# Exhibit "A"
## Scope of Work
## (218-143)
## City of San Marcos, TX

### Summary Scope of Work
### Project Implementation, Timeline, and Duration

A. Summary of Scoping Process
B. Project Implementation Timeline
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## A. Summary of Scoping Process

InfoSend is pleased to provide this overview of the Scoping process. The following sections describe the process whereby client specific deliverables (data files, data mapping, document mockup, etc.) are converted to the InfoSend system and Go-Live is executed. Once City of San Marcos has provided the noted deliverables, a detailed Statement of Work will be provided. Timelines provided are estimated, pending City of San Marcos project team involvement.

**Project Overview:**
InfoSend shall provide data processing, printing, mailing, ePresentment and related services (Services) for San Marcos in support of customer communication operations for bills, notices, arrear letters, and related outputs. InfoSend shall print and mail varying quantities as required by San Marcos. InfoSend shall conform to all United States Postal Service ("USPS") standards and regulations allowing for the most advantageous postal rates.

Currently, San Marcos sends out approximately 33,000 bill and notice types per month with weekly cycles.  Current bills and notices are printed variably with black plus a highlight color (blue or red).  San Marcos customers can opt in to paperless billing.  InfoSend will provide email notifications, PDF attachments and manage suppressions from criteria in the data file. InfoSend shall perform services to include the following for all bill/notice types:

1. Bulk printing, stuffing and mailing services for customer service correspondence, violation notices, and marketing materials including provision of supplies such as paper stock and envelopes for printing;

2. Online document tracking service;

3. USPS compliance for all mailings;

4. Electronic address change service;

5. National Change of Address (NCOA) scrubbing service; and

6. Reporting and reconciliation of daily activities of files transmitted and items processed.

## B. Project Implementation Timeline

All InfoSend implementations have 4 key phases.

1. **Requirements Gathering**
2. **Application Build**
3. **Samples, Parallel Testing, and Training**
4. **Go-Live and Follow Up**

### 1. Requirements Gathering

The project is started with a dedicated Account Manager assigned to the project.  The Account Manager acts as the primary point of contact with the City while working with all internal InfoSend programming and operations staff. InfoSend, as a cloud-based solutions provider, engages clients in implementation and support via phone, email and web-based tools, including web-browser screen sharing. All setup, training and request tracking is provided virtually using industry standard tools. Critical communications sent to or received from clients during the implementation are centrally archived in the InfoSend CRM system, ensuring all aspects are documented and the implementation can continue should the primary resources be out of the office.

The Account Manager establishes key milestones and completes standardized steps in the InfoSend implementation plan. The process includes requirements gathering and analysis of the application to be developed, including a data mapping exercise, resulting in a **Statement** of **Work** (SOW) for City approval.

### 2. Application Build

Once the SOW is approved, the application undergoes development. Prior to completion of development, the application is reviewed by a secondary Account Manager or member of the IT management group to ensure that no task was left undone or done incorrectly. Sample output is produced and checked by InfoSend Quality Control, automated Quality Control methods are configured within processing, and finally, output is provided to clients for review and approval.

### 3. Samples, Parallel Testing, and Training

During the last phase of the implementation, the application is put into Parallel Testing mode. During this time clients are encouraged to transfer copies of live data to InfoSend to be automatically processed and output for review. Clients check the output to ensure that it is satisfactory and any requested revisions will be completed before go-live.  Clients are also trained on how to use InfoSend tools and reporting to support the application at this time.

The web-based training covers:
- File uploads
- Sample review and approval
- Managing document messages and insert requests
- Accessing archived reports
- Managing User Permissions
- Submitting, viewing and closing support requests

**4. Go-Live and Follow Up**
Go-Live of the application includes an "all-hands" approach, with all key InfoSend managers required to review the launch day activity and sign off before application output is final. After Go-live, your Account Manager performs a post go-live follow up to ensure client satisfaction.

# Timeline and Duration

Based on previous experience with Clients of similar size and structure, the following timeline has been provided for project implementation. The proposed timeline gives both parties ample time to complete the project. **The implementation timeline begins once the contracting phase has been completed and InfoSend has received a test data file from the City.** Receipt of the test data file will allow the Account Manager to begin the technical implementation.

This is a sample timeline. If a shorter implementation is necessary, the City will need to provide responsive engagement during requirements gathering, answering any questions that InfoSend has in a timely manner to allow the project to progress at a more rapid pace. The following work schedule requires minimal effort from the City on a week-to-week basis and provides ample time for parallel testing.

**Pre-Implementation Phase:  Contract Negotiations**  (May/June 2018)
- Contract Negotiations
- City Contract Approval Process
    - City Legal Department Approval
    - City Council Approval
- Final Contract for Signatures
  **Milestone, Contract Negotiation:** Signed contract

**Phase: Requirements Gathering** (July 2018)

**Week 1:** (Begins once signed contracts, test files, and current output samples are received)
- Familiarize each party with the project managers assigned to the implementation
- Discuss the client specifications and requirements
- Discuss requested formatting changes to client output
- Begin development of mockups incorporating client feedback
  **Milestones, Week1:** Hold kick-off call and complete Client Installation Checklist

**Week 2:**
- Provide first draft mockups
- Begin to discuss data processing details and data mapping in correlation to mockup
- Finalize any open items on the Client Installation Checklist
- Review mock-ups via online meeting to incorporate Client feedback in real-time
  **Milestone, Week 2:** All Client deliverables received and documented

**Week 3:**
- Finalize mockups
- Provide proofs for custom preprinted form and envelope (if applicable)
- Continue gathering data processing details and developing programming logic
  **Milestone, Week 3:** Client approval of mock-up outputs

**Week 4:**
- InfoSend will present the Client with a detailed/formal **Statement** of **Work** (SOW) which captures all requirements for the implementation project and production of outputs.
- Client reviews SOW and requests changes/clarification on any relevant items.
- InfoSend obtains Client sign-off on the SOW.
  **Milestone, Week 4:** Signed SOW is received, project planning complete

## Phase: Application Build (August 2018)

**Week 5:**
- InfoSend Application Development begins
- InfoSend Account Manager **works** with the InfoSend programming team to execute application per the SOW
  **Milestone, Week 5:** Application Development Begins

**Week 6:**
- InfoSend Application Development continues
- Account Manager reviews any questions which came up during development with the Client
  **Milestone, Week 6:** Application Development continues

## Phase: Samples, Parallel Testing, and Training (August – Sept 2018)

**Week 7:**
- InfoSend provides first set of samples for review
- Client reviews the output samples and provides feedback to your Account Manager about requested changes
- Client feedback is communicated to InfoSend's development team for incorporation into the outputs
- Begin payment/lockbox/other ancillary testing (if applicable)
  **Milestone, Week 7:** Draft training schedule is created for the Client's operations team

**Week 8:**
- Additional rounds of sample review are conducted for the outputs
- InfoSend and the Client will meet to discuss changes and **work** to refine the outputs
  **Milestone, Week 8:** First samples provided for Client review

**Week 9:**
- Additional rounds of sample review are conducted for the outputs
- InfoSend and the Client will meet to discuss changes and **work** to refine the outputs
  **Milestone, Week 9:** Additional samples provided for Client review

**Week 10:**
- Final round of changes are conducted for the outputs
- Receive approval on the outputs
- Conduct training for Client staff on InfoSend systems and application management
- Complete payment/lockbox/other ancillary testing (if applicable)
- Begin parallel testing of application
  **Milestone, Week 10:** Complete training and testing

**Week 11:**
- Complete parallel testing of application
- Receive and process first live file for distribution
- InfoSend will conduct extended quality assurance reviews on the first live files to ensure that all expectations for accuracy and quality are being met.
  **Milestone, Week 11:** Receive approval of outputs and prepare for go-live

**Phase: Go-Live and Follow Up** (Oct – Nov 2018)

**Week 12:**
  **Milestone, Week 12:** Go-live

**Subsequent 2-4 Weeks:**
- Follow up review of project, deliverables, and service with the client to confirm satisfaction
- Officially close project within InfoSend CRM

## C. Standard Implementation Scope

A. Project Implementation and Project Management

1. InfoSend will have a dedicated Project Manager (Account Manager) assigned to San Marcos's project. Should the assigned Account Manager change, InfoSend will notify San Marcos immediately.

2. All setup, training and request tracking will be provided virtually using industry standard tools. Critical communications sent to or received from San Marcos during the implementation will be centrally archived in the InfoSend CRM system, ensuring all aspects are documented and the implementation can continue should the primary resources be out of the office.

3. After an initial requirements-gathering phase, InfoSend will provide a detailed Statement of Work (SOW) outlining project requirements, goals, responsibilities, and success criteria.

4. Application Build: Once the SOW is approved, the application will undergo development following the implementation schedule in Duration and Timeline to this Scope of Work. Prior to completion of development, the application will be reviewed by a secondary Account Manager or member of the InfoSend IT management group to ensure that no task was left undone or done incorrectly. Sample output will be produced and checked by InfoSend Quality Control, automated Quality Control methods will be configured within processing, and final output will be provided to San Marcos for review and approval.

5. San Marcos will check the output to ensure that it is satisfactory and any requested revisions will be completed before go-live.

6. San Marcos staff will be trained on how to use InfoSend tools and reporting to support the application during the last phase of implementation. The hour-long, web-based training covers:

   a. File uploads

   b. Sample review and approval

   c. Managing document messages and insert requests

   d. Accessing archived reports

   e. Managing User Permissions

   f. Submitting, viewing and closing support request

7. Go-Live and Follow Up:

   Go-Live of the application will include an "all-hands" approach, with all key InfoSend managers required to review the launch day activity and sign off before application

output is final. After Go-live, the dedicated Account Manager will perform a post go- live follow up to ensure San Marcos staff's satisfaction.

B.  Postage Account Set-up and Maintenance

1.  San Marcos will submit a postage deposit prior to the first mailing. This amount will remain in deposit for the duration of the Agreement. Upon Agreement expiration or termination San Marcos must pay in full any outstanding invoices from InfoSend for payables created under this Agreement; the postage deposit will be refunded within fifteen (15) days of the date that the last open invoice is paid. The postage deposit is subject to an annual review and may be adjusted to account for changes to San Marcos average mailing volume or changes to USPS postage rates. There will be no more than one adjustment requested per year, if at all.

2.  InfoSend shall not markup postage for a profit.  InfoSend shall obtain the best pre-sort rate possible and provide San Marcos with every postal receipt verifying the pieces mailed and the cost per piece for each mailing with or prior to invoicing.

C.  Data File Delivery, Processing, and Retention

1.  InfoSend will accommodate both PDF and raw formatted data files for bills, notices, and arrear letters. InfoSend's Data Processing platform is capable of accepting data extracts from clients in a "flat-file" format (text, csv, XML, etc.), as well as in a print-ready PDF format. The system is capable of accepting multiple file inputs and formats to generate a single output stream.

2.  On a 24/7 basis, San Marcos can send data files to InfoSend via FTP or SFTP or San Marcos can also log in to InfoSend's secure website and upload files using the HTTPS file upload method. Optionally, and depending on security requirements, password protected or PGP/GPG encryption can be utilized on the files. When a file is received, it will be automatically time stamped and logged in InfoSend's Job Tracking database.

3.  All data transfers will be checked against an archive of file-level hashes and if a match is found, the system will detect the file as a duplicate. If a duplicate is detected, the processing program is halted and a warning is generated, calling for immediate follow up by InfoSend support personnel.

4.  InfoSend's system can be configured to create batches based on multiple source files, as well as wait a predetermined amount of time for more client records to be transferred before beginning the batch processing.

5.  Successfully transferred files will be identified by client input type, resulting in a confirmation receipt sent.

6.  Each of InfoSend's programs will be custom made to work with the San Marcos's specific data file format. Incomplete or erroneous data will result in a program halt, issuing a warning that is escalated to InfoSend support personnel for immediate follow up.

7. InfoSend programs will be set up to check for individual data fields and halt if criteria is not met; for example, if a date field contains a value older than an acceptable threshold. All data-check halts will issue a warning and escalation to InfoSend support personnel.

8. InfoSend's system will take validated input data and begin processing by assigning a unique production Job Code specific to the client input file(s). This Job Code identifies and accompanies the output through InfoSend's processing.

9. Input data will be rendered by the InfoSend application, resulting in the layout defined during the implementation. Any special business logic conditions defined by San Marcos will be applied at this time.

10. During processing the system will also validate customer mailing addresses, apply National Change of Address (NCOA) updates, and perform record suppression based on San Marcos criteria. The system will also perform USPS pre-sorting of records, apply the Intelligent Mail Barcode (IMB) and ensure the records are in the correct order to maximize postal efficiency. Additionally, InfoSend's CCM platform will check the database for any scheduled messages or inserts to be included with the output.

11. Once a file has successfully been rendered, San Marcos will have the option to review a sample file containing a PDF output of the documents. Sample outputs can contain a percentage of or the complete output and will include a Process Summary report cover page listing details on the output work to be performed by InfoSend. San Marcos will be provided the option to either reject and resend their data file with corrections or approve the batch. Once files are approved, an email confirmation of the approval is sent, and the output will be released to the manufacturing environment for distribution.

## D. Printing

Bills, Notices, Arrear Letters:

12. Prior to first printing, San Marcos will approve print stock and envelopes. Any changes during the contract must have San Marcos approval.

13. The baseline print image quality for transactional documents such as statements and invoices is 600 x 600 DPI.

14. Once a sample file batch has been approved for printing, files will be sent to the print production queue.

15. A job ticket will be attached during processing to each production run. The job ticket will contain information such as printing specifications, form type, envelope options, and whether an insert should accompany the file. The job ticket will be printed in our production department and remain with a job until it is released to the USPS for mailing.

16. InfoSend will reprint and mail at its own cost any correspondence that is undeliverable due to misprinting or contains errors deemed to be InfoSend's fault.

17. San Marcos will not pay for printed material damaged while in InfoSend's possession.

18. All artwork remains the property of San Marcos

Envelopes:

1. Envelopes will include security tint printed on the inside of the paper stock that prevent the contents of the envelope from being viewed. Envelopes will also use sustainably logged paper (SFI).

2. InfoSend will utilize standard windowed envelopes with clear film.
.
E. Folding, Inserting, Metering, Mailing

1. InfoSend will implement the Full-Service Intelligent Mail barcode when San Marcos' documents are produced.

2. Once a job has gone through Quality Control, it will be released to the printing department for fulfillment. All printed pages will be matched to the correct materials per the Job Ticket, and inserted into the envelope for mailing. Mail that has been inserted is then delivered to the USPS with the appropriate postal paperwork for the USPS to validate prior to induction. Upon delivery to the USPS, either at the onsite Detached Mail Unit (DMU) or local distribution center, the job batch is scanned as completed by an InfoSend operator.

3. Upon completion of the job batch, InfoSend's CCM platform will begin the electronic distribution of customer records to the InfoSend archive, hosted eBusiness system, back to the client, or other third-party distribution networks.

4. InfoSend will process each file through United States Postal Service (USPS) certified and approved software to ensure the Coding Accuracy Support System (CASS) routine is run. The CASS system improves the accuracy of carrier route, 5-digit ZIP, ZIP + 4, performing Delivery Point Validation (DPV) on mail pieces, and digitally presorts the order of mail for USPS efficiency.

5. InfoSend will ensure that San Marcos's mail complies with the USPS Move Update requirements. InfoSend offers two move update services that are compliant with the USPS:

    a. Address Change Service (ACS): when this option is selected the USPS forwards client mail to the new address and records the action in their database. InfoSend retrieves this information weekly and sends clients an electronic report of the forwards.

    b. NCOALink Service: with this option InfoSend uses the NCOALink database to find the new addresses during data processing. The new addresses can be printed on documents before they are mailed, or printed as-is and forwarded to the new address by the USPS.

6. InfoSend will maintain compliance with all USPS postal processing services to ensure the lowest possible postage rates and accurate delivery.

F. Reporting and Tracking

1. Once InfoSend has completed the distribution of San Marcos's job batch, a confirmation receipt will be sent to San Marcos with details on the job batch execution. This receipt will serve as the final notification regarding the input data received.

2. File Transfer Acknowledgement Report:

   Upon client upload of a data file for processing, InfoSend will send the File Transfer Acknowledgement Report as certification of receipt of the file. The File Transfer Acknowledgement Report will provide information about the file name, byte size, page/record count, and file receipt date. This report will be posted to InfoSend's secure web portal for viewing and emailed to designated San Marcos staff members.

3. Process Summary Report:

   The Process Summary Report is a detailed PDF document that summarizes key data points contained within a document run batch. The Process Summary Report will be included as a cover page within each set of samples when San Marcos reviews sample files prior to printing. It is also posted to InfoSend's "Reports" tab of the web portal in PDF form. The Process Summary Report details important information such as data files that were included within the job, document details such as page count and batch amount if documents are bills, print output information, suppressions, inserts included, and USPS presort counts and estimated postage.

4. Process Confirmation Report:

   The Process Confirmation Report will be emailed to designated San Marcos staff members as well as posted to the reports section of the web portal after documents have been completed for mailing and released to the USPS. This report will provide confirmation that InfoSend has released a job's mail pieces to the USPS for mailing. The Process Confirmation Report can be created in one of three different formats: plain text, XML, or HTML.

   This report provides the name of the file(s) mailed along with a detailed mail count. For statements, invoices, and other financial documents, the total dollar amount is also provided. Additional information can be provided after the "totals" section of the report. For example – addresses that could not be verified for delivery point validation can be listed at the end of this report.

5. Job Tracking Tool:

   The Job Tracker will provide the current status of San Marcos's jobs as they progress through InfoSend's data processing and print production departments. The Job Tracking tool will contain details such as job type, number of component files that are contained within the job, file receipt timestamps, sample files that may be downloaded, and the status of printing/quality control/mail preparation. Once a file has been completed for mailing and mail pieces have been released to the USPS a timestamp of file completion confirmation will be provided. InfoSend will provide history of the past 100 jobs that were processed through the system.

6.  Address Update Report:

    Address Updates including NCOALink hits will be provided to San Marcos in InfoSend's reporting section. The NCOALink report is available in three formats: plain text comma delimited, XML, or HTML.

7.  Message Manager:

    This free account management tool is a custom-built web-based application that allows clients to control the messages that print on output. San Marcos could use this tool to communicate marketing information. San Marcos can schedule the messages months or even years in advance, as well as set criteria to assign unique messages to different types of customers, or even to individual accounts. A PDF preview displays the message in the actual font that will be used.

8.  Mail Tracking:

    With Mail Tracking, the USPS data will be provided via the IMb Tracing™ service, where all qualified mail with an Intelligent Mail Barcode that is scanned at a sort facility is logged. This data provides insight into the estimated delivery time frame of mail to the customer and a confirmation of timely production. This service is only available with mail sent using 1st Class Postage, and not available in some cases with postcard mailings.

9.  Process Detail Report and Invoicing:

    InfoSend provides standard invoices in a PDF format, and can optionally mail them via USPS. A companion report is optionally provided, which includes line item details to allow clients to track any trends or perform detailed analysis on the delivery of customer outputs.

# Email eBilling Scope of Work

## Basic Email Billing Overview:

- Email-only service that sends eBills to customers via email (no portal to view prior eBills).
- Compliments an existing online payment system by providing eBills electronically.
- Works with client data file flag or supplemental file with customer email addresses.
- Styled HTML email template featuring client branding, including banner image.
- Bill particulars such as Account Number, Due Date, and Amount due are contained in the email body, as well as link to payment portal.
- Includes a PDF of the document attached to an email.

**Security:** eBilling services using an advanced platform (three-tier) architecture that maximizes security, encrypting all data transmission using SSL technology, and protecting customer data securely behind a robust firewall.

**PDF Bill Delivery:** The system will email PDF replicas of the printed bill to the customers email address. Bills shall contain identical information and have identical appearance to the paper statements customers would otherwise receive.

**Email Notices:** Additionally, InfoSend shall provide system generated emails for certain events, including new bill notifications, customer service replies and email address or preference modifications.

**Link to Payments:** The eBilling service must recognize that the City contracts with third party portals and will link the customer to the

**Customer Service Admin Portal:** InfoSend shall provide City's customer service representatives with a portal for managing the application. This portal includes the ability to enroll customers in eBilling services, resend bills, update email addresses and otherwise manage eBilling settings at a customer's request. City's customer service representatives shall also be provided access to securely view 18 months of archived eBills.

**Customer Service Tracking:** InfoSend shall provide a two way secure communication tool as part of the application, whereby residents can submit requests securely via the user portal to the City's customer service representative portal. Customer service representatives shall have the ability to respond and "close" the request when resolved. Communications are to be permanently archived.

**Reporting:** Provide a listing of all currently active email addresses and all associated demographic data, at least monthly, or upon request of the City.

Any information obtained by InfoSend through the use of the eBilling system shall be used only for the purpose of the City's eBilling. InfoSend shall not use the information for any other purpose, including, but not limited to, solicitation. InfoSend shall not sell, or otherwise release, any information obtained or used by the eBilling system to any party without the express written consent of City's authorized personnel.  All information obtained by InfoSend or used by the eBilling service shall be maintained under strict security to prevent any unauthorized release of the information. Furthermore, InfoSend shall develop and maintain the eBilling system, and implement all security measures necessary, to prevent any party from accessing the City's and customer's information.

## 3. COST PROPOSAL

| ITEM # | REFERRAL EVENT | COSTS |
|--------|----------------|-------|
| 1. | Processing Utility Bill | $0.084 /per bill |
| 2. | Bundle Bill | $0.00/bundling billing statements |
| Postage | | |
| 3. | Postage: Freight, Courier & Air Delivery | at cost per request |
| 4. | Postage: 1st class sort (1 oz) | $0.375 per bill *Postage applied at lowest available rates per CASS/Presort and billed as pass through.* |
| SEARCH AND VIEW BILL | | |
| 5. | Data processing, pdf. creation, search, and access capabilities and host of pdf. files for 12 months | $0.0075 per bill |
| 6. | Oversided pdf. surcharge (Group E only) | $0.00 per impression *No surcharge for oversized PDF documents.* |
| 7. | Automated address update service | $0.25 per address correction |
| 8. | NetBill Monthly maintenance fee | at quote per month |
| MISCELLANEOUS | | |
| 9. | Additional Impressions | $0.041 per impression |
| 10. | Bill Suppression (data processing only (Group Y & Z) | $0.00 per bill |
| 11. | Oversized Surcharge (8-99 page bills – Group C) | $0.25 per bill |
| 12. | Oversized Surcharge (100 + page bills – Group D & E) | $0.25 per bill |
| 13. | Additional Inserts | $0.0075 per insert |
| 14. | Basic Set up Fee (City Bill or Standard Formats and Reports | Waived |
| 15. | Technical Services (including additional set-up beyond Standard, formatting or custom reports, conditional logic & insert/forms composition) | $125.00 per hour |
| 16. | Minimum monthly charge | No Min Charge |
| 17. | Minimum daily processing/production fee | None per day |

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## Updated Cost Proposal to include eBilling and eInserts

| InfoSend's Fees – Email eBilling Service | | |
|---|---|---|
| **Per Email Fee**<br><br>Per email sent. Includes creation of email bills and bill summaries based off of flagged accounts in the data provided by Client. | Per Email | $0.05 |
| **Monthly Support Fee**<br><br>Per month fee to support the Email eBilling Service. | Per Month | N/A |
| **Set-up Fee** | One Time | Waived |
| **Electronic Inserts**<br><br>PDF copies of your physical inserts can be included in the Print Image Archive at an additional cost. This will let your team see exactly which inserts were delivered with each mail piece. This will also allow you to include the inserts in the eBill PDFs that are presented and/or emailed to customers if you use an InfoSend eBusiness service that delivers eBills to your customers or if you use a third party application that pulls the PDFs from InfoSend's Print Image Archive API to present to your customers. | Per Insert<br><br>(No Set-up Fee) | $0.003 |

Pricing Clarifications and Updates based on Discovery with San Marcos