

City of Kingsport

Proposal for Extension of CIS Implementation Management Support

November 5, 2025



SCOPE OF WORK

The City of Kingsport (“City”) has contracted with Raftelis to help manage a new customer information system (“CIS”) and a customer self-service (“CSS”) solution. In this scope of work (“SOW”), Raftelis proposed to provide additional project management, risk management, and ongoing consulting assistance to the City to support its successful CIS and CSS implementation.

Raftelis has supported the City from the kickoff, increasing the City’s ability to execute months worth of complex and detailed project planning tasks. We have worked with the City’s team on developing hundreds of test scripts and a methodology for data validation for each of the test phases, providing detailed management of testing efforts, issues, and making adjustments to our strategies to keep the CIS project on track. Raftelis has also provided additional conversion assistance, helping to bring the City’s legacy data into the new CIS System. We have spent many weeks on site to try and help the team to maintain momentum, anticipate and manage risk very closely, and put in risk mitigation plans to keep the project as close to our original on-time goal as possible.

This scope of work is designed to provide continuing support through our go-live process. This will involve additional project management support to the City’s implementation team during the final two testing phases, end-user training, and go-live. The proposed tasks listed are in alignment with Hansen’s Scope of Work for ease of associating Raftelis’ proposed tasks and responsibilities to the overall scope and milestones of Hansen’s work effort.

1. CIS Implementation Project Oversight

Raftelis will work collaboratively with the City’s Project Manager and Hansen’s team to provide several important implementation support services on behalf of the City. Raftelis’ proposed implementation support effort includes the following tasks:

- Hansen vendor management
- Advisor on industry best practices based on American Water Works Association (AWWA) standards
- Risk and decision management
- Project scheduling and planning coordination
- Project management support for the City’s implementation requirements and processes
- Project management support for the system set-up and configuration

In addition, Raftelis will assist the City’s Project Manager with project planning logistics and advise on key decisions. Raftelis will facilitate communication and project activities with the City’s Steering Committee, Core Team, and Hansen’s Project Manager in performing the following project tasks.

- Evaluate Hansen’s deliverables and recommend acceptance by the City. If the deliverable is not deemed satisfactory, recommend corrective action to Hansen’s Project Manager
- Conduct and/or attend regular Project Status Meetings with the CIS project team during which scope, schedule, cost, and progress are compared to plans
- Review project communications
- Support the City’s management of the overall project scope, identify out of scope tasks, and initiate a change control process to generate change orders when needed

- Develop, document, track, and assist in driving the resolution of project risks and issues throughout the project, including assisting in escalation, when necessary, with the City and Hansen's management team
- Review Hansen's submittals including requirements and configuration documents for quality, provide constructive feedback, and make recommendations on disposition
- Help the City coordinate and manage Hansen's activities, contract management and control, budget monitoring, invoice processing, schedule tracking, requests for information, change orders, and other tasks associated with project administration supporting the City's Project Manager
- Guide the City's project team during ongoing business process development, data mapping, interface development, and module workshops
- Review project documentation and deliverables in a timely manner and allow the City's project team reasonable time for the review of documents
- Advise the City on key project activities including design, configuration, data migration, conversion, test plan development and test execution, report development, training materials development, go-live and post-live stabilization
- Develop an Organizational Readiness Plan to provide guidance and contingency plans to better manage the continuity of operations at Go-Live

Project Oversight Deliverables

- ✓ Attendance and participation in weekly and monthly Project Status meetings
- ✓ Review and provide feedback on Hansen's deliverables throughout the project
- ✓ Monthly Project Status Report of the project's progress
- ✓ Organizational Readiness Plan

2. Legacy Data Conversion Management

Raftelis will continue to work closely with Hansen to refine their delivery of an accurate and balanced legacy data conversion. We have completed several conversion runs and still have 4-5 conversions remaining at a minimum. During each of these conversions our teams compare the two sets of validation points between the legacy Naviline data and the new Hansen system. This has been and will continue to be an interactive process, with data cleansing on the part of the City and conversion scripting on the part of Hansen to attain a clean conversion before going into final test phases. As we move forward, we will also work closely with Hansen to further refine their Cutover Plan, which details the steps to be followed with each conversion. This requires several hours of workshops and meetings per week to result in balanced and accurate data within the new system.

Legacy Data Conversion Management Deliverables

- ✓ Review and provide feedback on each Data Conversion (balancing, issue resolution)
- ✓ Assist the City and Hansen in refining the cutover plan and ongoing conversion plans

Integration Testing and UAT Testing

This CIS implementation includes building new interfaces with other City and third-party systems. Hansen, the City, and Raftelis have worked together to determine the requirements for each interface. Hansen has built the interfaces and is now in the process of rolling those out to the City for their testing on site. Raftelis is helping to manage all integration aspects so that the desired integrations are established, tested, and ready for system go-live.

Integration Workshops & Development Deliverables

- ✓ Attendance at Interface Status Workshops
- ✓ Integration Test Planning Development and Management
- ✓ Work collaboratively with Hansen, City staff, and third-party vendors to help manage and execute the integrations to the various third-party systems

Reporting

Reporting is a critical need in any CIS implementation and Raftelis will help the City assess and develop approaches for achieving its reporting needs. Specifically, the City's reports are currently being developed by Hansen, and a test plan to test and validate those reports will need to be executed over the next two to three months.

Reporting Deliverables

- ✓ Assist in Report test planning
- ✓ Review report testing effort and manage issues and risks in a timely manner

End User Training

Effective end-user training is critical to the overall success of the project. Often, the requisite training sessions get delayed or accelerated resulting in lower user acceptance. It is expected that all end user training will be provided by Hansen for all users. In our experience, it is much more effective to have a collaborative training effort led by the vendor and with the assistance of key core team project members who have tested the system and know the business processes. Raftelis will work with the City and Hansen so that all users get the proper training before CIS go-live.

Raftelis will work with the City to coordinate the training schedule, resources, and facilities to conduct the various CIS vendor training sessions. This will be a complex effort across multiple departments and several levels of end users. Raftelis will assist in creating and filling in a training matrix to organize and manage this effort. Raftelis will assist the City's Project Manager in monitoring the progress of the training and design appropriate corrective actions as necessary.

End User Training Deliverables

- ✓ Assist the City in planning and coordinating the agendas and schedules so that all end users receive adequate training
- ✓ Assist the City in monitoring the progress of training and design appropriate corrective actions as necessary
- ✓ Check that all users are properly trained before Go-Live by reviewing attendance sheets and test results

Mock Go-Lives & Go-Live Cutover

Once UAT is complete, there are two Mock Go Lives, which are practice conversions in preparation of our final go-live weekend. Raftelis will participate in two mock go-lives to simulate the tasks and timeline of the actual go-live. These will be conducted over a weekend and run in a 24/7 timeframe. We will also be onsite for the go-live transition to assist the City in a smooth cut-over.

Mock Go-Lives & Go-Live Cutover Deliverables

- ✓ Manage the adherence to the Cutover Strategy during two mock go-lives
- ✓ Manage the adherence to the Cutover Strategy during go-live
- ✓ Onsite management and support of go-live
- ✓ Issue escalation and contingency plan activation

PROJECT SCHEDULE

Raftelis' schedule of providing services to the City is dependent on Hansen's project schedule. As stated above, Raftelis will provide consulting services to the City to assist with the implementation of the Hansen CIS and CSS solution. Raftelis does not make any representations or warranties with respect to the operation or effectiveness of Hansen's software solution. Raftelis is not responsible for impacts and/or delays to Hansen's project schedule due to circumstances or actions by others outside of our control.

PROJECT FEES

The total estimated fees to provide the above scope of services within this proposal is \$149,340 and includes all professional fees and anticipated project expenses. Raftelis' services will be billed to the City monthly on a time and materials basis up to the not-to-exceed contract limit.

The table below provides an estimate of the allocation of resources amongst the tasks outlined above. However, since there is uncertainty as to the actual level of support required within each task, Raftelis reserves the right to shift hours between tasks, phases, or projects.

It has been our pleasure working with Kingsport on the CIS implementation project, and we look forward to the opportunity to support the City further in this engagement. If the terms of this engagement are acceptable, please sign in the space below and return a copy of the letter for our files. Should you have any questions or concerns regarding the contents of this Scope of Services, please do not hesitate to contact me at 803-413-1455 or saukamp@raftelis.com.

Kingsport, TN
2025 Proposed Scope of Services for CIS Implementation Management Support

Tasks	Hours			Total Fees & Expenses
	SA	LA	Total	
1. Project Oversight	34	130	164	\$42,040
2. Legacy Data Conversion Management	16	44	60	\$15,500
3. Integration Testing and UAT Testing	16	80	96	\$23,960
4. Reporting	4	60	64	\$15,840
5. End User Training	8	60	68	\$17,580
6. Mock Go Live and Go Live Cutover	32	100	132	\$34,420
Total Estimated Meetings / Hours	110	474	584	
Hourly Billing Rate	\$275	\$225		
Total Professional Fees	\$30,250	\$106,650	\$136,900	
			Total Fees	\$136,900
			Total Expenses*	\$12,440
			Total Fees & Expenses	\$149,340

SA - Stacey Aukamp - Vice President
LA - Laurie Abrams - Project Manager

We, at Raftelis, offer the terms of this Scope of Services:

Signature	Date
Title	Name of authorized agent

We accept the terms of this Scope of Services:

Signature	Date
Title	Name of authorized agent

