Exhibit A - Statement of Work

45 Queen Street
Charlottetown,
PE
C1A 4A4, Canada

SpryPoint.com

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1. Introduction

This Statement of Work (SOW) is entered into per the Agreement Date by and between **SpryPoint** Services Inc. (hereinafter "**SpryPoint**"), with principal offices in Charlottetown, PE, and the Client Grand Rapids Public Utilities Commission ("the **Client**") with offices at 500 SE 4th Street, Grand Rapids, MN, 55744

Background Statements:

- **SpryPoint** will provide a range of software solutions and services to achieve a business solution that meets the identified Customer Information System (CIS) Solution ("Solution") requirements of the **Client**. The **Client** is open to new ways to achieve the same outcome but are not looking to go backward in functionality or efficiency.

- The Solution will encompass several **SpryPoint** products with Metabase included as a reporting and dashboard solution. The products include:
    - SpryCIS – Customer Information System
    - SpryMobile – Mobile Field Service
    - SpryEngage – Customer Engagement Portal
    - SpryIDM – Interval Data Management

- The **Client** wishes to work together with **SpryPoint** for the implementation of the Solution and **SpryPoint** agrees to provide such services and/or software as agreed to in the terms provided herein.

- This Statement of Work provides the general detailed terms and provisions that govern the delivery of all services and/or deliverables to the **Client** by **SpryPoint**.

This document is one of several that constitute the Agreement. As such, if any discrepancy exists between the documents, the precedence shall be listed in the Master Subscription Agreement. These documents help define the project's scope and will guide its execution.

2. Project Goals and Objectives

2.1. Goals and objectives

The **Client's** goals for this project and their supporting objectives are to take advantage of the newest technology and harness efficiencies to modernize their customer and meter-to-cash business processes. The implementation and enhanced support of these new technologies are an opportunity to drive automation and efficiencies in business functions and ultimately improve productivity.

The primary objectives for this project include:

- Baseline and efficiencies in functionality/business processes
- Efficiencies in key areas of the **Client**'s business include, but are not limited to:
  - Automation and mobilization of field service functions/service orders
  - Accessibility of data/flexible data model for ease in data extraction, reporting, queries, and open standards/web-services based integration.

Automation

- Allowing technology to do the work, workflows, integration, guided processes, and intuitive processes (less ad hoc scripts and manual processes) free up the Client's employees, leaving more time to focus on business needs.
- Make the employees' lives and jobs easier
- Modern technology
- The look and feel of the software should emulate a modern touch. This includes the technology stack that utilizes current and modern standards for the user interface, user intuitiveness, security, development tools, practices, etc. The software should have open data access/integration standards for easy data access and integration.

Implementation

- Plan and perform a cost-effective and timely implementation.

Integrity

- All aspects of the project and participants should be fair, honest, and conducted with integrity.

  Additionally, both SpryPoint and Client agree to the following statements to guide a successful implementation:

  - Implement a new CIS Solution built on a modern and cloud-based technology platform in accordance with **SpryPoint's** proposal.
  - Implement a solution that will interface with or provide replacement solutions for several of the **Client's** existing systems, simplifying the overall customer and meter-to-cash applications footprint.
  - Provide a system that is flexible enough to accommodate business changes, requests for new services, and the need for enhanced business information.
  - Implement a solution that is upgraded and enhanced regularly by **SpryPoint.**
  - Implement a solution that provides the best business-practice methodologies.
  - Implement a cost-effective solution that can be easily maintained.
  - A Web based solution that allows for automation and streamlining of the overall customer and meter-to-cash processes and improves data management, including collection, reporting and record keeping.

  Greater transparency and visibility into the Solution:

- User-friendly reporting tools & advanced data analytics.
- API driven interfaces into and from the CIS system.
- An automated method for uploading meter readings to the CIS.
- Audit trails throughout the applications.
- See alerts and consumption history on the mobile application.

Provide better customer service:

- Provide the following benefits: easy access to information, user friendliness, process automation, near real-time system changes, billing flexibility, and 24/7 access.
- Accurately calculate bills for all Customer classes, services, cycles, allocations, and capital recovery.
- Correctly allocate accounts receivable and payments among general ledger funds.
- Correctly process account and property activities.
- Provide Customer Service Reps (CSRs) with quicker access to customer information in one centralized location with a 360-degree view of the customer.
- Integrate customer self-service capabilities (that is, account information, payment options, service activities, etc.).
- Increase the efficiency and effectiveness of both employees and business processes and to improve employee job satisfaction, resulting in better customer service.
- Generate customer service metrics to satisfy the **Client**'s desire to improve as well as meet future regulatory requirements.
- Improve data access through reporting & dashboarding tools.
- Ability for customers to sign up for and receive bills via email.
- Ability for customers to sign up for service alerts, financial alerts, and usage alerts.

Successfully Manage the Conversion Project:

- Deliver the Project on time and within budget.
- Employ a formal project management process.
- Engage the users of the system in the communication and decision-making processes to develop ownership and acceptance of the new system.
- Provide adequate knowledge transfer throughout the project.
- Ensure that the implementation is as non-disruptive as possible to customers.

2.2. Guiding Principles

The Project will employ the following guiding principles throughout its operation and execution:

1. Standardize and align business operations to Industry best practices where it makes sense.
2. The Project will be based on a 'Solution-Based' approach rather than a 'System-based' approach focusing on high value processes and driving efficiencies.
3. The **Client** will empower designated Project team members knowledgeable on current state of operations to make decisions that will bind the **Client** in future state business process operations. These designated team members will be represented in each workshop.
4. Leverage base application capabilities as much as possible and minimize **Client** specific customizations.
5. **SpryPoint** and the **Client** will operate as a unified team and partners in the execution of the Project.
6. There will be a focus and commitment to organizational change management and staff preparation and readiness throughout the Project.
7. Transparency of Project status and readiness will not be compromised regardless of desired outcome.
8. **SpryPoint** will lead the project and keep consistent communication and transparency in the progress tracking of the project as outlined in the Project Governance Section of this document.
9. **Client** will measure the success of the project against the following statement: "A fully delivered solution of acceptable quality, on time and within budget that delivers accurate and timely customer and meter-to-cash processes." The following applies:

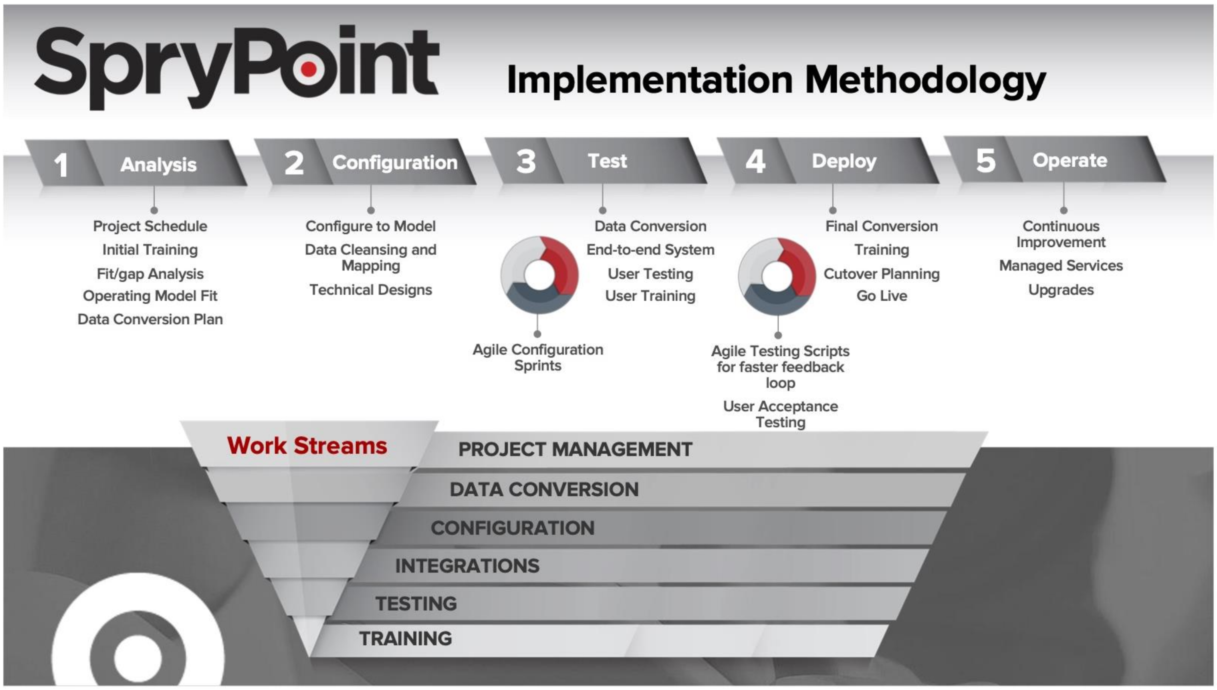
    - Scope as defined in this agreement is fully met at the acceptance of the system: Project is "fully delivered";
    - Acceptance of delivered scope at the completion of the project occurs as scheduled: Project is "on time";
    - Costs do not exceed the projected budget as appropriated at the start of the project and/or any additional approved change orders: Project completes "within budget";
    - Acceptance criteria according to that defined in this agreement and subsequent deliverables, are met and project deliverables are of "acceptable quality".

3. Scope of Work

3.1. Overall Project Approach

SpryPoint shall use its implementation methodology, to deliver the **SpryPoint** Services, while reporting and delivering to the **Client** the requested deliverables and service levels in this SOW. **SpryPoint** will use its hybrid approach that brings together the best of the traditional Waterfall Methodology and combine it with the best elements of the Agile Methodology. This hybrid approach encompasses Project Management tasks, Pre-Project tasks, and five (5) phases, as follows:

- Analysis
- Configure
- Test
- Deploy
- Operate



The Project scope assumes all **SpryPoint** Products will go live at the same time. If it is determined during implementation to split up the go live of one or multiple products, the change order process will be engaged to outline any project impacts.

3.2. Pre-Project Initiation

Before Project Initiation there are several pre-project activities the **Client** can choose to perform to prepare for the implementation. Completion of these activities is not mandatory to start the project but will need to be completed at some point before go live.

- Documentation to gather:
  - ✓ Operating policies:
    - ✓ Any documentation on Standard Operating Procedures
    - ✓ Published rules/policies
    - ✓ Internal documentation – How Tos/Workflows, etc.
  - ✓ Gather Lists of Information:
    - ✓ Customer Forms (online or printed)
    - ✓ Communications – letters (collections, budgets, payment plans, etc.)
    - ✓ Service Order Types

- ✓ Credit Memos
- ✓ Miscellaneous Charges
- ✓ Billing Rates/details
- ✓ Penalty and collection rules
- ✓ GL codes used in CIS
- ✓ Meter data (counts, types of meters, inventory, GIS information)

- ✓ Staffing and Roles:
  - ✓ Identify Subject Matter Experts
  - ✓ Grid of staff, roles, and responsibilities
  - ✓ Field Operation users that will need to be engaged with SpryMobile
- ✓ Bill Statement
  - ✓ Bill design, structure of content, changes from existing bill
  - ✓ Goals of redesign
  - ✓ Who needs to approve a new design?
  - ✓ Does the new design need to be approved by a committee? If so, how long does this process take
- ✓ Reporting
  - ✓ What reports do you have today?
  - ✓ Do you still use this report and what is it for?
  - ✓ Complete a Reports list
  - ✓ Collect report samples
- ✓ Data Cleansing
  - ✓ Start to identify problem records (accounts, customers, premises)
  - ✓ Start to identify duplicate records
  - ✓ Identify problems with data that should be resolved
  - ✓ Identify fields that are multipurpose

SpryPoint will work with the Client to confirm specific timing for each document.

3.3. Project Initiation

Project Initiation describes the collaboration between the **Client** and **SpryPoint** to begin the project. **SpryPoint** cannot start project initiation until the contracts have been fully executed.

Upon execution of the contract, **SpryPoint** will initiate the project, and start preparation and mobilization of its resources in accordance with the requirements defined in this SOW.

3.3.1. Project Initiation – Deliverables, Roles & Responsibilities

For this implementation to be successful, there are various levels of engagement that are required by team members on both the **Client** and **SpryPoint** teams. The RACI charts are designed to demonstrate who needs to perform work on each project deliverable. The following key will be used for each RACI to explain the level of engagement required.

R= Responsible – Assigned to complete the task/i.e. you will have work to do;
A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done;
C = Consulted – provides input into a task and/or consulted before a decision or action;
I = Informed – Must be informed after a decision or action.

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
1.	Mobilize Project Team	Identify and assign team members and introduce teams.	A	R	I					
2.	Mobilize **Client** Project Team	Identify and assign team members and introduce teams.				A	R	I	I	C
3.	Pre-Project Kickoff	Initial Project Managers Meeting to introduce people outline next steps, schedule meetings, and start project work.	A		I	R				I
4.	Prepare project infrastructure	Send welcome information, setup shared drives and access.	A			R				
5.	Initial Project Schedule	Update project plan that will be used as baseline for project.	A			C				

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
6.	Project Kickoff	Formal meeting to kick off the Project. This includes the following activities: ▪ Meeting agenda ▪ Meeting presentation	A	C	C	C	C	I	I	C
7.	Environment Setup	Provision environments and provide access for core team.	A	R		C				
	Verify environments	Confirm list of initial access and confirm users can log in.	C			A	C			
8.	Analysis Workshop Schedule complete	The creation of the workshop schedule and invites sent.	A	C		R	C			

Add Key: R= Responsible – Assigned to complete the task/i.e. you will have work to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.4. Analysis

The purpose of the Analysis phase is to gather the specific information needed to complete configuration of the **SpryPoint** Products. This phase is also used to clarify any business requirements and processes and/or identify any gaps that may exist.

3.4.1. Analysis – Overview/System Familiarization

During this phase either before or as part of the workshops **SpryPoint** will complete an overview product session. The purpose of this session is to introduce the core team members to the **SpryPoint** product(s).

3.4.2. Analysis - Workshops

A **SpryPoint** team member will lead workshops involving appropriate **SpryPoint** project resources, and the **Client** business process experts to create an Analysis Report. These workshops and the resulting documentation will work to define the future business processes and identify any gaps between the desired future business processes/agreed proposal requirements scope in Exhibit H and **SpryPoint** Functionality.

SpryPoint and the **Client** will jointly identify and document the business processes. **SpryPoint** will provide draft copies of the Analysis Report and other documentation on an agreed upon timeframe for review and approval by **Client** to ensure accuracy of the information gathered.

Prior to the workshops **SpryPoint** will:

- ✓ Develop Workshop schedule/agenda with input from the **Client**
- ✓ Prior to interviews, **SpryPoint** staff will familiarize themselves with the **Client**'s legacy system using available material provided by the **Client**, personal interviews, and other such information as needed.

During this activity **SpryPoint** will:

- Conduct workshops to discuss possible organizational changes that may result from implementing the new system, and how to manage them.
- Conduct individual or group interviews to confirm current business processes, review standard configuration of the **SpryPoint** Service in relation to these processes, recommend process changes based on the best practices with the **SpryPoint** Product(s), and identify enhancements or configuration changes that are needed, or that could be mitigated by the adoption of recommended business practice changes. The following business processes will be reviewed.

- Customer Service
  - Premises
  - Service Orders
  - Meters
  - Billing
  - Accounting, payments, collections and bankruptcy processes, including debt remaining at any premise and recovered through transfer of title
- Customer Engagement
  - Customer Communications
  - SpryEngage
    - Self Service
      - Registration
      - Payments
      - Payment History
      - Billing
      - Analytics
      - Forms
      - Password Resets
      - Requests
      - Profile Management
      - Help & FAQ
      - Administration
    - Campaigns & Alerts
    - Customer Relationship Management
- Mobile Field Service
  - Dispatching
  - Meter activities
  - Service Orders
  - Optimized Routing
  - Photos

During this sub-section of the Analysis phase, other workshop sessions may be identified and required to ensure all business needs are being met.

3.4.3. Analysis – Planning Documents

During the Analysis Phase there are several documents that are created. To create these documents **SpryPoint** will meet with the appropriate **Client** team members.

- **Test Plan** – A document that outlines the strategy for testing. As part of the test plan testing success parameters will be agreed to with the **Client**. For example: it will include criteria like X % of residential accounts need to be checked or 100% of industrial account with no unexplainable discrepancies.

- **Training Plan** – a document that outlines the requirements for training. This includes a training matrix that can be used to plan End User training for the various user roles and courses. The **Client** will be responsible for matching training needs to individual End Users.
- **Security Plan** - Based on the workshops and interviews, **SpryPoint** will provide an out of the box security plan. In addition, **SpryPoint** provides base security roles. The **Client** will be responsible to match individual users to the security roles and assign roles to their users.
- **Report Plan** – Compare the list of the SpryPoint of out of the box reports and identify any gaps or missing reports required to support the future state.

3.4.4. Analysis – Data Migration

Data Conversion is a critical part of every implementation project. During the Analysis Phase, workshop(s) will be held to define the following:

- Location of **Client** Data and access to **Client** data
- Confirmation of records that require conversion (as defined below)
- What format the **Client** Data will be received in
- Data cleansing options
- Parameters for data checking/validation
- How **Client** Data will be mapped to the new data structure

This information will be gathered and documented in the Data Conversion Strategy document.

3.4.5. Analysis – Reporting & Dashboards

During the Analysis Phase a Report & Dashboard Analysis will be completed. This analysis will be used to review the reports & dashboards that the **Client** uses and their purpose. This list will be compared to the out of the box reports. Once this is established **SpryPoint** will group the report into different categories:

- No Longer Needed – the report will be deemed as no longer needed because either the **Client** currently doesn't use it, or because of a business process change or the new system functionality the report is deemed unnecessary.
- Match Report – the report is matched to an equivalent **SpryPoint** Report that exists in the System and will be built.
- Report to Build – the report does not exist, is needed for future purposes and **SpryPoint** will create the report.

- For each report that needs to be modified or built an estimate of effort will be included in the Reports & Dashboard Plan. Based on these estimates SpryPoint will work with the Client to determine how to apply the custom reporting budget. In the event that the custom reporting needs are above the 48 hour budget a change order will be required for the additional reporting scope. In the event that reporting needs are less than the 48 hour budget a change order will be done do to descope the amount of unused effort. Notwithstanding the foregoing, in the event that custom reports are required to satisfy one of the Client’s functional requirements, such report shall be considered in scope and not subject to change order.

Often many **Client** reports will be replaced with one base **SpryPoint** report that has multiple views to meet the needs of different users.

3.4.6. Analysis – Deliverables, Roles & Responsibilities

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
1.	System Familiarization	A product overview session(s) that are designed to provide the **Client** with a look at how the **SpryPoint** product(s) work before the Analysis workshops	C	A		C	R			
2.	Workshop Questionnaires	Document(s) with questions that will need to be answered by the core team and are used as part of the discovery workshop sessions. Note: The **SpryPoint**	A	R						

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
		PM may determine these are not required for the project								
3.	Workshop Questionnaires	Provide answer in the questionnaires.				A	R			
4.	Topic Specific Workshops	Workshop(s) will be completed to discuss the requirements in each area and identify any gaps. An agenda will be provided for each workshop.	R	A						
5.	Attend workshops	**Client** will ensure the correct subject matters experts are available and participate in workshops.				C	A			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
6.	Analysis Report	A document that outlines the information gathered during the discovery. This document will outline any gaps identified during the workshops	R	A		C	C			I
7.	Analysis Report Updates	Updates to the Analysis Report with any changes/feedback from the **Client**	R	A		C	R			
8.	Deliver Business Process Validation Checklist	A list of standard business processes scenarios that are supported by the **SpryPoint** Solutions(s).	R	A		C	C			
9.	Analysis Report Review & Approval	The time required to for the **Client** to review the	C	C		A	R			I

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		Analysis Report and provide feedback and/or approve the document								
10.	Report Plan	This plan is used to identify which reports are required, what tool will be used to create the report and who is responsible to develop them.	A	R		C	R			
11.	Test Plan	A document that outlines the testing strategy for the implementation	A	R		C	C			
12.	Training Plan	A document that outlines the strategy for training the **Client** throughout	A	R		C	C			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
		the implementation.								
13.	Data Conversation Strategy	A document that defines all the **Client** Data that will be converted. This document defines the details and plan for conversion throughout the implementation.	R	A		C	C			
14.	Security Plan and Baseline Roles (out of box)	A document(s) that outlines the security access limits and the out of the box security roles and their purpose.	A	R		C	C			
15.	Security Plan Role Assignment	Updates to the document matching users to security roles.	C	C		R	A			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
16.	**Client** Communication Plan	A document that outlines recommended **Client** communications throughout the Project for both internal and external communications.	A	R		R	R			
17.	Updates to **Client** communications plan	Go forward communication plan for **Client** staff & its customers	C	C		A	R			C

Key: R= Responsible – Assigned to complete the task/I.e you will have work to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing a work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.5. Configuration

The configuration stage is the period in the Project where the project teams work to complete the initial "setup" of the **SpryPoint** product(s) to meet the specific business process requirements of the **Client** as defined in the Analysis document.

3.5.1. Configuration – Configuration Workbook & Workshops

To document and track the configuration, **SpryPoint** uses a Configuration Workbook (Workbook). To populate the Configuration Workbook an agreed upon schedule of Configuration meetings are scheduled. While **SpryPoint** is accountable for maintaining the Workbook, the **Client** will be asked to be responsible to provide updates and input into the Workbook. The purpose of the Workbook is as follows:

- Provide a checklist of all required configuration settings
- Document configuration settings
- Show which configuration settings have been completed and where (i.e., Production Environment or Staging Environment)

At this point in the Project this will be referred to as the Initial Configuration. As **SpryPoint** works with the **Client** through the testing and data conversation activities, changes to configuration may be required. **SpryPoint** will be responsible for ensuring the configuration is updated with these changes.

3.5.1.1. Other Configuration Items

Other items required to be configured during this phase are:

- **Bill Statement** - **SpryPoint** will work with appropriate **Client** project team members to analyze and document all the requirements and specifications for the bill print or integration to bill presentment provider. (For details see Section 4 Letters & Statements)
- **Service Orders** - **SpryPoint** will gather requirements for developing **Client's** Service Order processes including service types.
- **Letters & Templates** – Letters will be created by **SpryPoint** with respect to the **Client** logo, contact information, return address and text. The **Client** will supply the logo, contact information, return address, and text to **SpryPoint** for development of the letters. (For details see Section 4 Letters & Statements)
-

3.5.2. Configuration – Data Migration

SpryPoint uses an Agile project approach during the data migration process. **SpryPoint** will be responsible for the overall extraction, transformation, and load of the data from the **Client**'s current systems to **SpryPoint** Products. It should be noted that while **SpryPoint** is responsible for the extraction, transformation and loading of data, the **Client** must provide user(s) who understand how the **Client** currently uses the system.

3.5.2.1. Data Mapping

Before data can be extracted from the legacy system or imported into the various **SpryPoint** products, a data mapping document must be completed. **SpryPoint** will provide a document outlining all the data points that need to be mapped. The **Client** will be required to work with **SpryPoint** to ensure understanding of how data is used in the legacy system.

Agreed Time

SpryPoint will convert 3 full calendar years plus the number of months to go live of history into SpryCIS. **SpryPoint** will archive any **Client** Data older than 3 calendar years.

The following table provides specific details of the objects to be converted, where the agreed time is 3 full calendar years, plus the number of months to go live of history.

SpryCIS Objects to Convert

Object	Details
Customers	Active customers with balances within the specific time limits, including relationships (i.e., landlords/tenants). This also includes customer addresses and corresponding contact information. Note: In the agreed time if there are inactive customers with balances these will be included in the conversion.
Premises	All active premises in the agreed time.
Accounts	Active accounts only within the time range and inactive accounts with a balance and inactive accounts that have historical activity and/or has been closed in the agreed time.
Meters	All active meters within the agreed time range, regardless of account status.

Service Points	Active service points within the agreed time range.
Meter Readings	For all converted meters per the agreed time.
AR Balance	All active account balances within agreed time.
Service Orders	All active and completed service orders within the agreed time frame.
Bill History	Includes transactional data for any active accounts, inactive accounts with historical transactions within the agreed time.
Deposits	If applicable, active deposit values will be converted.
Equipment	All active equipment.
Remotes	All active meters within the agreed time range, regardless of account status (if applicable).
Notes & Comments	Notes & Comments for applicable converted records.

Additional history can be brought into the SpryCIS Archive Data Store. The Archive Data Store allows for inquiry and retrieval of historical, non-editable transactional data within the SpryCIS application.

3.5.2.2. Data Migration, Iterations & Refreshes

SpryPoint will design, develop, and create validation processes (For example: accounts receivable balances, meter reads, consumption, record counts, etc.). The process starts with extracting and importing core data elements, and then with each conversion iteration, additional data elements will be added. After each conversion iteration, data validation reports will be provided to the **Client** to review and sign off on. During the conversion process **SpryPoint** will extract the mapped data from the **Client's** legacy system and import the data into the **SpryPoint** solution(s). In addition to this the **Client**

is expected to complete the Data Acceptance Testing. **SpryPoint** will run the data conversion programs and provide reports to assist the **Client** with data quality validation – for example reconciliation reports (extracted = loaded).

The scope of this implementation includes an estimated 4 major data iterations. Each major iteration has a defined purpose and data requirements to meet that goal. In some instances, it may be required to complete multiple conversions to meet the goals and purpose of the major iteration. It should be noted that **SpryPoint** may run additional conversion iterations until the data is correct if necessary. To ensure project efficiencies, the **SpryPoint** Project Manager will determine based on the project schedule and project needs if additional conversions are required and timing of those conversion, to ensure the data is correct to support a successful go live.

> Note: If it is mutually agreed to by both parties the decision can be made to proceed with the next data iteration if one of the activities is not completed.

3.5.2.3. Iteration 1

This is the initial data extraction and as a result is the first test of the data mapping. When this iteration of data is completed, users will be able:

- Review **Client** Data in the respective **SpryPoint** solutions on the following record types:
    - Accounts
    - Customers
    - Premises
    - Services
    - Service Points
    - Meters
    - Service Agreements
    - Billing Agreements
    - Meter Reads
- Complete data acceptance testing.
- Create bills, install meters, create billing & service agreements, and transitions.

3.5.2.4. Iteration 2

The goal of this iteration is to fix issues found during Iteration 1 and any additional record types required to start bill validation testing and other product testing. The following activities are targeted to be completed before Iteration 2 can be completed:

- Completion of Iteration 1 data conversion and data acceptance testing

- Completion of data cleansing activated identified in Iteration 1
- Completed configuration adjustments identified

Upon the completion of Iteration 2, the **Client** will be able to see and review:

- **Client** Data in the **SpryPoint** solutions to include:
  - Updated records from Iteration 1
  - Transaction history
  - Deposit records
- Complete data acceptance testing
- Complete bill validation testing

3.5.2.5. Iteration 3

The goal of Iteration 3 is to fix issues identified in the previous iteration and convert any remaining records identified in the data conversion mapping document that have not been converted yet.

To complete Iteration 3, the following prerequisites are targeted to be completed:

- Completion of Iteration 2 data conversion and data acceptance testing
- Completion of data cleansing activities identified in Iterations 1 & 2
- Completion of configuration adjustments identified throughout testing

Upon completion of Iteration 3, the **Client** will be able to:

- Address any edge cases or record types that have not been previously completed
- Complete User Acceptance Testing
- Complete Mock Go Live between Iteration 3 and 4

3.5.2.6. Iteration 4

The goal of Iteration 4 is to support Go-Live.

In between data iterations, one or multiple data refreshes may be completed. Data refreshes can be requested by any project member but the final decision maker of whether to complete the refresh is the **SpryPoint** Project Manager. A data refresh is defined as the rerunning of the conversion processes using more recently extracted data. Another key tenet of a data refresh is that extract routine, conversion script, and/or, mapping changes will be minimal in comparison to a full iteration. A minor change is defined as script change that takes less than 1 hour to fix, such as fixing a mapping to support an edge case; adding handling for meter switches; changing rate mapping.

3.5.2.7. Data Cleansing

During the data migration process there will be requirements to clean up data, this will be referred to as data cleansing. There will be several methods used to complete this cleansing activity. The main ones are:

- Correct during the extraction – In some instances it is easiest to correct the data using scripting on the export from legacy system.
- Correct during the import process – In some instances it is easiest to correct the data using scripting on the import into the **SpryPoint** product(s).
- Manual correction in legacy system- In some instances, the **Client** will be asked to correct the data in the legacy system.
- Correction in **SpryPoint** Product(s) – In some instances. The **Client** and/or **SpryPoint** Implementation Specialist will be asked to correct the data in the **SpryPoint** Product(s). This may be completed manually or by scripting.

SpryPoint will work with the **Client** to decide the best approach on how data cleansing will be conducted and which of the above methods will be used or if an alternative method is required. **SpryPoint** and the **Client** will work together to come to a mutually agreed decision that is in the best interest of the Project.

3.5.2.8. Data Acceptance Testing

After each data migration **SpryPoint** will provide data validation reports that will outline what data has been converted, control totals and areas of concern, areas where data cleansing may need to occur or any other data abnormalities.

The **Client** will be required to review these reports with **SpryPoint**. In addition, the **Client** will be required to complete data acceptance testing. **SpryPoint** will provide checklists to use as guides for data acceptance testing. SpryPoint will provide baseline validation of the data conversion and will work with The Client to help them identify types of data that needs to be validated. The **Client** is required to review and validate data for all records as outlined in the data conversion plan.

3.5.3. Configuration – Integrations & Enhancements

During the configuration stage, any in scope integrations and enhances will be developed and/or configured to support the Client's use. In some instances, SpryPoint may ask the Client to participate in meeting(s) to gather requirements and/or help SpryPoint understand the specific use case(s) the Client is trying to meet.

3.5.3.1. Interfaces

During the contracting process interfaces were identified and a high-level description of the functionality has been outlined in this document. To see a complete list of Interfaces and their description included in the scope of the project please see section *5.1 Interfaces.

If interfaces, not listed in this document, are identified or requested, they will be deemed out of scope and the change order process will be initiated.

3.5.3.2. Enhancements

During the contracting process in scope product enhancements were identified and a high-level description of the functionality has been outlined in this document. To see a complete list of Enhancements included in scope of this project please see section 5.2 Enhancements.

If enhancements, not listed in this document, are identified or requested, they will be deemed out of scope and the change order process will be initiated as outlined in section 3.9.6 Scope and Project Change Management.

3.5.4. Configuration – Core Team Training

To assist with the **Client's** Core Team Members understanding of the **SpryPoint** product(s) **SpryPoint** will provide Core Team Training. This training is designed to give the Core Team members a full understanding of how to use the **SpryPoint** Product(s). **SpryPoint** will provide the **Client** copies of the training presentations and student workbooks. During the training, activities and assessments will be completed to help reinforce key concepts. Training material during core team training will be based on the out of the box system functionality and may include functionality that is not applicable to you, however the purpose of the training is to help the core team understand how the system might work for **Client** specific business processes.

3.5.5. Configuration – Reports/ Dashboards

During configuration any reports and dashboards identified as required for Go-Live in the Report Plan will be developed.

As identified in the Report Plan, **SpryPoint** will work with the **Client** to build/configure:

- **Dashboard** – **SpryPoint** will work with **Client** to configure a Customer Service Dashboard of key metrics using Metabase.
- **Reports** - **SpryPoint** will work with appropriate **Client** project team members to modify existing reports or write new reports using out of the box reporting tool and Metabase.
- Forty-eight (48) hours has been included in the project budget to modify out of the box reports/ dashboards and/or build any custom reports/ dashboards not met by out of the box requirements. If there are reporting/ dashboard needs that exceed these hours the change order process may be engage for the additional work.

3.5.6. Configuration – Security & Roles

Based on the security plan, the **Client** will be responsible to assign security roles to users of the System. The **Client** can either use the out of the box security roles or they can create their own. When new functionality is released, **SpryPoint** is responsible to update the out of the box security roles only. If the **Client** has created their own custom security roles, they will be responsible to update any security related to new features to the affected roles. The **SpryPoint** Project Manager will work with the **Client** to ensure release notes are shared when required or applicable.

3.5.7. Configuration – Deliverables, Roles & Responsibilities

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
1.	Configuration Workshops	Workshops that are held on an agreed upon schedule to determine the initial configuration requirements.	R	A		C	R			
2.	Configuration Workbook Completed	The Configuration Workbook is filled out for the initial round of configuration.	R	A						
3.	Configuration Workbook Assignments & Homework	Provide required inputs & information				C	A			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		for completion of the Configuration Workbook								
4.	System Configuration(s)	The process to complete configuration in the System Environments.	A	R						
5.	Participate in Configuration Sessions	Be engaged in configuration sessions to answer questions and understand how configuration is performed				C	R			
6.	Integration Requirements Document(s) (if applicable)	For any in scope interfaces, this document validates the interface business.	A	R						

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		requirements. One document will be created for each identified integration.								
7.	Integration Requirements participation (if applicable)	Participate in integration requirements sessions, provide document feedback and approve documents				A	R			
8.	Core Team Training	Full system training provided to the **Client**'s core team members per the training plan that ensures the core team understands how the **SpryPoint**		A						

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		product(s) works.								
9.	Participate in Core Team Training	**Client**'s Core Team will participate in the scheduled training sessions				A	R			
10.	Data Mapping Document	A spreadsheet that maps each field being converted from the legacy system to a field in an appropriate in scope **SpryPoint** product.	R	A		C	C			
11.	Data Extraction from legacy system	The activities required to get data out of the **Client**'s legacy system.	A	R		C	C			

No.	Deliverable Name	Deliverable Description	SpryPoint: Project Manager	SpryPoint: Implementation Specialist (s)	SpryPoint: Executive Sponsor	Client: Project Manger	Client: Core Team	Client: Testers	Client: End Users	Client: Executive Sponsor
12.	Data Import into **SpryPoint** Product(s)	The activities required to bring data into the **SpryPoint** product(s).	R	A		C	C			
13.	Data Conversion Results Report	The report(s) that is generated after the data conversion round is completed.	R	A		C	C			
14.	Data Conversion Results Review	A meeting(s) to discuss the data conversion results and answer any questions, issues or concerns.	R	A		C	R			
15.	Data Acceptance Checklist Template	A template that outlines the recommended data element	A	R						

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		that should be tested								
16.	Data Acceptance Checklist Template Population	Population of specific data elements to be tested during data acceptance testing into the Data Acceptance Checklist.				A	R			
17.	Data Acceptance Testing	Testing that is completed by the **Client** to check and validate the data that has been converted.				A	R			
18.	Data Acceptance Testing Support	Answer questions and provide guidance during data	A	R						

No.	Deliverable Name	Deliverable Description	Project Manager (SpryPoint)	Implementation Specialist (s) (SpryPoint)	Executive Sponsor (SpryPoint)	Project Manger (Client)	Core Team (Client)	Testers (Client)	End Users (Client)	Executive Sponsor (Client)
		acceptance testing								
19.	Identify data issues	Identification and documentation of data issues found during data acceptance testing	C	C		A	R			
20.	Data Cleansing Decisions	Make decisions on the best way to resolve data issues ** see Data Cleansing Section above.	A	R		A	R			
21.	Complete Data Cleansing Activities - **SpryPoint**	Complete data cleansing activities	A	R		C	C			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
22.	Completed Data Cleansing Activities – **Client**	Complete data cleansing activities	C	C		A	R			
23.	Reports & Dashboards	Build/Configure reports and Dashboard as determined by the report plan	R	A		C	C			
24.	Security Configuration	The process of assigning users to security roles.	I	C		A	R			
25.	System Ready for Testing	Initial system configuration completed and system ready for testing.	A	R		C	C			
26.	Report & Dashboard Customization and/or modification	Build or modify reports or dashboards per the report plan	A	R		C	C			

Key: R= Responsible – Assigned to complete the task each party to the SOW will have to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.6. Test

The Test phase's primary focus is on testing and training. This phase is the key to mitigating risk and gaining user confidence in the new business processes. This is accomplished through **SpryPoint**'s systematic and thorough testing and training. **SpryPoint**'s iterative testing methodology adds a layer of thoroughness at each step, building on the success of the previous steps. It is important that the **Client** spends time testing their business processes in the **SpryPoint** Solution(s) to ensure all business needs are met.

3.6.1. Test – Test Scripts

A test case is a document that outlines an element or scenario to be completed during a specific test cycle (feature, function, interface, etc.). Each test case must meet the following requirements:

- Uniquely numbered and named
- Identifies the functional/business domain recommended to be tested
- Describes the testing purpose
- Specifies the environment to be used
- Outlines any dependencies

SpryPoint will provide out of the box test scripts based on the Client's standard business processes. The Client will be responsible to work with SpryPoint to build test cases that support their specific business processes.

3.6.2. Test – Training Material

To assist the Client**'s** Testing Team Members with understanding of the **SpryPoint** product(s), **SpryPoint** will provide end-to-end system training. As part of the training, **SpryPoint** will provide the Client with copies of the training presentations and student workbooks. During the training activities and assessments will be completed to help reinforce key concepts. Training material used during tester training will be localized to use **Client** Data for hands-on exercises and will only contain details about system functionality that is being used as part of the go forward business processes

3.6.3. Test – Tester Training

To ensure the project team has captured as many scenarios as possible and addressed all business cases, it is important that other users be identified and perform testing during User Acceptance Testing phase. **SpryPoint** is responsible for ensuring users receive the required training, so they have the tools required to complete their assigned testing.

Although **SpryPoint** is responsible for providing the training, it is highly recommended that a core team member be part of the training session to help facilitate buy in of the new functionality and business processes.

3.6.4. Test – Integration Testing

Integrated Testing will focus on these five main areas:

- Core integrated testing which tests major batch processes;
- Financial scenarios which focus on validating financial transactions;
- Integrated testing scenarios inclusive of primary and secondary scenarios;
- Unit (Singular) testing of interfaces and enhancement(s);
- Unit testing reports and bill prints.

SpryPoint is responsible to complete initial testing of integrations to ensure they meet the requirements as outlined in the requirements document(s). It is recommended that the **Client** complete their own testing of the integrations.

3.6.5. Test – Functional Testing

The main purpose of the Functional Testing step is to establish that decisions made during the configuration phase of the project will be in line with **Client's** business requirements. Functional Testing utilizes scenarios based on industry best practices. To facilitate functional testing, **SpryPoint** and the **Client** will test scenarios, broken into two categories:

- **Primary Scenarios -** These scenarios involve functionality relating to the core business processes and are the most common end-user functionality, such as move-ins, move-outs, billing, and collections.
- **Secondary Scenarios -** These scenarios involve testing a broader spectrum of functionality designed to test unique, **Client**-specific functionality and infrequent or less common processes.

Test – Test – Bill Validation

The purpose of the billing comparison process is to replicate a full billing cycle for all accounts in both the legacy system and SpryCIS and compare the results on each account. The end goal is to identify any billing anomalies to correct issues with setup or conversion, and to document acceptable differences.

The billing comparison is an iterative process throughout the implementation to ensure bills are calculated correctly. The scope of the project includes two (2) iterations of billing validation. The first iteration will likely identify configuration or data issues that need to be corrected. After those issues are corrected the billing comparison will be ran again to ensure billing accuracy. Billing comparison will be deemed acceptable when there is a 97% or higher billing match with no unknown reasons for differences. After each round of bill comparisons, a document is created that is shared with the customer to show the results. While **SpryPoint** is responsible to complete this testing, the **Client** will be required to help review and resolve issues.

To complete Bill Validation Testing the Client must have the ability to provide an extract of the billing data from their legacy system in the form of a comma-separated file or spreadsheet from their legacy system at any given time. This data will need to include, at a minimum:

- Legacy Account Number
- Service Period Dates, start and end date
- Consumption by service
- Billing Cycle
- Bill Amount
- Budget Amount (if applicable)
- Bill amount by Service (if possible)
- Breakdown by flat charge vs. consumption, consumption charges by tiers (if possible)

3.6.6. Test – User Acceptance Testing

User Acceptance Testing cannot be deemed completed or accepted until all objects including but not limited to configuration, data migration, reports, modifications, interfaces, business processes and user security are completed and ready for Go-Live.

Note: In some cases, there may be a reason why an item may not be available during user acceptance testing. If this occurs this item(s) needs to be documented with a future plan to validate the item(s).

During User Acceptance Testing the **Client** will be accountable to complete any required testing, however, the **SpryPoint** team will be available to answer questions and help resolve any questions, issues, or concerns. **SpryPoint** will test all processes related to the read-only follower database during User Acceptance Testing.

The **Client's** identified testers will complete the test cases as defined in the approved test script list and agree to complete testing to meet the parameters defined in the test plan. If tests fail, **SpryPoint** resources will be available to help and answer questions and/or work with the customer to fix the issues. Once **SpryPoint** has deemed the issue fixed, the **Client** will be required to retest.

3.6.7. Test – Deliverables, Roles & Responsibilities

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
1	Tester Training	Training provided to any non-core team users that will be involved in testing activities.	R	A						
2	Participate in Tester Training	Participate in tester training				A	R			
3	Data Refreshes	An updated data conversion iteration that is used to support testing.	R	A		C				
4	Provide Test Scripts	Provide out of box test scripts based.	A	R		C	C			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
5	Review Test Scripts	Review test scripts and update for additional scenarios	C	C		A	R			
6	Execute Bill Validation Testing	Activities required to complete a round of bill validation testing	R	A		A	R			
7	Bill Validation – Issue Corrections	Correction of issues found during bill validation. This could be in the form of changes to configuration, training for **Client**, development, etc.	R	A		A	R			
8	Bill Validation Testing Acceptance	A sign off provided by the **Client** that represents acknowledgment that the **Client** has reviewed the testing results and approves the results of the testing round	C	C		A	R			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
9	Execute Integration Testing	Activities required to complete a round of integration testing	A	R		A	R			
1	Integration Testing – Issue Resolution	Correction of issues found during integration testing. This could be in the form of changes to configuration, training for **Client**, development, etc.	A	R		C	C			
1	Integration Testing Signoff	A sign off provided by the **Client** that represents acknowledgment that the **Client** has review the testing results and approves the results of the testing round	C	C		A	R			
1	Execute Functional Testing	Activities required to complete a round of functional testing	A	R		R	R			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
1	Functional Testing – Issue Identification	Identification of issues found during functional testing. This could be in the form of changes to configuration, training for **Client**, development, etc.	A	R		R	R			
1	Functional Testing – Issue Resolution - **SpryPoint**	Resolve issues identified in testing.	A	R		C	C			
1	Functional Testing – Issue Resolution - **Client**	Resolve issues identified in testing.				A	R			
1	Functional Testing Signoff	A sign off provided by the **Client** that represents acknowledgment that the **Client** has reviewed the testing results and approves	C	C		A	R			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
		the results of the testing round.								
1	Execute User Acceptance Testing	Final testing performed by the **Client** Key Users and any identified testers prior to system sign-off. Security, Modifications and Reports testing will be performed as part of UAT.	C	C		A	A	R		
1	User Acceptance Testing – Issue Identification	Identification of issues found during user acceptance testing. This could be in the form of changes to configuration, training for the **Client**, development, etc.	A	R		R	R	R		
1	User Acceptance Testing –	Resolve issues identified in testing.	A	R		C	C			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
	Issue Resolution - **SpryPoint**									
2	User Acceptance Testing – Issue Resolution - **Client**	Resolve issues identified in testing.	C	C		A	R			
2	User Acceptance Testing Signoff	A sign off provided by the **Client** that represents acknowledgment that the **Client** has completed user acceptance testing and approves the results of the testing	C	C		A	R	R		

WhoKey: R= Responsible – Assigned to complete the task/I.e you will have work to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.7. Deploy

The Deploy phase is the point at which the **Client** and **SpryPoint** decide whether all critical pieces are in place to turn the system over to production. This phase includes a production readiness evaluation, cutover planning, and remaining end user training.

SpryPoint and the **Client** will develop a Cutover Plan prior to the proposed Go-Live date. **SpryPoint** and the **Client** will stage all aspects of the system in preparation for production cutover.

The Production Readiness phase focuses on four critical areas:

1. **Application Readiness**. Is the application tested and ready for production? This includes modifications, interfaces, and reports needed to run in full operations.
2. **Data Readiness**. Is the data conversion ready for operations? Have all data cleansing issues been resolved or planned for during the cutover period?
3. **Process Readiness**. Have the business processes been reviewed? Have all business process-reengineering tasks been completed, documented, and made ready for operations?
4. **Resource Readiness**. Are all the end-users trained? Is the **Client's** staff trained to deal with problem-solving during the business cycle?

3.7.1. Deploy – Prerequisites

To cutover to production the following criteria must be met:

- User Acceptance Testing must be completed and signed off on.
- All issues marked as required for Go-Live must be completed and signed off on.
- All product enhancements and integrations marked as required for Go-Live must be completed, tested, and signed off on.
- Converted data has been validated, balances, any discrepancies can be explained and signed off on.
- Required training is completed and signed off on.

Note: the above list is the standard agreement, however, in some cases there may be item(s) that may not be accomplished until Go-Live. Any desired expectation(s) to this list needs to be documented with a plan outlined and relevant details and mutually agreed upon by both parties.

3.7.2. Deploy – Go Live Cutover Plan

SpryPoint will develop a Go-Live Cutover Plan which outlines all issues and activities required to cutover and to the achievement of operational stability. The plan is based on experiences gathered from other **SpryPoint** production cutovers, an on-going evaluation of best practices in the industry, and specific issues that arose during the configuration and testing of the software for the **Client**.

3.7.3. Go/No Go Decision

This is a critical decision point in the project, where the state of the project is reviewed against the Deploy Prerequisites to determine the readiness for to Go-Live. This step should occur approximately 30 days before Go-Live. If the **Client** has specific needs that will require more than 30 days' notice, this decision point should occur further out than 30 days prior.

The Go/No Go Decision process occurs in two steps.

Step 1 – SpryPoint Internal Go/No Go Decision

This is an internal meeting with the **SpryPoint** Project Team, **SpryPoint** Executive Sponsor and other **SpryPoint** Stakeholders to discuss the project and evaluate Go-Live readiness. If this meeting results in a "Go" Decision, a **Client** Go/No Go meeting is scheduled. In the event a "No" results from this meeting a meeting will be scheduled with the **Client's** Executive Sponsor and Key Stakeholder to discuss the concerns and established action plan.

Step 2 – SpryPoint/Client Go/No Go Decision

When **SpryPoint** Internal meeting results in a "Go" Decision, the project status, risk, cutover plan is discussed with the **Client's** Project Team, Executive Sponsor and any Key Stakeholders. If the **Client** makes a "Go" decision, plans for the cutover are finalized. If the **Client** makes a "No-Go" decision **SpryPoint** and the **Client** will work together to determine if the change is in or out of scope, and the appropriate actions will be taken to resolve the issues/concerns.

3.7.4. Deploy – End User Training Material

To assist the Client**'s** end users with understanding of the **SpryPoint** product(s); **SpryPoint** will provide end to end system training. As part of training, **SpryPoint** will provide the Client copies of the training presentations and student workbooks. During training, activities and assessments will be completed to help reinforce key concepts. Training material used during end user training will be localized to use **Client** Data for hands on exercises and will only contain details about system functionality that is being used as part of the Client**'s** go forward business processes.

3.7.5. Deploy – End User Training

The end-user training will be performed by **SpryPoint** staff, with the assistance of one or more **Client** core team members. The **SpryPoint** instructor will supply the detailed knowledge of the applications being taught, and the **Client** functional resource will bring the detailed knowledge of **Client** processes to the classroom. The **SpryPoint** instructor will lead the instruction with the **Client** resource attending to clarify any process or procedure questions specific to their environment.

While **SpryPoint** will make every effort to complete end user training as close to Go-Live as possible, there may still be a period between training and Go-Live. As a result, the **Client** agrees to establish a practice lab and a schedule where trained users are scheduled and required to spend time practicing what they have been trained on.

3.7.6. Deploy – Mock Go Live

The Mock Go-Live acts as a dress rehearsal for the actual Go-Live weekend and Monday morning activities. This practice run is used to ensure everyone understands their roles and responsibilities for the actual Go-Live. In addition, it allows **SpryPoint** to validate the schedule and timings for the cutover weekend. This includes any manual entries required after the completed conversion and validation of all reporting. Some users will be asked to run testing to ensure they understand what is going to happen when the business opens on Monday morning.

3.7.7. Deploy – Customer & Vendor Notifications

As the **Client** prepares for Go-Live the **Client** may need to notify customers, vendors and other third parties of the system Go-Live. It will be the responsibility of the **Client** to prepare and complete these notifications. However, **SpryPoint** can be used as a resource to talk about their experiences in what other **Cities** have done.

3.7.8. Deploy – Go Live

This phase includes the system shutdown time when the cut-over to production occurs. Most of this work is performed when the office is closed. During this time, the final data conversion is completed, and all other steps as identified in the cut-over plan are completed, and validation is performed to ensure everything is in place to open the office.

3.7.9. Deploy - Deliverable(s), Roles & Responsibilities

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
1.	Go Live Plan	A document that outlines the plan for Go-Live, including any schedules and checklists for the Go-Live weekend.	A	R	I	R	R	R		I
2.	**SpryPoint** Internal Go/No Decision	An internal **SpryPoint** meeting where the **Client**'s readiness for Go-Live is reviewed.	A	R	R	I				

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
3.	**SpryPoint/Client** Go/No Go Decision	A meeting upon the acceptance of prerequisite activities that gives the approval to move forward with the Go-Live.	A	R	R	A	R	R		R
4.	End User Training	Training for users is teaching them how to use the **SpryPoint** products, as identified in the training plan.	A	R		C	R		R	
5.	Customer/Vendor Notifications	Notice of Go-Live for any customers, vendors, and other interested parties of the	I	I		A	R		I	C

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
		Go-Live planned date.								
6.	Schedule Practice Sessions for Trained End Users	A schedule that assigns system practice time to trained users.	C	C		A	C		R	
7.	Practice Lab	A space where trained end users can go to use the **SpryPoint** Product(s) and practice their system skills.				A	R			I
8.	Practice Session(s)	The time an end user(s) spends practicing what they learned in	C	C		C	R		A	

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		training sessions.								
9.	Mock Go Live	A complete dress rehearsal of the Go-Live activities to ensure all parties understand their role in Go-Live.	A	R		R	R			I
10.	Final Data Conversion Exports	All activities required to complete the final data conversion exports from the legacy system.	A	R		C	C			
11.	Final Data Conversion Imports	All activities required to complete the final data conversion	R	A		C	C			

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			Client				
		import in the production system.								
12.	Go-Live Activities	Complete all cutover activities as defined in the cutover plan.	A	R	I	R	R		R	I
13.	Issues Log Updates	The issues log that gets updated with any issues that occur during cutover.	A	R		R	R			
14.	Go Live Sign off	A document that confirms that the system is ready for production use and that the **Client** is ready to begin using	R	R	I	A	R			C

No.	Deliverable Name	Deliverable Description	Project Manager	Implementation Specialist (s)	Executive Sponsor	Project Manger	Core Team	Testers	End Users	Executive Sponsor
			SpryPoint			**Client**				
		the **SpryPoint** solution(s) as the system of record.								

Key: R= Responsible – Assigned to complete the task/I.e you will have work to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.8. Operate

The purpose of this phase is to ensure complete and successful transfer to the new customer information system as well as the other applications included in the Project scope and provide the **Client** with direct access to the implementation team personnel. The **SpryPoint** implementation team will work together with your production staff to ensure the systems are well understood and functioning per the agreed business processes.

3.8.1. Operate – Post Go Live Support

This is the initial period after Go-Live where the **Client**'s focus is on system stabilization. The post Go-Live/stabilization period will last 60 calendar days with the goal to complete 2 full billing cycles (assuming a monthly billing cycle).

During this period, the **Client** is using the **SpryPoint** product(s) to complete their day-to-day responsibilities and run their business. The **SpryPoint** implementation team is available to the **Client** to answer questions, provide refresher training, manage, and resolve all application issues (configuration, training, and defects, etc.), resolve all post-production issues as well as any Go-Live deferred functionality, provide support of the business process review activities and how to best achieve the desired improvements.

At the end of the post Go-Live stabilization period a punch list is created. This list contains:

- Any issues and their severity still open at the end to the stabilization period
- Any SOW items that were not delivered prior to Go-Live
- Any additional reports required and agreed to as part of scope of services

3.8.2. Operate – Transition to Customer Success

After the post Go-Live period has been completed and all severity 1 and 2 issues have been resolved, we will transition the **Client** to the Customer Success team. The transition involves a **SpryPoint** internal knowledge transfer between the Service Delivery and Customer Success Teams and an introductory meeting with the **Client**, **SpryPoint** Project Manager, and the **SpryPoint** Customer Success Team. Once the transition to the Customer Success team has occurred, the **SpryPoint** implementation team will continue to be accountable for the resolution of all items on the punch list and the Customer Success Team will be accountable for any new issues.

3.8.3. Operate – System Acceptance & Project Close Out

The project close out is the point when the Project parties both agree that all Project deliverables have been completed per the Statement of Work and the Implementation portion of the contract is completed, the system is accepted by the **Client,** and the Project is deemed closed.

This occurs when the following are met:

1. All of the service deliverables identified within this SOW have been completed, delivered and accepted or deemed accepted per specific contractual provisions, including approved Change Orders impacting the SOW;
2. Client has 30 days after go-live to test the system and identify punch list items. All punch-list items severity 1, 2, and a plan for delivery of severity 3 are delivered to the **Client.** The **Client** agrees to test all delivered severity 1 and severity 2 items within 15 business days of receipt and provide written details of any concerns. If no written details or concerns are provided by **Client** within the 15-business day period, the items will be considered approved. **Client** must have received training as defined in the SOW on the **SpryPoint** Products and know how to use the system.
3. 1. and 2. above have been met, and the project is 6 months past cutover, and no written documentation of issues related to the scope included in this SOW has been provided to **SpryPoint**; **SpryPoint** will send an email to the **Client** stating that due to no documentation approval has been assumed.

Once a project is deemed complete any outstanding implementation fees are due.

3.8.4. Operate – Deliverables, Roles, & Responsibilities

No.	Deliverable Name	Deliverable Description	SpryPoint: Project Manager	SpryPoint: Implementation Specialist (s)	SpryPoint: Customer Success Team	Client: Project Manager	Client: Core Team	Client: Testers	Client: End Users	Client: Executive Sponsor
1.	Refresher Training	Any identified and agreed upon refresher training completed.	A	R		R	R		R	
2.	Transition Documentation	**SpryPoint** Internal Documentation used to provide the Customer Success Team information about the **Client** and their project.	A	R	R					
3.	Transition to Customer Success Internal Meeting	A **SpryPoint** internal knowledge transition meeting to review the project details.	A	R	R	I				
4.	Transition to Customer Success Meeting	A meeting held with **SpryPoint** to introduce them to the Customer Success Team and how they work with them.	A	R	R	R	R			I

No.	Deliverable Name	Deliverable Description	SpryPoint: Project Manager	SpryPoint: Implementation Specialist (s)	SpryPoint: Customer Success Team	Client: Project Manager	Client: Core Team	Client: Testers	Client: End Users	Client: Executive Sponsor
5.	Finalize Punchlist	A document that lists any open items that need to be resolved as part of the scope of the product.	A	R	I	R	R			
6.	Signoff on Punchlist	Acknowledgement, by the **Client** that they have reviewed the punchlist and they agree to it.	R			A	R			I
7.	Project Close Out Document	A document that summarizes project details.	A	R		R	R			
8.	Project Close Out Signoff	Acknowledgement, by the **Client** that all SOW deliverables have be completed and the project has been signed off on and closed.	I			A	R			C

Key: R= Responsible – Assigned to complete the task/i.e. you will have work to do; A = Accountable – Has final decision-making authority and accountability for completion; this person will ensure the work gets done. He/she may or may not be doing work but needs to make sure the work gets done. C = Consulted – provides input into a task and/or consulted before a decision or action; I – Informed – Must be informed after a decision or action

3.9. Project Governance

3.9.1. Project Management (PM)

SpryPoint uses a highly structured and layered project management methodology, which relies on detailed and complete project plans, to determine who is working on each tasks, and when, throughout the life of the project. Central to **SpryPoint's** philosophy is maintaining strong communication throughout the teams, setting expectations early, facilitating and coaching as required and monitoring progress.

SpryPoint will provide a Project Manager throughout the life of the Project who will work directly with **Client**'s Project Manager and the joint team to ensure that all project responsibilities are met.

SpryPoint and **Client** Project Managers shall be responsible for the planning and execution of the Project. They shall work collaboratively to manage all project activities from project management activities, including planning and execution, the delivery of change management, and project communications throughout the Project. The **Client's** Project Manager is ultimately accountable for the **Client's** resources, project tasks and internal project plans and **SpryPoint's** Project Manager is accountable for their resources and project tasks. Both project managers will need to work together and retain authority for day-to-day project decisions and ensure project success.

3.9.2. Project Communications & Tools

The **SpryPoint** Project Manager, working in conjunction with the **Client** Project Manager, will compile status reports for distribution to both the **Client** and **SpryPoint** management. Weekly meetings will be held to review overall status, schedule, and open issues noted in the status report.

As the implementation experts, **SpryPoint** agrees to communicate clearly which issues/tasks are on the critical path and have immediate impact on the project schedule and which issues/tasks are not. For issues that are not on the critical path, the **SpryPoint** Project Manager will monitor these to ensure that these do not become critical path issues/tasks.

Communication Method	Frequency	Tool/Method	Attendees

Project Team Status Meetings	Every second week	Zoom / MS Teams & Google Docs/PDF	Both PMs, **Client** Core Team Meetings, **SpryPoint** Project Team (as required)
Project Status Reports	Monthly	PDF	N/A
Updates to the project plan	Bi-Monthly	Wrike	N/A
PM Status meeting	Weekly	Zoom / MS Teams	**SpryPoint** PM, **Client** PM
Risk Log	Bi-Monthly	Google Sheet/Excel	N/A
Executive Steering Committee	Monthly	Zoom / MS Teams	**SpryPoint** PM, **Client** PM, **SpryPoint** Executive Sponsor, **Client** Executive Sponsor
Issue Log	Weekly	Google Sheet/Excel	N/A

With the understanding that both **SpryPoint** and the **Client** are working jointly to achieve the best project outcome, the table above outlines the standard agreement for communications. If major project events occur, or at a critical point in the Project that require addition communications, updates, or meetings, both parties can mutually agree to the additional activities at no extra cost to the **Client.**

3.9.3. Acceptance Period

To facilitate the project schedule and project planning it is important both parties agree to a default response period of 5 business days for any issues involving the Project. While this will be the default time, either party can proactively ask for a longer time, if the time is not sufficient or ask for an extension. The **SpryPoint** Project Manager will evaluate any timeline extensions against the project schedule and communicate if the extension puts the project schedule at risk.

3.9.4. Agreed Severity Definitions

During the implementation the following definition will be used to define the Severity of issues. In addition, issues will also be categorized as Go-Live Required or Post Go-Live.

Severity Level	Example
1 – Urgent	The **Client**'s business is not operational due to significant performance issues or outage, creating a substantial impact financially or by the number of customers affected. Critical business function(s) cannot be performed, and/or a key component is unavailable or is non-functional. There is no immediate workaround. Urgent issues have top priority until resolved. Examples of Severity 1 Issues includes but are not limited to: • System is unavailable (outage), • Unable to perform a key function such as calculation of bills or billing process, • A key function is malfunctioning, creating a severe financial/customer impact . • Any event that impacts more than 20% of the customer base. • Severity Level 1 issues are subject to an Issue Post-mortem by **SpryPoint**
2 – Critical	The **Client**'s business is operational but the ability to perform business functions is severely impacted, A critical business function or functions are partially operational or operating by use of a workaround only sustainable for a short period of time. A critical business function or functions is operating at limited capacity or has a defect which creates errors or atypical results to customer records, transactions, financials. Examples of Severity 2 issues include but are not limited to: • 10%-20% of the customer base are affected by bills which are calculating or rendering incorrectly • Response times on transactions or screens are 3 times the normal response times (response times must be tracked at go-live for benchmark) • Processes take 3 times as long to complete or error out (response times must be tracked at go-live for benchmark)
3 – Restricted Use	The service is experiencing an issue that can be worked around but is impacting the **Client**'s efficient use of the service. The business is operational with reduced efficiency. Examples of Severity 3 issues includes but are not limited to: • Single account issue • Business function has a slight restriction of function of non-critical nature • A workaround is required to maintain normal operations • Non-performance impacting defect
4 – Not	The service is fully functional but may contain a cosmetic flaw or misspelling.

Urgent	There is no operational, financial, or customer impact. Examples of Severity 4 issues include, but may not be limited to: • A button is out of alignment on the user interface • Question regarding configuration or functionality • General inquiries

3.9.5. Milestone Acceptance Process

This project will be invoiced on a milestone basis. The milestones, delivery criteria and payment timelines are noted below and in Exhibit G - Milestones.

On a monthly basis, the **SpryPoint** Project Manager will submit a list of milestones that have been completed for review and approval to **Client** Project Manager. Service deliverables shall be accepted or rejected within 5 consecutive business days or as mutually agreed upon from the time of submittal for acceptance. Service deliverables will be considered accepted with written approval from the **Client**. In the event the **Client** does not provide written approval or feedback within the agreed upon time period, **SpryPoint** may invoice the milestone. The use or partial use of any service deliverable in a Production Environment constitutes acceptance of that service deliverable but only to the extent of such use or partial use.

The Service Deliverable Acceptance Process is described below.

- **Submission of Service Deliverables**. The **SpryPoint** Project Manager, or his or her designee, will prepare a list of completed milestones and forward with the respective service deliverable to the **Client** Project Manager, or the **Client** designee, for consideration.
- **Assessment of Service Deliverables**. The **Client's** Project Manager will determine whether the service deliverable meets the requirements as defined in this SOW and that the service deliverable is complete.
- **Acceptance / Rejection**. After reviewing, the **Client** will either accept the service deliverable in writing or will provide a written reason for rejecting it to the **SpryPoint** Project Manager. If the Milestone is accepted, the **SpryPoint** Project Manager will invoice for the Milestone(s). If the Milestone is rejected, the **SpryPoint** Project Manager will review the reason and work with the **Client's** Project Manager to determine if the rejected reason is within scope and if so, resolve any concerns. Once concerns are addressed the Milestone Acceptance Form will be updated and resubmitted for approval in the next month invoicing cycle.

3.9.6. Scope & Project Change Management

During implementation either party may request additions, deletions, or modifications to the services or software described in this SOW (“the Change”). All Changes will be documented and approved, regardless of whether there is an associated cost for the change.

Requests for changes should be made to either project team's PM. The **SpryPoint** Project Manager is responsible for creating a Change Order Form. The Change Order Form will including the following:

- A description of the problem that needs to be solved or the scope change to be addressed.
- A description of the solution to the problem or scope Change being requested, including the use/business case and/or reason for the Change and suggested solution.
- An estimated impact of the Change on the project schedule.
- If applicable, any fees/cost and expenses associated the Change.

The Change process that will be employed is defined below. The Change must be approved by both **SpryPoint** and the **Client** before any work related to a Change is completed.

- Identify the requested Change
- Identify and document the solution and scope of work associated with the Change requested
- Estimate required effort, and any associated costs
- Assess impact of the Change on schedule, travel fees, milestones, contract, risks and/or any other identified impacts.
- Submit for review and approval by the **Client** and **SpryPoint** Management Team
- If not approved, no changes are completed and the Change request is canceled
- If approved, Project documents are updated and work on the Change is scheduled into the Project
- Monitor and report progress on the Change
- Communicate the Change resolution

During implementation any signed non-zero change order will contain deliverables and milestones calculated at a rate of $200.00 USD/hr.

3.9.7. Issues and Risk Management

The following procedure will be used to manage Project issues and risks:

- Identify and document all concerns
- Assess the impact and prioritize the impact to the Project
- Assign responsibility to resolve the issue or risk
- Monitor and report progress on the issue or risk
- Communicate issue resolution

On a monthly basis, the Project Managers will meet to review the status of the risks and outstanding issues. When a risk is identified each risk will be assessed for its probability and impact and weighted.

3.9.8. Conflict Resolution and Escalation Process

While both parties agree it is the desire to resolve issues quickly and within the project team(s), at times this may not be possible, and issue(s) may need to be escalated to resolve. A project issue can include anything from a business process change, to a schedule issue, to a personnel issue, etc. The following table shows a typical escalation path:

Escalation Path	**SpryPoint**	**Client**
Level 4	CEO or CCO	Steering Committee
Level 3	Vice President Service Delivery	
Level 2	Project Manager	Project Manager
Level 1	Implementation Specialist	Core Team Members

3.9.9. Project Working Times

3.9.9.1. Project Working Schedule

During the project implementation it has been agreed that Project Meetings, Training Sessions and/or any onsite time will be completed Monday through Friday, when working remotely. If work is being completed onsite all meeting times will be scheduled Monday through Thursday, with Friday being a travel day for the **SpryPoint** project team. In the event scheduled project activities such as meetings, training sessions, etc. need to be completed on days/times outside the above agreed times, this will be mutually agreed upon by both parties.

3.9.9.2. Statutory Holidays

It is agreed that both parties will do their best to respect each party's holiday schedule. However, depending on where the project is and go live date, on occasion project team members may be required to work a statutory holiday. If this is to occur, it will be mutually agreed to by both parties.

SpryPoint Observed Holidays

Holiday	2024

New Year's Day	January 1
Islander Day/Family Day	February 19
Good Friday	March 29
Victoria Day	May 20
Canada Day	July 1 (observed July 4)
Civic Holiday	August 5
Labor Day	September 2
National Day of Truth & Reconciliation	September 30
Thanksgiving	October 14
Remembrance Day	November 11
Christmas Day	December 25
Boxing Day	December 26

*** Note: this calendar is subject to change based on company policies*

Client Observed Holidays

Holiday	2024
New Year's Day	January 1
Martin Luther King Jr Day	January 15
Presidents Day	February 19
Good Friday	March 29

Memorial Day	May 27
Juneteenth	June 19
Independence Day	July 4
Labor Day	September 2
Columbus Day	October 14
Veteran's Day	November 11
Thanksgiving	November 28
Friday after Thanksgiving	November 29
Christmas Day	December 25

3.9.10. Executive Steering Committee

The Executive Steering Committee Meeting will include **SpryPoint** and the **Client** Project Managers and Project Sponsors. This review will take place monthly via a Zoom / MS Teams meeting or onsite (if mutually agreed to by both parties). The intent of this meeting is to ensure that the Project remains on-time and on-budget, and that Executive Management for both parties have a clear understanding of project status. The primary tool that will be used to do the meeting is the latest month's Monthly Project Status Report. The intended level of attention to detail during this meeting is to identify areas of concern or material change to the Project. Topics of discussion include:

- Work accomplishments from the previous month and planned work accomplishes for the upcoming month.
- The percent complete for the overall project thus far. Descriptions of any material variances in schedule or work will be provided, if the percent complete is different than what was expected from the prior month.
- The current Risk Management Plan will be included, and risk status will be reviewed, based on priority of risks.
- The Project Plan will be included and reviewed for any areas of concern or material change to the project.

3.9.11. Project Management Reoccurring Deliverables

During the project implementation the **SpryPoint** Project Manager is accountable for the delivery of the following reoccurring deliverables:

Communication Method	Description
Shared Project Folders	Via the used of Google Drive, **SpryPoint** will provide the **Client** with a shared project folder for document sharing and collaboration of documents during the project
Project Status Reports	A monthly report that outlines summarize project status, upcoming activities, risks, etc.
Updates to the project plan	Updates to the baseline Project schedule are performed and published bi-monthly. The plan is updated to refine tasks, percent complete and milestone completions, inclusive of resource updates and timeframe updates. Both parties will commit to staffing and resources to meet a rolling 3-month window. Note: project plans will be maintained and updated in the **SpryPoint** Project Tool, called Wrike. Access can be granted to the **Client** to see the project plan.
Risk Log	Report that lists risks, probability, impact, status, and responsible resource.
Executive Steering Committee	A monthly meeting to ensure both Executive Teams understand project status, any risks, and an opportunity to discuss any other topics as required.
Issue Log	Report that lists project issues, responsible resources, due date, priority, and impact on the critical path.

4. Letters & Statements

As part of the project scope SpryPoint will build statements and letters required by the Client to support billing and collections processes. The scope is based on the following assumptions:

No.	Name	Details
1.	Bill Statement & Collection Letters	The scope includes the design and build of one bill template inclusive of minor alterations required by GRPU to satisfy future state/ municipal requirements, and one set of Collection Notices for the Client. SpryPoint will work with the Client to gather requirements about the look and feel of the template, as well as the presentment logic. The Client may choose to base the design on a sample template, for maximum efficiency and cost savings. This design will include details about both the bill template, and any letters that are part of the collections process. It will also outline the printing and mailing process, whether that is to be performed by the Client or a third-party vendor. At the end of the discovery phase, SpryPoint will deliver a bill template and a collections letter design document, which will be reviewed and signed off on by both SpryPoint and the Client. Once the design documents are completed, SpryPoint will develop a client-specific PDF renderer application, based on the agreed upon design. The PDF renderer uses information from SpryCIS as input and generates a PDF document as output. The renderer application can have custom presentment logic, which will trigger based on the account data available from SpryCIS. The render will also include a section for user-customizable messages, that can be updated by the Client without any involvement from SpryPoint SpryPoint will be responsible for maintaining the renderer application and making any necessary adjustments to the display or logic. After the first version of the renderer is built, SpryPoint will review the results with the Client, and make any iterations required to support the approved design. The Client may request changes to their bill template or collections letters at any time, by talking to their Project Manager. However, if any significant changes in design or logic are requested, which were not in the agreed-upon design document, the changes may be subject to a change order.
2.	Mailable Letters	If applicable the following mailable letters will be created ○ Welcome Letter ○ Returned Check Fee Letter ○ Payment Arrangement Agreement Letter ○ Bankruptcy Letter ○ Communications required by state law ○ Communications required for service interruptions ○ Communication for collections process

5. Integrations & Enhancements

This section outlines any of the integrations or enhancements included in the scope of work. It is important to note that during analysis and throughout the implementation there maybe additional integrations or enhancements identified. In this event, **SpryPoint** will provide ballpark estimate(s) to determine if further investigation or detail(s) is required. If the **Client** is not interested, **SpryPoint** will work with the **Client** to ensure they understand all required workarounds. If the **Client** wishes to investigate further, a full estimate will be provided. If the change is deemed required, the change order process will be activated.

5.1. Integrations

SpryCIS is designed with REST Application Programming Interfaces (API's) to enable real-time integration. For inbound integration and synchronization from back-office applications, we provide a purpose-built back- office integration Application Programming Interface (API). For outbound integration, we have an integrated process scheduler as well as an extensible event framework to support both batch and scheduled integrations as well as event-driven integrations.

SpryPoint will create an Integration Requirements Document for each integration to define the detailed requirements.

No.	Integration Name	Integration Details
1.	Oracle NetSuite GL & AP	SpryPoint will maintain an interface between SpryCIS and the Client's Financial System. The integration will consist of 2 components: **A.** General Leger - The first component will send General Ledger transactions from SpryCIS to Oracle NetSuite General Ledger. **B.** Accounts Payable - The second component will send refund amounts from SpryCIS to Oracle NetSuite Accounts Payable.

		SpryPoint's preferred method for this type of interface is through API. If there is not an API available from the Financial System, an automated batch process will be scheduled to occur on a regular basis. This process will create and transmit a flat file or multiple flat files containing data in format that is compatible with the Financial System. If the Financial System generates a processing error, the process can be re-run once the error has been identified and resolved. As part of this interface, SpryPoint will develop quality control checks and/or approvals prior to upload of posting file and update of GL accounts.
2.	Payment Processor	To be discussed with the GRPU. Invoice Cloud currently in use, will discuss if we require an export to this or another option. May require a change of service quote depending on preferred integration method and solution.
3.	Remittance & Various Payment Import Files	Payment import is a standard feature of SpryCIS which supports in-app configuration of both delimited and fixed-width text files. **SpryPoint** will configure payment file import processes wherein payment files will be imported into SpryCIS from various payment processors. Files may be uploaded manually or fetched automatically from an SFTP site by a scheduled job in SpryCIS. OCR lines are typically printed on invoices / statements to support remittance processors. Formatting of the OCR line is a standard development item in the SpryCIS invoice / statement development process.
4.	ESRI GIS (ArcGIS)	SpryCIS and SpryMobile include standard Web Map Services (WMS) integration capabilities. This allows administrators to configure SpryCIS and SpryMobile to display layers from WMS services. These layers are then available for display on maps within SpryCIS and SpryMobile. Note that Esri ArcGIS licensing terms dictate that publicly available map services may be displayed within **Client** applications such as SpryCIS and SpryMobile, while authenticated web map services required Esri user licenses for each user accessing those services. **SpryPoint** can assist your administrators in working with Esri to acquire licenses where needed to ensure that your staff can access authenticated web map services. In cases where your GIS administrators wish to use data within **SpryPoint** applications in GIS layers, **SpryPoint** includes a read-only database service which can be used as a data source for GIS services.

		GIS administrators can also access and export data from SpryCIS using built-in report tools such as Metabase.
5.	Automatic Meter Information System Interface	To be discussed with the GRPU. Multiple metering company's currently in use, will discuss if we require an export to this or another option. May require a change of service quote depending on preferred integration method and solution. SpryCIS is built to integrate with meter reading systems. SpryPoint's platform includes a comprehensive REST Application Programming Interface ("API") framework to enable real time integration Advanced Metering Infrastructure ("AMI"), and Automated Meter Reading ("AMR") Providers. Depending on the technical capabilities of the system, our approach ranges from traditional text file import/export operations to fully connected integrations utilizing web services. Meter reading import and export capabilities are built into the CIS, so no additional software is typically required, and these capabilities are supported by our development and support teams
6.	Records Management System - Laserfiche	This interface may not be required going forward as SpryCIS has document management capabilities built-in and often can replace existing document management systems. Most SpryCIS customers use the native functionality within the SpryPoint platform for document management. We have completed similar integrations with other Enterprise Content management system including Laserfiche, Hyland ONbase and FileNexus. Both the SpryPoint platform and Laserfiche have APIs available to facilitate the creation of an API interface where pertinent documents generated in SpryCIS and associated with key entities within SpryCIS (customers, accounts, premises, meters, service orders, etc..) can be pushed to eDocs for storage.
	Cityworks	SpryPoint recommends that all "Service Orders" that are generated in SpryCIS and related to Customer, Meter or Premise information be managed using SpryMobile – Mobile Field Service. It is expected that certain information collected in SpryMobile will be passed through to Cityworks through an integration. A budget has been included for this integration and both SpryPoint and Client have agreed that the specifics for this integration will be defined during the Analysis phase of the project.

*Note: In the event additional work or development is required to support integrations with third party applications and **SpryPoint**, it is outside the scope of this project. Some examples are configuration in third party application, the need for a third party to add information to an API, etc.*

5.2. Enhancements

SpryPoint will create an Enhancement Requirements Document, for each enhancement, to define the detailed requirements of any requested enhancements. Below are the requirements for the **Client** to communicate when requesting an enhancement.

No Enhancements in scope.

6. Project Assumptions

The following project assumptions apply to this project:

6.1. General Assumptions

1. The **Client** will strive to minimize the impact of competing initiatives within the organization that may have a negative impact on the Project. Due to the Cities many projects and competing priorities, SpryPoint and the Client agree
    a. proactively communicate availability.
    b. be engaged in scheduled SpryPoint meetings.
    c. have transparent conversations about teams' availability to meet time lines so resources on both teams can be deployed appropriately.
2. All prices are quoted in US Dollars and do not include any applicable taxes.
3. Prompt decision-making and problem resolution will be required to achieve an on-time, on-budget project completion.
4. The **Client** and **SpryPoint** understand the project scope and project timelines and agree to communicate and adhere to those objectives, thus setting the proper expectation level.
5. All changes to the SOW shall be managed in accordance with the Agreed upon Change process.
6. While SpryPoint will complete the extraction of data and complete the required mapping documentation, it is critical that the **Client** make resources available to support these activities. This resource(s) needs to be a subject matter expert in how the Client uses the system. For example, they need to communicate if a field is storing data that it was not intended to.
7. **SpryPoint** will provide the specified number of staff, as described in the detail project schedule and the staffing matrix, with the appropriate skills and experience to lead each workshop, analytical session, or other review activities, whether onsite or conducted remotely.
8. If on-site activity is required, the **Client** will provide workspace for each **SpryPoint** consultant. Breakout and conference space will also be provided if required.
9. If training is completed on-site, adequate training space will be provided by the **Client** to train end users. The training room(s) will include computers for each end-user being trained.
10. While SpryPoint will contain a complete project schedule, a rolling schedule of 4 weeks will be maintained for the purpose of scheduling resources. However, both parties agree that there will be cases where meetings need to be scheduled with short notice keep the project moving forward. Both parties agree to use their best effort to accommodate these requests. In addition, not being able to accommodate these requests could have impact of future scheduled events.

11. Whenever possible, the Project Team may consider alternative meeting options such as Zoom / MS Teams and Conference Calls.
12. Both parties agree to work a reasonable number of added hours (when required) to help complete project deliverables and project timelines as agreed upon by both Project Managers.
13. **SpryPoint** will assume responsibility for the successful completion of this SOW.
14. **SpryPoint** will assume overall responsibility for conducting all project related administration activities including the development and administration of a work plan that clearly indicates all the **Client** tasks and responsibilities.
15. **SpryPoint** is responsible for the initial deployment, configuration, and testing of environments of the system to support training, development, testing, etc.
16. The **Client** is willing to work towards implementing **SpryPoint's** "Best Practices" where appropriate to minimize the need for software customizations.

6.2. System Testing Assumptions:

1. **SpryPoint** and the **Client** will jointly develop all test plans outlining the testing approach, methods, data, and participants.
2. The **Client** will review, participate in, and complete testing activities under the direction of **SpryPoint** as outlined in the sections above in this document.
3. **SpryPoint** will provide resources for product fixes resulting from errors identified during the system testing process.
4. **SpryPoint** will deliver the completed **SpryPoint** Service to the **Client** for review and acceptance.
5. The **Client** will be responsible for signing off on testing results.

6.3. Training Assumptions:

1. The **Client** is responsible for prerequisite education and training such as basic PC skills and fundamental business process knowledge.
2. **SpryPoint** will provide standard training materials. The **Client** may use these training materials for any subsequent training classes.
3. The **Client** will provide users with specific times to participate in the required training.
4. The **Client** has the facilities and will provide the necessary logistics support for all training sessions including training rooms, training workstations, and any other necessary training supplies needed.
5. The **Client** will ensure end-user attendance during training.
6. The **Client** will schedule and promote user practice sessions, to ensure use of the system after training is completed.

6.4. Production Readiness and Cutover Assumptions:

1. The **Client** will be responsible for conducting an acceptance test of the completed System as delivered by **SpryPoint,** at the completion of the testing activities.
2. **SpryPoint**, with assistance of the **Client**, will develop a mutual agreement regarding the Go-Live plan and schedule.
3. **SpryPoint**, with assistance of the **Client**, will stage all aspects of the System in preparation for production cutover.
4. **SpryPoint**, with assistance of the **Client**, will conduct production cutover activities.

7. Travel

Reimbursable expenses include out-of-pocket expenses for travel, communications, and other expenses incurred in direct support of the project and are not reflected in the milestone schedules or services fees provided. In the event SpryPoint staff are required to travel onsite, the **Client** agrees to reimburse SpryPoint for its travel expenses per the following:

- Meals are covered as a per diem of $75 per day for full day of travel (no receipts provided). Partial days of travel will be prorated accordingly.
- All other travel expenses, including but not limited to, airfare, hotel, parking, car rental, taxi, mileage, gas, and tolls will be reimbursed at the actual amount without markup. Receipts will be provided for these types of expenses.
- SpryPoint agrees no travel shall be booked without the written approval of the **Client**. In the event approved travel is booked and the **Client** cancels, the **Client** agrees to reimburse any incurred expenses.

8. Appendices

8.1. Definitions

In addition to the definitions contained elsewhere in this SOW, the terms in the table below are defined using the associated descriptions.

Definition/Term Name	Definition/Term Description
Acceptance Testing	Acceptance testing is the **Client's** validation to ensure top-to-bottom functional stability and adherence to existing business requirements and business processes. Testing will be in several phases, including, but not limited to, functional testing, bill validation testing, integration testing, and performance testing.
Acceptance	Acceptance is defined as information, documentation, development, or any other object(s) approved and signed off by the **Client**
Agreement Date	The date on which both the **Client** and **SpryPoint** have both executed the Master Agreement.
Business Day	A regular workday (Monday through Friday – non-holidays or emergency days) as defined by the **Client's** business calendar.
Business-critical Report	A business-critical report is one that is identified as being needed to complete any business processes or reports required to run the business of the **Client**.
Business Process Design	Business Process Design outlines how the system functionality will meet the requirements of the **Client**'s future state processes. This design work will address operational and organizational changes required to implement the proposed solution. This typically occurs during the Analysis phase of the Project.
Business Process	A defined series of procedures that will identify and document process steps and system transactions. Business Process documentation can be used to facilitate testing and training.
Bi-Monthly	The activity will happen every other week.
Bi-Weekly	This activity will happen twice a week.
Calendar Day/Days	A 24-hour period–typically starting at midnight.

Change	A request by the **Client** to add new requirements to the scope of the project. This could be in the form of an enhancement, additional services, new integration, etc. All changes to the SOW must be agreed upon by the parties and evidenced in a written instrument signed by the parties' authorized representatives.
Change Order Process	The process used when a Change of scope is identified. This process may or may not have monetary costs and implementation schedule impacts associated with it.
Configuration	Process of performing table updates and algorithm changes to the System to have the System perform the **Client's** specific user requirements. Configuration does not require programmatic software changes.
Cut Over	Includes all activities required to prepare the Systems for the transition of the new **SpryPoint** CIS Solution to production processing. The activities will include ensuring security setup, establishing user profiles, closing out pending data in the legacy system, manual data conversions when required, system access rollout to end users, and other activities **SpryPoint** and the **Client** deem necessary.
Data Acceptance Testing (DAT)	Testing performed by the **Client** Subject Matter Experts after each data conversion iteration. During DAT, the **Client** not only verifies the data migrated, but also validates that the data may be inquired and reported upon. This can be done through a variety of queries, reports and visual confirmation.
Data Mapping	The process of assigning source system data elements to target data elements in the System Data Model for purpose of conversion.
Data Model	Conceptual description of data objects, their attributes, and the relationships between them.
Delivery	Defined as information, documentation or an approved object provided to the **Client** for review, feedback and/or acceptance.
Functional Test	Singular test of an object, such as a screen, report, or batch program. These tests will focus on specific functions.

Interface	Passing of data between two separate and distinct systems; can be accomplished in real-time (via API) or batch mode.
Integration Test	The integration testing will utilize formal test plans and scripts that will define how to test a singular feature and business process based on pre-defined expected results. Integration tests are formal in nature, cover multiple scenarios of a feature and process, and are based on the variations of the **Client's** business.
Legacy CIS	References the **Client's** old Customer Information System, that is being replaced.
Bill Validation Testing	This testing focuses on bill comparisons and validation between the legacy system and SpryCIS. The purpose of this testing is another method to ensure configurations are setup correctly, data has imported correctly and there are no impacts on the **Client** revenue at the time of Go-Live.
Organizational Change Management (OCM)	The activities, events, processes, and procedures that are employed for handling transformation from one system environment to another; this relates mainly to the people and business processes.
Metabase	The out-of-the-box tool provided to build and deliver reports and dashboards.
Performance Testing	This testing will exercise the System to ensure the **Client** will achieve the stated performance goals.
Price	The total cost for implementation & expenses to deliver the **SpryPoint** Solutions as noted in this SOW and other Exhibits to the Agreement.
Project	The completion conversion of the **Client's** Legacy CIS over to the **SpryPoint** System solutions as agreed upon as part of the SOW and Price.
Quality Assurance	The process of verifying that the proper processes and procedures have been adhered to on the Project from a methodology as well as project management perspective and that the deliverables produced

	on the project have included the appropriate content and meet expectations.
Script Testing	Testing using a pre-determined script or set of instructions. Testing can be either manual or automated work.
SpryPoint Service- a.k.a System	The **SpryPoint** Service (System) includes all services as defined in this Statement of Work for products sold as part of this contract.
Templates	Templates refer to the standard format of various project documents that **SpryPoint** will provide as a starting point and will be modified to address the specifics of this Project. Examples include Training Plan, Test Plan, Conversion Plan, etc.
Test Matrix	A worksheet that identifies accounting periods, account numbers, financial transactions and other expected results for testing purposes.
Test Plan	Document that outlines a strategy or approach for testing. A Test Plan describes key setup issues, dependencies, and other general factors.
Test Scripts	A series of actions, functions, scenarios, or commands documented for execution during various phases of testing.
User Acceptance Test	Final testing led by the **Client**, where **SpryPoint** is available for assistance, as required. This testing is typically scenario based and ensures that the System is configured to meet all of agreed upon business processes.

8.2. Milestone Schedule

Milestones					
Milestone	**_**	**Phase**	**Milestone Name**	**Milestone Description**	**Amount**
1	PM	Project Management	PM Month 1	PM activities per the SOW	$9,000.00
2	PM	Project Management	PM Month 2& 3	PM activities per the SOW	$9,000.00
3	PM	Project Management	PM Month 4 & 5	PM activities per the SOW	$9,000.00
4	PM	Project Management	PM Month 6 & 7	PM activities per the SOW	$9,000.00
5	PM	Project Management	PM Month 8 &9	PM activities per the SOW	$9,000.00
6	PM	Project Management	PM Month 10 &11	PM activities per the SOW	$9,000.00
7	PM	Project Management	PM Month 12 &13	PM activities per the SOW	$9,000.00
8	PM	Project Management	PM Month 14	PM activities per the SOW	$9,000.00
9	DEPLOY	Analysis	Environment Deployment	Complete the following deliverables: - Staging and Prod environments setup with one client user setup	$800.00

10	ANA	Analysis	Project Kickoff	Complete the following Deliverables: - Mobilize Project Team - Conduct Project Kickoff - Prepare project infrastructure -Detailed Analysis Workshop schedule complete	$1,600.00
11	ANA	Analysis	Analysis Workshops 1	Complete the following deliverables: - Customer Care Analysis Workshops - Premises Analysis Workshops	$2,550.00
12	ANA	Analysis	Analysis Workshops 2	Complete the following deliverables: - Billing Analysis Workshops - Payments Analysis Workshops - Collections Analysis Workshops	$2,550.00
13	ANA	Analysis	Analysis Workshops 3	Complete the following deliverables: - Bill Template Analysis Workshop - Finance & Admin Analysis Workshop	$2,550.00
14	ANA	Analysis	Analysis Workshops 4	Complete the following deliverables: SpryEngage Workshop SpryMobile Analysis Workshop	$2,550.00

15	ANA	Analysis	Analysis Report Delivery	Complete the following deliverables: - Deliver Analysis Report to client for review	$2,550.00
16	ANA	Analysis	Analysis Report Signoff	Complete the following deliverables: - Analysis Report Updates -Analysis Report Review & Approval	$2,550.00
17	ANA	Analysis	Analysis Workshop - Integrations	Complete the following deliverables: -Analysis workshop for integrations	$2,550.00
18	ANA	Analysis	Analysis Workshop - Reports & Dashboards	Complete the following deliverables: -Analysis workshop for reports & dashboards	$2,550.00
19	REPORT	Analysis	Report & Dashboard Plan	Complete the following deliverables: - Deliver Report & Dashboard Plan	$3,200.00
20	TRAIN	Analysis	Training Plan	Complete the following deliverables: - Deliver Training Plan	$2,400.00

21	CONFIG	Configuration	Configuration 1	Complete the following deliverables: - Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Enable Services 2. Aging 3. GL Account Structure 4. GL Accounts 5. Billing Cycles 6. Penalty Type - Configuration in staging environment	$9,920.00
22	CONFIG	Configuration	Configuration 2	Complete the following deliverables: - Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Receivable Types 2. Revenue Months 3. Billing Periods 4. Default Gl Accounts 5. Services Types 6. Tax Schedules - Configuration in staging environment	$9,920.00

23	CONFIG	Configuration	Configuration 3	Complete the following deliverables: -Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Rate Schedule 2. Meter Size Rate Detail - Configuration in staging environment	$9,920.00
24	CONFIG	Configuration	Configuration 4	Complete the following deliverables: Workbook updates for the following workbook tabs: 1. Account Statuses 2. Customer Statues 3. Premise Statues 4. Account Types 5. Premise Types 6. Equipment Location Types 7. Routes 8. Water Meter Configurations 9. Electric Meter Configurations 10. Charge Types 11. Deposit Types 12. Credit Memo Type 13. Global Config 14. Measurement Types	$9,920.00

				- Configuration in staging environment	

25	CONFIG	Configuration	Configuration 5	Complete the following deliverables: -Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Collections Media 2. Collections Routine 3. New Item Categories 4.Client Setup 5. Equipment Categories 6. Equipment Type 7. Tender Type 8. Payment Sources - Configuration in staging environment	$9,920.00

26	CONFIG	Configuration	Configuration 6	Complete the following deliverables: -Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Auto number configuration 2. Business Hours 3. Dashboard Configuration 4. Denomination Configuration 5. Holiday Calendar 6. Billing Validation Rules 7.Budget Billing Types 8. Billing Agreement Add-ons (if applicable) - Configuration in staging environment	$9,920.00

27	CONFIG	Configuration	Configuration 7	Complete the following deliverables: - Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1.Payment File Format 2. Pre-authorized Payment 3. Alternate ID Types 4. Relationship Types 5. Deposit Interest Schedules 6. Districts 7. Exemption Reasons 8. Move In Request Types 9. Move Out Request Types - Configuration in staging environment	$9,920.00

28	CONFIG	Configuration	Configuration 8	Complete the following deliverables: - Initial setup decisions in configuration Workbook updates for the following workbook tabs: 1. Dispute Types 2. Dispute Resolution Types 3. Write Off Types 4. Bankruptcy Types 5. Service Order Actions 6. Service Order Types 7. Communication Message 8. Auto Reply Rules 9. Statement Message 10. Estimation Algorithms 11. Meter Reading Code Mappings - Configuration in staging environment	$9,920.00
29	CONFIG	Configuration	Configuration 9	Complete the following deliverables: - SpryMobile Initial Configuration completed and SpryMobile ready for client testing	$9,920.00
30	CONFIG	Configuration	Configuration 10	Complete the following deliverables: - SpryEngage Initial Configuration & ready for client testing	$9,920.00

31	DC	Configuration	Data Mapping	Complete the following deliverables: -Initial completion of data mapping workbook	$6,400.00
32	DC	Configuration	Data Iteration 1	Complete the following deliverables as required for Data Iteration 1: - Develop/Update data import routines - Create & deliver data conversion validation reports - Load iteration data in staging environment"	$6,400.00
33	DC	Configuration	Data Iteration 2	Complete the following deliverables as required for Data Iteration 2: - Complete any data mapping updates - Develop/Update data import routines - Create & deliver data conversion validation reports - Load iteration data in staging environment	$6,400.00

34	DC	Configuration	Data Iteration 3	Complete the following deliverables as required for Data Iteration 3: - Complete any data mapping updates - Develop/Update data import routines - Create & deliver data conversion validation reports - Load iteration data in staging environment	$6,400.00
35	INT	Configuration	Integration - Financials (GL & AP)	Complete the following deliverables: GL & Account Payable interface is in Staging and Ready for testing	$4,800.00
36	INT	Configuration	Integration - Payment Imports	Complete the following deliverables: Integration in environment and ready for testing	$3,200.00
37	INT	Configuration	Integration - ESRI (ArcGIS)	Complete the following deliverables: Integration in environment and ready for testing	$800.00
38	INT	Configuration	Integration - Yukon AMI Metering	Complete the following deliverables: Integration in environment and ready for testing	$8,000.00
39	REPORT	Configuration	Reporting 1	Complete the following deliverables: - Provide reports per the report & dashboard plan in	$3,200.00

				staging environment for client review	
40	REPORT	Configuration	Dashboards 1	Complete the following deliverables: - Provide dashboards per the report & dashboard plan in staging environment for client review	$3,200.00
41	TRAIN	Test	Core Team Training	Complete the following deliverables: - Completed training for Core team Members	$4,000.00
42	TEST	Test	Functional Test Cases	Complete the following deliverables : - Deliver to client out of the box Functional Test Cases	$2,000.00
43	TEST	Test	Integration Test Cases	Complete the following deliverables : - Deliver to client out of the box Integration Test Cases	$2,000.00
44	TEST	Test	User Acceptance Test Cases	Complete the following deliverables : - Deliver to client out of the box User Acceptance Test Cases"	$2,000.00
45	TEST	Test	Bill Validation Testing Round 1	Complete the following deliverables : - Complete Bill Validation Activities	$6,000.00

				- Bill Validation report delivered to client	
46	TEST	Test	Bill Validation Testing Round 2	Complete the following deliverables : - Complete Bill Validation Activities - Bill Validation report delivered to client	$6,000.00
47	TEST	Test	Bill Validation Testing Round 3	Complete the following deliverables : - Complete Bill Validation Activities - Bill Validation report delivered to client	$6,000.00
48	TEST	Test	Bill Validation Testing Round 4	Complete the following deliverables : - Complete Bill Validation Activities - Bill Validation report delivered to client	$6,000.00
49	TRAIN	Test	Tester Training	Complete the following deliverables: - User identified as Testers are trained and ready to start UAT testing	$4,000.00
50	TEST	Test	Functional Testing R1	Complete the following deliverables: - Execute Functional Testing - Functional Testing Signoff	$3,000.00
51	TEST	Test	Functional Testing R2	Complete the following deliverables:	$3,000.00

				- Execute Functional Testing - Functional Testing Signoff	
52	TEST	Test	Integration Testing R1	Complete the following deliverables: - Execute Integration Testing - Integration Testing Signoff	$3,000.00
53	TEST	Test	Integration Testing R2	Complete the following deliverables: - Execute Integration Testing - Integration Testing Signoff	$3,000.00
54	TEST	Test	User Acceptance Testing R1	Complete the following deliverables: - Execute User Acceptance Testing - User Acceptance Testing Signoff	$2,400.00
55	TEST	Test	User Acceptance Testing R2	Complete the following deliverables: - Execute User Acceptance Testing - User Acceptance Testing Signoff	$2,000.00
56	TRAIN	Deploy	End User Training 1	Complete the following deliverables: - CSRs and Billing end users trained	$4,000.00
57	TRAIN	Deploy	End User Training 2	Complete the following deliverables: - Field Service end users trained	$4,000.00

58	TRAIN	Deploy	End User Training 3	Complete the following deliverables: - All other end users trained	$4,000.00
59	MOCK	Deploy	Mock Go-Live 1	Complete the following deliverables: - Mock Go-Live Plan provided to client for review - Mock Go- Live Scheduled	$8,000.00
60	MOCK	Deploy	Mock Go-Live 2	Complete the following deliverables: - Mock Go-Live Successfully Executed"	$8,000.00
61	DC	Deploy	Data Iteration 4	Complete the following deliverables as required for Data Iteration 4: Update mapping as required Run data import scripts Create & deliver data conversion validation reports Load iteration data in environment	$6,400.00
62	GOLIVE	Deploy	Go-Live	Complete the following deliverables: - Go Live Plan Developed - Go/No Go Decision - Go Live Activities Completed - SpryPoint - Go Live Signoff - Issue Log Updated	$16,000.00
63	PIS	Operate	Post Go-Live Support Month 1	Complete the following deliverables: - Client Executing business	$24,000.00

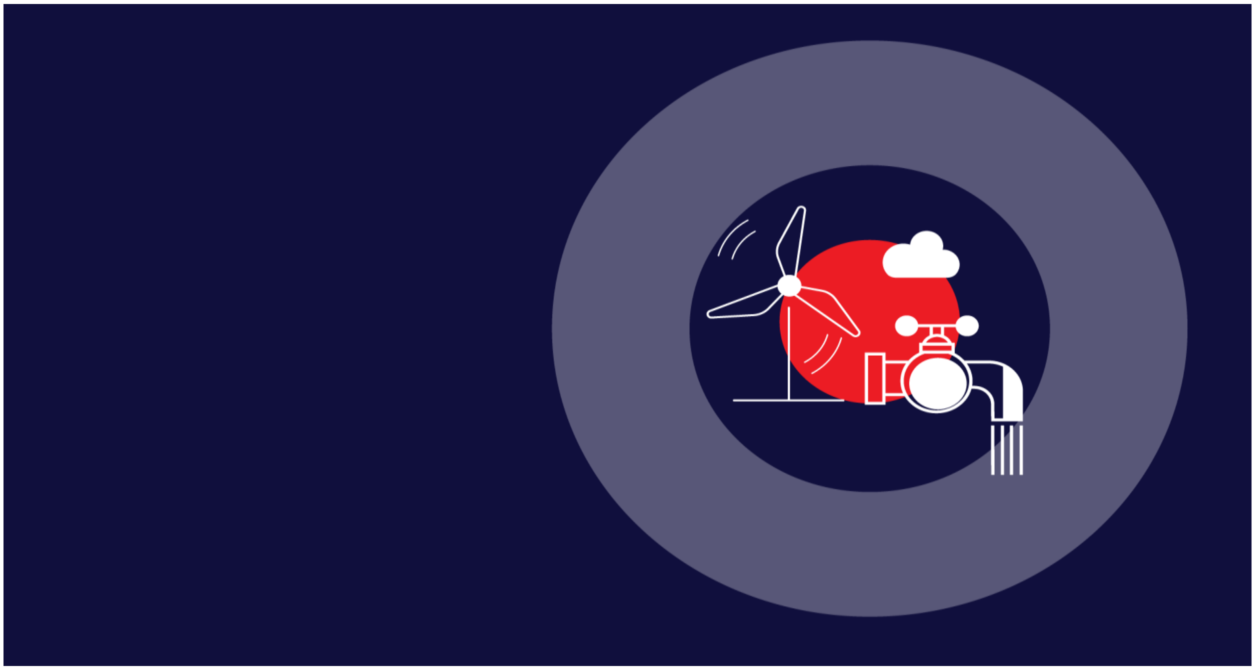
				in Production - Completed month end - Updated and prioritized punch list	
64	PIS	Operate	Post Go-Live Support Month 2	Complete the following deliverables: - Client Executing business in Production - Completed month end - Updated and prioritized punch list	$12,000.00
65	TRAVEL	Analysis	Onsite Work: SpryCIS Analysis (2 pax)	Conduct the onsite components of the SpryCIS Analysis	$ 2,500.00
66	TRAVEL	Configuration	Onsite Work: SpryCIS Configuration (1 pax)	Conduct the onsite components of the SpryCIS Configuration iterations.	$ 5,000.00
69	TRAVEL	Training	Onsite Work: SpryCIS Training (2 pax)	Conduct the onsite components of the SpryCIS Training.	$ 5,000.00
70	TRAVEL	Deploy	Onsite Work: Cutover and Hands-on Support (3 pax)	Conduct the onsite components of Cutover and Hands-on Support.	$ 5,000.00
71	TRAVEL	Operate	Onsite Work: Post Go Live Support - Month 1 (2 pax)	Conduct the onsite components of Post Go Live Support.	$ 5,000.00
72	TRAVEL	Operate	Onsite Work: Post Go Live Support - Month 2 (1 pax)	Conduct the onsite components of Post Go Live Support.	$ 2,500.00
Total					**$414,200**

8.3. Document Samples

The following sections show a sample of some of the document templates that will be used through the implementation.

*Note: Templates are subject to change. If this occurs the **Client** will be notified and, if required, adjustments will be made to ensure all required information is captured in the new or revised template.*

8.3.1. Project Status Report - Sample



Monthly Project Status Report

<Customer Name>

Author <Author>

Date <YYYY-MM-DD>

Report Period <MM-DD - MM-DD>

45 Queen Street
Charlottetown, PE
sprypoint.com
C1A 4A4, Canada

Executive Summary

- <Scope - optional>
- <General Summary Items>

Project Status Summary

Overall Project			
Green			
Project Indicators	**Current Period**	**Last Period**	**Reason for Deviation and Corrective Action**
Scope	Green	Green	
Schedule	Green	Green	
Resources	Green	Green	
Risks	Green	Green	
Issues	Green	Green	
Budget	Green	Green	

Critical Issues Register

#	Description	Date Raised	Owner	Next Action
1		YYYY-MM-DD		
2		YYYY-MM-DD		
3		YYYY-MM-DD		
4		YYYY-MM-DD		
5		YYYY-MM-DD		

Critical Risk Register

#	Description	Date Raised	Owner	Mitigation Plan
1		YYYY-MM-DD		
2		YYYY-MM-DD		
3		YYYY-MM-DD		
4		YYYY-MM-DD		
5		YYYY-MM-DD		

Critical Decisions Log

#	Description	Date Raised	Owner
1		YYYY-MM-DD	
2		YYYY-MM-DD	
3		YYYY-MM-DD	
4		YYYY-MM-DD	
5		YYYY-MM-DD	

Contract Milestone Status - Current Month

ID	Milestone	Description of Deliverable	Amount Due (USD)	Status
	<Content>	<Content>	$XX,000.00	<Content>
		Total:	**$XX,000.00**	

Contract Milestone Status - Upcoming Month

ID	Milestone	Description of Deliverable	Amount Due (USD)	Status
	<Content>	<content>	$XX,000.00	Completed /
		Total:	**$XX,000.00**	

Invoicing Summary

Invoiced to Date (USD)	Total Budget (USD)	Remaining Budget (USD)
<$00,000.00>	<$00,000.00>	<$00,000.00>

Current Project Schedule

<Insert Wrike Gantt Chart or Table Image>

Status Definitions

	Green	Amber	Red
Overall	The project is in good health and is proceeding according to the project plan.	The project has non-critical issues that need to be addressed to ensure the project is completed successfully.	The project has critical issues that will jeopardize the project success if not addressed.
Scope	The project is being executed within the contractual scope.	The project is at risk of deviation from contractual scope. Escalation to program management may be required.	The project has significantly deviated from project scope. Escalation to senior management is required.
Schedule	The project is on schedule.	The project is at risk of falling behind the contractual schedule. Escalation to program management may be required.	The project has fallen significantly behind the contractual schedule. Escalation to senior management is required.
Resources	The project has no resource issues.	The project has resource issues identified that will impact the project is not addressed. Escalation to program management may be required.	The project has major resource issues identified that will significantly impact the project if not addressed. Escalation to senior management is required.
Risks	Currently identified risk(s) are of low importance	One or more risks has been identified which, if it materializes, causes either a delay OR increases the project costs more than 10% above the approved business case. Escalation to program management may be required.	Currently identified risk(s) are of high importance. Escalation to senior management is required.
Issues	Currently identified issue(s) are of low importance	One or more issues has been identified which, if it materializes, causes either a delay OR increases the project costs more than 10% above the approved business case. Escalation to program	Currently identified issues are of high importance. Escalation to senior management is required.

	Green	Amber	Red
		management may be required.	
Budget	The project is delivering within the approved budget.	The project is at risk of deviation from the approved budget.	The project is exceeding the approved budget OR the project is forecasting to spend more than the approved budget.

8.3.2. Risk Log

Risks & Issues Log									
Risk #	Date Entered	Impact 1-5	Probability 1-5	Risk Scoring	Description of Risk and Project Impact	Mitigating Action	Owner	Current Risk Level	Reason for Risk Level Change
1	15-Jan-10	1	1	2	Risk of budget overrun given aggressive initial work estimations (ie contingency may be too low). Approval for any further spend will be required.	**30-Nov-10**: Project implemented. Remaining spend minimal; risk no longer valid. **15-Nov-10**: No change. **31-Oct-10**: PM monitoring spend & re-forecasting estimates each month. **15-Oct-10**: PM tightly managing resource time.	John Doe [eg. PM / Project Team Member / Executive]	No significant effect on project deliverables anticipated	
2		4	4	8	Risk of budget overrun given aggressive initial work estimations (ie contingency may be too low). Approval for any further spend will be required.				
3		2	3	5	Risk of budget overrun given aggressive initial work estimations (ie contingency may be too low). Approval for any further spend will be required.				
4				0					
5				0					
6				0					
7				0					
8				0					
9				0					
10				0					
11				0					
12				0					
13				0					
14				0					
15				0					
16				0					
17				0					
18				0					
19				0					
20				0					
21				0					
22				0					
23				0					
24				0					
25				0					

Issues Log Legend

Issues Status: Open or Closed

RAG:
Red = Significant negative effect on project deliverables anticipated
Amber = Some delay or obstruction of project deliverables anticipated
Green = No significant effect on project deliverables anticipated

Risks Log Legend

Risk Status: Open or Closed

Impact: [critical = 5, severe = 4, high = 3, significant = 2, moderate = 1]
--> Impact refers to any of the following: 1) Budget, 2) Schedule, 3) Scope, 4) Benefit Timing (See further explanation below.)
Probability: [Definite = 5, probable = 4, possible = 3, unlikely = 2, remote = 1]

Risk Scoring (calculated) = Impact X Probability

Risk Status: Risk Scoring ≥ 15 = Red, Risk Scoring 10-14 = Amber, Risk Scoring ≤ 9 = Green

Impact refers to any of following 1) Budget, 2) Schedule, 3) Scope, 4) Benefit Timing. There could be an impact assigned to each of these things for a risk; for reporting purposes, use the value that is of highest impact so that there are no surprises down the line. Also try to be conservative (i.e. use higher impacts) if more than one of these areas would be impacted. For example, if Budget and Schedule are moderate impact (=2) but Benefit Timing is significant (=3), consider using an overall impact of high (=4). Full details and explanation can be included in the Issue Description or Mitigation Update.

Keep in mind that this is not a scorecard but a tool to keep all parties informed of the risks and issues that the projects is facing.


Risk Assesment and Prioritization
Impact
5
4
3
2
1
0
1
4
3
1
4
2

8.3.3. Change Order Form

SpryPoint

Change Order

Customer	[CLIENT]	Change Request	ABC-#00105032021
Contact Name	Name Name	Issue Date	05.03.2021
Contact Phone/Email	email @client.com	Expiration Date	06.03.2021

[Change Title]

Description

Describe change here.

Solution

To support this [Change], the following activities will be undertaken by SpryPoint:

- Project Management (Xhrs)
- Configuration (X hrs)
- Template development (X hrs)
- Testing (X hrs)
- Training (X hrs)
- Support (x hrs)
- and Reporting (X hrs)

Total Xhrs of implementation effort.

Requested New Effort

Service Description	Hours	Unit Price	Tax	Amount (USD)
Milestone name	X	$X00	0%	$X,000
Milestone name	X	$X00	0%	$X,000
			Total (USD)	**$X,000**

Original Project Budget

Service Description	Hours	Unit Price	Tax	Amount (USD)
[Original Project Name]	X6	$X00	0%	$X,000
			Total (USD)	**$X,000**

Revised Total Project Budget

Service Description	Hours	Unit Price	Tax	Amount (USD)
Total Budget Hours	X	$X00	0%	$X,000
			Total (USD)	**$X,000**

Terms

- Quotes are valid until Expiration Date listed above
- Payment terms are net 30 days
- Travel Expenses will be billed as incurred if required.
- Out-of-Scope:
    - [Clarify any related items that are not in scope]

Approved by:

Name, Title, Utility	Date	Kevin Clancey, Managing Partner, SpryPoint	Date

7.4 – Functional Requirements

500	UB	CSH	Centralized Cashiering	System records point of sale transactions	Y	
501	UB	CSH	Centralized Cashiering	System records transactions against receivables	Y	
502	UB	CSH	Centralized Cashiering	System allows decentralized collection of payments on any receivable in system	Y	
503	UB	CSH	Centralized Cashiering	System interfaces with utility billing system to upload detailed utility billing invoices	Y	
504	UB	CSH	Centralized Cashiering	System interfaces with the third-party system to upload permit and other billing invoices	ND	SpryPoint has APIs available to integrate with other 3rd party systems for billing invoices. We need specifics on the system and the integration methods available to provide an accurate quote for this integration.
505	UB	CSH	Centralized Cashiering	System tracks one central customer file that all invoices are charged against	Y	
506	UB	CSH	Customer Deposit	System tracks customer deposits and applies charges to deposit amount	Y	
507	UB	CSH	Customer Deposit	Customer deposits can be applied to customer (available for use on any invoice)	Y	
508	UB	CSH	Customer Deposit	Customer deposits can be applied to account (only available for one type of charge)	Y	
509	UB	CSH	Customer Deposit	System provides bill through accounts receivable if deposit amount is exceeded.	Y	
510	UB	CSH	Customer Overpayment	System stores overpayment amount on customer accounts and applies to next bill except budget billed customers	Y	

511	UB	CSH	Customer Overpayment	System provides refund to customer account for overpayment through accounts payable	Y	Refunds can be generated directly out of SpryCIS or can be managed via an interface to Accounts Payable in the Client's new ERP system.
512	UB	CSH	Recording Payments	System applies one payment to multiple receivables / point of sale transactions	Y	
513	UB	CSH	Recording Payments	System allows using multiple payment types to pay for one invoice (example: cash and credit card)	Y	
514	UB	CSH	Recording Payments	Prioritize customer payments by different AR types (applies to partial payments also)	Y	
515	UB	CSH	Recording Payments	System allows departments to enter daily deposits into system	Y	
516	UB	CSH	Recording Payments	Reversal of receivable for denied transactions, e.g., bounced checks, denied credit card transactions, etc. and automatically add NSF fees to customer's AR balance, with override ability	Y	
517	UB	CSH	Recording Payments	When processing payment, system provides capability to look up the customer master file by *any* value in customer file	Y	
518	UB	CSH	Recording Payments	Manually apply payments against individual line items on invoice	Y	
519	UB	CSH	Recording Payments	Apply payments to customer and allow system to determine priority order of invoices based on policy	Y	
520	UB	CSH	Recording Payments	System supports splitting one transaction type between multiple chart of accounts	Y	
521	UB	CSH	Recording Payments	System generates a receipt to the payee	Y	

522	UB	CSH	Recording Payments	System generates bank deposit slip	Y	
523	UB	CSH	Recording Payments	Produces report listing total of all transactions processed by cashier during shift (z-tape report)	Y	
524	UB	CSH	Recording Payments	System allows customers to create an account and make web payments to other point of sale transactions (example: permit applications)	ND	For a Citizen to make a payment, they must have an existing utility account. The outstanding A/R Balance would need to be made available to SpryCIS via integration. Further discussion required on what the Client's permitting system is and what integration methods are available (API, File Exchange, etc...).
525	UB	CSH	Recording Payments	System accepts credit cards online	Y	
526	UB	CSH	Recording Payments	System accepts direct debit online from checking account	Y	
527	UB	CSH	Recording Payments	System allows customers to set up and authorize recurring payments for:	Y	
528	UB	CSH	Recording Payments	The same amount every month (fees)	Y	
529	UB	CSH	Recording Payments	Different amounts each month (water bills)	Y	
530	UB	CSH	Recording Payments	System provides refund to customer account for overpayment through accounts payable or can apply a credit to the customer account	Y	

531	UB	CSH	Web Payments	System allows customers to create an account and make web payments to any receivable in the system	ND	For a Citizen to make a payment, they must have an existing utility account. The outstanding A/R Balance would need to be made available to SpryCIS via integration. Further discussion required on what the Client's permitting system is and what integration methods are available (API, File Exchange, etc...).
532	UB	UB	Account Close	Ability, as soon as a meter reading is obtained, to calculate a final bill with deposit applied and print on printer associated with the workstation	Y	
533	UB	UB	Account Close	Calculates final bills during any cycle, based on the internal system issuance of a turn-off service order, or closing/transfer of a customer account	Y	
534	UB	UB	Account Close	Permit off-cycle billing for accounts that have been disconnected in order to get final bills to customer as soon as possible	Y	
535	UB	UB	Account Close	System applies deposit amount to final bill	Y	
536	UB	UB	Account Close	System refunds remaining deposit through AP. System has integrated link to AP.	Y	
537	UB	UB	Account Information	System tracks account for each service at each location	Y	
538	UB	UB	Account Information	Accounts support multiple service types (eg. Electric, Water, and/or Wastewater	Y	
539	UB	UB	Account Information	Accounts linked to customer	Y	

540	UB	UB	Account Information	System creates parent/child relationship with accounts/customers (landlord/tenant)	Y	
541	UB	UB	Account Information	System tracks deposit for service on account	Y	
542	UB	UB	Audit	System creates audit log that tracks changes to existing records, new records, and deletions of records	Y	
543	UB	UB	Audit	Audit log tracks user making change, time, date of change	Y	
544	UB	UB	Audit	Audit log tracks new value and old value for changes	Y	
545	UB	UB	Collections	System provides mail merge templates that use system information to generate customer letters	Y	
546	UB	UB	Collections	System provides file for third party bill printer	Y	
547	UB	UB	Collections	System automatically applies late penalties to any overdue payments	Y	
548	UB	UB	Collections	System generates reminder notices for late payments	Y	
549	UB	UB	Collections	System provides statement with all outstanding payments and late charges	Y	
550	UB	UB	Collections	System generates statement with outstanding charges, penalties/interest	Y	
551	UB	UB	Collections	System generates statements with consumption history	Y	
552	UB	UB	Customer Account	System tracks customer information for multiple accounts	Y	
553	UB	UB	Customer Account	System tracks customer owning multiple properties	Y	
554	UB	UB	Customer Account	System tracks history of customer	Y	
555	UB	UB	Customer Account	System tracks history of location	Y	
556	UB	UB	Customer Account	System tracks active/inactive deposit for service on customer	Y	

557	UB	UB	Customer Account	System refunds deposit upon closing account	Y	
558	UB	UB	Customer Account	System supports transfer of service where one account is closed and another opened without loss of data on customer history	Y	
559	UB	UB	Customer Account	System maintains alternate address for customers	Y	
560	UB	UB	Customer Account	System identifies time period to send bill to alternate address (example: snow birds)	Y	
561	UB	UB	Documents	System allows attached documents to be stored directly in system	Y	
562	UB	UB	Documents	System-generated documents to be stored in LaserFische and referenced in ERP	ND	SpryCIS includes native document storage capabilities for all documents generated in SpryCIS (Bills, Collection Notices, etc.…). There should not be a need to interface with Laserfiche for the utility software although we have API endpoints available if the Client would like us to.
563	UB	UB	General Billing	System maintains multiple rate tables that can determine charges by type of service	Y	
564	UB	UB	General Billing	System maintains multiple rate tables that can determine charges by type of service type of customer (residential / industrial)	Y	
565	UB	UB	General Billing	System maintains multiple rate tables that can determine charges by consumption	Y	

566	UB	UB	General Billing	System maintains multiple rate tables that can set flat fee charges	Y	
567	UB	UB	General Billing	Rate tables can be set to tiered rate tables with consumption charged at marginal rate for each unit of consumption	Y	
568	UB	UB	General Billing	Rate tables can be set to consumption charged one rate depending on total usage	Y	
569	UB	UB	General Billing	Rate tables can be set to flat fee (service charge)	Y	
570	UB	UB	General Billing	Tables can accommodate negative rates	Y	
571	UB	UB	General Billing	System provides ability to consolidate all accounts for customer on one bill	Y	
572	UB	UB	General Billing	System provide bills monthly for customers	Y	
573	UB	UB	General Billing	System has capabilities for MN Cold Weather Rules implementation and sales tax exempt for water and sewer and only electric during cold weather months.	Y	
574	UB	UB	General Billing	System generates bills on multiple billing cycles	Y	
575	UB	UB	General Billing	System provides for automatic calculations for net metering, time of use metering, and subtractive metering.	Y	
576	UB	UB	General Billing	System has option to determine who receives bills (tenant, landlord)	Y	
577	UB	UB	General Billing	System has option to determine who receives bills by service type (landlord gets water; tenant gets electric)	Y	
578	UB	UB	General Billing	System generates bill to multiple recipients (tenant gets bill, landlord gets notice)	Y	

579	UB	UB	General Billing	Third party receives bill instead of account owner	Y	
580	UB	UB	General Billing	System calculates discount for seniors	Y	
581	UB	UB	General Billing	System supports budget billing (smoothing bill amount based on annual average)	Y	
582	UB	UB	General Billing	System supports electronic billing	Y	
583	UB	UB	General Billing	Email copy of bill to customer	Y	
584	UB	UB	General Billing	Customer access bill from online portal	Y	SrpyEngage
585	UB	UB	General Billing	System supports estimated billing (monthly billing with bi-monthly meter read)	Y	
586	UB	UB	General Billing	System provides option to consolidate some of accounts on single bill while providing separate bills for others	Y	
587	UB	UB	General Billing	System prints bill with consumption amount	Y	
588	UB	UB	General Billing	System prints bill with bar code	Y	
589	UB	UB	General Billing	System prints bill with graphical display of usage	Y	
590	UB	UB	General Billing	System prints bill with notes / Special Instructions to Customer	Y	
591	UB	UB	General Billing	System provides capability to print bill from GRPU printer (individual bills on demand)	Y	
592	UB	UB	General Billing	System allows GRPU to adjust bill for miscellaneous charges (e.g. turn on/turn off, damaged meter, work order costs, leaks, etc.) including description of charge	Y	
593	UB	UB	General Billing	System supports budget billing where annual estimated charges are identified and bills are equalized across months	Y	

594	UB	UB	General Billing	System will automatically maintain a reserve account for level billing enrollees	Y	
595	UB	UB	General Billing	System provides a bill template which can be easily changed.	Y	
596	UB	UB	Location Information	System tracks history of all accounts at location	Y	
597	UB	UB	Location Information	Location linked to GRPU's GIS for parcel/ property data	Y	
598	UB	UB	Location Information	System identifies parcel by multiple IDs (old GRPU ID, new GRPU ID, etc.)	Y	
599	UB	UB	Location Information	Location stores service availability information	Y	
600	UB	UB	Meter Information	System interfaces with AMI for water consumption data	Y	SpryIDM
601	UB	UB	Meter Information	System interfaces with AMI to record meter asset information for each premise/ account	Y	SpryIDM
602	UB	UB	Meter Information	System tracks meter inventory	Y	
603	UB	UB	Meter Information	System tracks meter change-out history	Y	
604	UB	UB	Security	System uses role based security where security roles are tied to users	Y	
605	UB	UB	Security	System uses role based security where security roles are tied to positions	Y	
606	UB	UB	Security	Security settings can be set for data (by chart of accounts)	Y	
607	UB	UB	Security	Security integrates with Microsoft Active Directory for user authentication	Y	
608	UB	UB	Self Service	System allows new customer to complete service application online	Y	SpryEngage
609	UB	UB	Self Service	System allows customer to upload documents online	Y	SpryEngage

610	UB	UB	Self Service	System allows customer to provide deposit online	N	A customer needs to exist in SpryCIS prior to being able to access SpryEngage the customer self-service portal. It would be possible to have an Application for Service Form on the Utility Website with a link to "One-Time-Pay" with Invoice Cloud. Needs further discussion.
611	UB	UB	Self Service	System allows users access online payment portal to view current and past bills	Y	SpryEngage
612	UB	UB	Self Service	System allows users access online payment portal to review consumption information	Y	SpryEngage
613	UB	UB	Self Service	System allows users access online payment portal to view payment history	Y	SpryEngage
614	UB	UB	Self Service	System allows users access online payment portal to make payment	Y	SpryEngage
615	UB	UB	Self Service	System allows customer to make payment via credit card	Y	SpryEngage
616	UB	UB	Self Service	System allows customer to make payment through direct withdrawal from checking account	Y	SpryEngage
617	UB	UB	Self Service	Customer can set up automatic payments on website through bank draft	Y	SpryEngage
618	UB	UB	Service Requests	Associate service request linked to Utility Billing account number	Y	SpryMobile
619	UB	UB	Service Requests	System generates service request for turn on/turn off	Y	SpryMobile
620	UB	UB	Service Requests	System provides report of customer accounts that have been paid since turn off	Y	SpryMobile

621	UB	UB	Service Requests	System generates service request for meter upgrade	Y	SpryMobile
622	UB	UB	Service Requests	Completion of tasks in service request updates utility billing information	Y	SpryMobile
623	UB	UB	Service Requests	Attachments to customer record of service requested completed which are searchable.	Y	SpryMobile
624	UB	UB	Service Requests	System records the communication from and between the customer and utility in a searchable format.	Y	SpryMobile
625	UB	UB	Service Requests	System provides mobile access for meter readers and alert crews	Y	SpryMobile
626	UB	UB	Service Requests	System provides closeout of service orders and if work order is needed -to integrate with CityWorks – work order system.	Y	SpryMobile
627	UB	UB	Sewer Billing	Tiered rate structure using water consumption	Y	
628	UB	UB	Sewer Billing	System supports wastewater meter for industrial users	Y	
629	UB	UB	Sewer Billing	System supports deduct meter (reduce wastewater charge by irrigation use)	Y	
630	UB	UB	Sewer Billing	System charges administrative fee for deduct meters	Y	
631	UB	UB	Stormwater	Tiered rate structure based on acreage for parcel	Y	SpryCIS supports flexible rate configurations for stormwater or REU's.
632	UB	UB	Stormwater	System interfaces to GIS for parcel acreage	Y	SpryCIS supports flexible rate configurations for stormwater or REU's.
633	UB	UB	Billing	Billed by consumption using tiered rate structure by type of Customer	Y	
634	UB	UB	Billing	Billed by consumption using tiered rate structure by meter size	Y	

635	UB	UB	Billing	System accommodates meter reads with different units (some meter read in CCF, others in gallons)	Y	
636	UB	UB	Billing	Billing rates have minimum charge with allowable usage	Y	
637	UB	UB	Billing	System will combine multiple meters for one account	Y	
638	UB	UB	Billing	System supports deduct metering	Y	
639	UB	UB	Workflow	Workflow can be routed to named users for approval	Y	
640	UB	UB	Workflow	Workflow can be routed to roles for approval	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
641	UB	UB	Workflow	Workflow can be routed to positions for approval	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-

						In/Move Out, New Service, etc.
642	UB	UB	Workflow	Workflow can be routed to requestor's supervisor	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

643	UB	UB	Workflow	Workflow approval can be sequential (person B can't approve before person A)	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
644	UB	UB	Workflow	Workflow approval can be concurrent (person A and person B can approve at the same time - approval from both required)	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

645	UB	UB	Workflow	Workflow approval can be group approval (approval required from person A or person B -or anyone with similar role)	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
646	UB	UB	Workflow	Workflow approval process can include both reviewer and approver (approver must approve requisition to move forward. Reviewer is notified, but lack of action does not hold up process-notify only)	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

647	UB	UB	Workflow	Approver notified of workflow items through email	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
648	UB	UB	Workflow	Approver notified of workflow items through system notification on dashboard	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

649	UB	UB	Workflow	Approver can approve workflow	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
650	UB	UB	Workflow	Approver can deny/reject workflow	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

651	UB	UB	Workflow	Approver can place on hold workflow	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
652	UB	UB	Workflow	Approver can forward workflow approval	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

653	UB	UB	Workflow	Approver can enter notes into approval providing explanation of response	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
654	UB	UB	Workflow	Original requestor can view status of workflow approval path	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

655	UB	UB	Workflow	Notification to requestor via email with updates as requisition moves through milestones	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.
656	UB	UB	Workflow	Workflow approvals can be re-routed to secondary approver without having to re-initiate the workflow from the beginning if primary approver is out (example: on vacation, sick)	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

657	UB	UB	Workflow	Workflow approvals can be re-routed to secondary approver if primary does not respond in pre-defined period of time	ND	Task Management allows creation of tasks which can be assigned to other users. In addition there are approval workflows with thresholds for processes like adjustments or credits. There is no overarching BPM or Workflow Engine but there are multiple workflows including Forms, Service Orders, Move-In/Move Out, New Service, etc.

Additional Requirements/ Functions

a. Customer Deposits – able to apply interest earned from customer deposits on a monthly basis to the customer and reduces the customer's monthly bill (MN Law)
b. Customer Deposits – able to apply an interest rate annually to customer active and inactive deposits
c. Recording payment - ability to apply a payment to a special payment arrangement fully or partially
d. Recording payment – ability to have a negative service payment showing on the bill (third party payments for fuel assistance – specific electric)
e. Account Close – transfer an account without a final bill
f. Meter information – meters and nodes (water)
g. Electric Billing Section – just like water and Sewer billing and stormwater billing
    i. Bills generated by net metering, subtractive metering, and time of use metering
h. Electric Billing – rate tables accommodate tier billing
i. General Billing items
    i. Ability to round up bills to the nearest dollar to accommodate a "round up/caring fund program"
    ii. Breakdown credits by service type on bill
    iii. Can use estimated meter reads to calculate a customer bill
    iv. Ability to put one or a group of bills on hold and process the remaining bills
    v. Ability to calculate a negative bill (solar customers)
j. Reports
    i. Exempt sales by service type and total for the month