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2 **BILL NO. S-15-03-02**

SPECIAL ORDINANCE NO. S-_____

3 AN ORDINANCE approving AMENDMENT NO. 1
4 TO PROFESSIONAL SERVICES AGREEMENT
5 between EMA, INC. and the City of Fort Wayne,
6 Indiana, in connection with the Board of Public
Works.

7 **NOW, THEREFORE, BE IT ORDAINED BY THE COMMON**
8 **COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:**

9 **SECTION 1.** That the AMENDMENT NO. 1 TO
10 PROFESSIONAL SERVICES AGREEMENT by and between EMA, INC. and
11 the City of Fort Wayne, Indiana, in connection with the Board of Public Works,
12 is hereby ratified, and affirmed and approved in all respects, respectfully for:
13

14 All labor, insurance, material, equipment, tools, power,
15 transportation, miscellaneous equipment, etc., necessary for
16 consultant to provide additional project management and
17 subject matter consulting to increase weekly project
management on-site presence as well as cover the project
extension of approximately 70 days:

18 involving a total cost of TWO HUNDRED THIRTY-SEVEN THOUSAND,
19 THREE HUNDRED FIFTY-FIVE AND 00/100 DOLLARS - (\$237,355.00)
20 (TOTAL CONTRACT PRICES IS \$935,233.00). A copy of said Contract is on
21 file with the Office of the City Clerk and made available for public inspection,
22 according to law.
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SECTION 2. That this Ordinance shall be in full force and effect from and after its passage and any and all necessary approval by the Mayor.

Council Member

APPROVED AS TO FORM AND LEGALITY

Carol Helton, City Attorney

**AMENDMENT NO.1 TO PROFESSIONAL SERVICES AGREEMENT
BETWEEN CITY OF FORT WAYNE BOARD OF PUBLIC WORKS (CITY)
AND EMA, Inc. (CONSULTANT)**

This AMENDMENT NO. 1, effective this 4th day of March, 2015, is made by and between the City of Fort Wayne Board of Public Works ("CITY") and EMA, Inc. (Consultant).

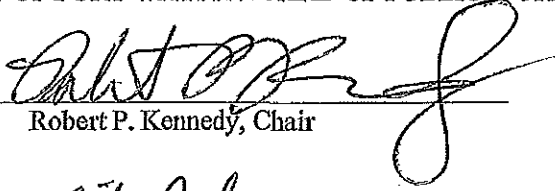
WHEREAS, the parties entered into an AGREEMENT dated February 20th, 2013, for certain procurement, project management and system configuration consulting services related to the Customer Information System vendor selection and software implementation, and

WHEREAS, the CITY desires to amend the AGREEMENT as follows:

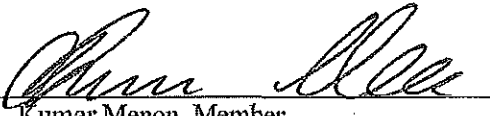
1. The CITY desires the CONSULTANT to provide additional project management and subject matter consulting to increase weekly project management on-site presence as well as cover the project extension of approximately 70 days (go-live June 22, 2015).
2. Compensation for basic services rendered under the original AGREEMENT was \$697,878. To complete the original scope and the additional services requires an additional \$237,355 in compensation. Total Billings including those services invoiced under the AGREEMENT and this AMENDMENT NO. 1 shall not exceed \$935,233.

IN WITNESS WHEREOF, CITY and CONSULTANT have executed this AMENDMENT NO. 1 to AGREEMENT.

CITY OF FORT WAYNE BOARD OF PUBLIC WORKS

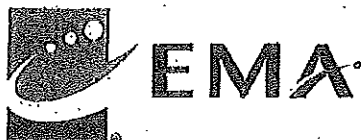
By: 
Robert P. Kennedy, Chair

By: 
Mike Avila, Member

By: 
Kumar Menon, Member

Attest: 
Lyndsey Richards, Clerk

Date: 3/4/15



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St. Paul, MN 55113-3819

phone: 651.639.5600
www.ema-inc.com

November 18, 2014

Len Poehler, Director of Business Services, Fort Wayne City Utilities (FWCU)
Jim Haley, Chief Information Officer, City of Fort Wayne (CFW)
Fort Wayne Utilities Division
200 East Berry Street, Suite 270
Fort Wayne, IN 46802

Dear Mr. Poehler and Mr. Haley:

EMA is pleased to present this Statement of Work (SoW) based on our recent discussions related to FWCU's CIS Infinity implementation. The intention of this SoW is to provide resources for testing design and execution, and to change EMA's role from project management support to direct responsibility as project manager, through a go-live date of June 2015.

CURRENT PROJECT ASSESSMENT

EMA and the Project Sponsor recently assessed the project including the following topics: EMA Role Alignment, Testing, Interface Specifications Sign-off, Interfaces/Modifications Schedule Slips, and System Integration Lead. Each is described in more detail in this section.

EMA Role Alignment. At multiple recent onsite client interviews, EMA's role was described by FWCU and Atos as the overall CIS project manager as shown in Figure 1.

However, EMA's understanding of its role, and the associated scope, has been that of providing project management assistance and quality assurance for the Internal FWCU project manager as shown in Figure 2.

The misalignment of expectations has caused challenges. With this SoW, EMA will assume the role and responsibility of CIS project manager for Advanced Utility Systems (AUS), Atos, and FWCU.

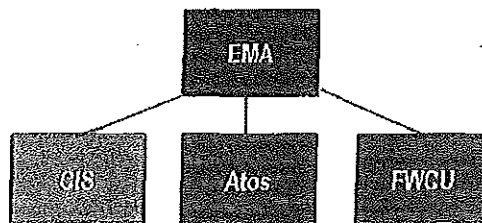


Figure 1

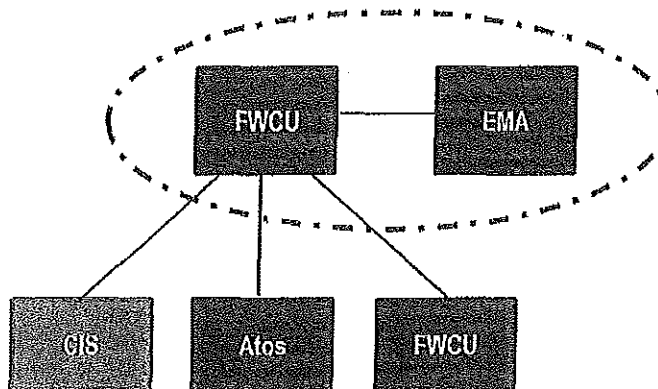


Figure 2

Testing. The current testing phase is Integration Test Cycle 1 (ITC1). Testing team members have become CIS Subject Matter Experts (SMEs); they continue to increase their knowledge through each testing phase. New items of testing will be introduced in ITC2, including greater focus on end-to-end testing, FWCU-specific configuration, and bill print. Team SMEs will need to design quality test cases for items not covered in detail by AUS-provided scripts. To enable this, EMA will increase its test design support of the team.

Interface Specifications (Specs) Sign-off. The service level goal for specs sign-off is 10 days. There have been significant obstacles in accomplishing this for some interfaces. EMA has taken the role of facilitating specs review and being the "one voice" for Atos and FWCU in CustomerWise (CW), AUS's trouble ticketing system. The following interfaces were signed off the week of 11/3/2014 after a significant number of days in wait. EMA will continue to facilitate and expedite where possible, the review and sign-off on specs to meet service level goals.

Name	CW#	Spec Provided	Days Waiting As of 11/4	Status
Lagan	90424	6/23/2014	134	Signed off
GIS to CIS Views for CSR/FSR	96468	9/8/2014	57	Signed off
Accela	90428	9/29/2014	36	Signed off

Interfaces/Modifications (Mods) Schedule Slips. Go-live is currently targeted to be May 11, 2015. With delays in specs sign-off, interfaces such as Lagan and Accela have been pushed to ITC3. There is a substantial risk for additional schedule slips. Criticality of the item(s) that slip will determine the risk to go-live. Current flagged risks are the unknown project schedules of the payment processor (selection pending), NACR (interactive voice response vendor), and completion of Atos interface development (dates requested). Also, a number of desired mods have been recently identified as new or out of scope items. These pose a scheduling burden on an already resource-constrained AUS team.

EMA will manage interfaces/modifications work through the planning spreadsheet, CW, and the integrated Microsoft Project schedule. EMA will continue to escalate issues to the FWCU project sponsor as they occur.

System Integration Lead. A new addition to the team is the role of System Integration Lead. This Atos role is responsible for:

- Advising the team on technical matters
- Understanding the system interfaces
- Working CIS tasks including security and service order configuration
- Transitioning to be a key post go-live technical support SME

The System Integration Lead role was recently filled and is therefore still coming up to speed on project activities.

SCOPE OF WORK

Task 1 – Direct Project Management

EMA's direct project management of the CIS Infinity implementation involves responsibility for managing commitments from AUS, Atos, FWCU, and EMA for project delivery. Escalation of issues in any of those areas will flow through the respective project sponsors by the Project Manager (PM). Ultimately, issues will be escalated to the Len Poehler, FWCU's Project Sponsor and as appropriate, to the Steering Team.

To enable clear understanding of roles and responsibilities, a new PM organization chart will be created and distributed to the team showing EMA as PM. FWCU's Project Lead, Test Lead, and Sub-team Leads will report to the PM. Atos and AUS will remain responsible for their project resources and are expected to provide the PM with scheduled dates for which work will be completed.

Project Manager Responsibilities

- Foster working relationships with project vendors and team members
- Identify issues and escalate through appropriate channels when unresolved
- Facilitate meetings, questions, agendas, decisions, and methodologies
- Communicate status, schedule, activities, and next steps to team members
- Work closely with the Project Lead and System Integration Lead
- Provide issues management support during go-live and post go-live
- Escalate issues, risks, and delays to FWCU Project Sponsor and Steering Team

Project Manager Deliverables

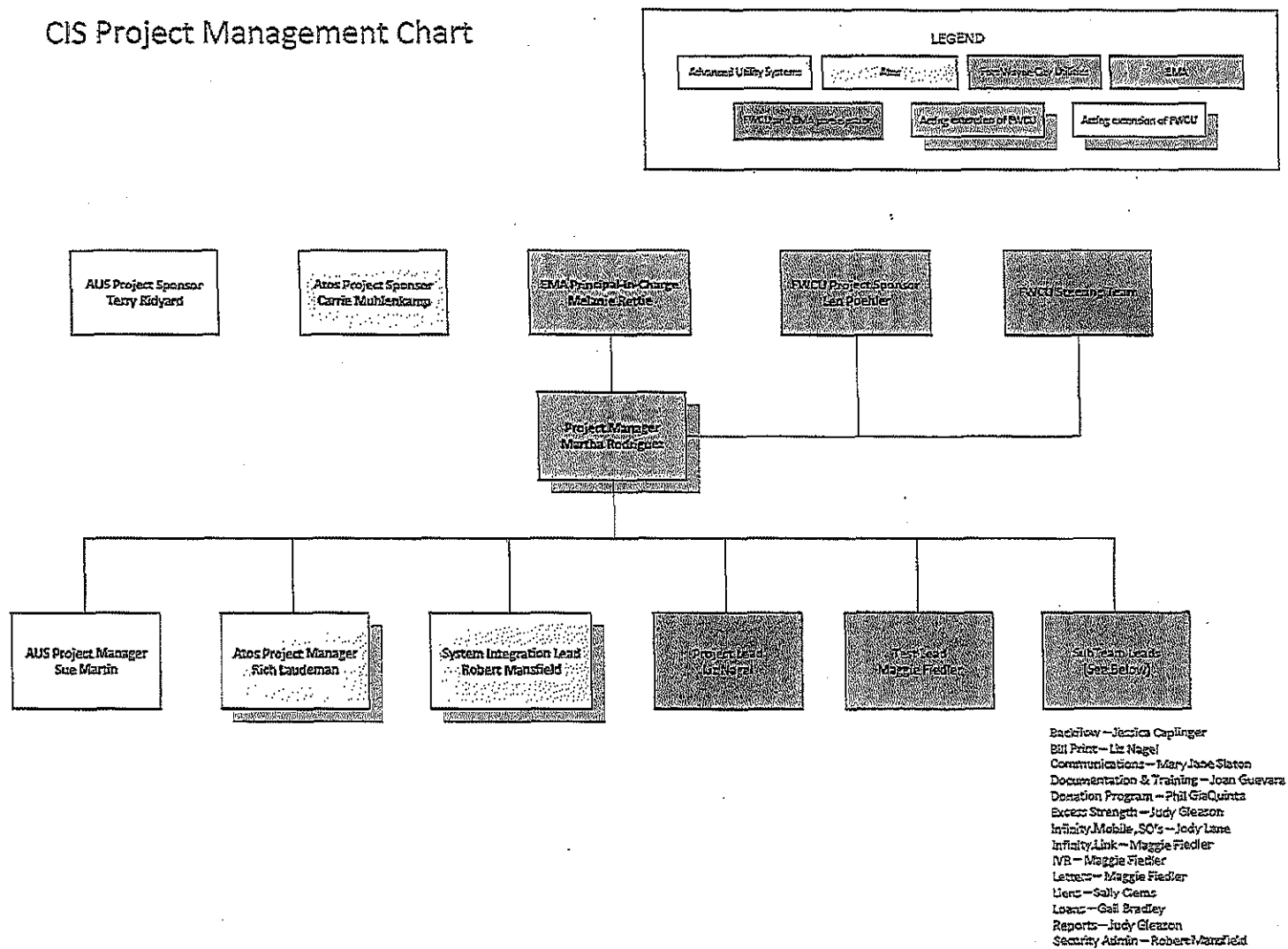
- Create and maintain an integrated project plan combining schedules for AUS, Atos, FWCU, and major third party vendors. Update plan monthly and as new dates are received. The integrated project plan is dependent upon delivery of a current and updated project plan from AUS and Atos
- Manage the interfaces/mods planning spreadsheet containing dates for specs delivery, sign-off, and delivery with corresponding CW ticket statuses. Update spreadsheet weekly
- Generate a weekly CIS status report with pending team deliverables, testing status, and upcoming items due
- Facilitate weekly internal project meetings
- Draft monthly steering team materials and facilitate meeting
- Update FWCU sub-team action item log and integrated risk logs weekly

Mr. Len Poehler & Mr. Jim Haley
November 18, 2014
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Go-Live and Post Go-Live Deliverables

- Manage activities on the cutover plan
- Organize punch list and facilitate resolutions
- Create implementation plan and schedule for post go-live items

CIS Project Management Chart



Task 2 – Configuration Testing Design

EMA has organized testing and created status reporting for the project team. The work has included formatting and organizing all AUS-provided scripts into testing items within QMetry. EMA resources have also worked with the project team in creating test cases, methodology approach, and high-level tasking. The PM will continue monitoring testing status, assignments, and issues.

Task 2 is for EMA to design test cases that cover critical items such as bill print scenarios, utilizing FWCU SME input. Test cases validating FWCU-specific configuration in CIS Infinity, Infinity.Link, and Infinity.Mobile discovery documents will also be created. Additionally, this task includes the design of User Acceptance Test (UAT) cases that confirm resolution of conversion bugs previously reported to AUS via CW tickets.

Deliverables

- Design test cases as described above
- Format and import test cases into QMetry
- Establish organization within QMetry for testers

Task 3 – RFP Requirements Testing Design (Optional)

We propose two scenarios for this optional task, detailed below.

Scenario 1

This task is for EMA to create test cases that cover the requirements list in RFP Appendix C in order to validate all desired functionality is in CIS Infinity. Each requirement will be assigned into a functionality type that matches AUS's RFP response.

CB	= Current Base
WTM-NC	= Willing to Modify at No Cost
WTM-FWCU	= Willing to Modify at FWCU Cost
NWTM	= Not Willing to Modify

The requirements will be uploaded into QMetry and linked to a test case.

Deliverables

- Design test cases as described above
- Format and import test cases into QMetry

- Establish organization within QMetry for testers
- Import RFP requirements into QMetry
- Link requirements with test cases in QMetry
- Format AUS-supplied interface/mods test scripts into QMetry

Scenario 2

EMA will train and support the Atos System Integration Lead to complete Task 3.

Task 4 – Post Implementation PM Support

AUS states that desired functionality, interfaces, and modifications will be delivered by ITC3, which is projected to begin on January 20, 2015 and conclude March 27, 2015. With current go-live of May 2015, post-implementation PM support may not be necessary for AUS items.

PROJECT RESOURCES AND ROLES

EMA anticipates the following staff will continue or be added to work on the project:

Melanie Rettie, Principal in Charge (PIC). Melanie is an Executive Vice President with EMA. She has over 25 years of experience in information technology and water and wastewater utilities. She is an expert communicator and very good at translating technical issues into a management and utility perspective. She has led numerous customer service projects, including Customer Relationship Management (CRM)/311 planning and implementation projects, customer service business process assessments, and Customer Information Systems (CIS) planning/implementation projects. She was the Principal Investigator for the Water Research Foundation Project #3007, Effective Practices to Select, Acquire, and Implement a Utility CIS project, and is a member of the AWWA Customer Service Committee. She is the CEO of the Water Customer Care Forum – a group of approximately 20 water utilities between 150K and 500K accounts.

Responsibilities: Melanie will provide EMA executive oversight to the project. She will regularly check in with the EMA PM and with the Project Sponsors related to the project status. She will ensure that EMA's PM uses EMA's standard PM practices; she will also be a resource for the PM regarding how to address the inevitable implementation issues and challenges.

Onsite Schedule: One visit per month, on average, and as needed.

Martha Rodriguez, Project Manager (PM). Martha is a certified Project Management Professional (PMP) with experience in CIS implementation, customer service business process review, process implementation, and organizational optimization projects. She has facilitated CIS testing strategy workshops and has been instrumental in setting up the structure, methodology, and reporting mechanisms for testing. Martha incorporates a side-by-side approach with the client PM in fostering quality assurance, team direction, and meeting

facilitation. She is a licensed Professional Engineer (PE) and an ASQ Certified Six Sigma Black Belt (CSSBB).

Responsibilities: Martha's responsibilities can be referenced in Task 1.

Onsite Schedule: Three weeks (Monday-Thursday) per month, on average, through go-live.

Greg Haupt, Testing Design. Greg has 35 years of experience in municipal and utility environments, including 12 years directly managing and implementing a variety of city information technologies. Greg has a rich background in planning and managing technology selections and implementations and in the people change processes required for successful technology implementations. He has been either project manager or a subject matter expert on a number of water utility customer service engagements involving planning, selection, and/or implementation. He brings understanding of a variety of local government processes such as budgeting (both capital and O&M), planning/plan review, and licenses and permitting. He recently completed two engagements with Greater Cincinnati Water Works.

Responsibilities: Greg's responsibilities can be referenced in Task 2.

Onsite Schedule: One week (Monday-Thursday) per month, on average, and as needed, through March 2015.

Laura Botkin, Testing Design. Laura has 16 years of experience as a Systems Analyst. She brings extensive selection and testing experience for a CIS, having provided a key role for the Portland Water Bureau's project. She is the internal EMA Project Manager for a Water Research Foundation project to research leading practices for technologies and use of them related to customer service and metering. Additionally, she brings extensive experience in Maintenance Management Systems. She has extensive testing experience. Laura worked with the City of Tucson and Tucson Water to provide end-user training for their computerized maintenance management system and assisted with data mapping, system configuration, and data integration between the CMMS, GIS, and Customer Billing systems. She has also worked on several Business Process Reengineering projects using Gensym's ReThink and G2 process simulation modeling tools. She created a simulation model of Albuquerque's water system using the G2 tool. This model develops optimized pumping strategies based on variable energy costs. She worked on a SCADA Master Plan for Pima County Wastewater, Control System Upgrades for Tucson Water and Southern Nevada Water Authority, and LIMS needs requirements for San Francisco.

Responsibilities: Laura's responsibilities can be referenced in Task 3.

Onsite Schedule: As needed

Mikey Middlestedt, Customer Service Analyst. Mikey has over five years of experience in project coordination and support, with a background in customer service and sales management. As a Customer Service Analyst with EMA, she focuses on customer service and Customer Information System (CIS) projects. She is responsible for on-site meeting coordination and documentation, reports, presentations, CRM database maintenance, and vendor coordination.

Responsibilities: Support EMA resources in creating status reports, test design, and other activities for the project

Onsite Schedule: As needed

SCHEDULE AND COST ESTIMATE

This cost estimate assumes a schedule in which go-live occurs June 2015 without post go-live implementation items. EMA's PM role follows SoW Task 1 through go-live with one month of post go-live PM support, ending July 2015.

Billing Rates

Proposed team members and associated hourly rates are provided below.

Team Member	Melanie Rettie	Martha Rodriguez	Greg Haupt	Laura Botkin	Mikey Middlestedt
Hourly Rate	\$315	\$175	\$215	\$185	\$85

EMA adjusts rates on a yearly basis in April. While the amount of the adjustment varies on an individual basis, increases typically range from 2 to 4%. Due to the rate increase for Martha Rodriguez in November 2014, her rate will not increase in April 2015.

Cost

As of 10/31/2014, the remaining Phase II budget was \$196,967. This amount is deducted from the new proposed amount to provide the incremental expense.

Contingency allowance is at the client's discretion. We typically recommend 15% to address unforeseen items. EMA will not charge to contingency without prior client approval.

Task	Labor	Expenses	Total
Task 1 Direct Project Management	\$246,000	\$36,900	\$282,900
Task 2 Configuration Testing Design	\$78,700	\$11,805	\$90,505
Task 3* (Optional) RFP Requirements Testing Design	TBD	TBD	TBD
TOTAL	\$350,750	\$52,613	\$403,363
Remaining Phase II Budget as of 10/31/14			(\$196,967)
TOTAL - Incremental Balance			\$206,396
Contingency (15%)			\$30,959

Task	Labor	Expenses	Total
TOTAL - Incremental Balance & Contingency			\$237,355

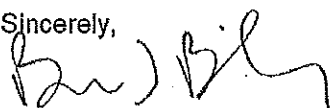
**Task 3 is optional and per FWCU's discretion. Two potential scenarios were described under the SoW.*

Assumptions

- All members of the project team will strive to meet their commitments
- Vendor project managers will provide project plans and make issues impacting completion known in a timely manner
- FWCU SMEs are responsible for timely review of interface specifications, business process decisions, and vendor contractual arrangements
- The Atos System Integration Lead will act as a key technical support SME for CIS Infinity at go-live, and post go-live implementations, and ongoing operations
- The same project team members will be available for post go-live implementations at a reduced percentage of time, as needed
- FWCU will retain budgetary responsibility for vendors. Authority on change orders will come from the FWCU Project Lead
- AUS deliverables including functionality, interfaces, and modifications will be delivered by ITC3. Therefore, post-implementation support is not required for AUS deliverables post go-live
- AUS will provide testing scripts for interfaces and modifications
- Atos will provide testing scripts for interfaces where internal development has occurred

If you have any questions, please do not hesitate to call Melanie Rettie at (651) 639-5651.

Sincerely,

 2/17/15

Bruce Bialka (Contract Authority)
Melanie Rettie (Principal-in-Charge)

Martha Rodriguez (Project Manager)

Interoffice Memo

Date: **March 5, 2015**

To: **Common Council Members**

From: **Len Poehler**, Deputy Director Business Services, Fort Wayne City Utilities

RE: **Change Order #1 to EMA, Inc. contract**

Since November 2012, EMA helped us select the most qualified billing and customer information system and then develop and implement that System. The new CIS system is really a complex network of systems, automatically grabbing, storing and acting on data electronically. Attached to our CIS system are over 40 different interfaces; which made this implementation project a real challenge. Happily, we are in the home stretch, expecting to go-live this summer.

EMA provided the procurement strategy and tools to help select Advanced Utility Systems as our CIS vendor. Since that selection, EMA initially provided project support and subject matter expertise. More recently, EMA has been operating as our project manager. We determined that our implementation team performed better with EMA on-site. They have been instrumental in getting us to this point.

This change order extends EMA's contract approximately 70 days and provides additional project management hours to cover these last few months of the project.

This change order is a unit rate contract with a not-to-exceed amount of \$237,355. The revised total contract price is \$935,233.

CC: Kumar Menon
Diane Brown