Workshop</li> </ul>
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	<ul style="list-style-type: none"> <li>Updated Process Flows for Cash, Billing, Collections, Metering</li> </ul>
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**Subtask 3.9.1.1 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Functional Testing Validation against Functional Discovery document	Norman
✓ To Be Processes from Functional Discovery Workshop documented and complete	Norman

**Subtask 3.9.1.1 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Onsite BPR Workshop conducted	AUS
✓ Updated Process Flows for Cash, Billing, Collections and Metering delivered	AUS and Norman
✓ SME's and business process owner attendance at BPR Workshop	Norman
✓ Updated configuration requirements documented and updated in Functional Discovery Document	AUS
✓ Sign off of Updated Functional Discovery Document	Norman
✓ Updated configuration requirements at BPR submitted into Issues Tracking Tool	Norman

**Subtask 3.9.2 - Integration Testing Cycle (ITC)**

ITC will utilize test scripts/cases customized by Norman to confirm that the data conversion and business processes are functioning as expected. ITC is broken down into two sub-phases.

ITC1 is intended to exercise full scale testing of the system incorporating the testing of interfaces and modifications scheduled for ITC1. It includes testing of all end to end processes and all Norman OwnedControl Forms (service orders, actions, letter generation, security, admin).

ITC2 emulates the same process with a refreshed data conversion set and any configuration changes as well as updates to interfaces and modifications.

**Subtask 3.9.2 – Integration Testing Deliverables**

<p><b>Subtask 3.9.2 Deliverables</b></p>	<ul style="list-style-type: none"> <li>ITC1 Data Conversion Refresh and Validation Report</li> <li>ITC2 Data Conversion Refresh and Validation Report</li> <li>ITC1 Build Release for Modifications</li> <li>ITC2 Build Release for Modifications</li> </ul>
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**Subtask 3.9.2 – Entry Criteria ITC1**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Completion of testing of all applicable functional modules using customized test documents and test cases and anomalies reported in Issues Tracking Tool	Norman
✓ Successful retesting of fixed conversion items and testing of remaining conversion additions. Anomalies reported in Issues Tracking Tool	Norman
✓ ITC Data Validation reviewed jointly and anomalies under investigation by both parties	AUS and Norman
✓ Rates Testing Completed and any anomalies reported in Issues Tracking Tool	Norman
✓ Successful resolution of 70% of critical path configuration type tickets reported no less than 10 days from ITC1 Refresh start date	AUS
✓ Configuration of all configurable interfaces complete	AUS
✓ Rollout Instructions provided for each configurable interface	AUS
✓ Norman Owned Control Forms 60% complete which must include Service Order Types	Norman
✓ Infinity.Link configuration/GUI commencement	Norman
✓ Infinity.Mobile configuration complete and ready for testing	AUS

**Subtask 3.9.2 – Exit Criteria ITC1**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Onsite technical and training presence for initial week of ITC1 Testing	AUS
✓ Build Release(s) applied for modified software and modified interfaces	AUS
✓ Testing of interfaces with 3 <sup>rd</sup> party vendor participation (if applicable) and anomalies reported in Issues Tracking Tool	Norman
✓ Successful resolution of 80% of critical path configuration type tickets reported no less than 10 days from scheduled ITC2 Refresh start date	AUS
✓ Successful resolution of 80% of conversion type tickets reported no less than 10 days from scheduled ITC2 Refresh start date	AUS
✓ Bill Print Testing complete and anomalies reported in Issues Tracking Tool	Norman
✓ Reports Testing Complete and anomalies reported in Issues Tracking Tool	Norman
✓ Cycle Billing Testing Complete and anomalies reported in Issues Tracking Tool	Norman

✓ Norman Owned Control Forms 80% complete	Norman
✓ Infinity.Link configuration/GUI 80% complete	Norman
✓ Infinity.Mobile testing and anomalies reported in Issues Tracking Tool	Norman

**Subtask 3.9.2 – Entry Criteria ITC2**

<u>Criteria</u>	<u>Responsible Party</u>
✓ End to end testing using customized test documents and test cases and anomalies reported in Issues Tracking Tool	Norman
✓ Successful retesting of fixed conversion items and anomalies reported in Issues Tracking Tool	Norman
✓ ITC2 Data Validation reviewed jointly and anomalies under investigation by both parties	AUS and Norman
✓ Successful resolution of 80% of critical path configuration type tickets reported no less than 10 days from scheduled ITC2 Refresh start date	AUS
✓ Successful resolution of 80% of conversion type tickets reported no less than 10 days from scheduled ITC2 Refresh start date	AUS
✓ Successful Testing of 80% of Norman Owned Control Forms	Norman
✓ Resolution of Bill Print tickets reported no less than 10 days from scheduled Refresh start of ITC2	AUS
✓ Resolution of Reports tickets reported no less than 10 days from scheduled Refresh start of ITC2	Norman
✓ Infinity.Link configuration/GUI complete and ready for Testing in ITC2	Norman
✓ Norman Payment Processor set up complete and ready for integration testing with CIS Infinity and Infinity.Link	Norman

**Subtask 3.9.2 – Exit Criteria ITC2**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Onsite technical and training presence for initial week of ITC2Testing	AUS
✓ Retesting of interfaces and modifications with 3 <sup>rd</sup> party vendor participation (if applicable) and anomalies reported in Issues Tracking Tool	Norman
✓ Successful resolution of 90% of critical path configuration type tickets reported no less than 10 days from scheduled UAT Refresh start date	AUS
✓ Successful resolution of 90% of conversion type tickets reported no less than 10 days from scheduled UAT Refresh start date	AUS

✓ Bill Print Testing complete and any anomalies reported in Issues Tracking Tool	Norman
✓ Report Testing complete and signed off	Norman
✓ Norman Owned Control Forms complete	Norman
✓ Cycle Billing Testing Complete and signed off	Norman
✓ Infinity.Link Testing complete and any anomalies reported in Issues Tracking Tool	Norman
✓ Infinity.Mobile Issues complete and any anomalies reported in Issues Tracking Tool	Norman

**Subtask 3.9.3 - User Acceptance Testing (UAT)**

The final phase of testing is UAT and starts with a code freeze. Only critical path items will be altered during this phase as agreed upon by both parties after analyzing the risk of introducing these changes. Once complete, the UAT constitutes acceptance of the system as ready for Go Live. In combination with staff training readiness and organization readiness, the UAT and its acceptance help to drive the Go/No Go criteria that lock down the live date of the software.

Advanced will coordinate with Norman to select the integration test scripts that will be used during UAT.

The Advanced PM will work with Norman to ensure that test results for each testing phase provide evidence that CIS Infinity capabilities have been properly integrated and tested in Norman's test environment. Advanced will work with Norman to support performance tests.

**Subtask 3.9.3 – User Acceptance Testing Deliverables**

<b>Subtask 3.9.3 Deliverables</b>	<ul style="list-style-type: none"> <li>• UAT Data Conversion Refresh and Validation Report</li> <li>• UAT Acceptance Criteria</li> </ul>
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**Subtask 3.9.4 – Entry Criteria**

<b>Criteria</b>	<b>Responsible Party</b>
✓ UAT Data Validation reviewed jointly and anomalies under investigation by both parties	AUS and Norman
✓ Retested interfaces and modifications with 3 <sup>rd</sup> party vendor participation (if applicable) and anomalies reported in Issues Tracking Tool	Norman
✓ Successful resolution of 100% of critical path configuration type tickets reported no less than 10 days from scheduled UAT Refresh start date	AUS
✓ Successful resolution of 100% of conversion type tickets reported no less than 10 days from scheduled UAT Refresh start date	AUS
✓ Bill Print Testing completed and signed off	Norman
✓ Reports Testing completed and signed off	Norman



✓ System Code Freeze	AUS
✓ Final review of Norman Owned Control Forms	Norman
✓ Infinity.Mobile Issues complete and any anomalies reported in Issues Tracking Tool	Norman
✓ Infinity.Link Issues reported not less than 10 days from scheduled UAT Refresh fixed	AUS
✓ Infinity.Link Testing complete and any anomalies reported in Issues Tracking Tool	Norman

**Subtask 3.9.4 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Successful testing of all end to end processes	Norman
✓ Successful resolution of all critical path conversion and configuration type tickets	AUS
✓ Successful completion of all Norman Owned Control Forms	Norman
✓ Regression and stress test executed successfully	Norman
✓ Successful testing of Infinity.Mobile	Norman
✓ Successful testing of Payment Processor	Norman
✓ Successful testing of Infinity.Link	Norman

**Subtask 3.10 – Phase 10 – End User Training**

Advanced will provide End User training to Norman to secure a working knowledge of the CIS Solution. As part of the Training Plan, Advanced will work with Norman to jointly create the appropriate Training Matrices (part of the Training Plan) that will identify classes and the Advanced and Norman staff attendance needs.

End User Training Sessions will be conducted by an Advanced Trainer with Norman availability to answer participant questions pertaining to Norman business practices.

Each End User training session will have an attendance sheet that matches the End User training schedule. Once each session is complete, Norman will sign-off on a Training Session Sign-off Form signifying that the training session has been completed.

**Subtask 3.10 – Deliverables**

<b>Subtask 3.10 Deliverables</b>	<ul style="list-style-type: none"> <li>• Completion of onsite Instructor Led End User Training</li> <li>• Training Session Attendance Report</li> <li>• Training Session Signoff form</li> </ul>
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**Subtask 3.10 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ End User Training Plan Matrix delivered	AUS
✓ End User Training Plan Matrix completed	Norman
✓ End User Training Schedule created	AUS and Norman

**Subtask 3.10 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ All End User Training sessions required for Go Live complete	AUS
✓ End Users absent or requiring additional assistance/training from End User Training identified	AUS
✓ Additional training plan developed and provided to End Users identified as requiring additional assistance/training complete for Go Live	Norman

**Subtask 3.11 – Phase 11 – Cut-Over Plan/Go/No Go Criteria**

Norman will assist Advanced in the construction of Go/No-Go criteria. These criteria shall be used to determine whether or not to proceed to Phase 12 - Transition to Live. Criteria shall be measured on a weekly basis starting no later than the commencement of User Acceptance Testing. When all criteria are met, Norman shall issue formal authorization to proceed with the Cut-Over Plan to production.

The Advanced PM will develop a Cut-Over Plan throughout the lifecycle of the project in preparation for a final transition to live. This plan details the steps and responsibilities for Advanced and Norman to transition the CIS Solution to Norman production (live) environment. The Cut-Over Plan will include but not be limited to the following items:

- Full emergency contact information
- Detailed steps and communications of when data extract is obtained and data conversion is returned
- Ordered steps for ensuring balancing of the system
- Determination of whether a test system is refreshed at the same time as production for any required process testing
- Post-cut-over checklist
- Criteria that determine when the system will be turned over to end user staff
- A formal release from Advanced that documents that the system has been handed to Norman in full balance

**Subtask 3.11 – Cut-Over Plan/Go/No Go Deliverables**

<b>Subtask 3.11 Deliverables</b>	<ul style="list-style-type: none"> <li>• Go/No Go Criteria</li> <li>• Cut-Over Plan</li> <li>• Formal Norman Authorization to Transition to Live</li> </ul>
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**Subtask 3.11 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ System is in a readiness state for all critical path items	AUS and Norman
✓ Norman has invoked Change Management plan (employees, customers, vendors)	Norman
✓ End Users trained	AUS or Norman

**Subtask 3.11 – Exit Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Cut-Over Plan finalized	AUS and Norman
✓ Organizational Readiness Plan finalized	AUS and Norman
✓ Go/No Go Meeting	AUS and Norman
✓ Authorization to Go Live	Norman
✓ Post Cut-Over List of Tasks	AUS and Norman

**Subtask 3.12 – Phase 12 – Transition to Live**

The cutover to live will occur over a weekend and will be coordinated by the Advanced PM and Norman staff.

The transition to live will have a new and final data conversion in which the data validation parameters, bill codes, rate mapping and transaction codes will all be approved by Norman and the Advanced PM.

**Subtask 3.12 – Deliverables**

<b>Subtask 3.12 Deliverables</b>	<ul style="list-style-type: none"> <li>• Final Cut-Over Plan Report</li> <li>• Final Release Data Conversion Refresh and Validation Report</li> <li>• AR Balancing Report</li> <li>• Year and month active confirmation</li> <li>• AR Summary Details Report</li> <li>• Transaction Code Report</li> <li>• Rates Report</li> </ul>
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**Subtask 3.12 – Entry Criteria**

<u>Criteria</u>	<u>Responsible Party</u>
✓ Execution of Cut-Over Plan	AUS and Norman
✓ End Users trained	AUS and Norman

✓ 3 <sup>rd</sup> Party Vendors communicated and on board	Norman
✓ Execution of Organizational Readiness Plan	AUS and Norman

**Subtask 3.12 – Exit Criteria**

<b>Criteria</b>	<b>Responsible Party</b>
✓ Go Live Signed Off	Norman
✓ Post Live Items identified	AUS

**Subtask 3.13 – Phase 13 – Post Go Live**

Advanced will assist Norman throughout the post live implementation phase to identify and respond to any needs and concerns. During the Post Go Live period, Advanced will supply, as per the agreement, a combination of onsite, remote, and WebEx online support to ensure a smooth transition to support. During this phase of the project, the following items will be supplied to Norman:

- Weekly PM and technical staff meetings to review all high-priority items.
- Combination of onsite and remote customer support.
- Introduction and transition to Support.

Throughout the Post Go Live period, the Advanced PM will continue to act as primary resource for all issues. Upon completion of the Post live support period, Norman will transition to the Advanced's Customer Service and Support Department as per the Support and Maintenance agreement.

**Subtask 3.13 – Deliverables**

<b>Subtask 3.13 Deliverables</b>	<ul style="list-style-type: none"> <li>• Monthly Support Log</li> <li>• Transition to Support</li> </ul>
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**Subtask 3.13 – Entry Criteria**

<b>Criteria</b>	<b>Responsible Party</b>
✓ Go Live Signed Off	Norman
✓ Post Live Items identified	AUS

**Subtask 3.13 – Exit Criteria**

<b>Criteria</b>	<b>Responsible Party</b>
✓ Post Live Items resolved	Norman and AUS
✓ Project Completion Punch List documented	AUS
✓ Transition to Support Group	AUS



## Schedule 1 – Fee Structure and Services Payment Milestones

	Description	Quantity/ Hours	Cost
<b>Perpetual License Fees</b>	CIS Infinity– 20 Concurrent Users (inclusive of Infinity.Link Site License)	1	145,000
	Infinity.Link – Site License	1	40,000
	Infinity.Mobile – Site License	1	30,000
	<b>Total Perpetual License Fees</b>		<b>215,000</b>
<b>Services Fees</b>	Project Management	1,000	190,000
	Discovery	500	95,000
	Data Conversion	680	129,200
	Configuration	1,240	304,000
	Training	1,000	190,000
	Interfaces & Modifications	400	76,000
	Custom Reports	120	22,800
	Infinity.Link	190	36,100
	Infinity.Mobile	170	32,300
	Infinity.BI	200	38,000
	Post Live Support	360	68,400
	<b>Total Service Fees</b>	5,860	1,113,400
	<b>Total One Time License and Implementation Service Fees</b>		
<b>Estimated Travel Related Expenses</b>	Billed monthly as incurred per the Software Implementation Services Agreement		<b>155,250</b>
	<b>Total One Time including Expenses</b>		
<b>Annual License Fees</b>	REST API (inclusive of Advanced Web Service)		<b>6,525</b>
	Infinity.BI – 2 Concurrent Users		<b>4,000</b>
	Backflow Web Portal		
	<b>Total Annual License Fees</b>		<b>10,525</b>
<b>Year One Support Fees</b>	CIS Infinity (inclusive of Infinity.Link)		<b>46,250</b>
	Infinity Mobile		<b>10,000</b>

	<b>Total Year One Support Fees</b>		<b>56,250</b>
	<b>Total Annual Fees</b>		<b>10,525</b>
	<b>TOTAL</b>		<b>66,775</b>

Additional services required by Norman through the end of Post Live and approved through the Change Control Process (e.g. requirement changes or changes to the project scope) will be billed at a rate of \$225/hour. Services required after that period will be billed in accordance with the Support and Maintenance Agreement.

### License Payment Milestones

As outlined below.

### Service Payment Milestones

Organization will be billed monthly by Advanced for milestones completed during the month. A retainage amount equal to fifteen percent (15%) of the Services (does not include license, travel or annual maintenance) will be held back; this amount will be released as follows; 50% at Go Live and 50% at end of Post Live Support Month 3. The service fees milestones are as follows:

Reference	Milestone – Organization will be billed monthly for all milestones completed during the month (i.e. one invoice per month).	Invoice Amount	Estimated Month of Completion
LP1	Total Contract Less 10% Due at contract signature	\$ 132,840	-
LP2	License - due at software installation	\$ 82,160	
	<b>Subtotal - Licenses</b>		
MP1	Project Management Month 1	\$ 11,536	1
MP2	Project Management Month 2	\$ 11,536	2
MP3	Project Management Month 3	\$ 11,536	3
MP4	Project Management Month 4	\$ 11,536	4
MP5	Project Management Month 5	\$ 11,536	5
MP6	Project Management Month 6	\$ 11,536	6
MP7	Project Management Month 7	\$ 11,536	7
MP8	Project Management Month 8	\$ 11,536	8
MP9	Project Management Month 9	\$ 11,536	9
MP10	Project Management Month 10	\$ 11,536	10
MP11	Project Management Month 11	\$ 11,535	11
MP12	Project Management Month 12	\$ 11,535	12
MP13	Project Management Month 13	\$ 11,535	13
MP14	Project Management Month 14	\$ 11,535	14
MP15	Installation of CIS Infinity Sign off	\$ 104,975	2
MP16	Delivery of Functional Discovery Workshops	\$ 72,675	3
MP17	Functional Discovery Document Signoff	\$ 8,075	4
MP18	Delivery of Data Conversion Workshop	\$ 38,437	4
MP19	Data Conversion Plan Sign off	\$ 1,098	5
MP20	Interface & Modification Workshop	\$ 16,150	4
MP21	Delivery Business Requirements Docs for Modifications & Development Interfaces	\$ 16,150	5
MP22	Bills, Notices and Receipt Discovery Workshop	\$ 10,498	4

MP23	Delivery of Notices and Receipt specifications	\$ 10,498	5
MP24	Delivery of Reports Matrix	\$ 10,498	5
MP25	Custom Reports Workshop	\$ 11,628	6
MP26	Initial Conversion Rollout	\$ 39,891	6
MP27	Initial Configuration Rollout	\$ 38,437	6
MP28	Completion of Core Team Training	\$ 80,750	4
MP29	Data Refresh # 2 Load (Functional Testing)	\$ 10,982	7
MP30	Completion of Functional Testing	\$ 4,199	8
MP31	Delivery of Notices and Receipt	\$ 4,199	8
MP32	Bills, Notices and Receipt completion Sign-off	\$ 4,199	13
MP33	Delivery of Custom Reports	\$ 7,752	9
MP34	Data Refresh # 3 Load (ITC #1)	\$ 10,982	8
MP35	Completion of Integration Testing Cycle 1	\$ 4,199	10
MP36	Delivery of Modifications	\$ 16,150	8
MP37	Delivery of Configurable Interfaces	\$ 16,150	8
MP38	Data Refresh # 4 Load (ITC #2)	\$ 5,491	10
MP39	Completion of Integration Testing Cycle 2	\$ 2,100	11
MP40	Data Refresh # 5 Load (UAT)	\$ 4,393	11
MP41	Completion of User Acceptance Testing	\$ 8,398	13
MP42	Completion of Week 1 End User Training	\$ 14,535	10
MP43	Completion of Week 2 End User Training	\$ 14,535	10
MP44	Completion of Week 3 End User Training	\$ 12,920	11
MP45	Completion of Week 4 End User Training	\$ 12,920	11
MP46	Onsite Testing Assistance - Functional	\$ 12,920	8
MP47	Onsite Testing Assistance - ITC1	\$ 12,920	10
MP48	Infinity.Link Workshop	\$ 6,056	6
MP49	Installation of Infinity.Link	\$ 18,169	3
MP50	Infinity.Mobile Workshop	\$ 6,056	6
MP51	Installation of Infinity.Mobile	\$ 18,169	3
MP52	Installation of Infinity.BI (at functional)	\$ 25,840	7
MP53	Training of Infinity.BI	\$ 6,460	9
MP54	Go-No-Go document delivery	\$ 2,100	11
MP55	Go Live	\$ 4,199	14
MP56	Post Live Support Month 1	\$ 19,768	15
MP57	Post Live Support Month 2	\$ 19,186	16
MP58	Post Live Support Month 3	\$ 19,186	17
MP59	<b>Final Acceptance -15% Retainage</b>	\$ 167,010.00	17
	<b>Total Professional Services</b>	<b>\$ 1,113,400</b>	

Total Project

\$ 1,328,400



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## Appendix A – Draft Project Schedule

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## Appendix B – Table of Responsibilities for Deliverables

Del #	Task Per SOW	Subtask Per SOW	Name	Deliverable Description/Definition	Deliverable Lead
1	1	1.2	Weekly and Monthly Status Meetings & Reports	Project meetings to be attended by Advanced and Norman. Project core team members to discuss work in progress, issues, risks, actions, near-term planned activities and associated resource commitments. Status reports to document project progress.	Advanced
2	1	1.3	Quarterly Sponsor Meeting	Meeting attended by Advanced and Norman Project Manager and Project Sponsors to review project status.	Advanced
3	3	3.1	Hardware ready for Software Installation	Application and database server (production and test) are on Norman network and the operating system and database software have been loaded.	Norman
4	3	3.1	Project Kick-Off Meeting	On-Site kick-off meeting held with the project team.	Advanced
5	3	3.1	Draft Project Schedule	Initial draft Project Schedule delivered at project kickoff meeting. Project Schedule updates performed throughout the project. The schedule is updated for refinements to tasks, and percent complete inclusive of resource updates and timeframe updates. Both parties will commit to staffing and resources to meet a rolling 3-month window.	Advanced
6	3	3.1	Risk Management Plan	Plan that defines how project risks will be logged, prioritized, assigned and managed to closure using a jointly agreed resolution strategy. Risk Log will be reviewed at project status meetings.	Advanced
7	3	3.1	Communication Plan	Plan that defines the Project Strategy for communicating internally within the Project Team.	Advanced
8	3	3.1	Change Management Plan	Plan that defines the strategy for communicating with employees and externally.	Norman
9	3	3.1	Change Control Process	Process that defines how changes to project scope will be logged, approved, and managed as agreed to by both parties.	Advanced
10	3	3.1	Training Plan	Plan that defines Norman resources to be trained, the courses to be delivered, materials, locations, facilities and other resources.	Advanced
11	3	3.1	Test Plan	Plan that defines Norman's testing approach.	Advanced
12	3	3.1	CIS Infinity Server Installation	Installation of CIS Infinity on Norman servers.	Advanced
13	3	3.1	Installation Training	Installation training for technical personnel.	Advanced
14	3	3.1	Desktop Norman Installation	Norman to install Norman on remaining desktops.	Norman
15	3	3.1	Training Courses Syllabus	Document that outlines the duration, prerequisites and topics to be covered during the Advanced delivered standard training courses.	Advanced
16	3	3.1	Project Team Contact List	Project listing of all Advanced and Norman project team members' contact information.	Advanced
17	3	3.1	System Overview	CIS Infinity system overview demonstration	Advanced
18	3	3.1	Issues Tracking Tool Overview and Set up	Advanced will provide Norman with and overview of the Issues Tracking Tool, the online tool for documenting and tracking issues as part of the overall implementation. Norman users will be provided with user ids and passwords which also provide access to the Software Entity relationship diagrams and the Data Dictionary.	Advanced
19	3	3.1	Functional and Data Conversion Discovery Workshop Agendas	Documents that outline the business and conversion processes to be discussed during the Functional and Data Conversion Discovery Workshops.	Advanced

Del #	Task Per SOW	Subtask Per SOW	Name	Deliverable Description/Definition	Deliverable Lead
20	3	3.2	Data Requirements for Functional Workshops	Norman to provide business process documentation as identified in Subtask 3.2.	Norman
21	3	3.2.1	Functional Discovery Analysis Workshop	Sessions that will assist Advanced in learning Norman business processes and educating Norman about the features and limitations of the software. Advanced will lead the sessions with Norman business process experts participating.	Advanced
22	3	3.2.1	Functional Discovery Document	Document that captures all learning and understanding gained in the Functional Discovery Analysis Workshops. Document will serve as a template for configuring the software.	Advanced
23	3	3.2.2	Legacy System Conversion Information	Norman to provide Advanced with key information to assist Advanced in developing the conversion programs and activities. Legacy CIS table layouts, ERDs (if available), screen shots, baseline accounts etc. to be provided by Norman.	Norman
24	3	3.2.2	Data Conversion Discovery Analysis Workshop	Sessions that will assist Advanced in determining the best approach to converting legacy data. Advanced will lead these sessions with Norman technical and conversion/legacy data experts participating.	Advanced
25	3	3.2.2	Data Conversion Plan	Plan that defines detailed processes and tools that will be utilized for the conversion and includes data mapping, legacy data quality assessment, data cleansing, technical design, development and testing. It will also define timing for when data cleansing will be complete as well as defining the amount of historical data that will be converted.  The Plan will also identify data conversion validation parameters that define how the source and target data will be reviewed and validated as being correctly extracted.	Advanced
26	3	3.2.2	Data Cleansing and Initial Data Extract from Legacy CIS	Norman to perform data cleansing activities as identified during the Data Conversion Discovery Workshop. Norman to provide an initial extract of Legacy CIS data in the agreed upon format to Advanced. Data extract from the legacy system will be repeated for each test conversion.	Norman
27	3	3.3	Interface/Modification Discovery Workshop Agendas	Documents that outlines the items to be discussed during the Interface/Modification Discovery Workshop.	Advanced
28	3	3.3	Interfaces/Modification Workshop	Session that will aid Advanced in understanding modification requirements and the third party systems' interfacing capabilities to determine the best approach for interfacing with the identified third party systems.	Advanced
29	3	3.3	Configuration/Specifications for Interfaces/Modifications	BRD and Use Case Documentation for interfaces/modifications identified in Task 2.1 and 2.3. Configuration rollout document for interfaces identified in Subtask 2.2.	Advanced
30	3	3.4.1	Reports Discovery Workshop	Sessions to review the reporting requirements of Norman. Advanced will lead the sessions with Norman business process experts participating.	Advanced
31	3	3.4.1	Reports Analysis Spreadsheet	Document that lists all reports provided by Norman and designates those reports that are standard within CIS Infinity and those that require modification.	Advanced
32	3	3.4.2	Bill Print Discovery Workshop	Session to review of all bill print types, notices, receipts including a review of the bill printing and bill re-printing processes. Advanced will lead the sessions with Norman experts participating.	Advanced

Del #	Task Per SOW	Subtask Per SOW	Name	Deliverable Description/Definition	Deliverable Lead
33	3	3.4.2	Bill Print Specification	Specification for bill print design	Advanced
34	3	3.4.3	Infinity.Link Discovery Workshop	Session that will assist Advanced in learning how Norman will deploy Link service orders and educating Norman about the features and limitations of the software. Advanced will lead the sessions with Norman business and technical experts participating.	Advanced
35	3	3.4.3	Infinity.Link Technical Checklist	Document that captures the technical environment in which Infinity.Link will be deployed. Norman to complete the checklist with Advanced's assistance.	Norman
36	3	3.4.3	Infinity.Link Discovery Document	Document that captures all learning and understanding gained in the Discovery Workshop. Document will serve as a template for configuring Infinity.Link.	Advanced
37	3	3.4.4	Infinity.Link Discovery Workshop	Session that will assist Advanced in learning how Norman will deploy the customer web portal and educating Norman about the features and limitations of the software. Advanced will lead the sessions with Norman business and technical experts participating.	Advanced
38	3	3.4.4	Infinity.Link Technical Checklist	Document that captures the technical environment in which Infinity.Link will be deployed. Norman to complete the checklist with Advanced's assistance.	Norman
38	3	3.4.4	Infinity.Link Discovery Document	Document that captures all learning and understanding gained in the Discovery Workshop. Document will serve as a template for configuring Infinity.Link.	Advanced
40	3	3.5.1	Initial Data Conversion Load	Loading of initial conversion by Advanced on Norman's system.	Advanced
41	3	3.5.1	Baseline Accounts	Norman, with Advanced's assistance will identify baseline accounts to be used for testing.	Norman
42	3	3.5.1	Data Validation Results	Report that documents the results of the agreed upon conversion validation parameters for both the source and target data.	Advanced
43	3	3.5.1	Initial System Configuration Rollout	Configuration of the control forms and rates by Advanced based on the Functional Discovery document.	Advanced
44	3	3.6	Training Agendas	Standard Training Agenda for each training course identified in the Training Plan.	Advanced
45	3	3.6	Training Workbooks	Standard Training Workbooks that will be used to facilitate Core Team and End User training execution for each training course identified in the Training Plan.	Advanced
46	3	3.6	Core Team Training	Execution and completion of Core Team training per the Training Plan. Training will include the Issues Tracking Tool training.	Advanced
47	3	3.7	Custom Reports Delivery	Delivery of custom reports identified in the Reports Analysis Spreadsheet.	Advanced
48	3	3.8.1	Interface Configuration, Testing and Rollout	Configuration, testing, and rollout of configuration type interfaces that have been identified in Task 2.2 of this SOW.	Advanced
49	3	3.8.2	Software and Interfaces Modifications: Code, Testing and Rollout	Coding of Modifications and Interfaces as described in Task 2.1 of this Statement of Work. Advanced developed interfaces will be tested/QA'd by Advanced before integrating into Norman environment.	Advanced
50	3	3.9.1, 3.9.2, 3.9.3.	Legacy Data Refreshes	Norman to provide Advanced an extract of Legacy CIS data in the agreed upon format throughout the testing phases (Functional, ITC1, ITC2, UAT), as required. Six data refreshes are anticipated throughout the project, which include the data refresh prior to Go Live. Advanced will support Norman where required.	Norman

Del #	Task Per SOW	Subtask Per SOW	Name	Deliverable Description/Definition	Deliverable Lead
51	3	3.9.1	Functional Test - Data Conversion Data Load & Validation	Loading of conversion data by Advanced on Norman's system. Includes audit report that documents the results of the agreed upon conversion validation parameters for both the source and target data.	Advanced
52	3	3.9.1	Generic Test Scripts	Generic Integration Test scripts provided by Advanced to test system functionality.	Advanced
53	3	3.9.1, 3.9.2, 3.9.3.	System Testing	Norman to conduct testing as outlined in the Test Plan, document test results (pass/fail) and log any issues in the Issues Tracking Tool for resolution by Advanced.	Norman
54	3	3.9.1	Rates Testing Matrix	Document outlining all necessary rates and rate scenario's to be tested. Norman is responsible for testing and confirming all rates and rate scenarios are accurate and reflect the billing requirements of Norman.	Advanced
55	3	3.9.2	Build Releases (ITC1 and ITC2)	Installation of new builds on Norman's system which include Norman's modified software and interfaces.	Advanced
56	3	3.9.2	Integration Test - Data Conversion Data Load & Validation	Loading of conversion data by Advanced on Norman's system. Includes audit report that documents the results of agreed upon conversion validation parameters.	Advanced
57	3	3.9.3	User Acceptance Test - Data Conversion Data Load & Validation	Loading of conversion data by Advanced on Norman's system. Includes audit report that documents the results of the agreed upon conversion validation parameters for both the source and target data.	Advanced
58	3	3.10	End User Training, Signoff and Attendance Report	Execution and completion of End-User training per the Training Plan. Each training session will have an Attendance Report.	Advanced
59	3	3.11	Go/No Go Criteria Document	Document that identifies the criteria that will be adhered to enable cutover to Production to proceed. It includes metrics to evaluate project management readiness, business solution testing readiness, business readiness, IT infrastructure readiness and reorganization/people readiness.	Advanced
60	3	3.11	Go / No Go Decision Document approved for Go Live	Document that defines the outcomes of application readiness based on the defined Go/No Go Criteria document and Cutover Plan defined. The result will be a decision to Go-live or to identify issues that will need to be resolved prior to Go-Live or can be deferred to post go-live. The decision to transition to Go Live will be approved when the items defined in the Cut-Over and readiness assessment has been successfully achieved and there are no significant agreed upon issues that will impact transition to Production.	Advanced
61	3	3.11	Cutover Plan	Document that defines steps and responsibilities of Advanced and Norman during transition to Production. Includes steps to achieve system balance and includes a conversion cutover plan.	Advanced
62	3	3.12	Go Live - Data Conversion Data Load & Validation	Loading of conversion data by Advanced on Norman's system. Includes audit report that documents the results of the agreed upon conversion validation parameters for both the source and target data.	Advanced
63	3	3.12	Go Live	System is operating and being used. Balancing of legacy and Advanced CIS has been validated and signed-off by Norman.	Advanced
64	3	3.13	Completion of Post Live Support	Conclusion of Post live support period, which includes remote and/or onsite presence.	Advanced



Del #	Task Per SOW	Subtask Per SOW	Name	Deliverable Description/Definition	Deliverable Lead
65	3	3.13	Support Transition Meeting	A transition meeting to transfer from the project implementation phase to the support phase of the contract.	Advanced