

Item #160181
7/21/16

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CCS Assessment and Planning

Background

GRU's customer service and billing system (R/3 4.7) includes CRM, MI/MAU, and a tightly coupled in-house customer facing web self-service and payment application. The goal of this workstream is to create plan for moving operations to an upgraded SAP platform with as few customizations as possible.

Contract Overview

Contract Type	Time and Materials
Estimated Cost	
Estimated Effort	
Estimated Duration	
Assigned SAP Resources	<ul style="list-style-type: none">• Delivery Manager• Device Management• Front Office• Billing and Invoicing• FICA• Technical Architect
Notes	<ul style="list-style-type: none">• Expenses not included in the above estimated cost• Above does not include cost of an OCM resource

Exhibit 1

Project Definition

This Exhibit 1 to the Statement of Work (“SOW”) addresses the Implementation Consulting Services required of the Project. It is mutually understood that business requirements, resources and dates may change subject to the applicable terms of this SOW and that any such material change requested by Customer or as a result of Customer’s or System Integrator’s inability to provide agreed upon resources and to perform their other responsibilities set forth herein or the result of Customer or System Integrator errors or omissions may result in a Change Order in accordance with the Change Order procedure described in Exhibit 2.

Customer is responsible for requesting changes to the requirements for Services. The SAP Project Manager will assist in planning the Project, selecting resources, and quality checking the activities and progress. It is understood by SAP and GRU that any material changes to scope of this SOW will be addressed through a formal change order process. Material changes are those which specifically will impact either budget, scope, timeline or resources.

Project Scope & Objectives

The assessment will be limited to GRU’s current CCS environment. The following areas are in scope:

- Device Management
- Billing
- Customer Accounting
- Call Center
- **Organizational Change Management – TBD with GRU**

All other areas will be considered out of scope.

1. Project Approach:

SAP will conduct a series of discovery workshops starting **TBD**, per the following calendar.

ASSESSMENT & DISCOVERY CALENDAR						
	Monday 28-Apr	Tuesday 29-Apr	Wednesday 30-Apr	Thursday 1-May	Friday 2-May	Sat / Sun Week 1
AM		BI-1 Elec Res Device "sit-ins"	BI-3 Gas Res DM-2 elec & gas meter reading	BI-5 Complex Bills		3-May
PM	Billing review Device "sit-ins"	BI-2 Elec C&I DM-1 elec & gas equipment	BI-4 Gas C&I DM-3 work mgmt integration	BI-6 Billing processes		4-May
	5-May	6-May	7-May	8-May	9-May	Week 2
AM		FI-CA "sit-in" Call Center "sit in"	FICA-2 Balance Adjustments CS-2 Cont Mgmt	FICA-4 GL Integration CS-4 Work Mgmt Int		10-May
PM	FI-CA "sit in" Call Center "sit in"	FICA-1 Payments & Refunds CS-1 Locations	FICA-3 Collections CS-3 FI-CA Activities	FICA-5 Budget Billing CS-5 Additional		11-May

Each workshop will have a prescribed agenda consistent with the SAP Fast Track for Utilities service offering and the associated process hierarchy.

Workshops will review the processes as well as the system providing both process based review discussion of requirements and demonstrations of the SAP common processes configured and documented.

Workshop participants will provide input to the general fit of the pre-defined process based on the following criteria:

- **High** – ratings indicate that the requirement should be able to be met with out of the box configuration or minimal expecting change resistance to adoption.
- **Medium** - ratings indicate that the requirement should be met with mostly configuration or low complexity customizations and / or process adoption change on the part of GRU business.
- **Low** - ratings indicate significant customizations and/or significant process change adoption is needed to meet this requirement.

Workshops will capture the degree of fit at a process level, potential gaps, possible gap resolutions (assumed customization) and assign an estimated complexity level to the resolution.

Project leadership team members will collaborate on the build out of a project model defining the scope (functional & technical), timeline, and resources required to support the project.

Fit-Gap Assessment Deliverables include:

- Agenda(s) – 1 per session
- Workshop Output Document(s) – 1 per session
- Project Model defining scope, estimated RICEF counts, resource needs and mix, assumptions, project team organizational chart, timelines and assumed ties to Financial Management Information System project
- Landscape diagram defining assumed to-be state environments and integration assumptions
- Preparatory Project Charter
- Initial Risk Register / Log
- Recommendations

2. Toolset

All supporting documentation work product will be developed for industry standard Microsoft Windows-based PCs using appropriate (as reasonably determined by SAP) Microsoft Office applications (Word, Excel, and PowerPoint) or other mutually agreeable documentation development process and/or application.

GRU will support the use of the SAP team laptops on its network or GRU will provide PCs with the Office Suite and e-mail capability for the Project team.

3. SAP Responsibilities

SAP will provide the following resources:

- Delivery Manager
- Device Management Consultant
- Billing Consultant
- Customer Accounting Consultant
- Customer Service Consultant
- **Organizational Change Management Consultant – TBD with GRU**

The assigned SAP resources will perform the following:

- Present the SAP Fast Track for Utilities CCS deployment model to measure overall fit to GRU's scoped business processes for similarity to current state or ease of adoption in defining the "to-be" state.
- Advise GRU on industry best practices and describe and demonstrate the extent to which SAP standard functionality could replace GRU customizations of core business processes.
- Review GRU reporting requirements and evaluate the ability of standard SAP BusinessObjects Platform (SBOP) delivered reports to meet those requirements.
- Advise GRU on steps necessary to insure successful integration with re-deployed FMIS system.
- Identify custom objects and interfaces required to support "to-be" state.
- Provide detailed workshop output and summarized findings with quantified estimate to the overall fit as well as the potential gaps.
- Provide a good faith deployment model providing estimated scope (functional & technical), timeline, and resource needs, or revise any existing models.

4. Project Team Organization

GRU agrees to provide appropriate Project resources including but not limited to, equipment, data, information, workspace and appropriate and cooperative personnel, all as necessary to facilitate SAP's performance of the Services.

GRU will allocate the following described personnel (GRU Responsibilities) to the Project appropriate knowledge of the indicated area and the skills to perform the GRU tasks, and any additional personnel that may be necessary for GRU to perform its obligations under the

implementation work plan. Unless otherwise stated in Section 2 all resources will be considered Full time equivalents.

5. GRU's Responsibilities

GRU will provide knowledgeable, decision empowered resources that are available to work on the Project as part of the Project team or as subject matter experts for this assignment. The GRU Core Team roles are identified and defined below:

- Project Sponsor
- Project Manager
- Billing SMEs
 - Rates
 - Customer Construction Services
 - Energy Efficiency Services
 - Low Income
 - Major Accounts
 - Gas Measurement
- Device Management SMEs
 - Data Integrity
 - Stores
 - Customer Construction Services
 - Maps and Records
 - Electric First Response
 - Gas First Response
 - System Operations
- Call Center SMEs
 - Call Center Agents
 - Call Center Supervisors
- Customer Accounting SMEs
 - Cash Allocations
 - General Accounting
 - Dunning
 - Credit and Collections
 - Field Collections
 - Billing and Back Office

Responsibilities:

- Appoint a single point of contact for coordinating the project activities in conjunction with SAP Delivery Manager
- Provide SAP timely access to relevant GRU information and data required by SAP to perform its Services
- Provide SAP access to the GRU's network & computing environments for evaluation and analysis activities
- Provide personnel having appropriate skills (as determined by GRU in its sole discretion, such as network performance, hardware and software installation) to perform their assigned tasks
- Perform all GRU tasks identified in the validated project plan which will be drafted by SAP and agreed upon with the GRU
- Be available to answer SAP's questions
- Provide feedback to SAP throughout the Services and review all deliverables
- Provide the Joint Project Team with a work environment that is conducive to the completion of the tasks & activities assigned, to include, but not limited to, Desktop PC at the GRU standard specification, Software, e-mail access, and supporting infrastructure required to assist SAP in delivering this Project
- Establish Logon IDs, with appropriate levels of access to Servers, Databases, and access to other operational systems required to complete the tasks & activities assigned SAP

6. Working Facilities / Arrangement

GRU will provide a working environment and facilities adequate for SAP to perform their assigned duties. This includes, but is not limited to, adequate conference rooms, cubicle space and telephone access.

Primary Workspace:

Project team members will be given access to the GRU's SAP environment. GRU shall provide secure dial-in and/or direct access to the GRU networks as necessary.

SAP will be provided with full access to all of GRU's facilities necessary for the Project, of the Agreement. This includes full access to such buildings and systems during and after normal business hours, on weekends, and on holidays. Limitation of SAP access during these times may reduce SAP's ability to maintain the proposed schedule.

During the Project Preparation Phase, the SAP and GRU Project Managers will agree upon a project workweek for each full time Consultant. Such workweek will be defined in one of the following categories:

- 3-4-5 (3 nights/4 days at GRU's location; 5th day at remote location).
- Four days (40 hours) at GRU's location.
- Other, as mutually agreed prior to the Project or as the Project progresses

7. Assumptions

SAP shall rely on the following assumptions, dependencies, and GRU responsibilities, together with those stated elsewhere in this SOW, in performing the Services. As with any variables, should any of these assumptions, dependencies, or GRU responsibilities prove incorrect or incomplete or should GRU fail to comply with any of the GRU responsibilities set forth in this SOW, the scope, cost, or timeline of the Project could change.

GRU is responsible for providing appropriate Project resources in a timely and sufficient manner, including but not limited to equipment, data, information, workspace and appropriate and cooperative personnel, to facilitate the performance of the Services.

General Assumptions

- SAP will validate that the provided target environment conforms to the standard Supported Platforms document available on the SAP Support Portal.
- All supporting documentation Deliverable(s) will be developed for industry standard Microsoft Windows-based PCs using appropriate (as reasonably determined by SAP and GRU) Microsoft Office applications (Word, Excel, and PowerPoint) or other mutually agreeable documentation development process and/or application.
- SAP will be provided with the appropriate level of access to required GRU's facilities necessary for the Project, including all necessary identification material (badges, cards, etc.), subject to the terms and conditions of the Agreement.
- SAP and GRU Project Managers /SAP Project Lead and GRU Project Manager will agree upon a detailed project work schedules and resource logistics. SAP resources will be on-site for key interviews, workshops and meetings; however, work will also be conducted off-site
- GRU will provide a working environment and facilities adequate for SAP project team members to perform their assigned duties. This includes, but is not limited to, adequate conference rooms, cubicle space, and telephone access.
- GRU will support the use of the SAP team laptops on its network or GRU will provide PCs with the Microsoft Office Suite and e-mail capability for the Project team. SAP consultants rely on their own laptops as well as the customer's hardware that is connected to their SAP environments.
- Project team members will be given access to the GRU's environments which are applicable for development of the solution. GRU shall provide secure dial-in and/or direct access to the GRU networks as necessary.
- SAP will be provided with full access to all of GRU's facilities necessary for the Project, including all necessary identification material (badges, cards, etc.), subject to the terms and conditions of the Agreement. This includes full access to such buildings and systems during and after normal business hours, on weekends, and on holidays. Limitation of SAP access during these times may reduce SAP's ability to maintain the proposed schedule. All access to GRU facilities and systems will be pursuant to GRU's standard policies, terms and conditions.
- SAP reserves the right to replace any assigned SAP consultant with another SAP consultant with equivalent skills, provided that SAP provides reasonable prior notice to GRU. GRU has the right to require replacement of a SAP consultant if GRU determines that such SAP consultant is not adding the appropriate value SAP will have the opportunity to identify a replacement consultant.
- Any changes made to this Project will be executed in accordance with the Change Order Procedure as set forth in Exhibit 2 below.

- Delays in providing necessary resources, decisions, or feedback to SAP will impact the initiation, timeline, and completion of the Project and will increase the overall Project cost
- Delays by GRU in approving any Project Phase Deliverable will delay the project and result in increased Project costs
- The costs contained in the SOW are limited to Consulting Services and do not include any related software license costs or annual maintenance fees.

GRU agrees that any estimates provided in this Statement of Work may be subject to change if Customer's responsibilities and Project assumptions are not fulfilled.

8. Project Deliverables

SAP is responsible for producing the following Project Deliverables as defined by the Project Methodology. As stated below the deliverables are defined as:

Deliverable	Format
Business Process Inventory (In Scope / Out of Scope)	MS-Office
Implementation Time Line	MS-Office
High Level RICEF Estimate	MS-Office
Project Staffing List	MS-Office
SAP Fast Track Fit / Gap Assessment	MS-Office
Organization Change Assessment	MS-Office



GRU Sample Fit Gap
Workshops.docx

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